

The Effects of Organizational Justice on Enhancing Job Satisfaction Case of the Financial Supervisory Organization in BISKRA

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Abstract:

This study aimed to examine the perceptions of employees at the financial control authority in Biskra province regarding organizational justice levels and its impact on their job satisfaction. To achieve this objective, a questionnaire was distributed to 50 randomly selected individuals, of whom 48 respondents returned completed questionnaires that were utilized for hypothesis testing. The study revealed several significant findings, most notably the existence of a statistically significant effect of organizational justice on job satisfaction levels among employees at the financial control authority in Biskra province.

Keywords: Organizational Justice; Distributive Justice; Procedural Justice; Transactional Justice; Job Satisfaction.

Jel Classification Codes : j83, j28

ملخص:

هدفت هذه الدراسة إلى التعرف على تصورات الأفراد العاملين لدى الرقابة المالية لولاية بسكرة حول مستوى العدالة التنظيمية وتأثير ذلك على الرضا الوظيفي لديهم، لأجل ذلك، فقد تم توزيع استبيان على 50 فردا تم اختيارهم بصفة عشوائية، في حين تم استرجاع 48 استبيانا تم استخدامها لاختبار فرضيات الدراسة. وتوصلت الدراسة إلى عدة نتائج أهمها وجود أثر ذو دلالة إحصائية للعدالة التنظيمية على مستوى الرضا الوظيفي للرقابة المالية لولاية بسكرة.

الكلمات المفتاحية: العدالة التنظيمية، العدالة التوزيعية، العدالة الإجرائية، العدالة التعاملية، الرضا الوظيفي.

تصنيف JEL : j83, j28

I. Introduction:

The contemporary business environment is characterized by unprecedented dynamism and transformation across economic, social, and political domains. Modern organizations face multifaceted challenges, including increased competition, technological advancement, and various economic and financial crises. These challenges necessitate organizational adaptability and strategic innovation to ensure sustainability and market viability.

Thus, contemporary organizations have recognized human capital as the cornerstone of organizational success and the primary driver of competitive advantage. This recognition has led to an emphasis on human resource development and the cultivation of an equitable work environment that optimizes employee potential through the implementation of fair and impartial practices.

The implementation of organizational justice significantly affects employee behavior and performance while fostering satisfaction and organizational commitment. In the current competitive landscape, organizational success is dependent on the ability to create a work environment that promotes employee satisfaction with both environment and operational conditions, thereby enhancing individual and organizational performance.

I.1. Research Questions:

Based on the above introduction, the central research question is:

What are the effects of organizational justice on job satisfaction within the Financial Supervisory Organization of Biskra province?

This primary question generates the following subsidiary questions:

- What is the effect of distributional justice on job satisfaction within the Financial Supervisory Organization of Biskra province?
- What is the effect of procedural justice on job satisfaction within the Financial Supervisory Organization of Biskra province?
- What is the effect of transactional justice on job satisfaction within the Financial Supervisory Organization of Biskra province?

I.2. Research hypotheses:

- There is a statistically significant effect of organizational justice on job satisfaction in the Financial Supervisory Organization of Biskra province at the significance level of 0.05.
- There is a statistically significant effect of distributional justice on job satisfaction in the Financial Supervisory Organization of Biskra province at the significance level of 0.05.
- There is a statistically significant effect of procedural justice on job satisfaction in the Financial Supervisory Organization of Biskra at the significance level of 0.05.
- There is a statistically significant effect of transactional justice on job satisfaction in the Financial Supervisory Organization of Biskra at the significance level of 0.05.

I.3. Research Objectives:

This study aims to:

- Examine the theoretical frameworks of organizational justice and job satisfaction.
- Assess the level of organizational justice within the target organization.
- Evaluate the impact of organizational justice on job satisfaction within the target organization.

I.1. Methodology:

This study employs a descriptive-analytical approach as the most appropriate to the subject of our study. Data collection was primarily conducted through a structured questionnaire instrument.

II. Organizational Justice:

II.1. The concept of organizational justice:

Organizational justice represents a complex organizational phenomenon with varying conceptual interpretations. Scholars have approached its definition through multiple perspectives: psychological, behavioral, social, functional and structural frameworks.

From a cognitive-psychological perspective, organizational justice is the field of study that focuses on the perceptions of fairness in the work environment. (Al-Zahra & Jameel, 2016, p. 307), considering that the concept of organizational justice is a relative concept in the sense that an organizational action perceived as fair by one individual may be biased or subjective in the eyes of another individual. (Fartas and Nahwi, 2018, page 346).

Operationally, organizational justice is defined as “the outcome of the agreement between the efforts exerted and the returns achieved, in a way that contributes to achieving the desired goals of the organization”. (Abdul Wahab, 2017, page 9). It is also defined as “the way in which the employee judges the fairness of the method used by the manager in dealing with him on the functional and human levels. (Suleiman Teştiş, Khayat, 2020, page 41)

According to the previous definitions, organizational justice can be defined as “the degree to which an employee perceives that there is a proportionality between the effort, experience and education offered to the organization and the material and moral rewards provided by the organization, the existence of accurate and unbiased procedures, and respectful and courteous treatment by the immediate supervisor or senior management.

II.2. The Significance of Organizational Justice:

Organizational justice serves several critical functions:

- Organizational justice shows the reality of the wage distribution system in the organization through distributive justice.
- Organizational justice leads to achieving effective control and ownership of the decision-making process through procedural justice.
- Organizational justice highlights and reveals the organizational atmosphere and the prevailing organizational atmosphere in the organization, which is then justified by the fairness of the transactions (Al-Asmari, 2013, p. 58).
- The importance of justice lies in the fact that it promotes feelings of self-confidence, reflects fair treatment when evaluating and recognizing the contributions of each member of the organization.
- Justice is also an indicator of respect and adherence to the moral and ethical values of individuals and groups in the organization (Fartas, Nahwi, 2018, p. 353).
- The universal application of organizational justice to all individuals within the organization makes it easier for management and team leaders not to resort to formal or strict procedures to confirm the desired behaviour.
- Justice also works to achieve the integration and ambition sought by most members of the organization, as well as providing a sense of team unity in work and achievement, and supports the spirit of the group (Fadel, et al., 2019, p. 295).

II.3.Dimensions of Organizational Justice:

Various scholars have agreed that the concept of organizational justice has different dimensions:

- Distributive justice: It is the first dimension of organizational justice that was researched in 1963. Distributive justice is defined as the justice that members of the organisation feel when comparing the outputs (rewards) they receive with others, and the perception of fairness in distributions by individuals in the organization, motivates individuals to exert more effort and encourages them to cooperate to achieve the organization's goals (williamson' paulfadil, 2009p3).

- Procedural justice: It can be defined as the individual's understanding of the fairness of the processes through which organizational decisions are made, and the more the individual feels the fairness of the procedures followed in various organizational decisions, the stronger the motivation to adhere to and implement them (Rifai, Bassiouni, 2004, p. 178). It reflects the objectivity and transparency on which the procedures applied in the organisation are based and the fact that management provides individuals with sufficient information to understand how these procedures are applied.

- Transactional justice: It is also defined as the transparency of the manager in dealing with all individuals, the extent to which he provides the necessary explanations and explanations for the work to all individuals, as well as treating them with respect (Al-Khazaei, 2013, p. 37).

Many scholars have also indicated that transactional justice comprises two types of justice:

- Interpersonal justice: It means the extent of respect and appreciation with which the manager deals with his subordinates.
- Information justice: It means the explanations provided to individuals by communicating the necessary information about the reasons for using certain procedures or the method of certain outputs (SukkarAboud, 2012).

III. Job Satisfaction:

III.1. The definition of job satisfaction:

Job satisfaction is one of the most important organizational requirements that the organization seeks to instill in its members and work to provide the appropriate climate to achieve it. Scholars have given various definitions of job satisfaction from different aspects, it can be briefly defined as "a set of attitudes or attitudes that an individual has towards his job and it is a result of the interaction of many factors surrounding this job such as salary, promotion, co-workers and supervision pattern, ... (ManawarFreih, Mahmoud Ali, 2003).

Job satisfaction is an emotional responsiveness towards various aspects of an individual's job and it is the emotional and affective attitude that an employed individual has towards their job so that a person who feels a high level of job satisfaction has positive attitudes towards their job and a person who is dissatisfied with their job has negative attitudes towards the job, so job satisfaction can influence a wide range of behaviors in the workplace (SheikhiMalika, et al., 2020, p. 48).

So it is a mixture of psychological, physiological and environmental factors that make an individual honestly express that they are satisfied with their job (Tawitia Al-Tahir, 2022, p. 48).

Therefore, job satisfaction is the result of an individual's interaction with his job, which ensures that the individual satisfies his needs and feels comfortable at work, belonging and interacting with his internal and external work environment (HodasiIman, 2023, p. 465).

III .2. The importance of job satisfaction:

Researchers and thinkers have attempted to give job satisfaction great importance in the fields of studying organizational behavior within different human organizations due to its essential importance (Belaid, 2021, p. 73):

- To provide the organization's senior management with concepts, ideas and opinions associated with the degree of employee satisfaction in order to improve their attitudes towards increasing loyalty and belonging to the organization.
- To seek to improve wages, salaries, supervision and increase their training requirements for the purpose of improving and developing the individual and collective skills of workers.
- To develop capabilities to achieve the organization's goals and give employees great importance in different areas of work.
- To help management and managers to design a suitable work environment and an effective incentive system that helps to retain people and keep them in the field of work and increase their effectiveness and job performance, as people are considered the most important resources owned by business organizations.
- The psychological state of an individual undoubtedly has a clear impact on the organic aspect, the latter of which also has effects on mental health, as psychological well-being benefits the whole body.

III.3. Dimensions of Job Satisfaction:

There have been various opinions of researchers and scholars about identifying the dimensions of job satisfaction among employed individuals, which differ according to their degree of importance from one individual to another, and which can be listed as follows:

- **Remuneration:** One of the key areas in any measure of job satisfaction is remuneration, which gives a good indication of job satisfaction in general, and it means the material rewards a worker is entitled to for his job, and that all individuals work in professions in order to obtain a good material return that provides them with the requirements of living. High salary is one of the important factors of job satisfaction that affects the happiness of workers' lives and their happiness, loyalty and devotion to their profession, as material problems may be a reason for the lack of devotion of the employee in his duties and tasks assigned to him (Ibrahim, 2022, page 687).

-**Supervisory style:** The results of studies conducted on supervisory style indicate that there is a relationship between supervisory style and subordinates' job satisfaction. The University of Michigan studies indicated that a supervisor who makes his subordinates the centre of his attention and establishes good relations between him and them on the basis of understanding and harmony and seeks to understand their positions, he works to gain the loyalty of his subordinates and creates a work environment that achieves satisfaction for employees. (Khalidiya, 2014, page 118).

-**Relationships Satisfaction:** According to survey results, job satisfaction is higher for individuals who are popular in the work environment, who belong to a small and homogeneous work group, and who have more opportunities for social interaction with the environment during work, (Khalid Ibrahim, 2022, p. 688).

-**Working conditions:** It represents the various physical conditions surrounding the work environment such as noise, air ventilation, lighting, etc. Other benefits that can be provided include offering subsidized transport, catering services, educational services, and providing attractive facilities at work, as the organization's building often has a positive impact on employee morale and productivity, which aims to facilitate employees in performing their job duties.

- **Work quality:** The responsibility, authority and the degree of diversity in tasks reflects the importance of the individual's work, as the individual feels important when he is given powers to fulfil his work, and therefore his job satisfaction level rises (Hosni, Raad, 2020, pp. 189-290). Harzburg was the first to point out the relationship between job satisfaction and work content, where he pointed out that the content of the work in terms of its diversity, importance, and the

authority that characterises it controls the degree of satisfaction of the individual who performs it and thus influences his motivation. He also considered Career advancement as one of the motivating and motivating factors and thus achieving worker satisfaction. Hence, working in a position with diverse and important tasks in the organization and benefiting from promotion will increase the level of satisfaction (Rokam-Linde, 2021, p. 96).

IV. The effect between organization justice and job satisfaction:

Studies often investigate how perceptions of fairness within an organization influence employees' overall job satisfaction. When employees perceive high levels of organizational justice, they tend to exhibit higher levels of job satisfaction. Conversely, perceived injustice can lead to dissatisfaction. In other words, there is a positive association between organizational justice and job satisfaction. This finding suggests that organizational justice serves as a precursor to job satisfaction, influencing employee behavior. Cultivating a sense of fairness within the organization may benefit the company by reducing absenteeism and employee turnover. Organizations that neglect concerns related this risk facing negative outcomes such as poor decision-making, non-compliance with rules and procedures, and, in some cases, lower levels of employee satisfaction (Hasani Al-Zu'bi, 2010, p. 106).

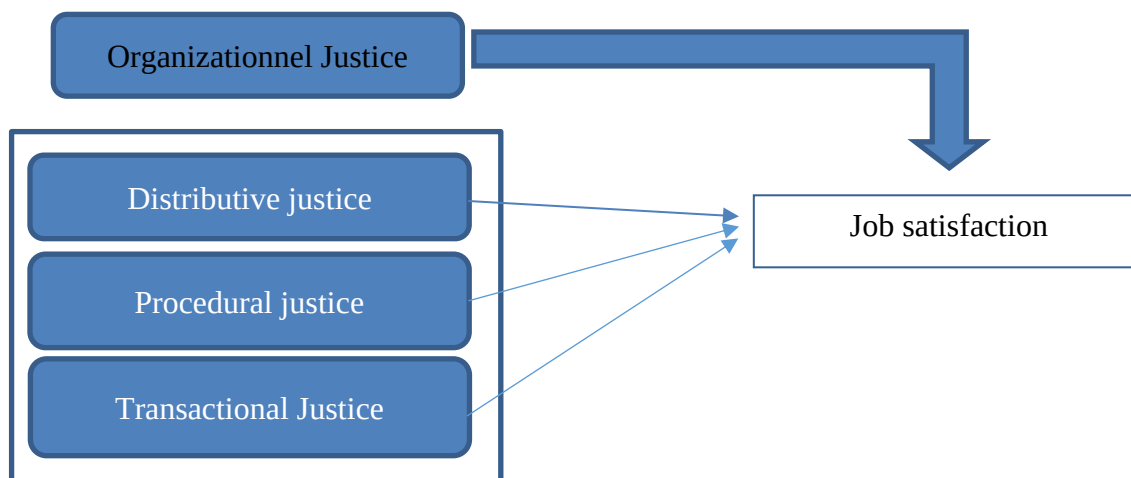
faction, influencing employee behavior. Cultivating a sense of fairness within the organization may benefit the company by reducing absenteeism and employee turnover. Organizations that neglect concerns related this risk facing negative outcomes such as poor decision-making, non-compliance with rules and procedures, and, in some cases, lower levels of employee satisfaction (Hasani Al-Zu'bi, 2010, p. 106).

V. Methods and Materials:

V.1. The study model:

On the basis of the foregoing, and after conducting a review of studies and research related to our topic, this study model was designed and adopted:

Figure1: The study model



Source: created by the researchers.

V.2. The study sample:

This study employed a random sampling technique to select participants from the financial control department of Biskra province. A questionnaires was administrated to 50 employees. The response rate was 96%, yielding 48 valid questionnaires suitable toa analysis.

V.3. Validity and reliability of the survey instrument:

Measuring the instrument of this study, using the statistical package by extracting the stability index, to ensure that no error will occur in the data if the same study is repeated, using the same measurement instrument, under the same conditions in which it was used for the first time. The stability index should be 0.60 and above.

Table (1): Results of the stability and reliability index test

Questionnaire themes	Number of phrases	Stability Factor	Honesty Factor
Organizational Justice	(1-13)	0.804	0.806
Job satisfaction	(12-17)	0.852	0.857
The survey	(1-30)	0.892	0.894

Source: based on the Spss. v 22 outputs.

The internal consistency reliability of the instrument was assessed using Cronbach's alpha coefficients. The organizational justice questionnaire demonstrated strong reliability (0.804), as did the job satisfaction questionnaire (0.892). These values exceed the conventional threshold of 0.70, indicating internal consistency of the measurement scales and supporting their reliability for measuring the constructs under investigation.

V.4. Averages and standard deviations:

Table (02): Arithmetic averages and standard deviations of the research sample's responses on distributive justice

Number	Standard expressions	Arithmetic average	Standard Deviation	Ranking
1	The job requirements and tasks match your abilities.	3.40	1.198	1
2	Your monthly salary is appropriate for the effort you put into your work.	2.13	1.104	4
3	The financial rewards I receive are adequate.	1.96	1.091	5
4	The salary is in accordance with my academic degree.	2.37	1.331	3
5	Wages are distributed fairly among individuals	2.52	1.288	2
Total Distributive Justice theme		2.47	0.946	/

Source: based on the Spss. v 22 outputs.

It is evident from the above table that the issue of distributive justice came in the third and last place in terms of the average relative importance given to it by the respondents, as the average responses for this dimension were low (2.47). This means that financial control employees do not feel that there is justice in the distribution of work outputs such as salaries and incentives.

Table (03): Calculated means and standard deviations of the research sample's responses on procedural justice

Number	Standard expressions	Arithmetic average	Standard Deviation	Ranking
1	Administrative procedures are marked by fairness.	2.65	1.246	4
2	There is favouritism in the application of administrative procedures.	3.15	1.185	3
3	The manager makes decisions about your work in an honest and fair manner.	3.17	1.098	2
4	Administration gathers accurate and complete information before making decisions.	3.27	1.180	1
Total procedural justice component		3.05	0.670	/

Source: based on the Spss. v 22 outputs.

According to the results of the above table, the focus of procedural justice is poorly accepted by the participants, as the average responses for this dimension were (3.05) and according to the study scale, this indicates a neutral opinion, which means that the procedures applied in the study organization are not characterised by integrity and fairness according to the responses of the respondents.

Table (04): Showing the arithmetic means and standard deviations of the research sample's responses on transactional justice

Number	Standard expressions	Arithmetic average	Standard Deviation	Ranking
1	The rationale behind the decisions made by those responsible for making decisions about aspects of your work is explicated.	3.33	1.117	3
2	When an official makes a decision related to my job, he respectfully treats me	3.92	0.895	1
3	The principal explains to me clearly any decision he takes in relation to my job.	3.38	1.142	2
4	Allows me to oppose decisions and discuss them with the official.	3.29	1.129	4
Total Transactional Justice theme		3.47	0.862	/

Source: based on the Spss. v 22 outputs.

Through the above table, we notice that the transactional justice component has a high level of acceptance by the respondents, as the arithmetic mean for this component reached (3.47), which confirms that individuals are treated in a good and respectful manner by their supervisors in the organization under study.

Table (04): Showing the arithmetic means and standard deviations of the research sample's responses on job satisfaction

Number	Statements	The arithmetic average	Standard Deviation
1	Your salary is sufficient to cover your living expenses.	1.50	0.825
2	Your salary is a reflection of your efforts.	2.04	1.184
3	Your salary is comparable to employees of the same grade in other organisations.	2.54	1.352
4	Your job's procedures, objectives and requirements are clear.	3.54	1.031
5	Your speciality should match the type of work you do.	3.08	1.200
6	Your position provides you with opportunities to gain new experiences and skills.	2.92	1.182
7	The type of work you do matches your purpose in life.	2.54	1.129
8	Your supervisor adopts a discussion and dialogue style.	3.42	1.108
9	Your supervisor is always receptive to your opinions and suggestions regarding work.	3.17	1.260
10	Your supervisor is fair in distributing tasks.	2.94	1.174
11	The way your supervisor conducts business is good.	3.33	1.117
12	There is collaboration between you and your colleagues.	3.46	1.254
13	There is a high degree of mutual respect and appreciation with your colleagues.	3.90	1.306

14	There are opportunities for communication between you and your colleagues at work.	3.71	1.031
15	You can obtain all the equipment and material resources you need to perform your work.	2.79	1.320
16	Your workplace is characterized by comfort and safety.	3.90	0.994
17	In terms of physical factors such as temperature, ventilation and lighting, the working conditions are good.	4.15	0.875
Overall job satisfaction		3.113	0.616

Source: based on the Spss. v 22 outputs.

The analysis results indicate that individuals' responses suggest that the average job satisfaction paragraphs are not high (3.113). This indicates that the source of job satisfaction is the feeling of satisfaction with the working conditions. The results also showed that the phrase 'good working conditions such as: (temperature, ventilation, lighting...)' and 'your workplace is comfortable and safe' received high approval ratings with respective average means of (4.15) and (3.90).

VI . Results and discussion:

VI .1. Test and interpretation of the first main hypothesis:

The results of (analysis of variance) were used to confirm the validity of the model to test the first main hypothesis, which states that there is a statistically significant effect between the dimensions of organizational justice (procedural justice, distributive justice, and interactional justice) and the level of job satisfaction in the Financial Control Institution of Biskra at a significance level of 5%. The analysis results can be clarified in the following table:

Table(05): Results of the regression analysis of variance to confirm the validity of the model for the test of the first main hypothesis.

Contrast Detector	Sum of squares	Level of liberty	Average squares	Value of (F) calculated	Level of significance
Steepness	6.654	1	6.854	28.662	0.000
The error	11.000	46	0.239		
Grand total	17.854	47			

Source: based on the Spss. v 22 outputs.

R=0.620 Correlation index

R²=0.384 Determination index

According to the findings in the previous table, the validity of the model to test the first main hypothesis is shown by the calculated F score of (28.662) with a probability score of (0.000), which is less than the level of significance (0.05), and it is clear from the same table that the independent variable in its total form, that is, organizational justice in this model, represents 38% of the variance in the dependent variable of job satisfaction, and it is clear from the same table that the independent variable of organizational justice in this model explains (38%) of the variance in the dependent variable of job satisfaction. In other words, organizational justice contributes acceptably to enhancing job satisfaction among individuals at the organization under study, i.e. there is little effect between the dimensions of organizational justice and job satisfaction, this is likely due to the presence of other variables or factors that led to the enhancement of the feeling of job satisfaction.

Table (06): Results of simple linear regression analysis of the impact of organizational justice on financial control of Biskra province:

Independent variable	(β)	Transactions		(T) Calculated	Level of significance
		B	Ecart standard		
The constant		1.326	0.341	3.888	0.000
Organizational Justice	0.620	0.603	0.113	5.354	0.000

Source: based on the Spss. v 22 outputs.

Through the results of the above table, it is evident that there is an interaction between the dimensions of organisational justice and job satisfaction in the study organisation, this is supported by the t-value of (5.354) with a significance level of (0.000), which is less than the adopted significance level (0.05), in addition to a strong correlation of (62%), where organizational justice gives an acceptable explanation (38.4%) for the variance in job satisfaction, in addition to the strength of the correlation. Therefore, the alternative hypothesis is rejected and the null hypothesis is accepted, which provides that there is a statistically significant effect between the dimensions of organizational justice (distributive justice, procedural justice, distributive justice) and job satisfaction in the financial control institution of Biskra at the significance level of 0.05.

VI .2. Test and interpretation of the sub- hypotheses:

- **The first sub-hypothesis states that:** There is a statistically significant effect between distributive justice and job satisfaction in the Financial Supervisory Organization of Biskra province at the significance level of 0.05.

Table (07): Results of the simple linear test analysis of the influence of distributive justice dimensions on job satisfaction

Variations	(β)	Transactions		(T) Calculated	Level of significance
		B	Ecart standard		
Distributive justice	0.373	0.243	0.089	2.730	0.009

Source: based on the Spss. v 22 outputs.

R=0.373

R²=0.139

From the table, it is evident that there is statistically significant effect at the 0.05 significance level between distributive justice and job satisfaction in the organization under study. This is supported by the T-value of 2.730, with a significance level of 0.009, which is less than 0.05.

- **The second sub-hypothesis states that:** There is a statistically significant effect between procedural justice and job satisfaction in the Financial Supervisory Organization of Biskra at the significance level of 0.05.

Table (08): Results of the simple linear test analysis of the influence of Procedural justice dimensions on job satisfaction

Variations	(β)	Transactions		(T) Calculated	Level of significance
		B	Ecart standard		
Procedural justice	0.650	0.597	0.103	5.800	0.000

Source: based on the Spss. v 22 outputs.

R=0.650

R²=0.422

Based on the table above, it is evident that there is a statistically significant effect at the 0.05 significance level between Procedural justice and job satisfaction in the organization under study. This is supported by the T-value of 5.800, with a significance level of 0.000, which is less than 0.05. Additionally, there is a moderate correlation between the two variables, with Procedural justice explaining about 42.2% of the variance in job satisfaction.

- **The third sub-hypothesis states that:** There is a statistically significant effect between transactional justice and job satisfaction in the Financial Supervisory Organization of Biskra at the significance level of 0.05.

Table (09): Results of the simple linear test analysis of the influence of transactional justice

Variations	(ß)	Transactions		(T) Calculated	Level of significance
		B	Ecart standard		
Transactional Justice	0.461	0.329	0.093	3.519	0.001

Source: based on the Spss. v 22 outputs.

R=0.461

R²=0.212

From the table above, it is evident that there is a statistically significant effect at the 0.05 significance level between Transactional Justice and job satisfaction in the organization under study. This is supported by the T-value of 3.519, with a significance level of 0.001, which is less than 0.05. Additionally, there is a moderate correlation between the two variables, with Transactional Justice explaining about 21.2% of the variance in job satisfaction.

According to the results in the above, there is a statistically significant influence at the significance level of 0.05 for the dimensions of the independent variable (distributive justice, procedural justice, transactional justice) We find that the distributive justice dimension has a greater influence on job satisfaction as shown by the T value of (5.800) at the significance level of (0.000) and the value of (ß) is the largest among them, so it will have a significant effect on the dependent variable. Therefore, the alternative hypotheses are rejected and the null hypothesis is accepted, indicating that there is a statistically significant effect between the dimensions of the independent variable (distributive justice, procedural justice, transactional justice) and job satisfaction in the financial control institution of Biskra State at the significance level of 0.05. This result can be explained by the fact that the decision-making procedures related to work are characterized by justice in the studied organization and this led to enhance job satisfaction among the members of the research sample, which means that work procedures are applied to all individuals without discrimination or prejudice, and that the organization provides the opportunity to correct these procedures when wrong This contributed to increasing the individual's confidence in the integrity of the organization's practices, which enhances his feelings of job satisfaction, and personal relationships in the studied organization are based on respect and all individuals are treated fairly, as well as the supervisor follows the method of dialogue and discussion between him and all individuals about the applied decisions. On the other hand, individuals in the studied organization do not feel equity in the distribution of outputs, which means that the distribution of rewards among individuals is not fair enough in terms of the distribution of wages, tasks and motivations, but although the level of justice in the distribution was not significantly high in the organization, but it led to enhanced job satisfaction due to the availability of fair treatment by the supervisor as well as the applied procedures, and the presence of other variables that have affected individuals' satisfaction, including those that may be related to the formation of their personality and their values.

VII. Conclusion:

The findings of the study show that there is a positive impact of organizational justice on job satisfaction in the case study organization, and the findings of the same study show that there is a positive impact of the dimensions of organizational justice (distributive justice, procedural justice, transactional justice) on job satisfaction. Through the current study, we achieved the following results:

- Organizational justice level in biskra province's financial control institution was low.
- Individuals working at Biskra Financial Control Organization are dissatisfied with the distributive justice applied in the organization.
- Organizational justice explained only a small part of job satisfaction at Biskra Financial Control Organization and this indicates that there are other factors that led to enhance the job satisfaction of the respondents.

The Financial Control Organization should pay more attention to adopting organizational justice in different aspects of its work because of its influence on promoting positive behaviors among individuals such as job satisfaction, which is a key factor in improving the performance of individuals and the organization in general. On the basis of the results of this study, the researchers recommend the following:

- The organization should pay more attention to apply a system of motivation and rewards based on fair and objective principles.
- The organization must improve the standard of wages granted to individuals so that they are commensurate with the effort they are performing, as well as the wages granted to the same position in organizations operating in the same activity.
- The organization should improve relationships between supervisors and employees by providing opportunities for dialogue and discussion.
- The organization should apply fair procedures during the implementation of decisions.
- The organization should work to promote job satisfaction among individuals in order to achieve its goals.

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