

Studying the Role of Organizational Justice in Employee Job Satisfaction of National Iranian Oil Products Distribution Company (NIOPDC) in Ardebil Province

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Abstract: *The purpose of this research was to investigate the role of organizational justice in job satisfaction of National Distribution Company of Ardebil. The type of research is based on the objective and in terms of the nature and method of the research, is descriptive of survey type. The statistical population in this research includes all employees of the National Distribution Company of Ardabil oil products from February 1395 to August 1396, which totals 120 people. The sample size was determined using a Morgan table of 92 people and selected by stratified random method with appropriate allocation for employees of National Distribution Company of Ardabil. A questionnaire was used to collect data from the questionnaire. The content validity of the questionnaire was used by experts and experts to determine its reliability. The Cronbach alpha method was used and the alpha value for total variables was equal to 835.0. Descriptive and inferential statistics were used to analyze the data. In the descriptive statistics section, summarizing the data, preparing the table and drawing the chart, and using central indicators such as mean and spread indicators such as standard deviation are used. At the level of inferential statistics, after the normalization test, the data were used due to abnormal distribution of data. The findings of the research showed that increasing organizational justice in the national company of distribution of petroleum products in Ardabil area has a positive and significant role in increasing job satisfaction of employees. Three sub-hypotheses of the research were confirmed by the above test. At the end of the study, based on the findings, executive suggestions and suggestions for future researchers were presented.*

Keywords: *Organizational Justice, Job Satisfaction, National Distribution Company of Ardabil Area.*

1. Introduction

Justice as a fundamental requirement for the collective life of human beings has always been the subject of history. As the most basic knowledge of the celestial religions is the recognition of God, the basis of the relationship between man and God is also "as an adversary of justice or an impartial cause." Today, one of the important aspects of the life of each person is his job. Occupation, in addition to providing our living expenses, also satisfies our mental needs, such as mental and physical mobility, social contact, self-esteem, trust, and empowerment. In the life of all people with a job, there is stress and They put pressure on it in different ways. Human health can emerge due to occupational stress and imbalance in his physical and mental state (Naderi et al., 2010).

The interest in job satisfaction arose with the research of Elton Mayo in the city of Hawthorne, USA and Western Electric Company. Job satisfaction, which in the past largely derives from the desirability of material benefits, has increasingly shifted to job satisfaction, which was rooted in work proportions, interest in work and social status. At the moment, work is not just a means to meet material needs. Although revenue is still an

important factor, job security and more humane environments are important day by day. Jobbing alone does not only mean the concept of organic elements (the combination of manpower and machinery), but rather a vehicle for self-development and participation in the decision-making process. In addition, The work makes it possible to satisfy some of the most important human needs that arise from important social factors. The need to compete, the need to acquire skills, the need for participation in wider communities, the need for the development and development of personality are part of the needs that are addressed by work. This also applies to the professors of the General Directorate of Transportation and Terminals in Guilan province (Mirzai and Mohammadi, 2011).

2. Organizational Justice

The roles of organizations in the social life of humans, the role of justice in organizations has become more and more evident. In the present era, organizations are in fact the mirror of the whole view of society and the realization of justice in them is the realization of justice at the community level. For this reason, organizational justice has been widely studied in the fields of management, psychology, and so on. Justice in the organization is a reflection of the perception of professors about fair encounters in work. The experts point to three types of procedural, distributive and interactive justice in the organization (Naderi et al., 2010).

3. Job Satisfaction

Job Satisfaction is one of the important factors that contributes to the success of the job and increases the effectiveness of the organization, the individual and also leads to a sense of satisfaction from the organization. If masters are dissatisfied with their job, their interest and organizational commitment will be less and ultimately negatively affect the organization's effectiveness. Without any doubt, it can be argued that job satisfaction was the first and most important variable studied in organizational behavior. Job Satisfaction is a kind of emotion and positive attitude towards the job. Davis and Niasstrom (1991) recognize job satisfaction as a set of consistent and incompatible feelings that faculty views with their emotions. In general, management experts believe that the job satisfaction of individuals in organizations is very important. At least, managers should pay attention to the job satisfaction of individuals and members of the organization for three reasons. First, there is evidence that many dissatisfied people leave the organization or resign. Second, satisfaction is a phenomenon that goes beyond the boundaries of the organization and the company and its effects in the private life of the person outside the organization (Gholampour et al., 2010).

4. Background Research

Amirkhani and Pirezad (2005) have studied the impact of the impact on the relationship between organizational justice and social capital. There is a positive and significant relationship between the two variables of perceptions of individuals about the degree of observance of organizational justice and their level of social capital in the organization at 99% confidence level.

Zaki, (2008) examined the effect of dimensions of job satisfaction on organizational commitment. One of the ways to increase organizational commitment is to pay attention to job satisfaction.

Seyyed Javadin, Farahi and Attar (2008) have examined the relationship between organizational justice and job satisfaction of faculty members. Everything is always felt

Ghamari, Gholamali and (2011) research results have been conducted on the relationship between job satisfaction, self-esteem and mental health of pre-primary school teachers in Tehran. The sample consisted of 35 kindergarten instructors working at Tehran University. The implementation of self-esteem questionnaire showed that except one of the instructors of other instructors, they had a balanced self-esteem. The results of the psychological symptoms scale indicate that instructors do not suffer from acute or severe mental illnesses in general. The implementation of job satisfaction questionnaires indicated that the instructors did not feel comfortable with their job. The results of the burnout questionnaire showed that instructors in the three dimensional dimensions of job burnout - emotional exhaustion, personality deprivation and individual failure -

have high scores. In other words Most of them have suffered burnout in their jobs. Also, the relationship between marital status (single and married) and work experience (high and moderate) of instructors on job satisfaction, job burnout, self-esteem and nine dimensions of their psychological symptoms were examined. Results showed significant differences between two groups of single and married instructors and Coaches with high and medium work experience at all scales, with the exception of individual failure.

Charas and Specter (2001) tested the correlation between the three components of organizational justice and examined the relationship between organizational justice and organizational outcomes. Among the results, there is a meaningful and different relationship between the components of organizational justice and organizational commitment.

McFarlane (1993), distributive justice organization justice, predicts individual-level assessments (eg, salary satisfaction). While procedural justice affects assessments that examine the relationship between organizational justice and organizational commitment in Asian insurance, the name of the researcher and the year of research, the subject area of the research is organizational results (such as organizational commitment).

Zapata (2003) examined the role of internal motivation as a mediator in the relationship between organizational justice and job performance. Procedural justice is a predictor of job performance, and this relationship is moderated by internal motivation. In contrast to justice, intercourse has no significant relation with internal motivation or job performance. It also states that the existence of a fair procedure in decision making as a potential means improves the internal motivation among professors.

5. Conceptual Model of Research

To create an analytical model, the researcher can ultimately act in two different ways, with no clear difference between them:

1. Begin the compilation of hypotheses and consider the concepts at a later stage.
2. Inverse way (Zarei et al., 1394).

In this research, since organizational justice is very necessary in job satisfaction of the National Distribution Company of Ardabil oil company, inspired by Samadi Miirkolaei, Hossein and Myrkolaei, Hamza (1393) in organizational justice for which they have three dimensions, also Kharazi, Mirkmali and Turki (2013) research on job satisfaction, for which five dimensions are considered, the conceptual model of research is considered as diagram 1. Meanwhile, job satisfaction with the components and dimensions of dependent variable and organizational justice with three dimensions are independent variables of the research.

Therefore, considering the conceptual model of research and past research on organizational justice and job satisfaction, one main hypothesis and the following three sub-hypotheses are considered for research purposes:

Main research hypothesis: Organizational justice plays a positive and meaningful role in the job satisfaction of the employees of the National Distribution Company of Ardebil.

The first sub-hypothesis: The dimension of justice distribution has a positive and significant role in job satisfaction.

Secondary hypothesis: The procedural justice dimension has a positive and significant role in job satisfaction.

Third sub-hypothesis: The dimension of interactive justice has a positive and significant role in job satisfaction.

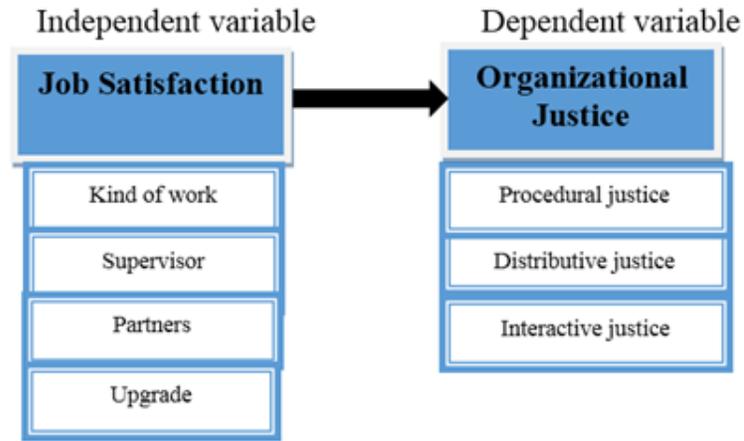


Chart 1 Conceptual Model of Research

Source: Samadi Mirakalei, Hossein and Samadi Miirkolaei, Hamza 1394 and Kharazi, Mirkamali and Turki (1392)

6. Research Methodology

The research is categorized according to their goals into research in descriptive nature. The purpose of each descriptive study is to describe the aspects of the phenomenon desired by the researcher and with the individual, organizational, industrial and other aspects of it. In terms of the type of supervision and degree of control of this research, there is field research, because the researcher examines the variables in their normal state. In terms of scope, this research is applied to applied research, and ultimately, in terms of data collection and data collection, this research is a kind of field (Faghihi and Mousavi Tashi, 2010).

The method for collecting information in this field research is. In this research, existing libraries and websites are used to collect information about theoretical foundations and research background. One of the common tools for collecting data is a questionnaire that is not an exception to this research. In this research, a questionnaire was used to use the views and attitudes of the employees of the National Distribution Company of Ardabil Province. In other words, the tool for collecting data in this study is by integrating and combining organizational justice questionnaires containing 55 questions and JDI job satisfaction journals with changes according to supervisor's opinion. The Likert scale consists of a set of questions whose attitude or value attitudes are approximately Considered equal. Responsive Measures that range between the two extremes (such as completely disagree-disagree-somewhat agree-agree-totally agree) is based on the severity or weakness of their attitude. The scale can be selected as five units and seven units, which are usually selected as five units (Khaki, 2008).

7. Evaluation of Measurement Models

7.1. Validity of the Questionnaire:

The concept of validity answers the question of how much the measuring instrument measures the desired attribute. Without the knowledge of the validity of the measurement tool, it is not possible to accurately obtain the data from it. In this research, face validity and content validity were used to determine the validity of the questionnaire. So, after the preparation and design of the questionnaire, a questionnaire was taken by the experts of the scientist and the honorable professor. After removing and adding the necessary, the content validity of the questionnaire was confirmed.

7.2. Reliability of the Questionnaire:

Reliability is one of the technical characteristics of measuring instruments. The purpose of reliance is the unit of measurement stability (Dolani et al., 2009).

In this research, Cronbach's alpha method was used to ensure the reliability of the research.

7.3. Cronbach Alpha Method:

This method is used to calculate the internal reliability of a measuring instrument, such as a questionnaire or tests that measure different characteristics. In such a tool, the answer to each question can be different numerical values. To calculate the Cronbach's alpha coefficient, the variance of each subset of the questionnaire and the total variance must be calculated and then the alpha coefficient is computed using the following formula.

If the Cronbach's alpha coefficient for the whole questionnaire is higher than 0.70, it can be said that the questionnaire has acceptable reliability. However, if this coefficient is less than 0.70, then for all dimensions of the research variables, the Cronbach Alpha coefficient should be calculated and eliminated the dimensions whose coefficient was less than 0.70 or modified by the contract (Sarmed et al., 2006).

TABLE 2: Cronbach Alpha Coefficient

Variables	α	Number of questions
The role of Distributed Justice Justice Organizational Justice on Job Satisfaction.	0.834	8
The role of procedural justice of organizational justice on job satisfaction.	0.849	8
The role of interactive justice justice organizational justice on job satisfaction.	0.820	8
Total	0.835	24

8. Inferential Statistics Analysis

Inferiority Inventory is always concerned with the sampling process and the selection of a small group called the sample of a larger group known as the statistical community or the main population. The researcher, using the data and information obtained from the sample, estimates and predicts the characteristics of the population under study. The purpose of the inferential analysis is to generalize the results of the researcher's observations in his chosen sample to the main population (Malek Ara, 2009).

In this study, Kolmogorov-Smirnov test was conducted to verify the normal distribution of the statistical data. This test is nonparametric and examines the compatibility of the distribution of a sample with the distribution that is assumed for society. This test is performed by comparing the distribution of relative frequencies observed in the sample with the distribution of relative abundance of the community. The need for confirmation of the normality of the data in this test is a significant level greater than 0.05 (Dolani et al., 2009).

9. Test Results of Hypotheses

Statistical analysis of single-variable t test was performed for statistical tests of the hypotheses as follows.

Main research hypothesis: Organizational justice plays a positive and meaningful role in the job satisfaction of the employees of the National Distribution Company of Ardebil.

In the statistical hypothesis (because the range of questions has 5 options, its average is 3)

$$H_0: \mu \leq 3$$

$$H_1: \mu > 3$$

Since the obtained mean (3.98) is more than average (3) and the significant level (0.000) is at acceptable level (0.05), so the assumption H_0 is rejected. In other words, organizational justice plays a positive and significant role in the job satisfaction of the employees of the National Distribution Company of Ardebil.

TABLE 4: Descriptive Statistics the Main Hypothesis of the Research

The main hypothesis	Number	Average	Standard deviation	Average standard error	The significance level
Organizational justice plays a positive and meaningful role in the job satisfaction of the employees of the National Distribution Company of Ardebil.	142	3.9824	0.59968	0.05053	0.0000

The first sub-hypothesis: The dimension of justice distribution has a positive and significant role in job satisfaction.

In the statistical hypothesis (because the range of questions has 5 options, its average is 3)

H0: $\mu \leq 3$

H1: $\mu > 3$

Since the obtained mean (3.98) is more than average (3) and the significant level (0.000) is at acceptable level (0.05), so the assumption H0 is rejected. In other words, distributive justice plays a positive and meaningful role in job satisfaction. Therefore, the researcher hypothesis is confirmed at a confidence level of 99%.

TABLE 5: Descriptive Statistics the First Sub-Hypothesis of the Research

First sub-hypothesis	Number	Average	Standard deviation	Average standard error	The significance level
The dimension of justice distribution has a positive and significant role in job satisfaction.	142	3.9824	0.68004	0.05707	0.0000

Second sub-hypothesis: The procedural justice dimension has a positive and significant role in job satisfaction.

In the statistical hypothesis (because the range of questions has 5 options, its average is 3)

H0: $\mu \leq 3$

H1: $\mu > 3$

Since the obtained mean (3.85) is more than average (3) and the significant level (0.000) is at an acceptable level (0.05), so the assumption H0 is rejected. In other words, procedural justice plays a positive and meaningful role in job satisfaction. Therefore, the researcher hypothesis is confirmed at a confidence level of 99%.

TABLE 6: Descriptive Statistics the Second Sub-Hypothesis of the Study

Second sub-hypothesis	Number	Average	Standard deviation	Average standard error	The significance level
The procedural justice dimension has a positive and significant role in job satisfaction.	142	3.8521	0.69251	0.04215	0.0000

Third sub-hypothesis: The dimension of interactive justice has a positive and significant role in job satisfaction.

In the statistical hypothesis (because the range of questions has 5 options, its average is 3)

H0: $\mu \leq 3$

H1: $\mu > 3$

Since the obtained mean (3.93) is more than average (3) and the significant level (0.000) is at acceptable level (0.05), so the assumption H0 is rejected. In other words, interactive justice plays a positive and meaningful role in job satisfaction. Therefore, the researcher hypothesis is confirmed at a confidence level of 99%.

TABLE 7: Descriptive Statistics the Third Sub-Hypothesis of the Research

Third sub-hypothesis	Number	Average	Standard deviation	Average standard error	The significance level
The dimension of interactive justice has a positive and significant role in job satisfaction.	142	3.9321	0.69251	0.74420	0.0000

10. Discussion and Conclusion:

Based on the results of single-variable t-test, this hypothesis is confirmed. In other words, the promotion and development of the sense of organizational justice among employees will reduce the absence and purpose of displacement, and job satisfaction is the kind of feelings and attitudes of individuals towards their jobs, the services of organizations are provided beyond the short-term effectiveness of the organization signifying It refers to a set of relatively long-term organizational functions, which can benefit the organization in this way. The results of this study are consistent with Samadi Mirakalei, Hossein and Samadi Miirkolaei, Hamza (1394).

Based on the results of single-variable t-test, this hypothesis is confirmed. In other words, the fair distribution of organizational resources is considered. Distributive justice determines employees' perceptions of payment, promotion, and similar results, which results in the job satisfaction of professors. Job Satisfaction is the first and most important variable studied in organizational behavior. Job satisfaction is a type of feelings and positive attitude of people towards their job.

Based on the results of single-variable t-test, this hypothesis is confirmed. In other words, it is the perception of justice in decision-making processes. Researchers find job satisfaction as a set of consistent and incompatible feelings that professors look at with their feelings. A healthy organization, in this sense, is not only sustainable in its environment. The concept of procedural justice depends on the individual's assessment of the correctness or inaccuracy of the procedures and methods involved in making decisions to him and others.

Based on the results of single-variable t-test, this hypothesis is confirmed. In other words, interactive justice involves a process where organizational justice is passed on by supervisors to subordinates. This kind of justice is related to the aspects of the communication process (such as literacy, honesty and respect) between the transmitter and the recipient of justice. Job Satisfaction The reaction of employees to the role played by their work is that job satisfaction is an attitude that senses people's feelings. Because interactive justice is determined by management behavior, this type of justice is associated with cognitive, emotional and behavioral responses to management or, in other words, to the administrator.

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