

The Impact of organizational justice on achieving Job Satisfaction Case Study: Administration of Hamad International Airport (HIA)

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Abstract

This study aims at investigating the impact of organizational justice on achieving job satisfaction in the Administration of Hamad International Airport. For this purpose, the researcher used a descriptive analysis method, designed and distributed a questionnaire to (278) employees working for the Administration of Hamad International Airport. The study found out that the organizational justice had a high relative importance with an average of (3.907), and job satisfaction had a high relative importance with an average of (3.844). In addition, the study found out that there is an impact of the organizational justice on achieving job satisfaction, besides a statistically significant effect for a distributive justice, procedural justice, transaction justice (interactive) and ethical justice on achieving job satisfaction in the Administration of Hamad International Airport. The study recommended that the Administration of Hamad International Airport should reconsider the monthly salary policy, in terms of its suitability for the experiences of working individuals, their educational qualifications, and the courses obtained by them. The Administration should also try to achieve justice among individuals, foster cooperation and teamwork, and provide all the ingredients that are required to contribute to its success and hence achieve the desired goal.

Keywords: Organizational Justice, Job Satisfaction, Administration of Hamad International Airport (HIA).

Introduction

The administration seeks to find a relationship between working individuals and achieving the goals of the organization. Therefore, we find out that most human resources departments in the organizations are keen to determine the places of employees and their positions at work according to their capabilities and based on the nature of their outputs. This is done in proportion with the effort exerted, which is well known as the *organizational justice*. Therefore, this concept is deemed as an important factor that reflects the extent of individuals' behavior understanding and compares the efforts they exert with the available

outputs (Mehrabi, Rangriz, Zadeh & Khoshpanjeh, 2012). Accordingly, the Organizational Justice is considered as one of the basics elements in any organizational environment or the organizational climate. Thus, the feeling of working individuals or their awareness of this concept is reflected positively on their effort in the performance of business and production's efficiency, which in turn increases the degree of their loyalty because they sense the fairness of the organization and its appreciation, with all integrity towards the work they accomplish. In the meantime, they expect what material and moral incentives are appropriate for those actions (Zayed, 2006; Saffar & Obeidat, 2020).

All organizations of all kinds depend on several pillars, all of which are fundamental. Among the most important points of these pillars are working individuals, since human resources are the capital and cornerstone of the organization (Shekhawat, 2016; Al-Qudah et al, 2020). Since individuals have full ability to interact with the internal and external environmental components of the organization, the progress and success of the organization depends, to a large extent, on the strength of the relationships between the working individuals themselves and the administration. Such relationship is strengthened when the individuals realize the concept of the organizational justice and the extent of its application. By doing so, they also appreciate the level of freedom their organization gives to them, raise their level of respect to themselves and their work, which, as a result, will lead to an efficiency in terms of performance and effectiveness in production. Hence, we find out that one of the most important tasks that the administration in the organization runs towards individuals is to achieve their satisfaction as it is one of the most positive practices and their increased production are reflected by their job satisfaction (Ismail & Razak, 2016).

The Organizations aim at enabling the relationships between the individuals and the administration to ensure their continuity and reduce turnover at work. Therefore, if the individuals continue to work in a certain work environment, this will be a sign that they are satisfied at their work and hence they are accordingly motivated for competence. By reaching this level, the administration has achieved one of its goals; which is represented by the development of human resources that we previously mentioned which is deemed as the capital of the organization. This increases the productivity and distinction of the organization, thus reaching idealism and achieving its sustainable goals. Moreover, job satisfaction reflects the positive behavior of individuals and the extent of their affiliation and loyalty to the organization (Zammar and Basilah, 2010).

The basis of every organization is its human cadres; therefore, the success of any organization is subject, on the first basis, to the orientations, behaviors and cultures of the human cadre. Given the importance of Hamad International Airport, it was required to conduct a case study for its workers due to the emergence of some phenomena such as pretending sickness so as to avoid attending the official working hours and not take business matters seriously. As the mirror of the organizational justice is mostly based on the feedback of the behavior of the human cadres of the organization, the problem of this case study arose to find out the effect of the organizational justice in achieving job satisfaction in the Administration of Hamad International Airport.

Literature Review**Organizational Justice**

The organizational justice is deemed as one of the administrative concepts that have affected business organizations and their administration. It is, therefore, a procedural concept that is seen as an appropriate procedure from the point of view of one of the employees and not appropriate or fair from another point of view, as integrity and objectivity of the procedure is somewhat defines this concept (Al Serafi, 2015). Byars and Rue (1997) defined it as the result of an agreement between the efforts exerted and the returns achieved and what this agreement contributed to achieving the desired goals. It is also defined as the perceived outputs of individuals in the organization due integrity and objectivity in such organization (Saal & Moore, 1993). Furthermore, it is defined as the comparisons in the existence of equality in dealing between individuals from the point of view of Harem (Harem, 1997).

Organizational justice is a comparison done by individuals where they look at their situation in comparison with that of their colleagues. It also falls within the scope of their perception of justice by their immediate superiors, thus, ultimately affect their behaviors (Al Atwi, 2007). Campbell (1988) pointed out that justice, injustice, hatred and love appear in a way that individuals deal with each other in a different way. Therefore, justice is divided into several types including economic justice, political justice, penal and social justice as well, and this is what (Al Bashabsha, 2008) has demonstrated. Meanwhile, Al Obaidi (2012) added that it is the extent of employees' awareness of the practices and procedures used to obtain rewards for the efforts made by them. It was also defined as the individual, personal evaluation of the behaviors and procedures and the nature of ethical practices provided by the administration and the benefits and positive effects they reflect on both individuals and organization (Sudin, 2011). In this regard, it was also defined as "the employees' perception of fair relations and practices in the organization" (Bostanic, 2013; Al Thani, & Obeidat, 2020).

The importance of the organizational justice stems from being a variable that directly affects work environment in general and operations or administrative levels in particular, through the efficiency of individuals in their job performance. The change in the efficiency of individuals and their behavior can be explained based on the principle of the organizational justice and how it is distributed. Therefore, it is the method that allows the members of the organization to judge the fairness of such organization in its dealings with its employees in terms of humanitarian and socio-functional aspects (Al Saud and Al Sultan, 2009). It also highlights the quality of monitoring and control system in the organization and its ability to activate the role of feedback in a way that ensures the efficiency of the functions of the administrative and organizational processes and the completion of the work of individuals. It, then, reveals the climate prevailing in the organization and the extent of job satisfaction and happiness by the administrative or direct administration levels (Jegedel, 2015; Obeidat, & Otibi, 2015). In this regard, Iskandar (2014) pointed out that the importance of the organizational justice also lies closely on the social relations existing between working individuals, their motivations and affiliation with work as well as organizational justice which has an intrinsic value, the absence of which leads to dangers and problems that threaten the organizations and working individuals alike. When individuals sense the absence of justice, they will practice negative actions and behaviors towards the organization, including lack of loyalty and belonging to the organization and work, or attempting to sabotage, threatening and revenge. Therefore, organizational justice is directed to the practices of individuals and their behaviors towards the organization through the perception of these individuals and that all their actions assigned to them will be appreciated, thus increasing their confidence in the

organization, besides increasing their loyalty and elevating their behavior (Zayed, 2006). The concern for organizational justice is due to the need for fair democratic policy which may suppress, ingratitude and bureaucracy existing in the organizations towards these individuals, and, thus, support them and increase their efficiency in a way that benefits the public interest of individuals and organizations (Mustafa, 2008). Accordingly, the researcher believes that the importance of organizational justice lies in its being a basic variable in the organization that affects the behavior of individuals and its reflection on their performance and social relations.

Despite the large number of studies and researches made in the field of organizational justice, researchers have differed in classifying its dimensions. For example, Moorman and Niehoff classified it on the basis of three dimensions (Distributive justice, procedural justice, interactive justice) (Moorman & Niehoff, 1993), and classified it as (Distribution fairness, fairness of procedures, and fairness of dealings) by (Shatnawi and Al Aqla, 2013). According to Newman and Milkovic, it includes two main dimensions, namely (Fairness of distribution and fairness of procedures), meanwhile, according to Lee (2000) organizational justice includes only procedural justice and procedural fairness, which is fair collection of returns. However, the researcher, through studies and literature made in this regard, has concluded that the basic dimensions of organizational justice include (Distributive justice, procedural justice, interactional justice, and ethical justice). The following section will show a detailed explanation of each dimension:

Distributive Justice

Distributive justice is the extent of fairness in the distribution of available resources as a reward for individuals working for their efforts, as defined by (Moorman, 1991), and as the perception of workers of the fairness of departments in the distribution of the organization's outputs such as (Salaries, bonuses, awards ... etc.) (Cho & Kessler, 2008). Distributive justice is one of the most important needs that the working individuals expect from the administration by comparing each other contribution and outputs within the organization or other organizations in the same field (Abu Tayeh, 2012). These outputs can be tangible (Such as salaries and material incentives) or intangible (Such as bonuses, job opportunities and fees) (Inc and Gul, 2011). In the theory of equality and justice to Adams, the extent of the impact of this type of justice among individuals in the organization and the extent of its impact on their job performance has been explained. As "Adams" showed that equality between efforts and outputs leads to positive behavior changes in individuals, which affects the general interest of the organization by increasing productivity (Greenberg, 1990). Besides, some researchers added that distributive justice expresses the extent to which individuals perceive the emerging justice between inputs and outputs (Thorn, 2010).

Procedural Justice

Thibaut and Walker found in 1970, after a period of nearly ten years of the emergence of Adams' theory of distribution justice, a new dimension of organizational justice based on the principle of procedures, conditions and methods where rewards and outputs are given to working individuals. This is known as the procedural justice dimension, thus, justice is achieved according to this dimension when each of the working individuals has the opportunity to define the outputs and their participation in making decisions and achieving job satisfaction (malkawi et al, 2017; Usmani and Jamal, 2013; Al Jaidah, & Obeidat, 2020). It is considered an important element to achieve social interaction in the organization

(Jumaludin, 2009), and to distribute outputs among individuals fairly and equitably (Al Salam and Al Hayani, 2007). Annamalai et al., 2010) indicated that procedural justice is the way where outputs are distributed. On the other hand, the researcher Folger (1987) asserted that the relationship between distributive justice and procedural justice is a positive relationship, whether negative or positive, as procedural justice defines the methods and practices by which outputs spent on the individual are determined. Based on the above, the researcher concluded that procedural justice is the foundations, practices and methods used to obtain each working individual's outputs without prejudice.

Interactional Justice

Bies and Moag (1986) were the first to create what is known as interactional justice, which indicate the close link between procedural justice and interactive justice as transaction justice and hence reflects the administration's treatment of the decision-maker and the extent to which the appropriate procedure is applied, as indicated by (Al Shehri, 2014) (Usmani and Jamal, 2013). Greenberg (1990) also asserted that interactional justice does not manifest its role except in the existence of procedural justice through interaction and social participation among workers, as interactional justice is between working individuals and their superiors only, while procedural justice is between working individuals and the organization as a whole. Interactional justice is defined as the extent to which working individuals perceive and feel fairness in the way how the administration deals with them when applying organizational or official procedures (Yavus, 2010). On the other hand, (Gernberg and Baron, 2004) defined interactional as the transactions that an individual receives when carrying out official procedures, and how the personal treatment of individuals employed by the decision maker looks like according to (Nadiri and Tanova, 2010). This type of justice is divided into two dimensions, the first of which is information fairness, which shows the adequacy of the information provided to answer the questions, why this procedure? How rewards or outputs were distributed? (Jamaludin, 2009). This dimension also means the interpretation by working individuals of why they use certain practices or procedures in the organization through the information entrusted to them that affect their application of procedures. It also refers to the method used by the organization in distributing their outputs as this method guarantees to the individuals the existing justice, meanwhile, the second dimension indicates what personal treatment will the working individuals have when processing rewards or obtaining outputs (Gatien, 2010). Also, this dimension is represented in the personal treatment, the extent to which individuals feel respected in the administration's treatment of them and the appreciation of others (Rana, Garg and Rastogi, 2011; Shrouf et al, 2020, Muhammad, 2012). (Masterson et al., 2005) restricted the application of interactional justice to four elements: Truthfulness, Respect, Propriety of Questions, and Justification.

Ethical Justice

Ethical justice is a term associated with philosophies affirming that they are the basis where justice is achieved and the results of any action or outputs of individuals are closely related to the ethics of such work (Al Maghribi, 2001). Therefore, ethical justice is justice in terms of following in order to achieve efficiency and effectiveness, and creating organizational conditions for the worker to prevail within an ethical framework as permitted by the laws, ules and regulations within the organization (Tarawneh, 2010). According to Khudair (2014), the application of organizational justice in the organization positively affects the organization by showing the loyalty of the working individuals towards the organization. When the worker

feels fair and secured, he/she will do his/her best to achieve the desired goals of the organization. Otherwise, he/she will work to follow undesirable behaviors and practices to compensate for this discrimination. Therefore, organizational justice ignites the spirit of teamwork, which affects the motivation of workers to improve their performance, too.

Job Satisfaction

The term job satisfaction began in the early thirties, and this concept developed and continued its development after the Second World War until the early 1950s. This period was known as the science of golden administration (Al Anzi, 2008). According to a large number of studies and research and developments, researchers have varied opinions and theories regarding the definition of job satisfaction, but some researchers have agreed on specific definitions. The most important of these definitions was that it is an emotional state affecting the individual through his evaluation of his work experience (Sirca et al., 2012). Hunt defined it as the positive or negative emotion and feeling towards the internal or external environment associated with the work (Thompson, 2008; Irtaimeh et al, 2016). Iqbal (2013) explained job satisfaction as the state through which an individual can satisfy his needs and desires and thus achieve himself, which leads to an increase in his motivation for production. It is also the negative or positive reactions of working individuals towards some aspects such as wages, incentives, and justice (Al Saudi, 2005). In this regard, job satisfaction has been defined as a positive perception of work and its characteristics (Robbins and Judge, 2013). Rajput et al. (2016) considers it as a set of physiological feelings and environmental conditions that help an individual to be satisfied with his job. It is the reactions of working individuals about their jobs (Middleton, 2017; AL Hajri and Obeidat, 2019). Furthermore, it is known as the feeling individuals may have about their jobs (Brayer, 2018). On the other hand, it is the level of satisfaction with achieving the work in an efficient and effective manner and the extent of independence of the work (Ahmad and Al Borie, 2012).

It was agreed among researchers, despite the differences in the definitions of job satisfaction, that this term is of great importance to working individuals, whether in terms of fulfilling the needs or satisfaction of work environment in a way that benefits the organization and the individual as well, as it is closely related to increase or decrease in productivity (Alhumaidi, 2015). Job satisfaction helps in improving group relationships, which would increase the loyalty of individuals to the organization, increase productive efficiency and reduce turnover at work (Elwa, 2017). Both researchers Asmaa and Shahinaz (2013) see that the existence of job satisfaction in the organization limits conflicts, disputes, and any hindrance at work, as the relationship between the individual and the organization is positive. So, individuals make their best efforts to improve products and therefore expect the organization to exchange incentives and salaries in proportion to such effort. Thus, job satisfaction is achieved, which in turn achieves job loyalty. On the contrary, the decrease in job satisfaction among individuals leads to a decrease in productivity and creates tense relations between individuals and the organization, which leads to individuals losing their jobs (Ismail and Razak, 2016).

On the other hand, job satisfaction has an important role in customer satisfaction with the goods and services provided by the organization. When individuals perform their work to the fullest, efficiently and efficiently, then, customer satisfaction is achieved with the products. Of course, this will affect their loyalty to the organization and its products, as a result, job satisfaction is deemed as one of the most important means of internal marketing, where

individuals' satisfaction motivates them to high productivity and thus improves products (Zeithaml and Bitner, 2006). It also plays a role in customer service. When an individual is satisfied with his job and has a good mood, this will also be reflected positively on his service and understanding for customers (Mohsen, 2015). Likert added that it is difficult to achieve a high level of products that would advance and promote long-term goals of the organization in the absence of job satisfaction at the same time.

Organizational Justice, Job Satisfaction

Studies and theories have indicated that there is a close relationship between working individuals and departments through the negative or positive reaction of the administration towards their work. The roots of the organizational justice goes back to the mid-sixties and in particular equality theory (justice) created by (Stacy Adams), which states that working individuals compare the degree of justice between the outputs exerted in the work along with the outputs of other individuals at work and under the same conditions. They compare the amount of equality and their satisfaction or dissatisfaction with the reward, and, thus, create a level of tension in the work environment (Robbins and Judge, 2005). This theory also showed the practices and procedures followed in case of problems that occur as a reaction when individuals realize that they lack the feeling of justice and how many negative consequences may result from this reaction such as resignation or the frequent work rotation, its impact on the organization and it lowers performance (Idris and Morsi, 2002). The result of this theory was the feeling of justice at work for individuals and not justice as a special or absolute concept (Hajjaj, 2001). However, Muhammad (2012) found out some shortcoming points in this theory, the most important of which was the difficulty of measuring some factors such as (Responsibility) due to the difference in its classification as inputs or outputs, in addition to the increased degree of sensitivity of individuals working in their classification by administration.

The possession of the human cadres working in the organization for the feelings of job satisfaction is one of the most important factors affecting productivity and profitability of the organization. Therefore, human cadres, especially those who are efficient and capable, constitute the source of strength for all organizations, and they represent one of the most essential elements in their survival and continuity. The sense of organizational justice is related to many organizational behaviors within the work environment, which would increase the sense of human elements within their organizations, thus, enhances their confidence, and make them strive to achieve their goals. Accordingly, having the feeling of job satisfaction increases the degree of their loyalty to the organization and their desire to remain as one of its members and work diligently towards elevating it to the highest levels. Such satisfaction is the result of their sense of the role the organization plays in achieving their goals, its interest in them, and its application of justice, integrity and objectivity in transactions. Based on the foregoing, the researcher assumes that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for organizational justice in its combined dimensions (Distributive justice, procedural justice, interactive transaction justice, and ethical justice) in achieving job satisfaction at Hamad International Airport Administration.

Research Methodology

The researcher relied on the descriptive and analytical approach to describe the phenomenon in question represented in organizational justice and its impact on achieving job satisfaction

in the administration of Hamad International Airport. A questionnaire was designed to measure the independent variables represented by organizational justice and dependent variables represented in achieving job satisfaction, and to find the relationship between the study variables, analyze and interpret them in order to reach the desired results.

Reliability and Validity

The apparent validity of the study tool was tested by presenting it to a group of experienced and specialized academic arbitrators, in order to express, an opinion of its validity to collect data related to the study, besides its clarity and correlation, or any other remarks they deem appropriate regarding the correction or deletion. The arbitrators' comments and suggestions have been taken into consideration.

The process of auditing and reviewing the study tool by the arbitrators, taking their observations, suggestions, and modifications referred to by them were considered as a test of the apparent validity of the tool. Accordingly, the study tool is considered valid for measuring what it is designed for, and the stability of the tool used in measuring the variables that it contains was also tested. Using the Cronbach Alpha Coefficient test, where the result of the scale is statistically acceptable if the value of Cronbach Alpha is greater than (0.60) (Sekaran, 2006, 311), and the closer the value to (100%), the higher stability scores for the study tool. In view of the data contained in the following table, the internal consistency coefficient, Cronbach Alpha, was measured for the study variables and their dimensions, and for the study tool as a whole, in order to see the extent of consistency in the answers.

This is as follows:

Table 1

Values of internal consistency factor for the study tool items

Variable	Number	Aspect	Value of Alpha
Independent Variable	1	Distributive Justice	0.848
	2	Procedural Justice	0.866
	3	Interactional Justice	0.894
	4	Ethical Justice	0.816
	Organizational Justice		0.949
Dependent Variable	Job satisfaction		0.914
All paragraphs			0.963

Population and Sample

All the individuals working in the Administration of Hamad International Airport in the State of Qatar represent the study population. The number of the sample is (1000) male and female employees. The study relied on Sekaran statistical tables to determine the target sample size, as it was found that the acceptable sample size at a confidence level (95%) reached (278) individuals (Sekaran & Bougie, 2016). The following table shows the target sample size based on Sekaran statistical tables. The inspection and analysis unit consisted of individuals working in the Administration of Hamad International Airport, who fall under the following job titles: Director, Head of Department, Assistant, employee, as their number reached (278) male and female employees. The researcher distributed (278) questionnaires to the members of the study sample, where after distributing the study questionnaire to workers, it was found that

the vast majority are from groups (Males, their ages are less than 40 years, and the majority hold a bachelor's degree and they are the category of employees, and they have good experiences).

Data Analysis and Results

Descriptive Analysis

The arithmetic mean and standard deviation were estimated for the study paragraphs, in order to describe the answers to the paragraphs, and, thus, to identify the opinions of the respondents towards each paragraph. The mean shows the central trend of the data, and the standard deviation measures dispersion that provides an indication of the spread or variance in the data (Sekaran, 2016). As for determining the level of each paragraph and every variable, the five-point Likert scale was adopted according to the following formula: $(\text{The highest point in Likert scale} - \text{the lowest point in Likert scale}) / \text{The number of levels used} = (5-1) / 3 = 1.33$. 1- 2.33 with reflects "Low" 2.34-3.67 reflects as "Moderate" and 3.68-5 reflects as "High". Table No. (2) Shows the descriptive statistics of the study variables, where all the dimensions of the study came with high relative importance.

Table No 2

Arithmetic averages, standard deviations, ranks and the relative importance of the study's dimensions and variables

No.	Variable	Arithmetic Averages	Standard Deviations	Relative Importance
1	Distributive Justice	3.860	0.689	High
2	Procedural Justice	3.897	0.766	High
3	Interactional Justice	3.919	0.695	High
4	Ethical Justice	3.951	0.684	High
	Organizational Justice	3.907	0.609	High
	Job satisfaction	3.844	0.695	High

Hypotheses Testing Results

This study aims at stating the effect of organizational justice on job satisfaction, as this part of the study presents the results of the hypothesis test of the study, where the hypothesis was subjected to multiple linear regression analysis and the level of significance was set at 0.05. The results were given as follows:

Table 3

Results of Testing the Impact of (Organizational Justice) on Achieving Job Satisfaction

Dependent Variable	Model Summary		ANOVA			Coefficients				
	R	R ²	F	Df	Sig F*	Description	B	Standard error	t	Sig t*
Achieving Job Satisfaction	0.845	0.713	155.571	4	0.000	Distributive Justice	0.146	0.058	2.521	0.012
						Procedural Justice	0.248	0.060	4.133	0.000
						Interactional Justice	0.325	0.065	4.985	0.000
						Ethical Justice	0.181	0.058	3.098	0.002

***The effect is statistically significant at ($\alpha \leq 0.05$)

The results of Table No. (3) indicate that the correlation coefficient ($R = 0.845$) indicates to the relationship between the independent variables and the dependent variable. The effect of the independent variables (organizational justice) on the dependent variable (achieving job satisfaction) is statistically significant. This is due to the fact that the value of Calculated F (155.571) with a significant level of ($\text{Sig} = 0.000$), which is less than 0.05, as it appeared in the value of the coefficient of determination ($R^2 = 0.713$) indicates that (71.3%) of the variance in (Achieving job satisfaction) can be explained through the variance in the combined (Organizational justice) dimensions.

As for the coefficients table, it showed that the value of B at the dimension of (Distributive justice) reached (0.146) and the value of t was (2.521), with a level of significance ($\text{Sig} = 0.012$), which indicates that the effect of this dimension is significant. As for the value of B at the (procedural justice) dimension, it reached (0.248) and that its t value is (4.133) with a significance level ($\text{Sig} = 0.000$), which indicates that the effect of this dimension is significant. The value of B was reached at the (Interactive justice) dimension (0.325) and its t value was (4.985) with the level of significance ($\text{Sig} = 0.000$), which indicates that the effect of this dimension is significant. The value of B was scored at the dimension of (Ethical justice) (0.181) and its t value was (3.098) at the level of significance ($\text{Sig} = 0.002$), which indicates that the effect of this dimension is significant.

In order to determine which dimensions of the organizational justice had the most prominent impact on achieving job satisfaction, a graded regression analysis was used, and the result was as follows:

Table 4

Results of the gradient regression analysis of the main hypothesis

Form	Organizational Justice	B	Value of t	Sig*	R2	F	Sig*
First	Interactional Justice	0.785	20.687	0.000	0.628	427.948	0.000
Second	Interactional Justice	0.543	10.424	0.000	0.679	267.128	0.000
	Ethical Justice	0.321	6.335	0.000			
Third	Interactional Justice	0.340	5.175	0.000	0.706	201.019	0.000
	Ethical Justice	0.257	5.092	0.000			
	Procedural Justice	0.282	4.768	0.000			
Fourth	Interactional Justice	0.325	4.985	0.000	0.713	155.571	0.000
	Ethical Justice	0.181	3.098	0.002			
	Procedural Justice	0.248	4.133	0.000			
	Distributive Justice	0.146	2.521	0.012			

***The effect is statistically significant at ($\alpha \leq 0.05$)

The results of the progressive regression analysis show the order of entering the variables in the regression model, which represents the effect of the organizational justice in achieving job satisfaction. Whereas, it was found that (Interactional justice) came in the first place, explaining (62.8%) of the variance in the dependent variable, and when adding (Ethical justice) in the second model, the interpretation percentage increased to reach (67.9%). Adding (Procedural justice) led to an increase in the interpretation rate to reach (70.6%), and the addition of (Distributive justice) led to an increase in the interpretation rate to reach (71.3%). We note that the effect of all the independent variables was significant at a significance level less than 0.05.

Discussion and Conclusions

The results of the study tool analysis showed the high relative importance of organizational justice in the Administration of Hamad International Airport. (Ethical justice) was ranked first, and came in the second place (Interactional justice), followed by (Procedural justice) which was ranked third, meanwhile, (Distributive justice) was ranked fourth and last, with high relative importance for all dimensions. This indicates the interest on the part of Hamad International Airport Administration to implement justice in all its aspects, the most prominent of which are equal wages for the efforts exerted, fair implementation of promotion and evaluation systems, integrity and impartiality in the application of policies and procedures. This indicates that the monthly salaries received by the working individuals in the Administration of Hamad International Airport are proportional with the efforts made by them, and the burdens and duties of employment are distributed fairly among them. The administrative penalties imposed by Hamad International Airport Administration against working individuals are also proportional with the size and type of work-related violations and abuses committed by them. However, decisions related to employees are also characterized by flexibility in terms of the possibility of amending them if they are found to be incorrect. Individuals working in the Administration of Hamad International Airport shall be treated fairly without prejudice or discrimination by the Administration of Hamad International Airport, and the administration shall apply the principles of fairness and integrity while resolving the disputes between co-workers. In addition, the administration of Hamad International Airport imposes penalties on violators without prejudice, and, in the meantime,

it exercises also integrity in resolving the disputes among working individuals without prejudice to the relationship of kinship, race or religion. In addition, the results of the study tool analysis showed a high relative importance of job satisfaction in the Administration of Hamad International Airport, along with a high relative importance. This indicates the interest on the part of the Hamad International Airport Administration to achieve job satisfaction among its employees, and to work on providing an appropriate climate for finding and developing it, due to its impact on achieving job stability, reducing employee turnover and reducing costs. Besides, the results also showed that the individuals who are working in the Administration of Hamad International Airport are satisfied with the pattern of supervision prevailing at the airport, and the friendliness of their relationship with the supervisors and respect, in addition to the interest of the direct supervisors to follow up on the workflow at the airport by making surprise visits.

Furthermore, the results of testing the hypothesis of the main study showed that there is a significant effect of all dimensions of the organizational justice in achieving job satisfaction in the Administration of Hamad International Airport, where the significant impact appeared on all dimensions of the differentiation strategy with a significance level of less than 0.05, when studied together. This comes in line with the findings of the test results of the hypotheses branching from the main hypothesis. The researcher attributes the reason for the existence of this effect to the fact that the working individuals feel fair and equitable in the treatment, to the existence of an appreciation for the effort exerted by employees - materially through salaries, incentives and promotions, or morally through respect and appreciation. In addition, this is due to the means and procedures that are commensurate with the nature of work, and to the adequacy of information and explanations provided to the subordinates regarding the organizational procedures. All these facts would enhance the positive feeling of the working personnel towards the airport Administration, thus, developing a sense of satisfaction towards the work they do and towards the airport Administration in general. The results of the gradient regression analysis of the main study hypothesis also showed that interactional justice is one of the most influential dimensions of the organizational justice in job satisfaction, whereas the value of the determination coefficient reached (62.8%). The researcher attributes the reason for this value to the fact that the individuals who are working in the administration feels fair in its dealings with working individuals and when applying organizational and official procedures. Accordingly, this allows them to express opinions on the decisions and procedures, and contributes to enhancing the confidence of employees in the Administration, and, thus, empowers their desire to achieve excellence for the organization due to their feeling of satisfaction with the work.

Theoretical and Contextual Contribution

This study aimed to find out the effect of organizational justice in its dimensions in achieving job satisfaction, which was applied at Hamad International Airport in Qatar, as no studies have been conducted that deal with these variables at the airport in the study community, where it is possible for this study to contribute, and through the results it has reached. In creating and providing a positive and comfortable atmosphere at work by allowing working individuals to discuss and dialogue with officials in matters related to work systems and procedures, and to adopt practices aimed at strengthening social relations between working individuals, in addition to activating cooperation and teamwork between individuals working in the airport management, And providing all the ingredients that contribute to its success and achieving its desired goal.

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