Organizational justice and its relationship to organizational commitment
Case study of the workers of the Maintenance Directorate of the National Company for the Transport and Marketing of Hydrocarbons at Laghouat state –Algeria

العدالة التنظيمية وعلاقتها بالالتزام التنظيمي

دراسة حالة لعمال بمديرية الصيانة للشركة الوطنية لنقل وتسويق المحروقات بولاية الأغواط – الجزائر –

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ملخص:

هدفت الدراسة إلى التعرف على مستوى الشعور بالعدالة التنظيمية ومستوى الشعور بالالتزام التنظيمي لدى عينة الدراسة، ومعرفة ما إذا كان هناك فروق ذات دلالة إحصائية في درجة الشعور بالعدالة التنظيمية ودرجة الشعور بالالتزام التنظيمي تعزى إلى السن والجنس والتفاعل بينهما، وللأقدمية والمؤهل العلمي والتفاعل بينهما.

ولنحدد معالم الجانب الميداني للدراسة تم استخدام منهج دراسة حالة لستة حالات من خلال مقابلة نصف موجهة.

ومن أهم النتائج التي توصلت إليها الدراسة أن شعور المفحوصين في كل من العدالة التنظيمية والالتزام التنظيمي شعور مقبول وبدرجة متوسطة، وكذا لم نجد أي اختلاف في أجوبتهم عند إجراء المقابلة معهم، سواء من جانب الجنس أو المستوى العلمي أو الأقدمية في العمل، مما دلّ على مطابقة ذلك لنتيجة عدم وجود فروق بين المتغيرات الشخصية المذكورة في فرضيات الدراسة من خلال تأثيرها على الشعور بالعدالة التنظيمية أو الالتزام التنظيمي.

الكلمات المفتاحية: العدالة التنظيمية، الالتزام التنظيمي

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Abstract

The study aimed to identify the level of organizational justice and the level of organizational commitment in the study sample, and to see whether there are statistically significant differences in the degree of organizational justice and the degree of organizational commitment attributable to age, gender and the interaction between them, as well as seniority and scientific qualification, and the interaction between them.

To outline the field aspect of the study, a case study approach was used to six cases through a semi-directive interview. One of the most important findings of the study is that the sense of examinees in both organizational justice and organizational commitment is acceptable and moderate. Also, there was no difference in their answers when interviewed, in terms of gender, scientific level, or seniority at work, which is consistent with the absence of differences between the personal variables mentioned in the study hypotheses through affecting the sense of organizational justice or organizational commitment.

Keywords: Organizational justice, organizational commitment

Problem:

The survival, development, or degradation of an organization depends entirely on the efficiency of its human resources, the way it is handled, and the organization's ability to encourage those resources to perform the required tasks efficiently and effectively. In order to achieve this, the organization must rely on human resources, and workers cannot participate constructively in the achievement of the organization's goals without sensing the organization's justice so that they can exchange their support by doing their utmost to achieve the organization's goals.

The organization forms human resources as one of the key components. As a positive trend for its staff, the application of justice and integrity values is due to the important impact that a worker's sense of justice or unfairness in the workplace can have, which can lead to a decline in organizational performance levels no matter how strong the management process is. Moreover, where workers feel more unfair, there are negative consequences, such as low satisfaction, low organizational citizenship behavior, and low organizational commitment. On the contrary, workers' heightened sense of justice leads to increased confidence in the management of the Organization and their conviction of the possibility of obtaining their rights[1].

We infer the existence of justice in the organization through the personal judgment of its employee on the method in which his boss distributes returns and bonuses, how he determines the conditions for the promotion, and so on, in addition to the way of dealing with him in the application of these procedures, whether related to punishment for violations or punishment for right deeds.

Given the growing importance of the topic of organizational justice, it was logical to make many serious attempts to describe the role of justice in organizations. (Niehoff .b, 1993, p 526)

From what we mentioned earlier, the various variables that are affected, whether negatively or positively, by organizational justice, there is a fundamental variable, which is organizational commitment[2].

The association of organizational justice as an interpretive component, with the subject of organizational commitment, as a sense and behavior, appears in the dimensions and relationships that express the attitudes of employees towards their organizations[3].

Attention to organizational commitment as an organizational phenomenon is due to the interest to the individual's role in the Organization, and it is not possible to use established standards to control the conduct and organizational behavior of all individuals working in the Organization, since each individual has its own distinction. Also, the individual himself changes from one position to another and from time to time, depending on what influences and drives his thinking[4].

The topic of organizational commitment is the most important key to examining and knowing the compatibility of individuals with each other, and with their organizations. Individuals with high commitment have sufficient preparedness to make further efforts in their work and endeavor consistently to maintain stability of their association and belonging to their organizations[5].

On the other hand, a person's weak commitment will adversely affect his behavior and relationship with his and superiors, evolving into a lack of responsibility towards his work, which in turn will affect the success and evolution of the institution and its ability to achieve its objectives efficiently and effectively[6].

Many organizations in developed countries have also focused their attention on this topic. Some studies and research confirm that the economic growth achieved by developed countries, especially Germany and Japan, is due to the strength of committed employees. 90% of Japanese organizations' success is due to the commitment and the remaining 10% is due to talent[7].

Organizations are therefore capable of achieving an atmosphere of objectivity and continuity in the work and good performance by taking into account the alphabets and behaviors of organizational justice that are considered as a force for achieving a high degree of commitment of their personnel. This ensures high performance that achieves its objectives. Furthermore, judging the success of government institutions is demonstrated by the ability of its senior management to meet the requirements of

organizational justice, as well as its ability to urge workers to demonstrate desirable behavior and actions towards their organization[8].

The problem of the study is formulated in the following questions:

- What is the level of sensing organizational justice among the study sample?

- What is the level of sensing organizational commitment among the study sample?

- Are there statistically significant differences between the two genders in the average scores of sensing organizational justice among the study sample attributed to age, educational level, and seniority?

- Are there statistically significant differences between the two genders in the average scores of sensing organizational commitment among the study sample attributed to age, educational level, and seniority?

Study importance:

The importance of the study stems from the importance of the topic it addresses and the objectives it seeks to achieve:

Scientific importance:

- This research may help give new ideas to educators and researchers familiar with them to learn about new aspects of individuals' behavior in institutions.

- This study may contribute to the development and expansion of the material available in the university library, as this study addresses modern concepts.

Practical importance:

- The study's findings and recommendations can serve as a scientific reference for decision-makers to develop plans and strategies that can contribute to increasing the level of organizational justice.

- Know our role as specialists in organizational psychology to research and treat such subjects.

Procedural definitions of study concepts:

The researcher defines the organizational justice procedurally as the degree to which a worker in the Maintenance Directorate of the National Company for the Transport and Marketing of Hydrocarbons in Laghouat state, Algeria, recognizes the state of equality with which he is treated by his superiors in comparison to his coworkers. This is done by comparing the worker's effort in his field of work, as well

as the results and benefits of that effort, to his coworkers (distributive justice - procedural justice - transactional justice).

The researcher defines the organizational commitment procedurally as the desire of the worker in the Maintenance Directorate of the National Company for the Transport and Marketing of Hydrocarbons in Laghouat state, Algeria, to remain in the organization in which he works and belong, and to preserve its reputation and pride in being a member of it.

Theoretical framework of the study:

Terminological definition of organizational justice:

Organizational justice is an organizational phenomenon that exists within organizations. Researchers in the social sciences have long recognized the importance of having the principles and values of justice within the organization. However, the term organizational justice only appeared in 1987 in Greenberg articles to demonstrate the worker's sense of fairness and integrity in organizations. This researcher describes it as "the way an individual perceives the fairness of a manager's approach of dealing with him at the functional and humanitarian levels."[9]

Organizational justice dimensions:

Distributive justice:

It is the fairness of the outputs obtained by the employee, i.e. it relates to the fairness of the distribution of remuneration. This fairness is linked to the results or outputs obtained by the individual from his job, especially outputs related to the distribution of wages, benefits in kind, or promotions. The sense of the Organization's distribution equity is realized when an individual feels that the remuneration received is commensurate with the effort made in comparison with that of their colleagues[10].

Procedural justice:

Procedural justice is a reflection of workers' sense of fairness in the procedures used to determine outputs. This is achieved when a staff member has the opportunity to discuss the grounds and rules on which his performance will be assessed. Organizational procedures designed to be objective and fair are difficult to achieve except by providing two conditions:

The first condition: that the first that establishes the organizational procedures (administration) and the second that is affected by those procedures (employees) agree on the objective bases on which those procedures are formulated.

The second condition: The first party (administration) must provide the second party (employees) with sufficient information on how these procedures are applied[11].

Transactional justice:

Transactional justice is the extent to which individuals perceive the fairness of the treatment they receive when the procedures are applied to them[12]. This dimension of organizational justice is also called interactive justice and includes two main components:

Personal sensitivity: refers to superiors' caring of workers' feelings and the preservation of their dignity.

Social Changes: means the Organization's provision of adequate, accurate, and relevant information to staff that helps explain the justification of management practices for any subjective remuneration or resources distributed.

Linguistic definition of organizational commitment:

The topic of commitment ranks among the most prominent organizational behavioral changes addressed in Western studies and research as a result of the evolution of administrative thought in the first half of the twentieth century, and the emergence of the School of Behavioral Sciences after the Second World War, which was closely linked to the School of Human Behavior[13].

It is noted from the previous concepts that there is a clear agreement on the concept of commitment, embodied in three elements:

- Strong belief in the organization's values, objectives, and acceptance.

- Ready and inclined to make a great effort the organization.

- The overwhelming desire to remain a member of the organization[14].

Organizational commitment dimensions:

Affective commitment:

It indicates that the individual is affected by the degree of his awareness of the characteristics that characterize his work. This aspect of commitment is also affected by the degree to which the individual feels that the organizational environment in which he works allows him to participate effectively in the course of decision-making, whether related to work or what concerns him. The supporters of this orientation are those who work according to a self-assessment of the requirements required by different working conditions, so the link between the individual and the organization

is according to what their organizations offer them. Affective commitment is due to a sense of belonging and psychological attachment to the organization[15].

Normative commitment:

It means a sense of commitment to remain in the Organization, often reinforcing the Organization's good support for its employees and allowing them to participate and engage positively, not only in work actions, but also by contributing to the setting of goals, planning, and drawing policies of the Organization. It is reflected through the high moral link, as the holders of this trend are conscientious employees who operate in accordance with the requirements of conscience and public interest[16].

Continuance commitment:

It stems from an individual's potential investment value if he continues to work with the organization against what he would lose if he decided to join other parties. That is, this association is based primarily on the benefit he receives from the Organization. As long as the organization in which he works provide him with benefits and returns and outweigh what other organizations can offer, he will continue to be associated with them, but if the returns provided by other organizations are better than the organization in which he works, he is not hesitant to move on to the other situation[17].

Filed study

Presentation, interpretation, and discussion of semi-directive interview results:

We tended to conduct a semi-directive interview with some participants of the sample study. The table below shows the semi-directive interview guide, and then we follow it up with a summary of the interview with the six cases, and we conclude with a general summary.

Table (1)
The semi-directive interview guide:

Axes and sections	Interview content	Goals
First section: Introduction to the interview	* Presenting the researcher herself and thanking for accepting to participate in academic research. * Explanation of the research's main objectives and the importance of the participant participation in this interview.	This stage aims to establish a research relationship between researcher and participant, which leads to some kind of satisfaction necessary for a good interview, as the participant

		gives his/her information honestly and smoothly.
Second section: Data, personal characteristics	* The researchers' intervention in this section focuses on the personal data of participants, including age and gender, scientific qualification, years of work within the organization and his/her position within it.	* This stage aims to learn about the participant, explore his/her own aspects to create a clearer picture of his/her own image.
Third section: Relationships inside the organization	* At this stage, we are interested in getting to know the interviewees in a more in-depth manner, where they told us about their years working for the organization and how they spent it, how they were employed, and how they were promoted. * Test the situation about their career commitment, and through answers to previous questions, we conclude the organizational justice within the institution.	* This stage aims to highlight the relational dynamic of the participant with the organization, the nature of this relationship and the resulting occupational commitment or lack of commitment, and how he/she invests the organization's existing justice for his/her loyalty to it.
Fourth section: Future relations axis	* Trying to explore the participant's perceptions of future commitment to the Organization, as well as the future vision, whether in dealings, procedures or interaction between them, to form an organizational justice in its various axes.	* To learn about the nature of the participant vision of his/her future relationship by exploring his/ her ability to remain in the organization and his/her loyalty to it, and by establishing new interactive relationships.
Fifth section: Concluding axis	Conclude the interview by thanking the interviewee, listening to his/her personal impression about the course of the interview and how comfortable he/she is through stating what he/she feels.	* Prepare the interviewee for a logical end to the interview, and invite him/her to invest this dialogue in rational thinking of its perceptions within the organization.

The examinees were chosen from both genders, with varying ages, years of experience ranging from junior to senior, and different scientific qualifications. The interview questions did not deviate from what the study variables revolved around as a general idea.

Examinee No. 01: Gender: Female, 37 years old, with a seniority work of 06 years.

Examinee No. 02: Gender: Male, 24 years old, two months working in the institution.

Examinee No. 03: Gender: Male, age 26, two years working in the institution.

Examinee No. 04: Gender: Female, 40 years old, 12 years working in the institution.

Examinee No. 05: Gender: Male, age 35, ten years working in the institution.

Examinee No. 06: Gender: Male, age 41, 18 years working in the institution.

Overview of the semi-directive interview:

Our interview with a sample of workers allowed the interviewed cases to spontaneously present their conversation and thoughts. Our interview with the cases is a semi-directive interview, defined as the interview prepared by the specialist through the interview guide that corresponds to the subject of his research, and allows the examiner to gather the information that benefits him in his research[18].

Hence, the researcher conducted the semi-directive interview that we mentioned earlier in order to meet the requirements of our research. To achieve the goal of this phase of the research, we created an interview guide that focused on the research hypotheses based on the study objectives (see table). We also worked on identifying interview questions beforehand to frame our intervention correctly and avoid getting off track. After our visit to the examinees selected in a certain way so that there is a difference in gender, age, and seniority, they were interviewed individually and in their offices at the organization through a free speech interspersed with a direction from the researcher to ask questions prepared in advance, which, as we said, has relation with study hypotheses. In addition, good listening was one of the reasons for the interview's success.

The examinees responded to us and answered all of our questions; some answers were similar and some were different, as everyone had a sense and a level of feeling.

Examinees No. 01, 04, and 06 had similar answers characterized by a positive view towards the distributive justice dimension, while examinees No. 05 and 03 believe that most of the dimensions of justice are incomplete. Each examinee has his reasons that we mentioned during our interview presentation with them.

Also, the answers of examinees No. 04 and 06 were almost similar, characterized by their satisfaction and their average feeling towards the dimensions of organizational justice as well as organizational commitment, but Examinee No. 04 was neutral concerning the continuance commitment to the institution.

The normative and affective commitment of examinee No. 01 and examinee No. 02 was okay and they were receptive to how they felt within their organization.

The answers of examinee No. 03 demonstrated low sense of organizational justice and organizational commitment, but he commended distributive justice and transactional justice with his colleagues and his boss.

While examinee No. 05, despite his confession of medium organizational justice, was seeking to leave Algeria and not just the institution, which made his continuing commitment constantly threatened.

Concerning examinee No. 06, his organizational commitment was high due to his years of employment and maturity of age, as was examinee No. 04, whose answers suggested his acceptance of the organization's actions and decisions, except for some of them, as he expressed his readiness and acceptance of his institution's objectives and values.

It was also found that whenever the age of the examinee was over 30, we find that there is sobriety in expressing the feeling and the beginning of conviction in what the institution offers of justice in its various aspects, as well as there is a commitment to it.

Examinees' sense of organizational justice and commitment varied, but as a general form, the average level was more likely. Their feelings of justice were neither wholly weak nor high. We always find one or two dimensions shift the level from weak to medium. The same can be said for organizational commitment in its various dimensions, which was found to be average among the examinees. Moreover, the age factor appeared important in the interview, as those over the age of 35 were highly likely to stay and commit to the institution, as well as their satisfaction with justice was present despite its average scores.

Then, we concluded the interview with a word of thanks and assured the examinees of the confidentiality of the information.

Interview results with examinees:

Their sense of organizational justice and organizational commitment was average, and there were no differences in responses when interviewed by gender, educational level, or seniority.

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