



International Journal of Research in Management

ISSN Print: 2664-8792
ISSN Online: 2664-8806
Impact Factor: RJIF 8
IJRM 2023; 5(1): 119-129
www.managementpaper.net
Received: 27-01-2023
Accepted: 10-03-2023

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Organizational justice and its role in directing organizational behavior within the educational institution, a field study at the University of Tikrit

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DOI: <https://doi.org/10.33545/26648792.2023.v5.i1b.79>

Abstract

The main objective of the study was to clarify the role of organizational justice in directing organizational behavior within the University of Tikrit, and to answer the main question of the study "What is the impact of organizational justice with its dimensions (procedural, transactional, distributive) in developing the positive aspects of organizational behavior of workers in its dimensions (innovative work behaviour, Organizational citizenship, individual initiative, job satisfaction) at the University of Tikrit in Iraq?", and the sub-questions about it. The study sample consisted of a random sample of employees at the University of Tikrit in teaching and administrative positions, where the number of employees at Tikrit University was /600/ teachers and workers, and by applying the law of the simple sample with withdrawal without re-distribution, the researcher distributed /300/ a questionnaire randomly to the workers at Tikrit University, where the researcher retrieved /260/ questionnaires, and upon emptying, /18/ questionnaires were excluded because they did not meet the conditions that must be met, such as the lack of clarity of answers or their repetition on a single statement, to form the It is from /242/ single.

Keywords: Organizational justice, organizational behavior, education

Introduction

The human resource represents the main tool towards achieving goals, development and development at the level of institutions and even countries as well, and it is the element that enjoys freedom of thought and expression, and possesses the language of meaningful dialogue in an atmosphere of democracy and the spirit of cooperation and teamwork, justice and participation and a sense of safety, trust and true belonging, and this will not be achieved If the human element feels oppression and injustice within the organization in which it works, and becomes a human being oppressed and stripped of its will, then the worker is not just a tool that you use.

Rather, it serves as a set of human feelings and emotions (Radwan, 2020) ^[1].

Considering the wide importance of Iraqi universities and given the societal necessity they constitute that is associated with high-level social changes, whether with civilizational and cultural development at the global levels, which generates many needs to improve the behavior of its employees, so this behavior is controlled by directing work strategies through decisions issued by the authorities. The administrative component represented by the leadership element in the university, which reduces the negative aspects of work and supports the positive aspects of the behavior of workers.

Given the importance of organizational justice because of its important role in the university and improving performance, the excellent performance of employees depends on the effectiveness of organizational justice at all levels, and managers show fair methods in organizing when they practice management. Managers follow a specific method of justice that clearly affects performance by improving organizational behavior. For workers, this method of justice is directly related to the performance of workers and work through the issued decisions.

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Study Problem

Is there an effect of the procedural method of organizational justice on the organizational behavior of workers in its dimensions (innovative work behavior, organizational citizenship, individual initiative, job satisfaction) at the University of Tikrit in Iraq?

Is there an effect of the distributive method of organizational justice on the organizational behavior of workers in its dimensions (innovative work behavior, organizational citizenship, individual initiative, job satisfaction) at the University of Tikrit in Iraq?

Objectives of the study

The current study seeks to achieve the following objectives: Shedding light on the concept of organizational justice in its dimensions (procedural, transactional, and distributive) and the motives for its use by Iraqi universities.

Identify the organizational behavior of workers in educational institutions in general and selected universities in particular.

Importance of studying

The study has scientific importance and practical importance, and they can be presented as follows

Scientific significance

Studying the concepts, elements and methods of organizational justice, which contributes to presenting results and recommendations that serve specialists and researchers in administrative thought.

Practical importance

Alert to the importance of organizational behavior as it is one of the most important types of behavior that primarily affects the performance of employees by maintaining a high level of accuracy in performance within an administrative system that has efficient leadership qualities.

Disclosure of the methods and methods used for administrative leadership by the administration of Iraqi universities in order to better show the status of the

university through a positive impact through a fair organizational method on the behavior of organizational workers, which enhances students' loyalty to it in the future.

Study hypotheses

Through the study's main problem and sub-questions, the following hypotheses were developed in order to be tested through the study:

The main hypothesis:

H0: There is no effect of the use of organizational justice in its dimensions (procedural, distributive, and transactional) on the organizational behavior of workers in its dimensions (innovative work behavior, organizational citizenship, individual initiative, job satisfaction) at the level of significance ($\alpha \leq 0.05$) at the University of Tikrit.

The following sub-hypotheses are derived from it:

H0.1: There is no effect of the procedural method of organizational justice on the organizational behavior of workers in its dimensions (innovative work behavior, organizational citizenship, individual initiative, job satisfaction) at the level of significance ($\alpha \leq 0.05$) at the University of Tikrit in Iraq.

Study variables and model

After reviewing the previous studies related to the title of the study, and in line with the problem of the study and its objectives, the independent and dependent variables that lead to the purposes of the current study have been identified in terms of addressing the problem of the study and leading to achieving its objectives. The study variables are divided into:

The independent variable: organizational justice in its dimensions (procedural, distributive, and transactional).

The dependent variable: organizational behavior of workers with its dimensions (innovative work behavior, organizational citizenship, individual initiative, job satisfaction) at the University of Tikrit in Iraq.

The relationship between the variables of the study was represented through the following model:

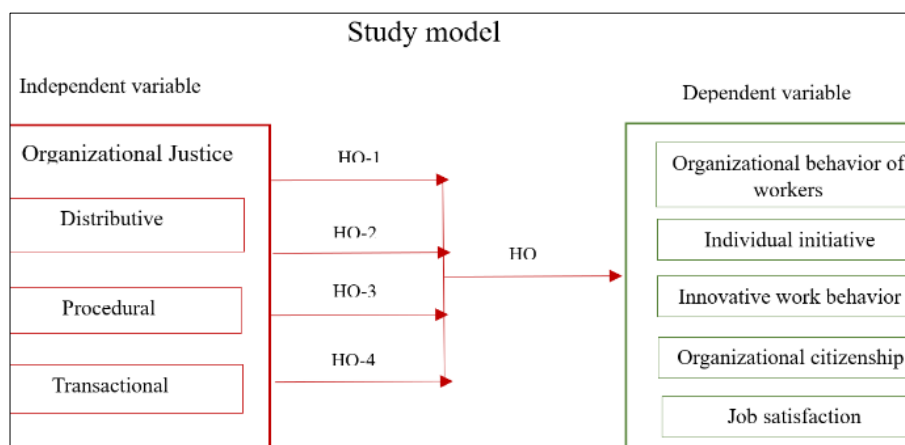


Fig 1: Study model

The first topic: Organizational justice

Introduction

Justice through organization is considered one of the most prominent points of organizational behavior because of the prominent role that organizational justice establishes in achieving the goals of the organization, as the employees'

sense of organizational justice leads to achieving their satisfaction and thus improving their performance, which ensures the good performance of the organization and the commitment of the individual towards the organization and the desire to continue working in it This guarantees the organization to maintain qualified manpower and achieve its

organizational goals. Therefore, we will first discuss organizational justice in this topic.

First, organizational justices

Its concept: The establishment of the concept of organizational justice in historical times goes back to after the theory of equality that is adopted

On a basic individuality, which is that workers want to judge justice by comparing and knowing the ratio of their inputs to outputs with their colleagues, and realizing that justice is not achieved according to this model can lead to creating a state of tension, and inputs are defined as (a type and characteristics related to the individual such as Age, education, completion period, etc., while the outputs are defined as (receiving what is specifically entitled to the individual, such as bonuses, promotions, and money). (Ghani, 2018) ^[2] define it There are many definitions of organizational justice, but there is no unified definition of the concept of organizational justice. The following are the most prominent of these definitions:

It is (a statement about achieving fairness in the division of outputs, ethics, accuracy, impartiality in making several decisions, facilities, and the individual's feeling of good treatment within the institution). (2019, Chiaburu) ^[7].

It is (the worker's knowledge of the state of fairness in dealing and the various procedures carried out by the institution compared to the work done by the individual and the returns obtained from it in a way that helps in achieving the goals of that company). (2018, Castillo) ^[18].

It is (a pattern in which subordinates are treated by their institutions, and it means describing and explaining the role of justice in the workplace). (2019, Yilmaz) ^[9].

It is (the method through which the worker controls the fairness of the content that the manager follows in dealing with him at all levels, especially the functional and human ones, and reflects the fairness of the results and the fairness of the procedures used in dividing those outputs). (2019, Landa) ^[10].

It is (the mental image of the individual towards the level of justice and fairness inherited within the institution).

It is (the image that reflects the method through which the individual controls the fairness of the method used by the manager in dealing with him on several levels, including the functional and human levels).

It is (a method based on fairness in distribution, fairness in dealings, fairness in evaluation and fairness in ethical practices in order to achieve success and excellence). (2018, Castillo) ^[18].

Through the previous definitions, the researcher defines organizational justice as (the level of achieving equality

In transferring and granting the results obtained, transparency in decision-making and facilities, and the individual's sense of good treatment within the company).

Its importance: The following are the most prominent points through which the necessity of organizational justice appears (Al-Qasim, 2019) ^[3]:

Inquiry about the reality of the distributive mechanism of salaries and wages in the institution, through distributive justice

It leads to achieving actual dominance in the decision-making process, and justice through procedures is an important dimension in this aspect.

Justice is expressed at the general level from the behavioral point of view on cases of acceptance of departments and

decision support systems, and on the behavioral aspects of organizational citizenship and organizational commitment. Shedding light on the atmosphere related to the organization and the prevailing organizational climate in the institution, and here the role of the dimension of justice in dealings emerges.

It helps in improving the quality of the systems related to the follow-up, control and evaluation processes, and in return it works to activate the feedback systems, in a way that ensures the speedy sustainability of the operations through the organizational mechanisms and the achievements of the company members.

It shows the system of values through social ideas that express the morals and religious beliefs of the employees, and identifies the ways of interaction and ethical maturity among the members of the organization in the mechanisms adopted in their awareness and perceptions of the common justice in the company.

It plays a role in achieving organizational solidarity among the members of the organization and ensuring stability in the long term in order to achieve the interests of the employees in the institutions and to achieve the effectiveness of the institution.

The effect of fairness across the organization on the spirit of work groups and other teams, and this would influence the incentives of the individual worker to support the group's reward and products.

Characteristics: It has the following characteristics (Sheikh, 2020) ^[4]:

Satisfaction with facing danger and encouraging employees to be creative and have an initiative spirit. Clarify the desired goals of the employees. Cooperation between different units in the organization. The level of providing assistance to the senior management of the employees. A control department represented by procedures, instructions and provisions for close supervision of workers. Loyalty to the organization and its overcoming of sub-organizational loyalty methods. The nature of wages, compensation and rewards systems and whether they are based on performance or criteria of seniority and nepotism. Tolerating disagreement and allowing opposing points of view to be heard. Personal initiative and the freedom enjoyed by employees, mechanisms of responsibilities and freedom of action. The nature of systems related to communications and whether it is limited to the official foundations that are determined by the pattern of serial legislation or a network pattern that allows the circulation of information in all directions. The philosophical view of organizational justice (Al-Qasim, 2019) ^[3]:

The concept of justice appeared in the ancient thought of philosophers through writings to express the philosophers' opinions on this concept, and then appeared in the writings of sociology to reflect the nature of human ethics, as organizational justice focuses on work ethics as a reflection of everything related to societal exchanges of the organization's parties and workers.

Cohen & Greenberg have discussed the writings of many philosophers regarding the concept of justice, and among the writings discussed by the two authors are the following:

Proportionate Equality in the field of Aristotle's writings Which represent the roots of the concept of justice now. At the heart of the concept of relative equality is another concept, which is merit / merit, which means the merit of

each individual for the returns he receives, although not all individuals define merit or entitlement in the same way or style.

2- The writings of the philosopher Hobbes, who believes that justice depends mainly on contractual agreements between the parties. In other words, the contract is the law of the contracting parties, so if one of the parties is satisfied with a material consideration that is less than what he is entitled to when contracting, or is satisfied that the other party dictates certain procedures or bad treatment to him, then here the first party is not allowed to complain about the lack of justice because he is the one who caused it to occur when contracting.

3- Mill's writings in the field of the Utilitarian Approach. This approach is based on the following aspects:
Equal treatment in accordance with each individual as a pattern of social rights.

The rule of benefit, which means the greatest good or benefit for the largest number, as this rule represents the basis for making decisions that affect or affect a large number of individuals.

In addition, Rawls made more recent philosophical discussions in the field of justice, where he laid out two principles of justice that he recommended to apply to the basic structure of society, namely:

The first principle: equal privileges or liberties: Equal Liberty

This includes all the freedoms that should be enjoyed by all members of society without discrimination, such as the freedom to express an opinion, and the freedom to act in a way that does not harm others.

The second principle: Justifiable Inequalities in the distribution of outputs or results. This means that the distribution of outputs or results does not depend on effort only, but human and social factors such as disease and poverty must be taken into consideration when conducting the distribution process. Although the distribution here is unfair from an economic perspective, it is not It is just from a human and social perspective.

Then he developed The Entitlement Theory of Justice, as this theory is based on the following foundations

1. The individual must be entitled to the outputs he receives (output justice).
2. The outputs must be evaluated in light of the due procedures.
3. It is necessary to correct the conditions of unfairness in the event that the fairness of the outputs and the fairness of the outputs are violated actions one or both.

And if we present an overview of the viewpoint of the worlds of psychologists or the viewpoint of psychologists regarding the provisions of justice, we find that there are several angles with a clear vision of these provisions and presents them as follows

The first perspective: refers to the works of Rawls and the works of Deutch and states that the goals and normative values of any society or group such as: productivity, social harmony, human character, and the importance of the human being, determine the individual's judgments of justice.

The second perspective: refers to the work of Greenberg and determines that individual values or attitudes and not the normative values of society or group are the most important determinants of the psychology of justice, in other words,

the individual's judgments about justice depend mainly on his own values.

Equality Theory (Omar, 2020)

The theories of organizational justice and equality are based on a main premise that says that individuals search for justice or equality in the mutual social relationship between the worker and the employer or the boss, and that realizing the lack of justice in this relationship leads to creating a state of psychological tension, which in turn activates a group of behavioral and cognitive changes in The individual is trying to reduce this stress.

The theory of equality states: (that a person matches the ratio of his outputs to his inputs with the ratio of other people's outputs to their inputs. If the proportions match, then there is no feeling of injustice or inequality).

However, this acceptance of unequalness occurs in the event of unequal proportions, which generates a sense of tension among the worker, which prompts him to do something to relieve this tension.

That is, the individual works on a comparison between the contributions he provides and the returns he earns with the contributions and outputs of an individual or individuals with a reference, and the final outcome of this inequality.

It is the expression of the individual's awareness of equivalences or inequalities. Sometimes this arbitrage may not be limited to the employees of the same company, but extends to include employees outside the company. For example, a doctor working in a state hospital may compare what he receives in terms of compensation, bonuses and honors, and what other workers earn in the same field who work in private medical institutions.

From the foregoing, we can differentiate between two types of equality

1. **Internal Equality:** Internal equality is achieved when the material and moral return obtained by the individual is equal to the relative value of the job within the organization.
2. **External Equality:** External equality is achieved when the material and moral return obtained by the individual is equal to the return obtained by workers who perform similar work in other organizations.

Naturally, the individual's feeling of inequality results in two cases:

The first: when the worker gets less than his colleagues, and this results in the individual feeling angry, frustrated and anxious.

The second: when the worker gets more than he deserves, and this results in the individual feeling guilty sometimes.

Adams means outputs as those privileges that an individual earns in social exchange such as: money, rewards, salary, in-kind benefits, independence, power, praise and appreciation, social status, and work duties and tasks.

As for the inputs in social exchange, Adams views them as the characteristics possessed by the individual such as: age, gender, level of education and training, experience, knowledge, intelligence, skill, effort, motivation and loyalty to the organization.

Second, organizational justice at the entrance to human relations

The approach to human relations is based on the main assumption that man is a social being who seeks to achieve

himself through work, and this assumption represents a major turning point in the concept of organizational justice. The real addition provided by the approach to human relations in developing the concept of organizational justice is the emphasis on the importance of the participation of workers in the making of organizational justice. Instead of the individual being a recipient of organizational justice as perceived by the organization's management, the individual plays an important role in defining the basic features of justice through collective opinion, and participating in many decisions that directly affect his sense of that justice. In other words, the responsibility for creating, maintaining and developing a system of organizational justice has become a shared responsibility between the two parties to justice: the organization and the employees.

Third, organizational justice in the introduction to open systems

It is a set of parts that work with the open system. Open systems mean each other in an integrated manner to achieve a specific goal. This approach is based on a major assumption: the holistic view of the organization and interaction with the external environment. The importance of the open systems approach stems from emphasizing the importance of analyzing the tributaries of organizational justice whose source is the external environment, because the inability of the organization through their understanding of the tributaries of justice can negatively affect the workers' sense of organizational justice, and from this standpoint, one of the main objectives of the organization according to the concept of open systems Not only achieving profit, but also ensuring follow-up and monitoring of the tributaries of justice and responding to them in a way that ensures the workers' sense of justice grows. The nature of the direct link between the concept of open systems and organizational justice is determined by our awareness of the following set of characteristics of open systems in relation to organizational justice (Jarwa, B.T)

Environment Awareness

You see that organizational justice is defined as (it is a share of justice in general that prevails in the general community, and one of the most important mechanisms for systems with open characteristics through their systems is that they are visualized through nature in the general community, and one of the most important mechanisms related to the open systems feature is the perception of the extent of the reciprocal relationship between the company Or the working organization and the surrounding environment, and although there are several borders that separate the company or the working organization and the environment, the changes that occur in the environment affect the institutions and vice versa, as institutional changes affect the environment.

Feedback

It means obtaining information from the external environment that helps the organization to take the right actions necessary to achieve its goals. The feedback process helps achieve all kinds of organizational justice, especially procedural justice.

Cyclical Character: The outputs of one system represent the inputs of another system, and thus those inputs are transformed into the outputs of other systems.

Negative Entropy

It means the organizations' tendency towards decay, disintegration, and exit from the labor market, and in light of the current economic conditions, we find that many organizations have tended to restructure them through downsizing (reducing the number of workers, selling, or merging), and there is no doubt that these processes are accompanied by many aspects that It directly affected the workers' sense of justice, especially the fairness of the procedures followed in terminating the services of workers. **SteadyState:** The system must remain in a stable state despite its needs to import inputs and export outputs, and it is certain that job stability represents one of the important tributaries of workers' sense of justice, especially the fairness of procedures.

Growth & Expansion: Expansion and growth do not necessarily mean an increase in the quality of the output of the system as much as it means an increase in the quantity and frequency of sub-systems.

Balance & Adaptive Activities: Open systems aim to perform two contradictory characteristics: maintenance activities and adaptation activities. On the one hand, maintenance activities tend to ensure that the sub-systems are in a state of internal balance and that the overall system is in harmony with the surrounding environment. On the other hand, adaptation activities aim to ensure that sub-systems can adjust and change themselves as circumstances require

From the foregoing, it can be said that organizational justice is achieved through different views of administrative systems and the viewpoints of managers, and although each administrative approach aims to maximize organizational performance in a way that achieves the interests of different parties, the methods used to achieve justice differ.

The principles of organizational justice are represented in the following (Al-Khuzai, 2019) ^[6].

The principle of equality: It is represented in proportional opportunities, wages, incentives, and working hours.

The moral principle: it is represented in righteousness; Integrity, honesty, sincerity, honesty.

The principle of accuracy and correction: that is, decisions and actions taken must be based on accurate and clear information, and subject to correction in the event of an error.

Principle of Commitment: Commitment to what is fair, especially gentle treatment, and due reward in accordance with applicable standards and laws.

The principle of participation: that is, all parties operating in the organization must participate in making, taking decisions, and implementing procedures.

Dimensions of Organizational Justice (Al-Ghamdi, 2018) (Asgari, 2018)

Organizational justice includes five basic dimensions

Distributive justice

It is (the fairness of output outcomes or returns that the employee obtains, which are represented in: wages, incentives, opportunities for promotion, number of working

hours, and the burdens and duties of the job) as well as (the perceived fairness of the outputs, results, or distributions that the individual obtains in the organizational environment). Distributive justice is based on the following two hypotheses

Individuals apply arbitrage operations across society with reference groups, that is, the individual constantly measures the ratio between what has been produced from the outputs to the collector with the inputs, and compares this ratio with the person considered to have a reference.

The individual's motivation in some perceivable matters is noticed by the lack of justice, in other words, the presence of fair conditions of justice makes the individual factor in a state of dynamic equilibrium, while the conditions of lack of equality associated with the concept of justice are what make the individual feel a constant feeling of either tension or psychological guilt, so he holds himself accountable for himself, which pushes him to seek To restore the dynamic equilibrium by searching for the fact of equilibrium through the concept of justice.

The provisions of distributive justice are affected by several structural elements in addition to the distributive aspects obtained by the individual. These factors are as follows

- Structure via organic or bureaucratic organization.
- Homogeneous or heterogeneous demographic organization of the work group.
- Organization size.

Distributive justice has two aspects

The material aspect (distribution structure): It is important in terms of the extent to which a person evaluates his rewards compared to his colleagues, and has a direct impact on identifying the effectiveness of job performance, meaning that the structure of distributions means the amount and quality of rewards that an individual receives.

Social side

It expresses the personal treatment with which the manager treats the person receiving rewards. That is, it means the decision-maker's treatment of the rewarded individual.

Procedural justice

It is (the most important methods, tools, and expressive methods in determining the results of output or crops, as it is the mental image of the fairness of the methods considered in making every decision related to the mechanisms that affect individuals, as well as those mechanisms, facilities, and fair procedures related to individuals, as it is concerned with referring to the method and methods used by the organization to achieve some different business

It is also (fair official procedures related to the fair distribution of rewards and incentives that the worker receives). Examples of such measures are those that are designed to increase participation in decision-making, or seek, through the adoption of certain measures, to reduce bias, extremism, and errors in the mechanisms associated with the decisions being made. Examples include the employee's ability to challenge appeals against performance evaluations, in addition to the stability of the criteria used to evaluate employees. Organizational procedures that are designed to be objective and fair will not achieve this quality except under two conditions

The first condition: that the first party that sets the organizational procedures (management) and the second that

is affected by those procedures (the employees) agree on several bases related to the fixed objective concept, and on the basis of which these procedures are formulated.

The second condition: The first party (administration) must provide the second party (individuals) with the necessary data on how to settle these procedures.

- Procedural justice includes three components
- Regulations and legal systems of procedure.

Explanation of the facilities and the process of issuing the decision.

The interaction between the person who settles the rules (the decision maker) and the people who are expected to suffer from the decision.

The individual's actions to settle justice are not only related to his perceptions of the fairness of the quantity achieved through the outputs he obtained compared to what is related to the other, distributive justice, but also to what is related to the concept of the arrangements used in defining the quantity related to the production mechanisms that the worker and others obtain, and the ability of the worker to influence the mechanisms used The resulting re-grant affects his understanding of the reality of procedural justice. There are several elements that have an impact related to the workers' understanding of justice through the procedures: The impartiality of the procedures used in making decisions. Confidence in the decision maker.

Personal style: The impartiality of the authority, its trustworthiness, and the possibility of providing information to it are among the most important elements influencing individuals' perceptions of procedural justice. Perceptions of procedural justice include two types of decision inputs

Controlling the process: It refers to the worker's ability to express his ability to control the process by expressing his opinions during the work phase that is included in the production of the decision (the pre-decision stage).

Decision control: It refers to the worker's ability to choose whether or not to have a word or link that has an effect on the decision made (the stage of issuing the decision)

In line with the concepts of workers' voice and their ability to choose, the concept of procedural justice represents the participation of workers in decision-making that affects the distribution of rewards so that the institution provides sufficient guarantees to answer workers' questions and reduce their concerns about the practices issued by the institution. The organization's keenness to actually achieve procedural justice makes it design systems and methods to obtain the workers' votes and give them the ability to choose. Examples of systems and methods to obtain the workers' votes and give them the ability to choose are as follows:

- Committees
- proposal software
- Participatory management programs
- Open door policy
- complaints procedures
- Procedural justice includes two aspects

The physical aspect

It expresses (the level of using official facilities that achieve parity in the company, and among these procedures:

procedures related to wages, procedures related to dealing with complaints, and procedures related to setting rates performance evaluation, promotion, training and transfer procedures). This aspect reflects the importance of developing a set of rules to be followed when making decisions regarding the distribution of outputs.

Social side

It is (the respect shown by the decision-maker to the recipients of the decision, by informing the employees of the causes of the decision and the steps to take it). It is expected that the existence of a gap between the objective organizational procedures and the practices related to the application of these procedures will deepen the employees' sense of the procedural justice gap. This manager is responsible for Putting those procedures into practice, and this is the source of workers' sense or lack of sense of organizational justice.

There is a correlation between each of the principle based on the equivalence of distribution and based on the equivalence of procedures, and the workers' sense of fairness of distribution is linked to a high extent with their feeling that distribution decisions are made according to fair and recognized guiding methods and rules. related to the distribution of produced crops.

Intersectional justice

It is (the level of influence of individuals with the fairness of dealing that the worker obtains when official decisions are taken against him or the extent of his knowledge of the reasons for implementing those steps taken), and it is represented in the polite and respectful treatment on the part of the boss for the subordinate, trust and frankness between the manager and the employees, and the manager's interest in the interests of the worker.

The importance of treatment emerges from the diagnosis that workers receive when procedures are applied to them for interactive justice, and that workers' perceptions of the fairness of transactions are determined based on four factors:

Justify the existence of clear justifications for the decisions made.

The extent of sincerity and transparency of the authority holder and his lack of deception in his work with individuals.

The amount of respect the lord of power for individuals

The amount of commitment of the Lord of Power to the limits of decency in his dealings with individuals.

The way an employee is treated when implementing a certain regulatory action can affect his sense of organizational justice and his sense of fair dealings between people, or both may affect judgments about the fairness of procedures. In this sense, the fairness of transactions can reflect the following:

The fairness of dealings reflects the quality of personal relations between the line manager and the employees.

The fairness of dealings reflects the amount of respect and courtesy shown by the line manager when notifying the employee of how the decision was taken.

The fairness of dealings reflects the extent to which employees feel the fairness of the treatment with which an individual is treated when some official procedures are applied to him in the organization, or his knowledge of the reasons for applying those procedures.

The fairness of dealings relates to the quality of the treatment between the individual and the decision-maker.

The fairness of dealings reflects the degree to which official procedures are applied correctly.

The fairness of dealing contains two main elements:

Interpersonal Sensitivity: It refers to the method of fair dealing through respect and the rules of etiquette on the part of the manager as chief of the workers as subordinates and the extent to which the bosses take into account the feelings of the workers and their preservation of the dignity of the workers.

Accounting Explanations Or Social

It means that the operating company provides individuals with the required, accurate and important data that helps in analyzing and presenting the reason for the administrative actions, regarding any grants, external proceeds, or inappropriate sources that are distributed to them. decisions taken, as well as when the representatives of the organization fail to treat them on the basis of respect and frankness, taking into account the limits of courtesy and politeness.

The second topic: testing the study tool

The study tool test consists of two parts: validity and reliability. To test the validity of the tool, the researcher relied on the Pearson correlation coefficient, and to test the reliability of the tool, the researcher relied on Cronbach's alpha coefficient, and we will learn about the results of these tests as follows.

First: Studying the stability of the scale (Tool):

By conducting Cronbach's alpha test on each axis of the questionnaire, we reached the following results:

Table 1: Cronbach's alpha coefficient

The hub	Number of questions	Cronbach's alpha coefficient
Distributive justice	7	0.730
Procedural justice	7	0.839
Transactional justice	7	0.701
Organizational justice	21	0.887
Individual initiative	6	0.652
Innovative work behaviour	5	0.855
Organizational citizenship	7	0.836
Job Satisfaction	9	0.838
Organizational behavior	27	0.934
The total	48	0.952

Source: Statistical analysis results using SPSS version 24

From Table (3-2-1), we find that the tool and all its axes are stable and therefore valid for statistical study because the values expressing the stability of the tool's axes were greater than 60%.

Second: the validity of the scale:

To test the validity of the scale, the researcher relied on Pearson's correlation coefficient between the expressions and dimensions of each axis of the questionnaire and the axis expressed in it, to reach the results expressed in the following:

Internal consistency of organizational justice dimensions (independent variable):

Table 2: The internal consistency of the axes of the independent variable

Correlations		
Distributive justice		
	Pearson Correlation	Sig. (2-tailed)
I feel that my job duties are completely fair compared to my colleagues.	.582**	0.000
I feel that my monthly salary is fair compared to the effort I put in.	.675**	
I feel my job responsibilities are fair.	.636**	
I get paid commensurate with my qualifications and abilities	.753**	
I get fair privileges compared to my co-workers.	.615**	
The administration shows interest in the employment rights of university employees.	.530**	
My work tasks are commensurate with my ability to perform	.532**	
Procedural justice		
I receive fair incentives when I perform well in my work.	.765**	0.000
The university applies a clear performance appraisal method.	.673**	
Promotion competitions conducted by the university are fair.	.774**	
Administrative decisions are applied to everyone without discrimination	.521**	
Management makes business decisions fairly.	.681**	
I am notified of the results of discussing decisions related to my work	.813**	
The relationship between management and employees at the university is flexible	.747**	
Transactional justice		
Management interprets decisions about the work I do.	.479**	0.000
The administration is keen to take into account the opinions of all employees (teachers and employees) before making decisions.	.676**	
The administration gives room for objection to its decisions by university workers (teachers, employees).	.579**	
The administration resolves disputes that arise in the university in a fair manner.	.664**	
Reward and punishment procedures are applied to everyone without discrimination.	.721**	
Good interaction relations spread among all university employees.	.622**	

Source: Statistical analysis results using SPSS version 24

From Table (3-2-1), we find that the tool and all its axes are stable and therefore valid for a statistical study because the values expressing the stability of the tool's axes were greater than 60%.

Second: The validity of the scale

To test the validity of the scale, the researcher relied on Pearson's correlation coefficient between the expressions and dimensions of each axis of the questionnaire and the axis expressed in it, to reach the results expressed in the following

Internal consistency of organizational justice dimensions (independent variable):

Table 3: The internal consistency of the axes of the independent variable

Organizational justice		
	Pearson Correlation	Sig. (2-tailed)
distributive justice	.829**	0.000
procedural justice	.888**	
transactional justice	.854**	

Source: Statistical analysis results using SPSS version 24

Internal consistency of the dimensions of the dependent variable:

Table 4: The internal consistency of the dependent variable dimensions

Individual initiative		
	Pearson Correlation	Sig. (2-tailed)
I volunteer to help my colleagues finish late work	.566**	0.000
I am looking for ways to get the work done at a lower cost than expected.	.695**	
I teach new employees even if they are not asked to	.582**	
I am always searching for the best ways to accomplish the work I do.	.640**	
I always strive to improve my educational attainment.	.579**	
I would like to follow all training courses related to my field of work.	.639**	
Innovative work behaviour		
Pay attention to finding appropriate alternative methods of performing the work.	.765**	0.000
I invest appropriate opportunities in a way that contributes to improving work performance.	.835**	
Have the ability to devise methods that are appropriate to new working conditions.	.785**	
Have the ability to devise methods that are appropriate to sudden work conditions.	.802**	
I tend to work that allows me to create new methods of performing it.	.798**	
Organizational citizenship		
I make sure to respect the rights of my colleagues at the university.	.696**	0.000
I make sure to consult with my colleagues at the university when making any decision that may affect them.	.692**	
I seek to resolve differences between my co-workers	.718**	
Make sure to abide by the laws (rules, procedures, controls, decisions, etc.) of the university.	.679**	
I adhere to work dates and times.	.752**	
I make sure to show a good image of the university to others.	.740**	
I interact with all the activities that take place in the university	.704**	

Source: Statistical analysis results using SPSS version 24

Internal Consistency of the Dependent Variable (Organizational Behavior)

Table 5: The internal consistency of the dependent variable

Organizational behavior		
	Pearson Correlation	Sig. (2-tailed)
individual initiative	.830**	0.000
Innovative work behaviour	.896**	
Organizational citizenship	.912**	
Job Satisfaction	.873**	

Source: Statistical analysis results using SPSS version 24

From the above tables No. (3-2-2-1), (3-2-2-2), (3-2-2-3), and (3-2-2-4), it turns out that all correlation coefficients between All the expressions that make up the dimensions of the questionnaire, and the expressed axes ranged between weak and strong, and the correlation coefficients between the

dimensions of each of the independent variable and the dependent variable, and the variables expressed in them had a strong value, and that all the correlation coefficients are statistically significant at the level of 0.01, and this confirms the existence of consistency Internal is statistically acceptable within the independent variable of the dimensions and axes of the questionnaire, and therefore it is applicable.

Third, the distribution of the sample according to the demographic variables:

The sample members are distributed on the basis of sex: Figure No. (4-1-1-1) Distribution of respondents on the basis of sex From Figure (4-1-1-1), we find that: Males represent 66% of the research sample, while females represent 34% of the research sample.

The sample members are distributed on the basis of age

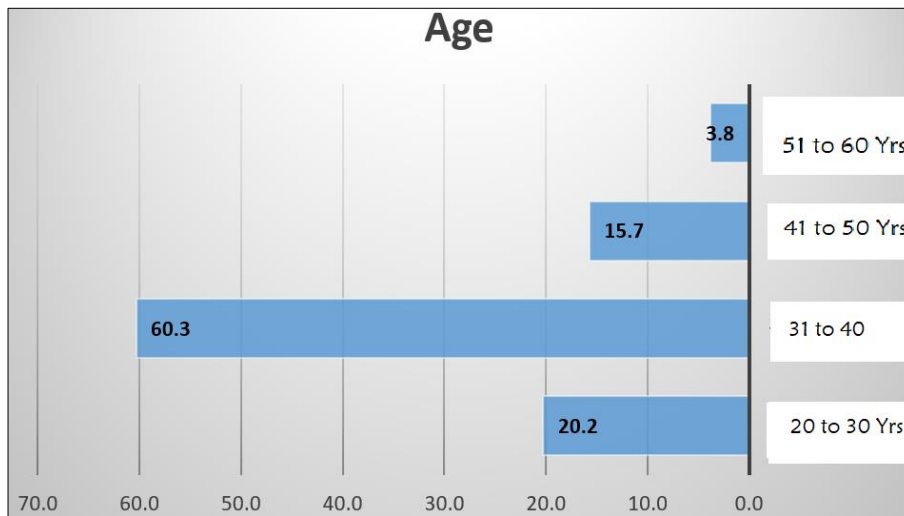


Fig 1: Distribution of respondents on the basis of age

From Figure (4-1-1-2), where we find that the most represented age group among the members of the research sample was the group between the ages of 31 to 40 years represented by 60.3%, followed by the group between the ages of 20 to 30 years by 20.2% Of the respondents, then the category between the ages of 41 to 50 years with a rate of

15.7%, while the last group between the ages of 51 to 60 years was the least represented age group among the respondents with a rate of 3.8%.

The sample members are distributed on the basis of scientific level

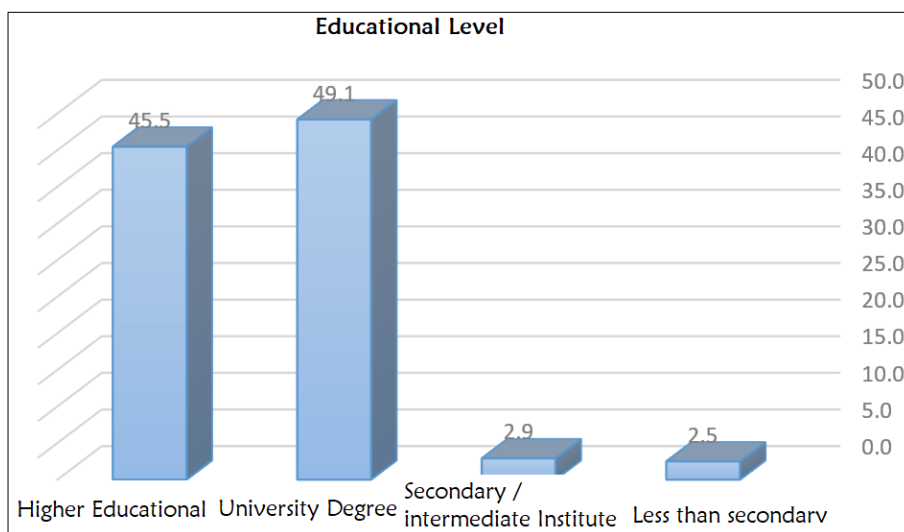


Fig 2: Distribution of respondents on the basis of educational level

From Figure (4-1-1-3), we find that the least represented category among the sample is the category with an educational level less than secondary, as it represented 2.5% of the sample, followed by the category with secondary education or an intermediate institute with a rate of 2.9%. Then the category with higher educational attainment (postgraduate studies) with a rate of 45.5%, while the most

represented category among the respondents was represented by the category with a university degree with a rate of 49.1% of the sample.

The sample members were distributed on the basis of job experience

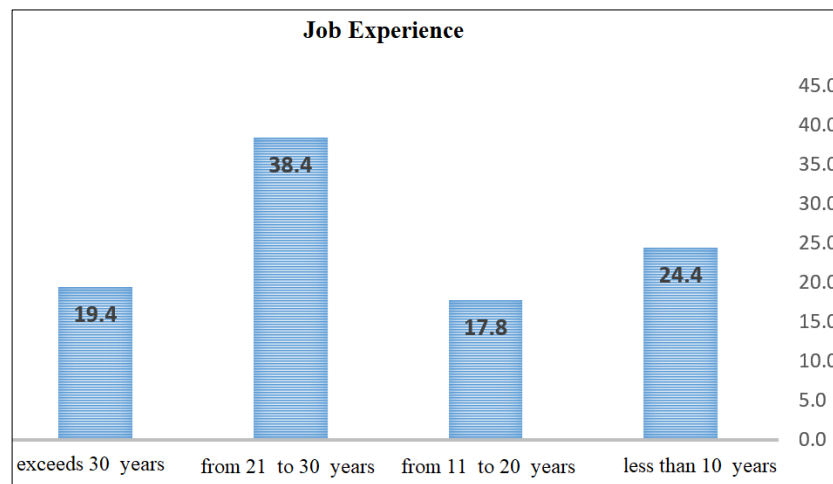


Fig 3: Distribution of sample members based on job experience

From Figure No. (4-1-1-4), we find that the category whose job experience ranges from 21 to 30 years is the most represented category with a rate of 38.4% of the respondents, then the category whose job experience is less than 10 years with a rate of 24.4%, followed by the category Those whose job experience exceeds 30 years, by 19.4% of the respondents, while the least represented group is the group whose job experience ranges from 11 to 20 years, by 17.8% of the respondents.

The sample members were distributed on the basis of job position:

From Figure No. (4-1-1-5), we find that the category that occupies the job position represented by the employee represents 76% of the sample and is the most representative category, while the category that occupies the job of a teacher is represented by 24% of the sample.

Normal distribution test

"Based on the central limit theorem, which says that the normal distribution is a good approximation of the probability distribution of the variable, whatever the type of probability distribution at the size of large samples" (n>30)" (Blalock, 2000, 313), and since the sample size is 242 individuals Therefore, we consider the probability distribution of the research variables as a normal distribution.

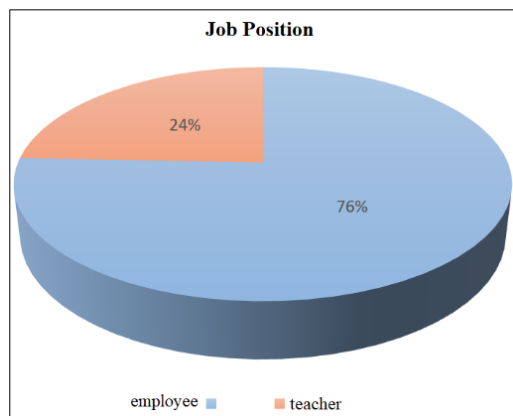


Fig 4: Distribution of respondents on the basis of job position

Descriptive statistics and variance test based on the neutral number 3

We will learn the values of the descriptive statistics of the axes of the study tool to find out the degree of the arithmetic mean and the standard deviation for each of the axes' expressions, as well as for the axes of each of the independent variable organizational justice and the dependent variable organizational behavior, and test the difference of these averages from the neutral value (3) and the results are shown as follows:

The focus of distributive justice:

Table 6: Descriptive study of the axis of distributive justice

One-Sample Statistics					
	Mean	phrase order	Std. Deviation	t	Sig. (2-tailed)
I feel that my job duties are completely fair compared to my colleagues.	4.1198	3	0.73875	23.581	0.000
I feel that my monthly salary is fair compared to the effort I put in.	4.0992	4	0.79318	21.558	0.000
I feel my job responsibilities are fair.	3.9132	6	0.83288	17.057	0.000
I get paid commensurate with my qualifications and abilities	3.9008	7	0.78264	17.905	0.000
I get fair privileges compared to my co-workers.	4.0661	5	0.85685	19.356	0.000
The administration shows interest in the employment rights of university employees.	4.4050	2	0.77383	28.244	0.000
My work tasks are commensurate with my ability to perform	4.4091	1	0.77433	28.309	0.000
distributive justice	4.1305		0.49050	35.853	0.000

Source: Statistical analysis results using SPSS version 24

It is noted from the above table (4-1-3-1) that the most available aspects of distributive justice are the proportionality of tasks with the competencies of the sample members, followed by the interest of the university administration in the job rights of its employees, then the fair distribution of job duties among colleagues at work, while the least aspects of distributive justice Availability, as

the wage is commensurate with the tasks that the worker performs at the University of Tikrit, to be topped by the feeling that the responsibilities at work are fair, and then obtaining fair privileges compared to co-workers.

The focus of procedural justice

Table 7: Descriptive study of the axis of procedural justice

One-Sample Statistics					
	Mean		Std. Deviation	t	Sig. (2-tailed)
I receive fair incentives when I perform well in my work.	3.9835	4	0.95530	16.015	0.000
The university applies a clear performance appraisal method.	4.0372	2	0.92154	17.509	0.000
Promotion competitions conducted by the university are fair.	3.9463	5	0.96042	15.327	0.000
Administrative decisions are applied to everyone without discrimination	4.1157	1	0.84175	20.619	0.000
Management makes business decisions fairly.	3.9876	3	0.75935	20.232	0.000
I am notified of the results of discussing decisions related to my work	3.6983	7	0.98743	11.002	0.000
The relationship between management and employees at the university is flexible	3.8471	6	0.96267	13.689	0.000
procedural justice	3.9451		0.65325	22.507	0.000

Source: Statistical analysis results using SPSS version 24

It is noted from the above table (4-1-3-2) that the most available aspects of procedural justice is the application of administrative decisions to everyone without discrimination, followed by the university's application of clear performance evaluation methods, then the administration takes decisions related to work in a fair manner, while the least aspects of justice The procedural is available, as it informs the workers at the University of Tikrit of the results of discussing the decisions related to their work, so that the relationship between the administration and the workers is characterized by flexibility, then the promotion competitions conducted by the university are characterized by fairness.

Conclusions

- Availability of organizational justice in its dimensions of distributive justice, procedural justice, and transactional justice at the University of Tikrit.
- The distributive justice dimension is the most applied dimension in the University of Tikrit, followed by the transactional justice dimension, and then the procedural justice dimension with the least applied dimension compared to other dimensions.
- Availability of organizational behavior with its dimensions of individual initiative, innovative work behavior, organizational citizenship, and job satisfaction at the University of Tikrit.

Recommendations

Continuing to apply organizational justice at Tikrit University in all aspects of distribution, transactional, and procedural.

The need to work on improving wages commensurate with the qualifications and capabilities of the workers at Tikrit University, which positively affects improving distributive justice, and raising the level of job satisfaction and loyalty to the organization. Work to redistribute responsibilities in order to improve the level of distributive justice in this regard. Improving the mechanism for obtaining privileges so that it is more equitable among workers.

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