



The Role of Organizational Justice in Enhancing Organizational Commitment through Job Satisfaction: A Field Study at Samarra University

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Abstract

The purpose of this research is to examine the role of organizational justice which consists of four dimensions (distributive, procedural, interpersonal, and informational) on increasing the degree of organizational commitment among employees of Samarra University. In addition, the mediator role of job satisfaction is examined in this relationship. The research methodology applied to meet the research objectives included the application of a descriptive-analytical framework, and data were collected using a questionnaire for a stratified random sample comprising 327 faculty and administration staff members. The findings from SPSS analysis indicated that there is a statistically significant relationship between organizational justice and organizational commitment in its three dimensions (affective, continuance, and normative). In addition, the study pointed out the vital and intermediate function of job satisfaction in terms of the relation between perceived justice and further development of organizational commitment. The improvement of employees' perception of justice enhances their job satisfaction, which in its turn results in a higher commitment to the organization and its goals. These recommendations were offered at the conclusion of the study for the university's administration, focusing on the institutionalization of principles of justice and transparency in the process of all administrative operations and reward allocation to ensure a conducive working environment.

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Introduction

Organizational Justice is defined by the perceptions of justice among the employees in an organization. The elements of organizational justice were defined by Schwartz (2005). Distributive justice involves the issue of fairness in allocation of resources. Procedural justice is about the processes involved in the allocation of the resources. Interpersonal justice pertains to the treatment of the employees in their interpersonal dealings. Informational justice deals with the sufficiency of the information given concerning the decision that affects the employees (Bany, 2017) ^[2].

In recent times, job satisfaction has become a major area of research interest in the field of organizational behavior. Job satisfaction can be described as a pleasant emotional state that results from the overall assessment of one's job or work experience. The significance of job satisfaction is reflected by the fact that it contributes to many positive results in the workplace; this is because job satisfaction results in many benefits, such as higher productivity and motivation of workers, less absenteeism and staff turnover, organizational commitment, and better performance and customer satisfaction. An employee is considered job-satisfied when he or she exhibits positive attitudes toward his or her job (Shdaifat & Al-Shdayfat, 2023) ^[18].

Organizational commitment is one of the most researched topics. According to Meyer & Allen (1991) ^[12], a model of organizational commitment can be developed based on the following three components: affective commitment, continuance commitment, and normative commitment. Organizational affective commitment can be described as the emotional connection between the employees and the organization. Organizational continuity commitment entails the cost involved in leaving the

organization.

Organizational normative commitment refers to the obligations of the employees to the organization. Each of these three factors might have different degrees of importance for different organizations. Organizational commitment is believed to be a very significant variable in the analysis of organizational behavior and has many effects on various aspects. High levels of organizational commitment also positively influence employee work ethic, thereby enhancing organizational performance.

Methodological Framework

First: The Research Problem

The research problem is based on the significance of organizational justice as an important variable affecting the employees' behavior and attitude in organizations especially in a university setting, which is known to have special job relations and roles. In spite of increased attention being paid to the topic of organizational justice, its effect on organizational commitment is not well understood especially in light of the mediating variables like job satisfaction. In this regard, there are many researches that showed an existence of a positive correlation between organizational justice and job satisfaction as well as organizational commitment. But, the type of this correlation, either direct or indirect, is still controversial, especially in Arab countries in general and in Iraqi Universities in specific such as Samarra University.

Given the above, the problem statement of the proposed study can be stated as: What is the role of organizational justice in increasing the level of organizational commitment of employees at Samarra University, while taking job satisfaction as a mediator variable? This primary research question generates other sub-questions.:

1. To what extent is organizational justice related to job satisfaction of employees working in Samarra University?
2. To what extent is organizational justice related to organizational commitment of employees working in Samarra University?
3. How does job satisfaction impact organizational commitment of employees in Samarra University?
4. Is there any mediation effect of job satisfaction on organizational justice and organizational commitment of employees in Samarra University?

The Importance of the Study

The importance of this research is evident in three main aspects:

1. **Theoretical Importance:** This study adds to the scientific literature of organizational behavior in terms of its focus on the linkage of organizational justice and organizational commitment, incorporating the construct of job satisfaction as a mediator. This increases the theoretical insight into the nature of interaction of these variables. This study further includes a complete model that explains the process by which organizational justice's effect is transferred indirectly to organizational commitment. This research fills an important gap in the field of Arabic research especially concerning the Iraqi university context that has been less studied in this area.
2. **Applied Importance:** The practical significance of this research is due to the development of indicators and results which can be utilized by university administrators, particularly those at Samarra University,

in improving organizational justice along its various dimensions. This will affect job satisfaction, and thus, organizational commitment. Moreover, the findings from the study help the management develop policies that are fair and transparent, hence making the working environment better, reducing turnover rate and enhancing productivity and institutional performance.

3. **Methodological Significance:** The methodological importance of this research is in the application of an analytical framework where there is an evaluation of both direct and indirect effects between the variables in the research through the use of statistical tools such as regression and mediation analysis. This model offers an approach that can be employed in future research in other fields and enhanced through the introduction of other variables. This model has contributed significantly to applied research in management and organizational behavior.

Objectives

This research aims to achieve a set of main objectives that align with the research problem and its hypotheses. These objectives can be summarized as follows:

1. The purpose is to determine the extent of awareness among the employees of Samarra University concerning the dimensions of organizational justice such as distributive, procedural, interactional, and informational justice.
2. For assessing the degree of job satisfaction amongst the employees of Samarra University and their attitude towards the working environment.
3. Identifying the degree of organizational commitment of employees at Samarra University in all three of its dimensions, namely affective, continuity, and normative.
4. To examine the relationship that exists between organizational justice and job satisfaction of the employees of Samarra University.
5. To test the effect of organizational justice on organizational commitment for the employees of Samarra University.
6. In order to examine the impact of job satisfaction on organizational commitment in Samarra University's employees.
7. To investigate the role of job satisfaction as a mediator in the relationship between organizational justice and organizational commitment.
8. In order to provide a set of useful recommendations to improve organizational justice and job satisfaction, which will have a positive effect on the organizational commitment of Samarra University.

Hypotheses

Based on the research problem and objectives, the hypotheses were formulated as follows:

1. **Main Hypothesis:** There is a statistical correlation between organizational justice and organizational commitment among Samarra University employees, with job satisfaction being the mediating variable.
2. **Sub-Hypotheses**
 - **First Hypothesis:** A statistically significant relationship exists between organizational justice and job satisfaction for employees working at Samarra University.
 - **Second Hypothesis:** There exists a statistical

association between organizational justice and organizational commitment among the employees of Samarra University.

- **Third Hypothesis:** There exists a statistical significant correlation between job satisfaction and organizational commitment of workers in Samarra University.

Limitations

1. **Subject Matter Limitations:** The scope of this research will be confined to investigating the effect of organizational justice, which consists of distributive justice, procedural justice, interactional justice, and informational justice, on organizational commitment, consisting of affective commitment, continuity commitment, and normative commitment, mediated by job satisfaction in organizational behavior.
2. **Spatial Limitations:** The study was carried out at Samarra University, which formed the study area consisting of its colleges and departments.
3. **Temporal Limitations:** The research takes into account the period when the data was gathered and analyzed, ranging from January 2026 until March 2026 (depending on your context and needs, you can be more precise, e.g. January 2026).
4. **Human Limitations:** The research involved the employees of Samarra University in total number of 327

people, divided into categories of job positions (academic, administrative, and administrative-academic), without including employees from other educational establishments.

The Hypothetical Scheme

This was achieved through developing a conceptual model which showed the type of relationship between the three variables of the study; organizational justice being the independent variable, job satisfaction being the mediating variable, and organizational commitment being the dependent variable. This model was developed in the light of relevant literature in organizational behavior. In addition to this, the model shows that there is a direct positive impact of organizational justice on both job satisfaction and organizational commitment. In contrast to this, the model shows a direct positive impact of job satisfaction on organizational commitment. Organizational justice impacts organizational commitment indirectly through the mediator job satisfaction.

Consequently, it is evident that job satisfaction plays a role in explaining the relationship between the employees' perception of organizational justice and their organizational commitment in the university.

Figure 1: represents the hypothetical scheme of the research, illustrating the direct and indirect relationships between the study variables.

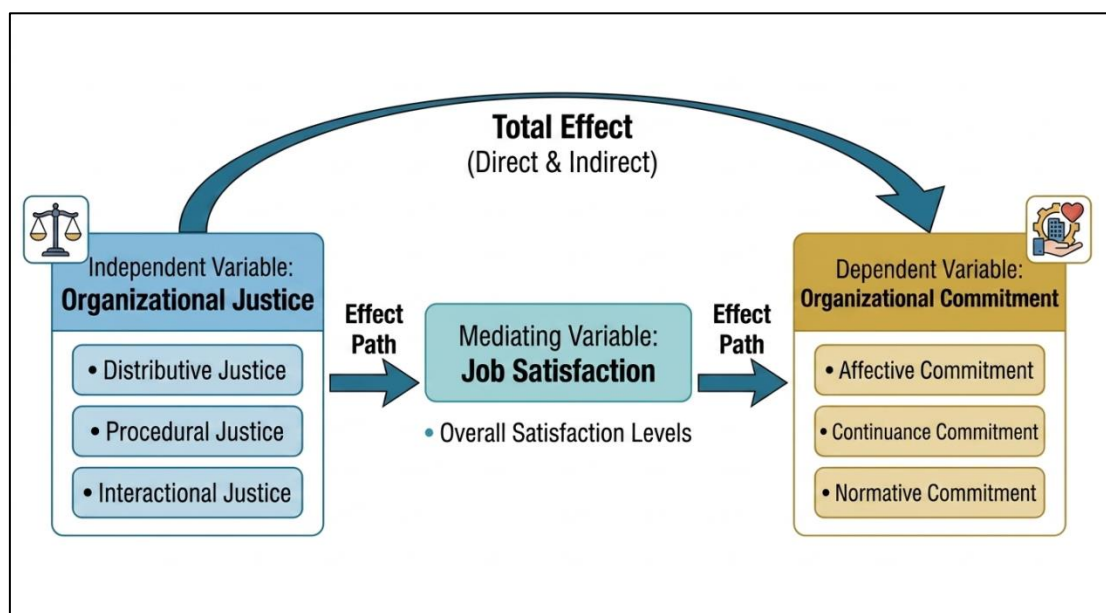


Fig 1: Hypothetical research plan

Theoretical Framework and Previous Studies

1. Organizational Justice

Organizational justice is defined as the perception of the individuals within an organization that the process through which certain actions within the organization occur is a fair one. It includes fairness in decision making, resource allocation, and interpersonal treatment. Four specific types of justice have been recognized: distributive justice, procedural justice, interpersonal justice, and informational justice (Yaghoubi *et al.*, 2011)^[24]. Distributive justice refers to how people see the fairness of the distribution of outcomes among them, which is based on the principles of fairness. However, procedures, modes of distribution, and methods of implementation can help in determining distributive justice.

As for procedural justice, it is associated with how far people perceive the fairness of the process of decision making. Good process will improve employees' confidence in the organization, which will result in favorable attitude towards their jobs. Such processes need to be applied uniformly and impartially. Equity suggests that people who get different outcomes should apply different efforts if they decide on their own to work toward the total output.

Intrapersonal equity is an indicator of how well people are treated in return when regulation takes place. The two forms of interpersonal equity are: informational equity and interpersonal equity. Explanation in terms of informational equity implies giving explanations about resource distribution and credibility of these explanations. Honesty

and accuracy of information are highly valued by stakeholders that make discretion difficult and necessitate further justifications of any alterations in rights. Equity between people is measured by showing respect and courtesy to those who undergo the process (Xu *et al.*, 2023; Colquitt *et al.*, 2022)^[23].

• Job Satisfaction

Job satisfaction is the level of positive emotions that one experiences in relation to his or her job. According to Locke (1976), job satisfaction is an emotional reaction to different facets of an individual's work which results from the individual's beliefs regarding the nature of the job. Job satisfaction can be described as the attitude of the employees towards their work, which determines their attitudes towards the organization. Job satisfaction is influenced by internal and external factors, both financial and non-financial. Job satisfaction depends on both internal and external factors. These can either be financial or non-financial factors. Job satisfaction is categorized as being the total of all the factors regarding the job and how well the needs of the individual are satisfied (Sisay, 2017)^[19]. Job satisfaction is realized when the employee and job environment harmonize. Some of the results include organizational culture, climate, and commitment, whereby high alignment with organizational culture results in increased job satisfaction among employees (Yaghoubi *et al.*, 2011)^[24].

2. Organizational Commitment

Within social settings, individuals create ties with others and remain bonded through the investment of time and energy, among other personal contributions. Commitment theory has been used in organizational studies to study the ties formed between the individuals and organizations. Commitment is well researched and organizational commitment is described as the degree of attachment and involvement of an individual within a specific organization (Nandan *et al.*, 2018)^[13]. A number of factors are involved in this commitment, which include affective, continuity, and normative. The affective commitment is viewed as an attachment, belonging, and involvement in the organization; the continuity commitment refers to the cost of leaving the organization; and finally, the normative commitment is an obligation to remain in the organization. Many scholars have done research on commitment and the causation and consequences of the same (Kaplan & Kaplan, 2018)^[9].

The Relationship Between Research Variables

Organizational justice is one of the factors influencing job satisfaction. According to the existing literature, there is a positive correlation between employees' perceptions of organizational justice in all its aspects and job satisfaction. Specifically, there is a direct association between the perceptions of procedural and distributive justice by employees and their job satisfaction. However, any sort of injustice, such as reduced salaries or bad treatment of underperforming employees, results in decreased job satisfaction (Yaghoubi *et al.*, 2011)^[24]. Procedural justice and interactional justice are also two other factors which can help boost job satisfaction levels. Procedural justice includes the fairness of procedures adopted in making decisions. On the other hand, interactional justice is about how superior-subordinate interaction occurs and how respectful this communication is. Interactional justice in particular is

believed to be important in ensuring that employees' psychological and social needs are met at work (McNabb, 2009)^[11]. Organizational justice does not only affect job satisfaction but also an individual's attitude towards work, co-workers, and the organization as a whole. Those organizations that implement fair policies and uphold humanistic values usually get high satisfaction from their employees. This is beneficial for the organization as it will perform better and maintain stability (Masubelele, 2024)^[10]. Although there is widespread consensus about the connection between organizational justice, job satisfaction, and organizational commitment in the extant literature, there is still some disagreement about the exact nature and direction of the relationship. On one hand, it is believed that job satisfaction is a prerequisite of organizational commitment, and, on the other hand, it is thought that organizational commitment brings about more job satisfaction. There is also a third viewpoint on the relationship which holds that the relationship between organizational commitment and job satisfaction is multidirectional and dynamic (Sunaris *et al.*, 2022)^[21].

Analysis wise, commitment in organizations helps in lowering the levels of absenteeism and employee turnover which can either be voluntary or involuntary. Commitment is mostly a result of job satisfaction. Nonetheless, it is also possible that the relationship between these two variables could be reversed and that the level of commitment may affect people's perception about their work.

Job satisfaction is another element that helps decrease absenteeism and acts as a measurement tool for evaluating the opinions of the workers about organizational policies and practices, which reveal how far the working environment matches their expectations and career aspirations. Within this discussion, some research findings revealed that graduates had a positive attitude towards the working environment, which indicates that their aspirations match job reality and their commitment to the organization is very high (Pathan, 2023)^[15].

Considering the above discussion, it may be noted that organizational justice is the basis for building up the concepts of job satisfaction and organizational commitment. The concept of organizational justice helps increase job satisfaction, and this further serves as a mediating variable in improving organizational commitment, which ultimately helps in enhancing organizational stability and performance. Thus, fair treatment in organizations, especially in academic organizations, is very important for increasing job satisfaction and commitment.

Previous Studies

1. Studies on Job Satisfaction

A notable contribution to the area of organizational justice came from Colkitt (2001), who developed an elaborate scale that captures all four aspects of organizational justice – distributive, procedural, interactional, and informational justice. The findings revealed that these aspects have a direct effect on employee behavior and attitudes at work, such as job satisfaction and organizational commitment. In addition, Colkitt stressed that procedural and interactional justice are of great importance in building trust in management and fairness. Greenberg (1990)^[6] performed a groundbreaking study in which he showed that the sense of justice among employees influences their behavior. An impression of injustice results in low performance levels and high levels of

unwanted behavior like absenteeism and withdrawal. This person demonstrated how distributive justice, which is the fair distribution of resources and rewards, was an important variable in ensuring employee satisfaction and organizational responsiveness. Niehoff & Moorman (1993)^[14] also found that organizational justice affects organizational commitment and organizational citizenship behavior. Employees who feel fairness in procedural and interpersonal relations are more likely to be ready to go beyond what is required from their job description. Interactional justice, especially concerning the relationship between superiors and subordinates, was mentioned as having a great impact on building trust and organizational commitment.

According to Cropanzano, Bowen, and Gilliland (2007)^[5], organizational justice is an important aspect of the relationship at work, which helps in the building up of trust and respect between the employees and the management. Furthermore, the authors suggest that organizational justice leads to better performance and low levels of conflicts. According to Rai (2013)^[16], organizational justice directly and indirectly influences job satisfaction and organizational commitment. Organizational justice functions as a motivator, increasing the sense of belongingness among employees and thus decreasing chances of quitting the organization. The findings revealed that interactional justice had the maximum influence on workplace relationships. According to Imran & Allil (2020), organizational justice affects the positive performance of an organization through the facilitation of organizational trust and job satisfaction. This implies that the two variables are mediating factors in the connection between organizational justice and performance. The researchers have also affirmed that lack of justice results in poor organizational loyalty and negative behavior.

Studies on Job Satisfaction

A key contribution of Abdellah (2017)^[1] to organizational theory was his discussion of the drivers, measurement, and consequences of job satisfaction and its strong influence on the performance of employees. Hartline & Ferrell (1996)^[7] found that some employees in managerial positions behave like customers driven by job satisfaction, which enhances organizational performance. Organizational culture has an impact on job satisfaction as well. Van Dierendonck (2015)^[22] discovered that the gain-maximization culture, which involves a long-term perspective, is linked to job satisfaction. When it comes to the relationship between job satisfaction and motivation at work for office workers in Sulaymaniyah, Kurdistan, Mahmoud (2016) found out that job satisfaction is strongly determined by employee motivation. According to Steijn and van der Voet (2019)^[20], work effect and job communication have been identified as the relational work features which mediate the impact of social motivation on job satisfaction, whereas bureaucratic constraints (routine) have an adverse impact on both relational work features and job satisfaction.

Studies on Organizational Commitment

Organizational commitment is described by Kaplan and Kaplan (2018)^[9] to be one of the most important components of organizational success, and high commitment employees have a sense of connection to the organization. The employees have faith in the goals and objectives of the organization and are ready to put in their maximum effort towards meeting them. Hence, those employees who are

dedicated to their organization become much more motivated to work towards the goals of the organization and do not tend to move out from their organization. Commitment is regarded as one of the key factors of the relation between employees and organizations because it helps explain the intention to quit. The correlation between organizational commitment and affective commitment is positive while it is negative for continuity and normative commitment. According to Meyer and Allen, organizational commitment is a multifaceted construct that has a very obvious link with motivation to leave. The term "organizational commitment" is a multidimensional construct made up of three distinct elements, namely the acceptance of the organizational values and objectives (affective commitment), readiness to exert oneself for the benefit of the organization (continuing commitment), and a high degree of motivation to remain as a member due to commitment (normative commitment) (Rodrigues *et al.*, 2022)^[17].

2. Commentary on Previous Studies

In view of existing research about organizational justice, job satisfaction, and organizational commitment, it is obvious that these concepts are interconnected and play a crucial role in shaping employee behavior and performance in an organization. For example, organizational justice researches like Colquitt (2001)^[3], Greenberg (1990), and Niehoff & Moorman (1993)^[14] highlighted the significant importance of various dimensions of justice in increasing job satisfaction and organizational commitment. However, subsequent research, such as those conducted by Cropanzano *et al.* (2007)^[5], Rai (2013)^[16], and Imran & Allil (2020), found that such relationships can be strengthened by mediating factors that would help account for the indirect impact of organizational justice on performance and behavior at work. At the same time, studies on job satisfaction such as Abdellah (2017)^[1]; Hartline & Ferrell (1996)^[7]; Van Dierendonck (2015)^[22]; Mahmoud (2016); and Steijn & van der Voet (2019)^[20] indicate that there are several factors affecting job satisfaction, namely organizational culture, motivation, and job characteristics. Also, it is an essential tool to improve efficiency and develop positive behavior among employees. In relation to organizational commitment, the research work of Kaplan & Kaplan (2018)^[9] and Rodrigues *et al.* (2022)^[17] according to Meyer & Allen have established that organizational commitment is a multidimensional concept and is very much associated with the job retention structure and organizational belonging.

However, despite the rich and varied literature, these factors have been studied either partially or separately. Some research has concentrated on the direct impact of organizational justice on job satisfaction and organizational commitment. However, other scholars have analyzed several mediating factors without providing a comprehensive framework that encompasses all three dimensions into one framework especially in the Arab academic environment. Hence, the current study is distinct in its endeavor of developing a unified model that will integrate the dimensions of organizational justice, namely distributive, procedural, interactional and informational justice, with the dimensions of organizational commitment, namely affective, continuity and normative commitment through the mediation of job satisfaction among employees at Samarra University. Moreover, the current study is an effort to bridge a research gap existing in the Iraqi university setting as studies that have

addressed these relationships practically are few in number. The current study has both scientific and practical values as it provides insight into employee behavior as well as a practical model for enhancing organizational justice and increasing job satisfaction and organizational commitment in educational settings.

Data Analysis

The descriptive analytical exploratory approach was used in this study because it is consistent with the nature of the research topic. In using this approach, data about the research variables were collected and analyzed so that the nature of their relationship would be revealed, and the opinions of the respondents were also elicited on the research topic. The sample of the study was selected from Samarra University based on the conditions of the study and in order to contribute to the accomplishment of its goals and obtain correct results.

The Research Population and Sample

The study population was made up of 2196 members from Samarra University, classified into the (academic, administrative, and administrative-academic) groups. The research sample involved 327 people who were selected using stratified random sampling method. This was aimed at providing equal representation to all the different strata in the population. The stratification of the research population was done on the basis of job classification into academic, administrative, and administrative-academic categories, with a random sampling from each category proportional to its size. This is done in order to achieve an accurate representation of the study population, which in turn adds to the accuracy of results.

The Research Instrument (Questionnaire)

Data were collected through a questionnaire that served as the main research instrument. The development of the questionnaire took into account theoretical works and other

studies in order to be sure that all variables were taken into consideration. There were two major sections in the questionnaire. Part one included demographic characteristics (personal and professional information) of the respondents. The second part was the measurement of the research variables, which were three in number; organizational justice (independent variable), job satisfaction (mediating variable), and organizational commitment (dependent variable). Organizational justice was measured using four sub-variables, which are; distributive justice, procedural justice, interactional justice, and informational justice, each containing four items making a total of 16 items. Job satisfaction was measured using 8 items. Organizational commitment is assessed through three constructs namely affective commitment, continuance commitment and normative commitment, each comprising of four questions making up 12 questions altogether. The Likert scale of five was used for the assessment of respondents' level of agreement or disagreement with the questionnaire questions.

Instrument Validity

The validity of the research tool was established through the presentation of this tool to a panel of seven experts in the field of business administration at Iraqi universities. The purpose of this review was to validate the correctness of the wording of the items and their relevance in measuring the study variables. Feedback from the experts was taken into consideration, and modifications were made accordingly.

Instrument Reliability

Reliability of the research instrument was tested using the Cronbach's Alpha coefficient as a measure of internal consistency of items on the questionnaire. High reliability coefficients were found for all the variables and dimensions in the study. The Cronbach's Alpha coefficients are provided in Table 1:

Table 1: Instrument Validity Using Cronbach's Alpha Coefficient

Variable/Dimension	Number of paragraphs	Cronbach's Alpha
Independent Variable: Organizational Justice	16	0.920
Distributive Justice	4	0.732
Procedural Justice	4	0.848
Interactional Justice	4	0.800
Informational Justice	4	0.881
Mediating Variable: Job Satisfaction	8	0.889
Dependent Variable: Organizational Commitment	12	0.914
Emotional Commitment	4	0.844
Continuity Commitment	4	0.806
Nomenclature Commitment	4	0.886

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

The values in Table 1 indicate that all reliability coefficients exceeded the statistically acceptable minimum (0.70), confirming the instrument's reliability in data collection and analysis.

Statistical Methods Used

Various statistical techniques that would be suitable for analyzing the research findings and testing its hypotheses were applied, with specific statistical tools (SPSS) employed in this process. Such techniques included the use of descriptive statistics (means and standard deviations), which were helpful in describing the characteristics of the sample

and highlighting trends in their responses. Other techniques included inferential statistics; these included the correlation coefficient for establishing the association and nature of the relationship between the study variables, regression analysis for testing the effects of the independent variables on the dependent variables, and Cronbach's alpha for evaluating the reliability of the research tool.

Statistical Analysis

In this chapter, the outcomes of the field study are presented together with the analysis of the questionnaire, applying suitable statistical techniques in order to achieve accurate

results consistent with the research objectives. (327) questionnaires were administered among the target population while (283) were returned, which means the response rate was (86.5%). After evaluating the questionnaires received, (9) questionnaires were eliminated because of missing data. Therefore, (274) questionnaires

were found to be statistically valid, constituting (83.8%) of the total number of questionnaires distributed. The data was analyzed through the use of Statistical Package for the Social Sciences (SPSS version 26). Table 2 presents the statistics of the distributed and collected questionnaires:

Table 2: Statistics for Distributed and Returned Questionnaires

Statement	Number	Percentage %
Number of questionnaires distributed	327	100%
Number of questionnaires returned	283	86.5%
Questions are invalid for analysis	9	2.7%
Questions valid for statistical analysis	274	83.8%

Source: Prepared by the researcher based on questionnaire data.

Demographic Characteristics of the Sample

This section presents the demographic characteristics of the study sample to provide a clear picture of its nature, which

will aid the interpretation of the subsequent statistical analysis.

Table 3: Sample Distribution by Gender

Gender	Repetition	Percentage %	Cumulative Percentage %
Male	192	70.1	70.1
Female	82	29.9	100.0
Total	274	100.0	

Source: Prepared by the researcher based on questionnaire data and analysis using SPSS software.

Distribution of study participants according to gender is presented in Table 3. There were (192) males who constituted (70.1%) of the sample, while the number of females was (82),

constituting (29.9%) of the sample. This implies that the majority of the sample were males.

Table 4: Distribution of the sample by age group

Age group	Repetition	Percentage %	Cumulative Percentage %
Under 30	26	9.5	9.5
30–39	157	57.3	66.8
40–49	72	26.3	93.1

Source: Prepared by the researcher based on questionnaire data and analysis using SPSS software.

The distribution of the study participants according to age groups is indicated in Table 4. The 30-39 age group constituted the biggest age group comprising 157 people (57.3%) followed by 40-49 age group that included 72 people

(26.3%). People below 30 years of age represented 9.5% (26 people) whereas the 50 and above age group was the smallest age group comprising 19 people (6.9%).

Table 5: Distribution of the sample by educational qualification

Educational Qualification	Repetition	Percentage %	Cumulative Percentage %
Preparatory	8	2.9	2.9
Diploma	6	2.2	5.1
Bachelor's	75	27.4	32.5
Master's	122	44.5	77.0
Doctorate	63	23.0	100.0
Total	274	100.0	

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table 5 presents the distribution of the sample in terms of education. The most common form of education in the sample is the Master's degree, which comprises (122) people and represents (44.5%) of the sample. Next comes the bachelor's degree, which consists of (75) people and

represents (27.4%) of the sample. The number of those with a doctorate is (63) people representing (23.0%). The least represented are those with preparatory certification/diploma, consisting of (8) people (2.9%) and (6) people (2.2%), respectively.

Table 6: Distribution of the sample by job type

Job type:	Repetition	Percentage %	Cumulative Percentage %
Academic	87	31.8	31.8
Administrative	100	36.5	68.2
Administrative and Academic	87	31.8	100.0
Total	274	100.0	

Source: Prepared by the researcher based on questionnaire data and analysis using SPSS software.

The distribution of the study sample based on their occupations is presented in Table 6 below. The number of academics was (87) participants (31.8%), the number of administrators was (100) participants (36.5%), while the

number of participants with both administrative and academic occupations was (87) (31.8%). The percentages between the three groups are relatively close, which indicates an equal distribution of the study sample.

Table 7: Sample Distribution by Years of Service

Years of Service	Repetition	Percentage %	Cumulative Percentage %
Less than 5 years	89	32.5	32.5
5-9 years	65	23.7	56.2
10-14 years	64	23.4	79.6
15 years or more	56	20.4	100.0
Total	274	100.0	

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table 7 displays the distribution of the study sample based on years of service. The proportion of people who have served for less than (5) years is (32.5%), while those who have served between (5–9) years constitute (23.7%) of the sample; those who have served between (10–14) years make up (23.4%) of the sample, while the proportion of those who have served for (15 years or more) is (20.4%).

Reliability and Reliability Coefficient (Cronbach's Alpha)

Having described the demographic profile of the participants, this part ensures that the instrument is reliable to make sure of the validity of the results. The reliability of the questionnaire was tested via Cronbach's alpha and proved to be high for all variables and dimensions.

Table 8: Reliability and Reliability Coefficient (Cronbach's Alpha)

Variable/Dimension	Number of paragraphs	Cronbach's Alpha	Level
Independent Variable: Organizational Justice	16	0.920	Excellent
Distributive Justice	4	0.732	Good
Procedural Justice	4	0.848	Very Good
Interactional Justice	4	0.800	Very Good
Informational Justice	4	0.881	Very Good
Mediating Variable: Job Satisfaction	8	0.889	Excellent
Dependent Variable: Organizational Commitment	12	0.914	Very Good
Emotional Commitment	4	0.844	Very Good
Continuity Commitment	4	0.806	Very Good
Nomenclature Commitment	4	0.886	Level

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Results from the reliability analysis for the study tool employing the Cronbach's Alpha coefficient are provided in Table 8. The reliability coefficients for the organizational justice scale, job satisfaction scale, and organizational commitment scale were found to be 0.920, 0.889, and 0.914, respectively. They are high values, suggesting that the measuring tool has very high reliability and internal consistency. The values for the Cronbach's alpha coefficient for the variable dimensions were within the range of (0.732 – 0.886), all of which were greater than the minimum

statistically acceptable value (0.70). This indicates the reliability of the scale and its appropriateness for further analysis of study hypotheses.

Descriptive Analysis of the Study Variable Items

In this section, the study variables are examined through the arithmetic mean and standard deviation to establish any trend in the sample's reactions as well as the degree of each variable.

Table 9: Analysis of the items of the organizational justice variable according to the arithmetic mean and standard deviation, and their ranking according to importance

T	Paragraph	Arithmetic Mean	Standard Deviation	Level	Order
1.	The rewards I receive are commensurate with the effort I put into my work.	3.05	1.226	Average	15
2.	My salary is fair compared to those with similar responsibilities.	3.28	1.098	Average	14
3.	Promotions at the university are conducted fairly.	3.83	.918	High	5
4.	The workload is distributed equitably among employees.	2.89	1.141	Average	16
5.	Decisions are made in accordance with fair procedures.	3.33	1.043	High	13
6.	Performance evaluation procedures are applied consistently to all employees.	3.51	1.110	High	11
7.	I am allowed to express my opinion before important decisions affecting my work are made.	3.72	.956	High	7
8.	The university's decision-making process is transparent.	3.42	1.003	Very High	12
9.	My direct supervisor treats me with respect.	4.64	.633	Very High	1
10.	I am treated with dignity and respect in the workplace.	4.51	.659	Very High	2
11.	Supervisors avoid using inappropriate language or behavior.	4.35	.840	Very High	3

12.	I receive professional and appropriate treatment during the implementation of administrative procedures.	4.28	.768	High	4
13.	I receive clear explanations regarding important decisions.	3.82	.858	High	6
14.	Management adequately explains the reasons for decisions.	3.65	.927	High	8
15.	Information provided about organizational changes is truthful and complete.	3.62	.899	High	10
16.	I am informed on time about everything that affects my work.	3.65	.983	High	9

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table 9 shows the results of the analysis of the items of the organizational justice variable using arithmetic mean, standard deviation, and importance ranking of the items. Arithmetic mean values varied between (2.89 to 4.64), which suggests that there was relatively some difference in the perception of the organizational justice level in the work environment.

Results show a very high level of interactional justice where questions about how the managers relate to their employees score highly. For instance, the question “My direct supervisor respects me” scored highly scoring (4.64). The second question was, “I am treated with dignity and respect in the work environment,” which scored (4.51). Then came “Managers do not use offensive language or behavior,” which scored (4.35). This shows that the employees feel that there is a very high level of mutual respect within the work environment.

Results also revealed high levels of information equity, with questions on decision clarity and organizational information receiving high scores. For instance, “I receive clear explanations concerning decisions that have been made,” scored an average of 3.82, while “Managers give clear reasons why certain decisions were made,” scored an average of 3.65. The results indicated a considerable degree of transparency in the distribution of organizational

information.

With respect to procedural equity, questions dealing with decision-making process and performance evaluation rated fairly high. The question “The procedure for performance evaluation is used uniformly by everyone” had a mean score of 3.51. On the other hand, the question “Decisions are based on a fair procedure” had a mean score of 3.33, meaning that the procedures of the organization were seen to be fair.

However, from the results obtained, there was a reduction in distributive justice as compared to the other three categories. The items dealing with the distribution of fair salaries, bonuses, and workload were rated the lowest, and their average scores for the item, “Workload is distributed fairly among employees” were 2.89, while the average scores for the item, “The bonuses I receive are commensurate with the effort I put into my work” were 3.05. This suggests a lower level of satisfaction of the employees concerning resource distribution in the firm.

In summary, these findings show that there is a high perception of organizational justice in terms of interaction and information among the subjects in the sample, as opposed to average perceptions of organizational justice in terms of distribution. This could mean the need to focus on incentives and work loads in order to achieve fairness among employees.

Table 10: Analysis of Job Satisfaction Variable Items According to Mean and Standard Deviation and Ranking by Importance

T	Paragraph	Arithmetic Mean	Standard Deviation	Level	Order
1.	I am satisfied with my current job at the university.	4.18	.897	High	5
2.	I feel happy while performing my duties.	4.20	.860	High	4
3.	My job provides me with a sense of professional accomplishment.	4.25	.802	Very high	3
4.	I am satisfied with the work environment at the university.	3.83	1.002	High	7
5.	I am satisfied with the level of incentives and rewards I receive.	2.83	1.202	Moderate	8
6.	I am satisfied with my relationship with my colleagues.	4.42	.686	Very high	1
7.	I feel that my job meets my professional expectations.	3.85	.947	High	6
8.	Overall, I am satisfied with my job at this university.	4.29	.827	Very high	2

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table 10 below shows the output of the job satisfaction item analysis using the arithmetic means and standard deviations and item ranks according to their importance levels. Arithmetic means of the items in this variable were in the range of (2.83 – 4.42) suggesting that the level of job satisfaction is relatively high in the sample.

Item number “I am satisfied with my relationship with my colleagues at work” came first with a mean score of (4.42) representing a very high level of satisfaction. The second highest rated item is “Overall, I am satisfied with my job at this university” with a mean of (4.29) and third came “My job gives me a feeling of professional accomplishment” above a mean of (4.25). It can therefore be deduced from the above discussion that social relations and feelings of professional accomplishment are some of the major determinants of job satisfaction.

The study revealed that the level of questions dealing with the

nature of the work and feelings of happiness during the work were very high. The mean of question “I feel happy while performing my work” was 4.20 and the mean of question “I feel satisfied with my current job at the university” was 4.18. This clearly indicates a positive attitude of the employees towards their current jobs. The item, “I am satisfied with the level of incentives and rewards I receive,” received the least response at a mean of 2.83, which is a moderate level of satisfaction. This means that the incentives and reward scheme does not meet the desired level of satisfaction, and management should pay attention to its review for improved employee satisfaction.

Generally, this is an indication of job satisfaction amongst the employees as far as social relationships in the workplace as well as career success is concerned, while job satisfaction on incentives and rewards is relatively low.

Table 11: Analysis of the Organizational Commitment Variable Items According to the Arithmetic Mean and Standard Deviation and Ranking by Importance

T	Paragraph	Arithmetic Mean	Standard Deviation	Level	Order
1.	I feel a strong emotional connection to the university.	3.95	.867	High	9
2.	I feel a genuine sense of belonging to this university.	4.29	.790	Very high	4
3.	I am happy to spend the rest of my career at this university.	4.23	.918	Very high	5
4.	I feel that the university's problems are my personal problems.	3.78	1.029	High	10
5.	It would be very difficult for me to leave the university at this time.	4.22	.891	Very high	6
6.	Leaving the university would result in significant personal losses.	3.98	.998	High	8
7.	I don't have many alternative job opportunities outside the university.	3.72	1.179	High	11
8.	I feel that staying at the university is linked to the benefits I might lose if I leave.	3.64	1.054	High	12
9.	I feel a moral obligation to stay at the university.	4.30	.754	Very high	2
10.	I believe that staying at the university is the right thing to do.	4.31	.762	Very high	1
11.	I would feel guilty if I decided to leave the university now.	4.10	.924	High	7
12.	I believe it is a matter of loyalty to continue working here.	4.30	.796	Very high	3

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table 11 is an illustration of the findings of the analysis of the variables of organizational commitment using arithmetic means, standard deviations, and item rankings. The arithmetic means for the variables of this indicator varied between (3.64 – 4.31), suggesting that the respondents of the sample had a high degree of organizational commitment toward the university. “I think that remaining at the university is the right thing to do” was the highest item in terms of arithmetic means (4.31) and suggested a very high degree. This was succeeded by the second item “I have a moral obligation to remain at the university,” with an arithmetic mean of (4.30), followed by the third item “I think it is my loyalty to continue working here,” also with an arithmetic mean of (4.30). This suggests normative commitment of employees because of their moral obligation and loyalty towards the organization.

A very high degree of emotional attachment was also found, since the average scores for the items “I have a feeling of belonging to this university” (4.29) and “I am pleased with spending the rest of my career at this university” (4.23) reflect

the positive emotional attachment of employees to the organization. Regarding the dimension of continuity commitment, items related to the costs of Leaving one's job or the lack of other jobs also had fairly high means, as evidenced by such statements as “It will be very difficult for me to leave this university now” (4.22) and “Leaving this university would mean suffering great losses on my part” (3.98). The statement “Staying in the university seems to me associated with losses if I leave” was the lowest-scoring (3.64).

Generally, the results portray a level of organizational commitment on the part of the employees especially normative and affective components of organizational commitment, meaning that there is a sense of loyalty and commitment to the organization.

Descriptive Statistics for Study Variables

As part of the descriptive analysis, this segment discusses the means and standard deviations of the study variables.

Table 12: Descriptive Statistics for Study Variables

The variable	Arithmetic mean	Standard Deviation	Level
Organizational justice	3.72	0.64	High
Job satisfaction	3.98	0.69	High
Organizational commitment	4.07	0.66	High

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table 12 gives the descriptive statistics for the research variables. The average score for the organizational justice variable is (3.72) with a standard deviation of (0.64), suggesting that there is a high degree of employees' perception of organizational justice. The mean score for the job satisfaction variable is (3.98) with a standard deviation of (0.69), thus showing that there is a lot of job satisfaction in the sample. The organizational commitment variable had a mean score of (4.07), while the standard deviation was (0.66). These results indicate positive attitude by the sample towards the study variables, forming an appropriate platform for studying the relationships and testing the study hypotheses.

Correlation Testing

After providing descriptive statistics of the study variables, the researcher then tries to investigate the type of relationship that exists between the study variables. This is done by applying Pearson's correlation coefficient in order to determine the strength of the relationship existing between the study variables such as organizational justice, job satisfaction, and organizational commitment. Correlation testing is a critical preliminary stage preceding regression testing, since this can help uncover any statistically significant relationships between variables. This will allow for the testing of the study hypotheses about the impact of such variables on each other.

Table 13: Correlation Coefficients between the Study Variables

The variable	Organizational Justice	Job satisfaction	Organizational Compliance
Organizational justice	1	0.767**	0.523**
Job satisfaction	0.767**	1	0.667**
Organizational commitment	0.523**	0.667**	1

** Indicates that the correlation is statistically significant at a significance level of (0.01).

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

The following table presents the outcomes of correlation analysis conducted between the variables of the study using Pearson's correlation coefficient. The results revealed statistically significant positive correlations at the 0.01 level between all study variables.

The correlation coefficient between organizational justice and job satisfaction stood at 0.767, showing a strong positive association between them. This implies that greater levels of organizational justice among employees lead to greater levels of job satisfaction. In addition, there exists a positive statistically significant correlation between organizational justice and organizational commitment, which is 0.523. This implies that the perception by the employees on the organizational justice practices influences their organizational commitment positively. Moreover, there is a statistically significant positive relationship between job satisfaction and organizational commitment, with the correlation coefficient being 0.667. This indicates that higher employee satisfaction is related to greater organizational commitment by the employees. Hence, the results of the correlation analysis show a statistically significant positive relationship between the variables in the study, which indicates the potential for causal relationships among them.

However, correlation does not provide sufficient information about the nature of the cause-effect relationship and its strength. This is why linear regression analysis will be applied in the next step in order to verify the study hypotheses and discover the nature of the impact of organizational justice on both job satisfaction and organizational commitment as well as mediating effect of job satisfaction on organizational commitment.

Testing the Research Hypotheses

Linear regression analysis was carried out to determine the influence of the independent variable, that is, organizational justice, on the mediating variable, which is job satisfaction, and on the dependent variable, which is organizational commitment. Additionally, the linear regression analysis will be done to determine the mediating effect of job satisfaction in the relationship between organizational justice and organizational commitment. The hypotheses will be tested as follows:

First Hypothesis: There is a statistically significant impact relationship between organizational justice and job satisfaction among employees at Samarra University.

Table 14: Results of Testing the First Hypothesis

The variable	R	R ²	F	B	t	Sig.	Conclusion
Organizational justice	0.767	0.589	389.374	0.817	19.733	0.000	Hypothesis accepted

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table shows the outcomes of the test performed to study the effect of organizational justice on job satisfaction with simple linear regression. Results indicated that there is a statistically significant positive correlation between organizational justice and job satisfaction, with a correlation coefficient of ($R = 0.767$). This shows that there is a strong correlation between the two variables. The coefficient of determination ($R^2 = 0.589$) indicated that organizational justice accounts for 58.9% of the variation in job satisfaction of Samarra University employees.

In addition to this, the findings from the F-test revealed that the regression analysis was statistically significant, having a value of ($F = 389.374$) at a significance level of ($Sig = 0.000$). Similarly, the findings from the t-test indicated that the effect of organizational justice on job satisfaction was statistically significant with a value of ($t = 19.733$) at a significance level of ($Sig = 0.000$).

The Relationship Between the Two Variables Can Be Expressed Using the Following Linear Regression Equation:

$$JS = 0.941 + 0.817 (OJ)$$

This equation shows that an increase of one unit in organizational justice is linked to an increase of 0.817 units in job satisfaction. Thus, the first hypothesis is accepted as there is a statistical significance between organizational justice and job satisfaction of employees of Samarra University.

The second hypothesis suggests that there is a statistically significant correlation between organizational justice and organizational commitment of employees in Samarra University.

Table 15: Results of testing the first hypothesis

The variable	R	R ²	F	B	t	Sig.	Conclusion
Job satisfaction	0.667	0.445	218.130	0.643	14.769	0.000	Accepting the hypothesis

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

The table above displays the result of the simple linear regression analysis of the effects of organizational justice on organizational commitment. From the results above, it is clear that there is a statistically significant positive effect of organizational justice on organizational commitment, with the correlation coefficient being ($R = 0.523$), showing the presence of a moderate positive correlation between the two factors. The coefficient of determination ($R^2 = 0.273$) also indicates that organizational justice accounts for 27.3% of organizational commitment in Samarra University. The F test further confirmed that the regression model is statistically significant with a value of ($F = 102.239$) at a significance level of ($Sig = 0.000$), which confirms the validity of the model in explaining the relationship between the two variables. In addition, the t-test further indicated that the effect of organizational justice on organizational commitment was statistically significant with a value of ($t = 10.111$) at a significance level of ($Sig = 0.000$).

The Relationship Between the Two Variables Can Be Expressed Using the Following Linear Regression Equation

$$OC = 2.071 + 0.536 (OJ)$$

This equation shows that the higher the level of organizational justice, the higher the level of organizational commitment. It means that the second hypothesis is accepted in this case since there is a statistically significant relationship between organizational justice and organizational commitment.

The third hypothesis: A statistically significant relation exists between job satisfaction and organizational commitment of the employees working in Samarra University.

Table 16: Results of testing the first hypothesis

The variable	R	R ²	F	B	t	Sig.	Conclusion
Job satisfaction	0.667	0.445	218.130	0.643	14.769	0.000	Accepting the hypothesis

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

In the table above is the output for the simple linear regression on the effects of job satisfaction on organizational commitment. In the output, there was a statistically significant positive effect of job satisfaction on organizational commitment since the correlation coefficient was ($R = 0.667$). The coefficient of determination ($R^2 = 0.445$) further revealed that the job satisfaction accounts for 44.5% of the variation in organizational commitment of the workers in Samarra University.

As a result, the F-test indicated that the regression model was significant since it had ($F = 218.130$) at the significance level of ($Sig = 0.000$), which means the model was valid for the explanation of the relationship between the variables under discussion. In addition, the t-test results revealed that the effect of job satisfaction on organizational commitment was significant since it had ($t = 14.769$) at the significance level of ($Sig = 0.000$).

The Relationship Between the Two Variables Can Be Expressed Using the Following Linear Regression Equation

$$OC = 1.507 + 0.643 (JS)$$

This equation shows that job satisfaction has a positive relationship with organizational commitment of employees. Hence, the third hypothesis is supported as follows: Third Hypothesis: There is a statistically significant relationship between job satisfaction and organizational commitment among employees at Samarra University. Main Hypothesis: There is a statistically significant relationship between organizational justice and organizational commitment among employees at Samarra University, mediated by job satisfaction.

Table 17: Testing the Mediating Role of Job Satisfaction in the Relationship Between Organizational Justice and Organizational Commitment

Regression model	Independent variable	Mediating variable	Dependent variable	B	Beta	t	Sig.
Model 1	Organizational justice		Organizational commitment	0.536	0.523	10.111	0.000
Model 2	Organizational justice	Job satisfaction	Organizational commitment	0.027	0.026	0.372	0.710
	Job satisfaction		Organizational commitment	0.624	0.647	9.171	0.000

Source: Prepared by the researcher based on questionnaire data and analyzed using SPSS software.

Table 17 shows the results of the mediating effect test of job satisfaction between organizational justice and organizational commitment using the Baron & Kenny's (1986) mediating effect method. The regression analysis results in the first model reveal a significant impact of organizational justice on organizational commitment.

The Following Regression Equation Can Express This Relationship

$$OC = 2.071 + 0.536 (OJ)$$

The value of standardized effect size ($Beta = 0.523$) and the significance ($Sig = 0.000$) show that there is a direct and

positive relationship between organizational justice and organizational commitment among the employees at Samarra University. After including the mediating variable (job satisfaction) in the multiple regression model, the regression equation became:

$$OC = 1.484 + 0.027 (OJ) + 0.624 (JS)$$

However, the effect of organizational justice on organizational commitment was no longer statistically significant, where the effect size reduced to ($Beta = 0.026$) at a level of significance ($Sig = 0.710$). On the other hand, the effect of job satisfaction on organizational commitment was statistically significant, where the effect size was ($Beta =$

0.647) at a level of significance ($\text{Sig} = 0.000$).

The results obtained show that job satisfaction fully mediates the influence of organizational justice on organizational commitment. The influence of organizational justice shifted from direct influence to indirect one through job satisfaction. Therefore, the core hypothesis that claims the influence of organizational justice on organizational commitment through job satisfaction is acceptable for the employees of Samarra University.

Discussion of Results

Considering the results of the present study, there is a considerable degree of agreement with previous studies and also an enhanced level of explanation regarding the relationships between the study variables. It can be seen that the relationship between organizational justice and job satisfaction was strongly significant, having a coefficient of determination ($R^2=0.589$). The above means that the ability of organizational justice in explaining the job satisfaction of employees was relatively high, which is in line with the results obtained by Colquitt (2001)^[3] and Greenberg (1990), who stated that justice perception is one of the main determinants of attitudes. The result is similar to job satisfaction researches conducted by Abdellah (2017)^[1] and Hartline & Ferrell (1996)^[7], which state that organizational elements are influential on job satisfaction and affect the performance and behavior of employees.

Organizational justice also exhibited a significant influence on organizational commitment; however, this influence was not as strong as its influence on job satisfaction ($R^2 = 0.273$). This indicates that the impact of organizational justice on instant psychological responses is stronger than that on future behavior. The results obtained correspond to those of Niehoff & Moorman (1993)^[14], Rai (2013)^[16], and Imran & Allil (2016)^[8], where the positive connection between organizational justice and organizational commitment was confirmed, specifically focusing on employee retention. This difference in the level of the effect can be justified by the descriptive analysis where relatively low levels of distributive justice were revealed, thus proving Greenberg's (1990) conclusions concerning the significance of this dimension.

In regard to the link between job satisfaction and organizational commitment, the findings revealed a high level of association ($R^2 = 0.445$), in agreement with the works of Kaplan & Kaplan (2018)^[9] and Rodrigues *et al.* (2022)^[17], who found out that job satisfaction is one of the critical factors that influence organizational commitment, especially affective and normative components. In fact, this aspect was demonstrated in the present research, where affective and normative components were very high among the employees. The most important result was the total mediation of job satisfaction on organizational justice and organizational commitment. The impact of organizational justice became insignificant when controlling for job satisfaction ($\text{Sig} = 0.710$). Thus, organizational justice has an indirect impact on organizational commitment. This result partially corresponds to some previous research findings, for instance, those of Imran & Allil (2016)^[8], which identified mediating variables. Nonetheless, this study differs from others in the way it proves that job satisfaction is the key mediator through which organizational justice impacts other variables. However, this observation does not conform to other research works that hypothesized the effect of organizational justice on

organizational commitment, taking into account neither the moderating variable of job satisfaction nor the possibility that the nature of this relationship could change depending on organizational settings.

In this connection, the findings of the present research may be explained based on the particularities of the working environment at Samarra University, where psychological and cognitive aspects have much more influence on employees' behavior than tangible material aspects. In this regard, the present research provides a scientific contribution in creating an elaborate explanatory model that proves that organizational justice does not impact organizational commitment directly but impacts it through job satisfaction. Therefore, it is important to emphasize the significance of concentrating on improvement of the organizational environment in order to improve organizational commitment.

Conclusions

In light of the study's findings, many key conclusions can be drawn, the most important of which are:

1. The findings from the descriptive analysis showed that there were many employees' perceptions of justice within Samarra University, signifying the existence of good organizational practices within the work environment.
2. The results of the research have revealed that the level of job satisfaction is very high among the employees owing to high satisfaction with work and professional relations at the university.
3. There were also high levels of organizational commitment among employees, showing that there is a strong psychological and moral bond between employees and the organization they work for.
4. The results from the regression analysis indicated a statistically significant relationship between organizational justice and job satisfaction, meaning that organizational justice improves job satisfaction.
5. The findings revealed a significant impact of job satisfaction on organizational commitment such that increased job satisfaction leads to increased organizational attachment and willingness to stay within the organization.
6. The findings of the mediation test indicated that job satisfaction perfectly mediates the relationship between organizational justice and organizational commitment meaning that organizational justice impacts on organizational commitment indirectly via job satisfaction.
7. The findings of this study validate the significance of organizational justice as an important aspect that determines positive organizational behavior of employees.

Recommendations

In light of the study's findings, a set of recommendations can be offered to enhance organizational justice, job satisfaction, and employee commitment. Among the most important are:

1. The need for strengthening organizational justice practices in the university organization is the assurance of justice in the allocation of duties, rewards, and promotions to employees.
2. Ensuring that decision-making in relation to the employees is based on the application of administrative procedures that are fair and clear to ensure their trust in

management.

3. Enhancing effective communication between management and employees by providing sufficient information about organizational decisions and their rationale.
4. Focusing on improving employee job satisfaction by providing a supportive work environment and encouraging positive professional relationships within the organization.
5. Developing incentive programs and reasonable rewards that will help improve the degree of job satisfaction and enhance commitment among employees.
6. Encouraging administrative leaders to use a leadership style based on respect and appreciation when dealing with their employees since this will have a positive influence on the promotion of interactive justice in the organization.
7. The research calls for more studies in the future to be conducted in relation to organizational justice and other variables such as performance, organizational loyalty, and organizational citizenship behavior.

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