



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

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Abstract

This study aims to investigate and analyze the role of organizational justice, with its four dimensions (distributive, procedural, interpersonal, and informational), in enhancing the level of organizational commitment among Samarra University staff. It also examines the mediating role of job satisfaction in this relationship. To achieve the study's objectives, a descriptive-analytical approach was adopted, and a questionnaire was used as the primary data collection tool from a stratified random sample of 327 academic and administrative staff members. The SPSS results showed a statistically significant positive effect of organizational justice on organizational commitment across its three dimensions (affective, continuance, and normative). The study also revealed the essential and mediating role of job satisfaction in explaining the relationship between perceived justice and deepening organizational belonging. Enhancing an employee's sense of fairness increases job satisfaction, which, in turn, fosters greater commitment to the organization and dedication to achieving its goals. The study concluded with a set of recommendations for the university administration, emphasizing the need to institutionalize the principles of justice and transparency across all administrative procedures and reward distribution to ensure a stable, motivating work environment.

Keywords: Organizational justice, job satisfaction, organizational commitment, Samarra University

Introduction

Organizational justice refers to employees' perceptions of fair treatment in the workplace. Schwartz (2005) identified four dimensions of organizational justice. Distributive justice concerns the fairness of resource allocation and rewards. Procedural justice concerns the integrity and transparency of the processes leading to resource allocation decisions. Interpersonal justice relates to how employees are treated in their personal interactions. Informational justice addresses the adequacy of information provided about decisions that affect employees (Bany, 2017) ^[2].

Job satisfaction has received considerable attention in recent years as an important research topic in organizational behavior. Job satisfaction is generally defined as a pleasing mental state resulting from an individual's evaluation of their job or work experiences. The importance of job satisfaction lies in its association with numerous positive work-related outcomes for both employees and organizations: satisfied employees tend to be more productive and motivated, exhibit lower rates of absenteeism and turnover, demonstrate greater commitment to the organization, and achieve higher levels of performance and customer satisfaction. Employees are considered satisfied with their jobs when they have positive attitudes toward their work (Shdaifat & Al-Shdayfat, 2023) ^[18].

The concept of organizational commitment has been extensively studied. Meyer & Allen (1991) ^[12] propose a model of organizational commitment that distinguishes between three basic components: affective commitment, continuance commitment, and normative commitment. Affective commitment is the emotional attachment of employees to their organization. Continuity commitment reflects the expected costs associated with leaving the organization. Normative commitment refers to employees' sense of obligation to remain with the organization. The importance of each of these three components may vary from one organization to another.

Organizational commitment is considered a pivotal variable in the study of work-related behaviors and influences a wide range of outcomes. High levels of organizational commitment also positively influence employee work ethic, thereby enhancing organizational performance.

Methodological Framework

First: The Research Problem

The research problem centers on the importance of organizational justice as a key factor influencing employee behavior and attitudes within organizations, particularly in the university environment, characterized by unique job relationships and multiple roles. Despite growing interest in organizational justice, its impact on organizational commitment remains under-explained, especially given the presence of mediating variables that may help clarify this relationship, most notably job satisfaction. In this context, several studies indicate a positive relationship between organizational justice and both job satisfaction and organizational commitment. However, the nature of this relationship, whether direct or indirect, remains a subject of debate, particularly in Arab contexts in general, and Iraqi universities in particular, including Samarra University.

Based on the above, the research problem can be formulated as follows: What is the role of organizational justice in enhancing organizational commitment among employees at Samarra University, with job satisfaction as a mediating variable? This main question leads to several sub-questions:

1. To what extent does organizational justice affect job satisfaction among employees at Samarra University?
2. To what extent does organizational justice affect organizational commitment among employees at Samarra University?
3. To what extent does job satisfaction affect organizational commitment among employees at Samarra University?
4. Does job satisfaction play a mediating role in the relationship between organizational justice and organizational commitment among employees at Samarra University?

Second: The Importance of the Study

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

1. **Theoretical Importance:** This research contributes to the scientific literature on organizational behavior by highlighting the relationship between organizational justice and organizational commitment, while introducing job satisfaction as a mediating variable. This enhances theoretical understanding of the nature of interactions among these variables. The research also presents a comprehensive explanatory model that clarifies the mechanism by which the impact of organizational justice is indirectly transferred to organizational commitment. This fills a knowledge gap in Arabic studies, particularly within the Iraqi university environment, which has not received sufficient attention in this area.
2. **Applied Importance:** This research's applied importance stems from providing a set of indicators and results that university administrations, especially Samarra University, can use to improve organizational justice across its dimensions.

This will positively impact job satisfaction and, consequently, increase employees' organizational commitment. Furthermore, the research findings assist decision-makers in adopting more equitable and transparent administrative policies, thereby improving the work environment, reducing employee turnover, and increasing productivity and institutional performance.

3. **Methodological Significance:** The methodological significance of this research lies in its reliance on an analytical model that examines the direct and indirect influences among the study variables using advanced statistical methods, including regression analysis and tests of the mediating role. This model provides a methodological framework that can be applied to future studies in other sectors or institutions and can be further developed by adding new variables, thereby advancing applied research in management and organizational behavior.

Third: 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. To identify the level of awareness among employees at Samarra University regarding the dimensions of organizational justice, namely, distributive justice, procedural justice, interactional justice, and informational justice.
2. To measure the level of job satisfaction among employees at Samarra University and determine their attitudes toward the work environment.
3. To determine the level of organizational commitment among employees at Samarra University in its three dimensions (affective, continuity, and normative).
4. To analyze the nature of the relationship between organizational justice and job satisfaction among employees at Samarra University.
5. To test the impact of organizational justice on organizational commitment among employees at Samarra University.
6. To measure the effect of job satisfaction on enhancing organizational commitment among employees at Samarra University.
7. To examine the mediating role of job satisfaction in the relationship between organizational justice and organizational commitment.
8. To present a set of practical recommendations that contribute to enhancing organizational justice and job satisfaction, which will positively impact the level of organizational commitment at Samarra University.

Fourth: Hypotheses

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

1. **Main Hypothesis:** There is a statistically significant relationship between organizational justice and organizational commitment among employees at Samarra University, with job satisfaction acting as the mediating variable.
2. **Sub-Hypotheses:**
 - **First Hypothesis:** There is a statistically significant relationship between organizational justice and job satisfaction among employees at Samarra University.

- **Second Hypothesis:** There is a statistically significant relationship between organizational justice and organizational commitment among employees at Samarra University.
- **Third Hypothesis:** There is a statistically significant relationship between job satisfaction and organizational commitment among employees at Samarra University.

Fifth: Limitations

1. **Subject Matter Limitations:** This research is limited to studying the impact of organizational justice, with its dimensions (distributive justice, procedural justice, interactional justice, and informational justice), on organizational commitment, with its dimensions (affective commitment, continuity commitment, and normative commitment), through job satisfaction as a mediating variable, within the framework of organizational behavior.
2. **Spatial Limitations:** This research was conducted at Samarra University, which served as the study area, encompassing its colleges and administrative and academic departments.
3. **Temporal Limitations:** The research covers the period during which data was collected and analyzed, extending from January 2026 to March 2026 (preferably specified precisely according to your context, e.g., January 2026.)
4. **Human Limitations:** The research was limited to a

sample of employees at Samarra University, totaling 327 individuals, distributed across the job categories (academic, administrative, and administrative-academic), excluding employees from other educational institutions.

Sixth: The Hypothetical Scheme

A conceptual model was developed to illustrate the nature of the relationship between the three study variables: organizational justice as the independent variable, job satisfaction as the mediating variable, and organizational commitment as the dependent variable. This model was developed based on relevant theoretical literature and prior studies in organizational behavior. The model posits a direct positive effect of organizational justice on job satisfaction and organizational commitment, and, conversely, a direct positive effect of job satisfaction on organizational commitment. The model also indicates that organizational justice indirectly influences organizational commitment through job satisfaction as the mediating variable.

Therefore, it is clear that job satisfaction serves as an explanatory link between employees' perceptions of organizational justice and their organizational commitment within the university.

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

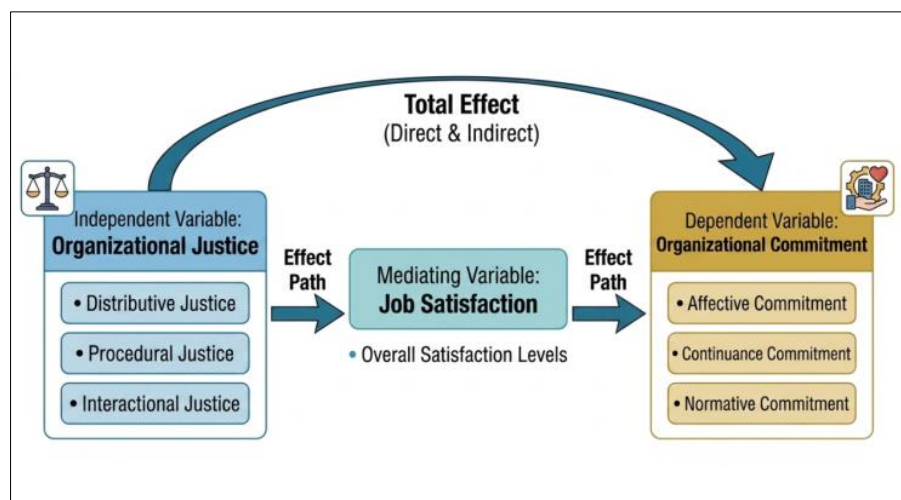


Fig 1: Hypothetical research plan

Theoretical Framework and Previous Studies

1. Organizational Justice

The concept of organizational justice refers to employees' perceptions that organizational processes (such as performance evaluation and reward distribution) are fair and equitable. Organizational justice encompasses perceptions of fairness in decision-making processes, resource allocation, and interpersonal treatment within the organization. Four distinct forms have been identified: distributive justice, procedural justice, interpersonal justice, and informational justice (Yaghoubi *et al.*, 2011) [24]. Distributive justice addresses the extent to which individuals perceive the fairness of the outcomes distributed to them, which are typically evaluated according to established principles of fairness. Procedures, distribution mechanisms, and implementation methods all contribute to assessing distributive justice. Procedural justice, on the other hand,

relates to the extent to which individuals perceive the fairness of the processes through which decisions are made. Fair procedures enhance employee trust in the organization, leading to positive attitudes toward work and satisfactory outcomes. These procedures should be consistently, impartially, and transparently adhered to. The principle of equity states that individuals who receive unequal results should exert unequal effort when they freely choose to contribute to the collective output.

Intrapersonal equity reflects the quality of reciprocal treatment individuals receive during regulatory processes. Two aspects of interpersonal equity have been identified: informational equity and interpersonal equity. Informational equity involves providing explanations regarding resource allocation and the credibility of those explanations. Stakeholders place great importance on accurate and honest communication, which limits the exercise of discretion and

requires additional justification for any changes affecting existing rights. Interpersonal equity is reflected in the degree of respect, courtesy, and dignity shown to individuals subject to the processes (Xu *et al.*, 2023; Colquitt *et al.*, 2022)^[4].

2. Job Satisfaction

Job satisfaction refers to the degree to which an individual feels positive emotions about their job. Similarly, Locke (1976) defines job satisfaction as an emotional response to various aspects of an individual's work, which develops from their beliefs about the job and its perceived characteristics. Job satisfaction encompasses the feelings employees have toward their work, which, in turn, influences their feelings toward the organization they work for. Job satisfaction is influenced by internal and external factors, both financial and non-financial. It is classified as the sum of all factors related to the job and the level at which the individual's needs are met (Sisay, 2017)^[19]. Job satisfaction is achieved when an employee aligns with the work environment. Organizational culture, climate, and commitment are among the outcomes; strong alignment with organizational culture leads to higher employee job satisfaction (Yaghoubi *et al.*, 2011)^[24].

3. Organizational Commitment

In social contexts, individuals form bonds with others and stay together by investing time, effort, and personal resources. Commitment theory has been used in organizational literature to examine the bonds individuals form with their organizations. Commitment has received extensive research attention, and organizational commitment is defined as the strength of an individual's attachment to and involvement in a particular organization (Nandan *et al.*, 2018)^[13]. Three components contribute to this commitment: affective, continuity, and normative. Affective commitment is described as an emotional attachment to, belonging to, and involvement in the organization; continuity commitment is the perceived cost of leaving the organization; and normative commitment is the feeling of obligation to remain in the organization. Numerous researchers have contributed to the study of commitment, including its causes and outcomes (Kaplan & Kaplan, 2018)^[9].

4. The Relationship Between Research Variables:

Organizational justice is a key determinant of job satisfaction. The literature indicates a positive relationship between employees' perceptions of justice in its various dimensions and their level of job satisfaction. Employees' perceptions of procedural and distributive justice are directly linked to higher job satisfaction. In contrast, unfair decisions—such as salary reductions or unfair treatment of low-performing employees—lead to a decline in this satisfaction (Yaghoubi *et al.*, 2011)^[24].

Procedural and interactional justice also play a pivotal role in enhancing job satisfaction. Procedural justice encompasses the fairness of the processes used in decision-making. In contrast, interactional justice concerns the quality of interaction between superiors and subordinates and the level of respect and transparency in communication. Interactional justice, in particular, is considered essential for meeting employees' psychological and social needs during employment, thereby contributing to their sense of belonging and well-being within the organization (McNabb, 2009)^[11]. Organizational justice impacts not only job satisfaction but also individual attitudes and perspectives toward work,

colleagues, and the organization as a whole. Organizations that adopt equitable practices and promote human values tend to achieve higher levels of employee satisfaction, which positively impacts performance and organizational stability (Masubelele, 2024)^[10].

While the literature generally agrees on the close relationship among organizational justice, job satisfaction, and organizational commitment, debate continues over the nature and direction of this relationship. Some researchers view job satisfaction as a prerequisite for organizational commitment, while others argue that organizational commitment leads to greater job satisfaction. A third perspective suggests that the relationship between these variables is complex and interactive, influenced by mediating or modifying factors such as organizational culture, leadership style, and the work environment (Sunaris *et al.*, 2022)^[21].

From an analytical perspective, organizational commitment contributes to reducing absenteeism and both voluntary and involuntary employee turnover. This commitment often stems from high job satisfaction. However, the relationship between these two variables can be reciprocal; the level of commitment can, in turn, influence individuals' evaluation of their jobs and their job satisfaction, sometimes making this relationship non-linear.

Job satisfaction also contributes to reducing absenteeism and serves as an indicator of employees' evaluation of organizational policies and practices, reflecting the extent to which the work environment aligns with their expectations and professional aspirations. In this context, some studies have shown that graduates rated the work environment positively, indicating a general alignment between their aspirations and the job reality, as well as a high level of commitment to the organization (Pathan, 2023)^[15].

Based on the above, it can be concluded that organizational justice is the foundation upon which both job satisfaction and organizational commitment are built. It contributes to enhancing satisfaction, which, in turn, acts as a mediator in strengthening organizational commitment, positively impacting organizational stability and performance. Therefore, adopting fair practices within organizations – particularly in academic institutions – is essential to achieving high levels of employee satisfaction and commitment.

Previous Studies

1. Studies on Job Satisfaction:

Colkitt (2001) made a significant contribution to the study of organizational justice by developing a comprehensive scale that addresses its four dimensions: distributive, procedural, interactional, and informational justice. His findings showed that these dimensions directly influence employee attitudes and behaviors within the organization, including job satisfaction and organizational commitment. He also emphasized that procedural and interactional justice play a crucial role in shaping employee trust in management and fostering a sense of fairness. Greenberg (1990)^[6] conducted a pioneering study demonstrating that employees' perception of justice within the organization significantly impacts their behavior. A feeling of unfairness leads to decreased performance and increased negative behaviors such as absenteeism and withdrawal. He showed that distributive justice, the equitable distribution of resources and rewards, is a key factor in determining employee satisfaction and organizational responsiveness. Niehoff and Moorman (1993)

^[14] also found that organizational justice positively impacts organizational commitment and organizational citizenship behaviors. Employees who perceive fairness in procedures and interactions are more willing to go the extra mile beyond formal job requirements. They also noted that interactional justice, particularly in the way superiors treat subordinates, has a strong effect on fostering trust and organizational belonging.

Cropanzano, Bowen, and Gilliland (2007) ^[5] affirmed that organizational justice is a pivotal element in workplace relationships, contributing to the development of trust and mutual respect between employees and management. They also indicated that implementing justice in organizational policies and procedures leads to improved overall performance and reduced conflict. Rai's (2013) study demonstrated that organizational justice directly and indirectly affects both job satisfaction and organizational commitment. It acts as a motivator, enhancing employee feelings of belonging and reducing the likelihood of leaving the company. The results showed that interactional justice had the greatest impact on improving workplace relationships. In their 2020 study, Imran & Allil found that organizational justice contributes to improved job performance by fostering organizational trust and job satisfaction, with these variables acting as mediators in the relationship between organizational justice and performance. The study also confirmed that the absence of justice leads to weak organizational loyalty and increased negative behaviors.

2. Studies on Job Satisfaction

Abdellah (2017) ^[1] made a significant contribution to organizational literature by addressing the factors, measurement, and outcomes of job satisfaction, demonstrating its substantial impact on employee performance. Hartline & Ferrell (1996) ^[7] found that some employees in managerial positions exhibit customer-facing behaviors motivated by job satisfaction, which improves organizational performance. Organizational culture also influences job satisfaction. Van Dierendonck (2015) found that a gain-maximization culture, which focuses on the long term, is associated with job satisfaction. Regarding job satisfaction and work motivation among employees in various offices in Sulaymaniyah, Kurdistan, Mahmoud (2016) found that job satisfaction is significantly influenced by employee motivation across different organizations. Steijn & van der Voet (2019) ^[20] showed that relational work characteristics, such as work effect and job communication, act as a mediator in the relationship between social motivation and job satisfaction, while bureaucratic constraints (routine) negatively affect both relational work characteristics and job satisfaction.

3. Studies on Organizational Commitment

Kaplan & Kaplan (2018) ^[9] indicate that organizational commitment is a fundamental element of organizational success, and that highly committed employees feel a sense of belonging and connection to their organization. These employees believe in the organization's goals and objectives and are willing to exert their utmost effort to achieve them. Therefore, employees committed to their organization are more enthusiastic about dedicating their time and effort to contributing to its goals and are less likely to leave in search of other opportunities. Commitment is considered an

important aspect of the employee's relationship with the organization, as it explains and predicts the intention to leave. Organizational commitment is positively correlated with affective commitment and negatively correlated with continuity and normative commitment. Meyer and Allen view organizational commitment as a multifaceted concept with a clear connection to the motivation to leave. Organizational commitment is a multidimensional construct consisting of three components: a strong belief in and acceptance of the organization's goals and values (affective commitment), a willingness to make a great effort on behalf of the organization (continuing commitment), and a strong desire to maintain membership because of a sense of commitment (normative commitment) (Rodrigues *et al.*, 2022) ^[17].

4. Commentary on Previous Studies

In light of previous studies on organizational justice, job satisfaction, and organizational commitment, it is clear that these variables form an interconnected system that significantly influences employee behavior and performance within organizations. Organizational justice studies such as those by Colquitt (2001) ^[3], Greenberg (1990), and Niehoff & Moorman (1993) ^[14] have emphasized the crucial role of different dimensions of justice in promoting job satisfaction, organizational commitment, and organizational trust. Subsequent studies, such as those by Cropanzano *et al.* (2007) ^[5], Rai (2013), and Imran & Allil (2020), have shown that these relationships may be reinforced by mediating variables that help explain the indirect effects of organizational justice on performance and job behavior.

In parallel, job satisfaction studies such as those by Abdellah (2017) ^[1], Hartline & Ferrell (1996) ^[7], Van Dierendonck (2015), Mahmoud (2016), and Steijn & van der Voet (2019) ^[20] have shown that job satisfaction is influenced by multiple organizational and behavioral factors, including organizational culture, motivation, and job characteristics. It also plays a pivotal role in improving performance and fostering positive employee behavior. Regarding organizational commitment, studies by Kaplan & Kaplan (2018) ^[9] and Rodrigues *et al.* (2022) ^[17], based on the Meyer & Allen model, have confirmed that organizational commitment is a multidimensional construct (affective, continuity, and normative) and is closely linked to the structure of job retention and the level of organizational belonging.

Despite the richness and diversity of the literature, these variables have often been addressed only partially or within separate models. Some studies have focused on the direct relationship between organizational justice and job satisfaction or organizational commitment. In contrast, others have examined various mediating variables without offering an integrated model that combines the three dimensions within a single context, particularly in Arab academic settings. Therefore, the current study is unique in its aim to construct an integrated model linking the dimensions of organizational justice (distributive, procedural, interactional, and informational justice) with the dimensions of organizational commitment (affective, continuity, and normative) by examining the mediating role of job satisfaction, specifically within the context of employees at Samarra University. This study also represents an attempt to fill a research gap in the Iraqi university environment, where applied studies that comprehensively address these

relationships are scarce. This gives the study both scientific and practical value by explaining employee behavior and providing a practical framework that can enhance organizational justice and improve levels of job satisfaction and organizational commitment within educational institutions.

Data Analysis

This study adopted a descriptive-analytical-exploratory approach, as it aligns with the nature of the research topic and its objectives. This approach involved collecting and analyzing data on the study variables to reveal the nature of their relationships, as well as surveying the opinions of the sample members regarding the research topic. The study sample was selected from Samarra University, in accordance with the research requirements and to contribute to achieving its objectives and to arriving at accurate scientific results.

The Research Population and Sample

The research population consisted of 2196 individuals affiliated with Samarra University, distributed across the categories of (academic, administrative, and administrative-academic). The research sample comprised 327 individuals, selected via stratified random sampling to ensure fair representation of all population segments, proportionate to each segment's size in the original population. The research population was divided into strata by job classification (academic, administrative, and administrative-academic), and a random sample was selected from each stratum in proportion to its size. This ensures an accurate representation of the study population and contributes to greater accuracy and generalizability of the results.

The Research Instrument (Questionnaire)

The study relied on a questionnaire as the primary data collection tool. It was designed based on relevant theoretical literature and prior studies to ensure comprehensive coverage

of all study variables and dimensions. The questionnaire consisted of two main parts. The first part comprised the demographic characteristics (personal and professional data) of the sample members. The second part measured the study variables, including three main variables: organizational justice (independent), job satisfaction (mediating), and organizational commitment (dependent). Organizational justice was measured through four dimensions: distributive justice, procedural justice, interactional justice, and informational justice, with four items per dimension, totaling 16 items. Job satisfaction was measured through eight items. Organizational commitment was measured through three dimensions: affective commitment, continuance commitment, and normative commitment, with four items per dimension, totaling 12 items. The five-point Likert scale was adopted to measure respondents' agreement with the questionnaire items, ranging from (strongly agree) to (strongly disagree).

Instrument Validity

The validity of the research instrument was confirmed by presenting it to a panel of seven expert reviewers specializing in business administration, all professors from Iraqi universities. This review aimed to ensure the accuracy of the item wording and its suitability for measuring the study variables. The reviewers' feedback was incorporated, and necessary modifications were made, thereby improving instrument quality and enhancing validity.

Instrument Reliability

The reliability of the research instrument was verified using Cronbach's Alpha coefficient to measure the degree of internal consistency of the questionnaire items. The results showed high reliability coefficients for all study variables and dimensions, indicating strong reliability and instrument trustworthiness. The Cronbach's Alpha coefficients are shown 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

A range of appropriate statistical methods was used to analyze the study data and test its hypotheses, with specialized statistical software (SPSS) used. These methods included descriptive statistics, such as means and standard deviations, to characterize the study sample and identify trends in its responses. Inferential statistical methods were

also used, including the correlation coefficient to measure the strength and direction of the relationship between the study variables, regression analysis to test the effect of independent variables on dependent variables, and Cronbach's alpha to assess the reliability of the research instrument.

Statistical Analysis

This chapter presents the field study results and analyzes questionnaire data, using appropriate statistical methods to yield accurate findings that support the research objectives. (327) questionnaires were distributed to members of the study population, and (283) questionnaires were returned,

representing a response rate of (86.5%). After reviewing the returned questionnaires, (9) questionnaires were excluded due to incomplete data. Thus, (274) questionnaires were deemed valid for statistical analysis, representing (83.8%) of

the total distributed questionnaires. The data were analyzed using the Statistical Package for the Social Sciences (SPSS Version 26). Table 2 shows the statistics for the distributed and returned 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.

Table 3 shows the distribution of the study sample by gender. The number of males was (192) individuals, representing (70.1%) of the total sample, while the number of females was

(82) individuals, representing (29.9%). This indicates that the majority of the sample is male.

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.

Table 4 shows the distribution of the study sample by age group. The 30–39 age group was the largest, with 157 individuals (57.3%), followed by the 40–49 age group with 72 individuals (26.3%). Individuals under 30 years of age comprised 9.5% (26 individuals), while the 50 and over age group was the smallest, with 19 individuals (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 shows the distribution of the study sample by educational qualification. The majority of the sample holds a master's degree, numbering (122) individuals, representing (44.5%) of the total sample. This is followed by bachelor's degrees, with (75) individuals, representing (27.4%). The

number of those holding a doctorate was (63) individuals, representing (23.0%). Those with a preparatory certificate or diploma were at the lowest levels, numbering (8) individuals (2.9%) and (6) individuals (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.

Table 6 shows the distribution of the study sample according to job type. The number of academics was (87) individuals (31.8%), the number of administrators was (100) individuals (36.5%), and the number of individuals combining

administrative and academic work was (87) individuals (31.8%). The proportions among the three categories are close, reflecting a balanced representation 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 shows the distribution of the study sample according to years of service. The percentage of individuals with less than (5) years of service was (32.5%), followed by the (5–9) years category at (23.7%), then the (10–14) years category at (23.4%), while the percentage of those with (15 years or more) was (20.4%). This indicates the diversity of experience among the sample members, which enhances the reliability of the results.

Reliability and Reliability Coefficient (Cronbach's Alpha)

After presenting the demographic characteristics of the study sample, this section verifies the instrument's reliability to ensure the accuracy of the results. The questionnaire's reliability was assessed using Cronbach's alpha, and the results indicated good to excellent reliability across 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.

Table 8 presents the reliability test results for the study instrument using Cronbach's alpha. The reliability coefficients for the organizational justice scale (0.920), the job satisfaction scale (0.889), and the organizational commitment scale (0.914) were 0.920, 0.889, and 0.914, respectively. These are high values, indicating that the study instrument possesses a high degree of reliability and internal consistency. The Cronbach's alpha coefficient values for the variable dimensions ranged between (0.732 – 0.886), all of which are higher than the statistically acceptable minimum

(0.70). This demonstrates the reliability of the scale and its suitability for statistical analysis and testing the study hypotheses.

Descriptive Analysis of the Study Variable Items

In this section, the study variables are analyzed using arithmetic means and standard deviations to identify trends in the sample's responses and to determine the level 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 presents the results of the analysis of the organizational justice variable items, based on arithmetic means, standard deviations, and item rankings by importance level. The arithmetic means ranged from (2.89 to 4.64), indicating a relative difference in the sample's perception of the level of organizational justice in the work environment. The results indicate a high level of interactional justice, with items related to how managers treat employees ranking highest. The item "My direct supervisor treats me with respect" ranked first with a mean of (4.64), followed by the item "I am treated with dignity and appreciation within the work environment" with a mean of (4.51). Then the item "Managers avoid using inappropriate language or behaviors" with a mean of (4.35). This reflects employees' perception of a high level of mutual respect and appreciation within the work environment.

The results also showed a high level of information equity, with items related to decision clarification and the provision of organizational information scoring highly. For example, the item "I receive clear explanations regarding important decisions" had an average score of 3.82, and the item "Management adequately explains the reasons for decisions" had an average score of 3.65, indicating a good degree of transparency in the dissemination of organizational information.

Regarding procedural equity, items related to decision-making procedures and performance evaluation scored at a high to moderate level. The item "Performance evaluation procedures are applied consistently to all employees" had an average score of 3.51. In contrast, the item "Decisions are made according to fair procedures" had an average score of 3.33, indicating that employees perceive organizational procedures as fair.

Conversely, the results showed a relative decline in distributive justice compared to the other dimensions. Items related to the fairness of salaries, bonuses, and workload distribution ranked lowest, with the average score for the item "Workload is distributed fairly among employees" (2.89) and the average score for the item "The bonuses I receive are commensurate with the effort I put into my work" (3.05). This indicates a lower degree of employee satisfaction regarding the fairness of resource and reward distribution within the organization.

Overall, these results reflect the sample's perception of a high level of organizational justice in its interactive and informational dimensions, compared to a relatively average level in the distributive justice dimension. This may suggest the importance of strengthening incentive policies and job load distribution to achieve greater perceived 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 presents the results of the job satisfaction variable item analysis, based on arithmetic means, standard deviations, and item rankings by importance level. The arithmetic means for the items of this variable ranged between (2.83 – 4.42), indicating a relatively high level of job satisfaction among the sample.

The item "I am satisfied with my relationship with my colleagues at work" ranked first with a mean of (4.42), indicating a very high level. This was followed by the item "In general, I am satisfied with my job at this university" with a mean of (4.29), and then the item "My work provides me with a sense of professional achievement" with a mean of (4.25). This suggests that positive social relationships among colleagues and a sense of professional achievement are among the most prominent factors supporting employees' job satisfaction.

The results also showed that items related to the nature of the

work and feelings of happiness while performing it were at high levels. The average score for the item "I feel happy while performing my work" was 4.20, and the average score for the item "I feel satisfied with my current job at the university" was 4.18. This reflects a positive attitude among employees towards their current jobs. In contrast, the item "I am satisfied with the level of incentives and rewards I receive" came in last place with an average score of 2.83, indicating a moderate level. This suggests that the incentive and reward system may not achieve the desired level of satisfaction for some employees, necessitating management's attention to reviewing incentive policies to enhance job satisfaction.

Overall, these results reflect a high degree of job satisfaction among employees, especially regarding social relationships at work and a sense of professional achievement, while satisfaction with incentives and rewards is relatively lower.

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 presents the results of the analysis of items related to the organizational commitment variable, based on arithmetic means, standard deviations, and item rankings by importance level. The arithmetic means for the items of this variable ranged between (3.64 – 4.31), indicating that the sample members possessed a high level of organizational commitment to the university. The item “I believe that staying at the university is the right thing to do” ranked first with a mean of (4.31), indicating a very high level. It was followed by the item “I feel a moral obligation to stay at the university” with a mean of (4.30), and then the item “I believe it is a matter of loyalty to continue working here” with a mean of (4.30). This reflects a strong normative commitment among employees, as evidenced by their sense of moral obligation and loyalty to the organization.

The results also showed a high level of emotional commitment, with the average score for the item “I feel a genuine sense of belonging to this university” (4.29) and the average score for the item “I am happy to spend the rest of my career at this university” (4.23), indicating a positive

emotional connection between employees and the organization. Regarding the dimension of continuity commitment, items related to the costs of leaving a job or limited job alternatives had relatively high averages, such as the item “It would be very difficult for me to leave the university right now” (4.22) and the item “Leaving the university would result in significant personal losses” (3.98). The item “I feel that staying at the university is linked to the benefits I might lose if I leave” ranked last (3.64).

Overall, these results reflect a high level of organizational commitment among employees, particularly in its normative and emotional dimensions, indicating a strong sense of belonging and loyalty to the organization. This can contribute to enhanced job stability and improved organizational performance.

Descriptive Statistics for Study Variables

As part of the descriptive analysis, this section presents the arithmetic means and standard deviations for 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 shows the descriptive statistics for the study variables. The mean score for the organizational justice variable was (3.72) with a standard deviation of (0.64), indicating a high level of employee perception of organizational justice. The mean score for the job satisfaction variable was (3.98) with a standard deviation of (0.69), indicating a high degree of job satisfaction among the sample. The organizational commitment variable had a mean score of (4.07) with a standard deviation of (0.66). These results reflect positive attitudes among the sample towards the study variables, providing a suitable basis for analyzing relationships and testing the study hypotheses.

Correlation Testing

After presenting the descriptive statistics for the study variables, the researcher seeks to examine the nature of the relationship between them. This is done using Pearson's correlation coefficient to measure the strength and direction of the relationship between the study variables, namely organizational justice, job satisfaction, and organizational commitment. Correlation testing is an important preliminary step before conducting regression analysis, as it helps reveal statistically significant relationships between variables. This supports testing the study hypotheses regarding the influence of these variables on one another.

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 table shows the results of the correlation analysis between the study variables using Pearson's correlation coefficient. The results showed statistically significant positive correlations at the 0.01 level between all study variables.

The correlation coefficient between organizational justice and job satisfaction was 0.767, indicating a strong positive relationship. This means that increased employee perceptions of organizational justice are associated with higher job satisfaction. The results also showed a statistically significant positive correlation between organizational justice and organizational commitment, with a correlation coefficient of 0.523. This indicates that employees' perception of organizational justice practices contributes to enhancing their organizational commitment. Furthermore, a statistically significant positive correlation between job satisfaction and organizational commitment was found, with a correlation coefficient of 0.667. This reflects that higher employee job satisfaction is associated with increased employee commitment to the organization. Thus, the results of the correlation analysis indicate statistically significant positive correlations between the study variables, providing an initial indication of the possibility of causal relationships among them.

However, correlation analysis is insufficient to determine the nature of the causal relationship or measure the magnitude of the effect between the variables. Therefore, in the next stage, linear regression analysis will be used to test the study hypotheses and reveal the nature of the impact of organizational justice on both job satisfaction and organizational commitment, as well as to test the mediating role of job satisfaction in the relationship between organizational justice and organizational commitment.

Testing the Research Hypotheses

To verify the study hypotheses, linear regression analysis was used to measure the effect of the independent variable (organizational justice) on the mediating variable (job satisfaction) and the dependent variable (organizational commitment), as well as to test the mediating role of job satisfaction in the relationship between organizational justice and organizational commitment. These 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.

The table presents the results of a test of the impact of organizational justice on job satisfaction using simple linear regression. The results showed a statistically significant positive relationship between organizational justice and job satisfaction, with a correlation coefficient of ($R = 0.767$), indicating a strong relationship between the two variables. The coefficient of determination ($R^2 = 0.589$) also showed that organizational justice explains 58.9% of the variance in job satisfaction among employees at Samarra University. Furthermore, the F-test results showed that the regression model was statistically significant, with a value of ($F = 389.374$) at a significance level of ($Sig = 0.000$), indicating the model's validity in explaining the relationship between the two variables. The t-test results also showed that the impact 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 indicates that a one-unit increase in organizational justice is associated with a 0.817 increase in job satisfaction. Therefore, the first hypothesis is accepted, which posits a statistically significant relationship between organizational justice and job satisfaction among employees at Samarra University.

The second hypothesis posits a statistically significant relationship between organizational justice and organizational commitment among employees at 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 presents the results of a simple linear regression analysis of the impact of organizational justice on organizational commitment. The results showed a statistically significant positive relationship between

organizational justice and organizational commitment, with a correlation coefficient of ($R = 0.523$), indicating a moderate positive correlation between the two variables. The coefficient of determination ($R^2 = 0.273$) also showed that

organizational justice explains 27.3% of the variance in organizational commitment among employees at Samarra University.

Furthermore, the F-test results showed that the regression model was statistically significant, with a value of ($F = 102.239$) at a significance level of ($Sig = 0.000$), indicating the model's validity in explaining the relationship between the two variables. The t-test results also showed that the impact 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 indicates that higher levels of organizational justice are associated with higher levels of organizational commitment among employees. Therefore, the second hypothesis is accepted, which posits a statistically significant relationship between organizational justice and organizational commitment among employees at Samarra University.

The third hypothesis: There is a statistically significant relationship between job satisfaction and organizational commitment among employees at 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.

The table presents the results of a simple linear regression analysis of the impact of job satisfaction on organizational commitment. The results showed a statistically significant positive relationship between job satisfaction and organizational commitment, with a correlation coefficient of ($R = 0.667$), indicating a relatively strong positive correlation between the two variables. The coefficient of determination ($R^2 = 0.445$) also showed that job satisfaction explains 44.5% of the variance in organizational commitment among employees at Samarra University.

The F-test results showed that the regression model was statistically significant, with a value of ($F = 218.130$) at a significance level of ($Sig = 0.000$), indicating the model's validity in explaining the relationship between the two variables. The t-test results also showed that the impact of job satisfaction on organizational commitment was statistically significant, with a value of ($t = 14.769$) at a 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 indicates that higher job satisfaction is associated with greater organizational commitment among employees. Therefore, the third hypothesis is accepted, which states that 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, with job satisfaction acting as the mediating variable.

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 presents the results of the test of the mediating role of job satisfaction in the relationship between organizational justice and organizational commitment, using the mediation methodology outlined by Baron & Kenny (1986). The results of the regression analysis in the first model indicate a significant effect of organizational justice on organizational commitment.

The following regression equation can express this relationship:

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

The standardized effect size ($Beta = 0.523$) and statistical significance ($Sig = 0.000$) indicate a direct positive effect of organizational justice on organizational commitment among employees at Samarra University. When the mediating variable (job satisfaction) was introduced into the multiple regression model, the regression equation became:

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

The results showed that the effect of organizational justice on organizational commitment became non-significant, with the standardized effect size decreasing to ($Beta = 0.026$) at a significance level of ($Sig = 0.710$). In contrast, the effect of job satisfaction on organizational commitment remained significant, with an effect size of ($Beta = 0.647$) at a significance level of ($Sig = 0.000$).

These results indicate that job satisfaction plays a complete mediating role in the relationship between organizational justice and organizational commitment. The effect of organizational justice shifted from a direct to an indirect influence through job satisfaction. Therefore, the main hypothesis, that organizational justice affects organizational commitment through job satisfaction as a mediating variable, is accepted among employees at Samarra University.

Discussion of Results

In light of the current study's findings, there is strong agreement with previous studies and a deeper explanatory contribution to the nature of the relationships among the study variables. The results showed a strong, statistically significant effect of organizational justice on job satisfaction, with a coefficient of determination ($R^2 = 0.589$). This indicates the ability of organizational justice to explain a large proportion of the variance in job satisfaction, consistent with studies by Colquitt (2001)^[3] and Greenberg (1990), which confirmed that perceptions of justice are a major determinant of employee attitudes. This result is also consistent with job satisfaction studies such as those by Abdallah (2017)^[11] and Hartline & Ferrell (1996)^[7], which showed that organizational factors influence job satisfaction and are key drivers of performance and positive behavior.

The results also showed a significant effect of organizational justice on organizational commitment, though this effect was less pronounced ($R^2 = 0.273$) than its effect on job satisfaction. This suggests that organizational justice exerts a stronger influence on immediate psychological outcomes (satisfaction) than on long-term behavioral outcomes (commitment). This finding is consistent with Niehoff & Moorman (1993)^[14], Rai (2013), and Imran & Allil (2016)^[8], who confirmed a positive relationship between organizational justice and organizational commitment, particularly regarding employee retention. The lower strength of the direct effect can be explained by the descriptive analysis, which showed relatively low distributive justice, thereby supporting Greenberg's (1990) observations on the importance of this dimension in shaping employee attitudes.

Regarding the relationship between job satisfaction and organizational commitment, the results showed a strong and statistically significant effect ($R^2 = 0.445$), consistent with the studies by Kaplan & Kaplan (2018)^[9] and Rodrigues *et al.* (2022)^[17], which confirmed that job satisfaction is one of the most important determinants of organizational commitment, particularly in its affective and normative dimensions. This was clearly demonstrated in the current study, which showed high levels of these two dimensions among employees.

The most important finding was the complete mediation of job satisfaction in the relationship between organizational justice and organizational commitment. The effect of organizational justice became insignificant after controlling for job satisfaction ($Sig = 0.710$), indicating that organizational justice indirectly influences organizational commitment. This finding partially aligns with some studies, such as Imran & Allil (2016)^[8], which found mediating variables. However, the current study distinguishes itself by demonstrating that job satisfaction is the primary mechanism through which organizational justice exerts its effects, thereby strengthening theoretical understanding of the nature of the relationship between these variables. On the other hand, this finding differs from some studies that assumed a direct effect of organizational justice on organizational commitment, without considering the mediating role of job satisfaction, suggesting that the nature of this relationship may vary across organizational contexts.

In this context, the results of the current study can be interpreted in light of the specific environment of Samarra University, where psychological and cognitive factors play a greater role in shaping employee behavior than direct material factors. Accordingly, the current study makes a

scientific contribution by constructing a comprehensive explanatory model demonstrating that organizational justice does not directly affect organizational commitment, but rather does so by enhancing job satisfaction. This underscores the importance of focusing on improving the work environment and organizational relationships as a fundamental approach to strengthening employee commitment.

Conclusions

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

1. The descriptive analysis revealed a high level of employee perceptions of organizational justice at Samarra University, indicating the presence of positive organizational practices regarding fair procedures and treatment within the work environment.
2. The study results showed a high level of job satisfaction among employees, reflecting strong satisfaction with the nature of the work and professional relationships within the university.
3. The results also showed a high level of organizational commitment among employees, indicating a strong psychological and moral connection between employees and the institution they work for.
4. The regression analysis revealed a significant positive effect of organizational justice on job satisfaction, indicating that promoting justice in the work environment increases employee satisfaction.
5. The results showed a significant effect of job satisfaction on organizational commitment: higher job satisfaction is associated with greater attachment to the organization and a stronger desire to remain employed there.
6. The mediation test results showed that job satisfaction fully mediates the relationship between organizational justice and organizational commitment, indicating that organizational justice's effect on organizational commitment is indirect, operating through job satisfaction.
7. The study results confirm the importance of organizational justice as a key factor in improving positive organizational attitudes and behaviors among employees.

Recommendation

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 to strengthen organizational justice practices within the university is to ensure fairness in the distribution of tasks, rewards, and promotions among employees.
2. Ensuring the application of fair and transparent administrative procedures when making decisions related to employees, thereby enhancing their sense of fairness and 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 fair rewards that contribute to raising the level of job satisfaction and strengthening employee commitment.
6. Encouraging administrative leaders to adopt leadership styles based on respect and appreciation in their interactions with employees, given the positive impact this has on promoting interactive justice within the organization.
7. The study recommends conducting future studies that examine the relationship between organizational justice and other variables, such as job performance, organizational loyalty, and organizational citizenship behavior, across different organizational environments.

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