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***Organizational justice and its contribution to achieving
organizational trust -A field study on university library staff at
Ziane Achour University, Djelfa.***

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Abstract

This study aims to reveal the contribution of organizational justice in achieving organizational trust among university library employees at Ziane Achour University, Djelfa, This is by revealing the relationship between the dimensions of organizational justice and organizational trust, The descriptive approach was used and the questionnaire was used as a tool in data collection by applying it to a sample of 57 employees, and the SPSS statistical package program was used to analyze the data obtained. The results obtained: Organizational justice contributes to achieving organizational confidence among the study sample.

- ✓ Organizational justice. Distributive justice. Procedural justice. Interactive justice.
Organizational trust.

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1. INTRODUCTION

There is no doubt that modern organizations strive, through existing technologies, to increase their competitiveness and impose their dominance based on the principle of competition, considering the values, cultures, and individuals each organization possesses. Achieving justice among individuals within a single organization poses a challenge for these organizations. Hence, organizational justice becomes one of the organizational determinants of organizational behavior, given its significance in organizational effectiveness and overall performance.

Consequently, there is a focus on human resources due to their significant importance in driving organizational growth and achieving set goals. This is accomplished by instilling organizational trust, which fosters a sense of belonging and loyalty among employees.

As an organization within Ziane Achour University in Djelfa, the university libraries strive, through their human resources, to achieve comprehensive quality in their library services. They aim to provide fast and high-quality office services by providing information and data to their users, facilitated by their human resources represented by library specialists.

Building upon the topics of organizational justice and organizational trust as components of organizational behavior, and considering the university libraries as service-oriented organizations seeking to serve their users, the following research question is posed:

Does organizational justice contribute to the development of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa?

This overarching question encompasses the following sub-questions:

1. Is there a statistically significant relationship between the dimensions of distributive justice and the level of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa?
2. Is there a statistically significant relationship between the dimensions of procedural justice and the level of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa?
3. Is there a statistically significant relationship between the dimensions of interactional justice and the level of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa?

2. Study Hypotheses

- **Main Hypothesis:** Organizational justice contributes to the development of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.
- **Subsidiary Hypotheses:**
 - 1) There is a statistically significant relationship between the dimensions of distributive justice and the levels of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.
 - 2) There is a statistically significant relationship between the dimensions of procedural justice and the levels of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.
 - 3) There is a statistically significant relationship between the dimensions of interactional justice and the levels of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.

3. Study Objectives

- To investigate the contribution of organizational justice to the development of organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.
- To examine the relationship between the dimension of distributive justice and organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.
- To explore the relationship between the dimension of procedural justice and organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.
- To determine the relationship between the dimension of interactional justice and organizational trust among employees of the university libraries at Ziane Achour University in Djelfa.

4. Study Significance

The significance of this study lies in shedding light on the topics of organizational justice and organizational trust as two important dimensions of organizational behavior. It attempts to establish a connection between them by investigating the relationship between the dimensions of organizational justice and organizational trust. This is crucial as they both contribute to enhancing the performance of employees within an organization and help in achieving the concept of total quality that all organizations strive for.

5. Study Concepts

- **Organizational Justice:**

Researchers have provided different definitions for organizational justice. James (1993) views organizational justice as "the worker's perception of this justice through their behavioral reaction that expresses this perception" (Ben Yahia, 2017, p. 240). Others define it as "a cognitive process that leads to a self-judgment and is relative to the reciprocal relationship between what the individual contributes to the organization and what they receive from it, both materially and immaterially" (Khabbat, Tish Tish, & Lamine, 2020, p. 42).

Based on the aforementioned definitions, organizational justice can be defined procedurally as follows:

- **The Procedural Definition of Organizational Justice:** It is the degree obtained by researchers on the organizational justice scale, after collecting their responses and analyzing them statistically.
- **Dimensions of Organizational Justice:**

5..1.Distributive Justice: Distributive justice focuses on the organizational outcomes for employees, primarily encompassing salaries, rewards, incentives, and workload (Azara, D. H., 2011, p. 7365).

5..2.Procedural Justice: Procedural justice reflects the extent to which employees perceive the fairness of the procedures used to determine outcomes. It represents the mental perception of the fairness of the procedures followed in making decisions that affect individuals (Khermouh, M. R., 2014, p. 53).

5..3.Interactional Justice: It refers to the quality of treatment that workers perceive in their interactions with the authority group within the organization (Mirooh , 2017, p. 559).

- **Organizational Trust:**

The concept of organizational trust has been crystallized and varies from one researcher to another. Some view organizational trust as manifested through three ways: exit (intent to leave), voice (expression), and loyalty (belonging) (Campoy Eric, N. & Neveu, V., 2004, p. 3).

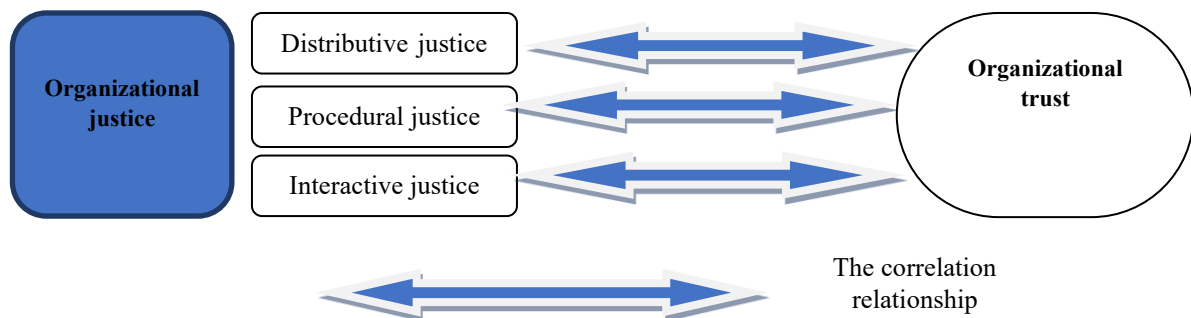
Others define it as "positive expectations and beliefs held by individuals towards the organization they belong to, associated with practices and managerial behaviors that adhere to general ethical and specific administrative values, and distance themselves from anything that harms common interests" (Mansour, T., 2020, p. 31).

Based on the aforementioned definitions, a procedural definition for the concept of organizational trust can be given as follows:

- **Procedural Definition of Organizational Trust:** It is the degree obtained by researchers on the organizational trust scale, after collecting their responses and analyzing them statistically.

6. Study Model

Fig.1. Study Model



Source: Prepared by the researchers

7. Methods and Tools

- **Research Method:** a descriptive method was adopted in this study due to the nature of the research, which falls under the category of "correlational studies."
- **Study Limitations:**

7..1. Geographical Limitations: This study was conducted at the level of university libraries at Ziane Achour University in Djelfa.

7..2. Temporal Limitations: The study was conducted from January 2023 to February 2023.

7..3. Human Limitations: The participants in the study were employees of university libraries at Ziane Achour University in Djelfa.

7..4. Subject Matter Limitations: The focus of the study was on organizational justice and its contribution to organizational trust: A field study on employees of university libraries at Ziane Achour University in Djelfa.

- **Research Instrument:** The questionnaire was considered the most suitable instrument for data collection among other data collection tools, based on the

specific data to be gathered. Therefore, the scale developed by Jalani and Hamdi (2022) was used for measuring organizational justice.

Table 1. Illustrates the distribution of items across the dimensions of the organizational justice scale

Organizational Justice Scale		
Distributive Justice	Procedural Justice	Interactive Justice
05 items	05 items	05 items

Source : (Hamdi, J. Y., 2022, p. 209)

As for the variable of organizational trust, the researchers relied on the organizational trust scale developed by Ibrahim (Haddad, I., 2022, p. 282).

Table 2. Illustrates the number of items in the Organizational Trust Scale.

Organizational Trust Scale
05 items

Source : (Haddad, I., 2022, p. 282)

Regarding the response options, a five-point Likert scale was used, ranging from 5 (Strongly Agree) to 1 (Strongly Disagree). The options include: strongly agree, agree, neutral, disagree, strongly disagree.

Table 3. Illustrates the distribution of response ratings for positive and negative statements

Response Scale for Positive Statements				
strongly disagree	disagree	neutral	agree	strongly agree
5	4	3	2	1
Response Scale for Negative Statements				
strongly agree	agree	neutral	disagree	strongly disagree
1	2	3	4	5

Validity of the Study Instrument: The researchers ensured the validity of the study instrument by calculating the internal consistency for both the Organizational Justice questionnaire and the Organizational Trust questionnaire.

Table 4. Internal consistency reliability of the Organizational Justice questionnaire.

Dimensions of	N° of statements	Correlation coefficients	Statistical significance
distributive	05	0.878**	0.000
Procedural	05	0.838**	0.000
Interactive	05	0.713**	0.000

Source: The researchers relied on the results of the SPSS

From the observation of Table (04), it is evident that the Pearson correlation coefficients for the organizational justice questionnaire and its dimensions are all high. The lowest correlation coefficient was recorded for the interactive justice dimension, which is 0.713**, indicating statistical significance at a significance level of 0.01. On the other hand, the highest correlation coefficient was found for the distributive justice dimension, with a coefficient of 0.878**, also indicating statistical significance at a significance level of 0.01.

Based on the obtained results, it can be concluded that all correlation coefficients between the organizational justice questionnaire and its dimensions are high and statistically significant at a significance level of 0.01. This indicates the homogeneity of the dimensions with the questionnaire as a whole and demonstrates that the organizational justice questionnaire measures what it intends to measure. Therefore, the organizational justice questionnaire is deemed to be reliable.

Table 5. Internal consistency reliability of the organizational trust questionnaire.

N° of statements	correlation coefficients	N° of statements	correlation coefficients	N° of statements	correlation coefficients	N° of statements	correlation coefficients
01	0.497**	05	0.425**	09	0.544**	13	0.562**
02	0.410**	06	0.499**	10	0.596**	14	0.503**
03	0.422**	07	0.654**	11	0.602**	15	0.436**
04	0.413**	08	0.662**	12	0.569**		

Source: The researchers relied on the results of the SPSS software

By observing Table number (05), it becomes evident that the Pearson correlation coefficients for the organizational trust questionnaire and its items are all high. The lowest correlation coefficient was recorded for item number 02 with a value of 0.410**, which is statistically significant at a significance level of 0.01. On the other hand, the highest correlation coefficient was found for item number 08 with a value of 0.662**, also statistically significant at a significance level of 0.01. Based on the above, it can be concluded that the correlation coefficient between the organizational trust questionnaire and its items is high and statistically significant at a significance level of 0.01. This indicates that the items of the organizational trust questionnaire are internally consistent with the questionnaire as a whole, and they measure what the questionnaire intends to measure. Therefore, the organizational trust questionnaire has been proven to be valid, making it a reliable questionnaire.

Validity of the Study Instrument: The researchers verified the validity of the questionnaire by calculating its reliability using the Cronbach's alpha method, as shown in the following table:

Table 6. the stability of the study instrument

	Number of items	The reliability coefficient Cronbach's alpha.
Organizational Justice Scale	15 items	0.732
Organizational Trust Scale	15items	0.806

Source: (The researchers relied on the results of the SPSS).

By observing Table (06), we can see that the highest reliability value recorded for the Organizational Trust questionnaire is 0.806, while the reliability of the Organizational Justice questionnaire is measured at 0.732. Based on this, we can conclude that the measurement tool demonstrates high reliability. This leads us to say that the study instrument is characterized by stability and validity.

- **Population and Sample of the Study:**

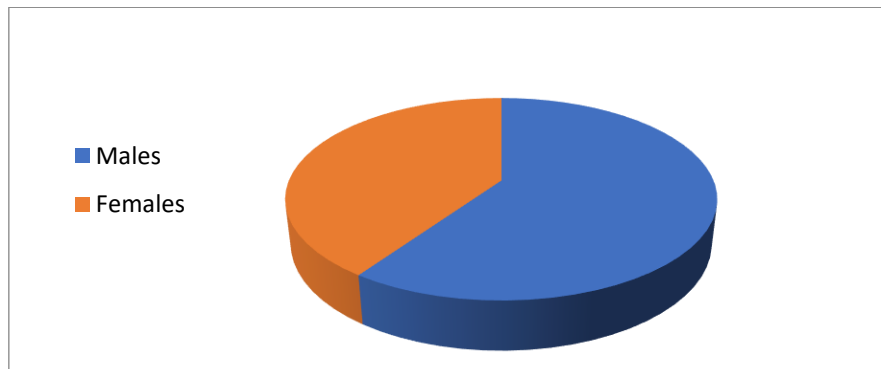
The study population included all the employees of the university libraries at Ziane Achour University in Djelfa, estimated to be 57 employees. A comprehensive census approach was used to obtain more accurate information about the study topic.

Table 7. Illustrates the distribution of the study sample according to the gender variable.

Gender	Number	Percentage
Males	34	59.64%
Females	23	40.35%
Total	57	100 %

Source: Prepared by the researchers based on the results from SPSS

Fig. 2. Illustrates the distribution of the study sample according to the gender variable.



Source: Prepared by the researchers based on the results from SPSS.

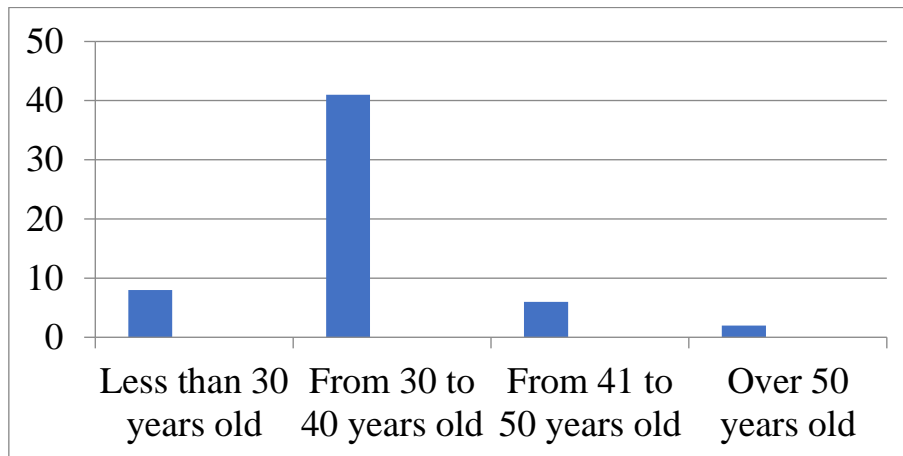
According to the observations from Table 07 and Figure 02, it is evident that males are the most represented in the study sample, with a total of 34 males, accounting for 59.64%. On the other hand, the number of females in the study sample was 23, accounting for 40.35%. Therefore, based on the above, it can be concluded that the study sample is predominantly male-oriented.

Table 8. Illustrates the distribution of the study sample according to the age categories.

Age category	Number	Percentage
Less than 30 years old	08	14.03 %
From 30 to 40 years old	41	71.92%
From 41 to 50 years old	06	10.52%
Over 50 years old	02	3.50 %
Total	57	100 %

Source: Prepared by the researchers based on the results from SPSS.

Fig. 3. Representation of the study sample according to the age group variable



Source: Prepared by the researchers based on the results from SPSS.

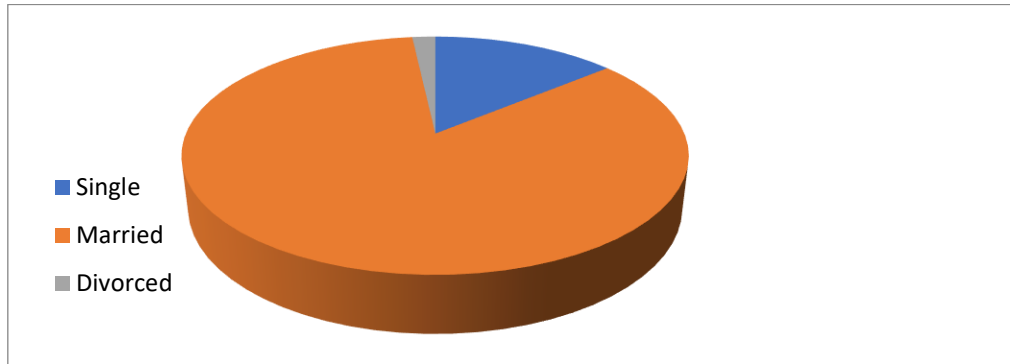
Based on the observation of Table (08) and Figure (03), it is evident that the age group ranging from 30 to 40 years old is the most represented in the study sample with a count of 41 employees, accounting for 71.92%. In the second position, we find the age group below 30 years old with a count of 08 individuals, representing 14.03%. The age group between 41 and 50 years old had a count of 06 individuals, accounting for 10.52%. Lastly, the age group over 50 years old ranked last with a count of 02 individuals, representing 3.50%.

Table 9. Illustrates the distribution of the study sample according to the variable of marital status.

Marital status	Number	Percentage
Single	8	14.03 %
Married	48	84.21%
Divorced	1	1.75 %
Total	57	100 %

Source: Prepared by the researchers based on the results from SPSS.

Fig. 4. Distribution of the study sample according to the marital status variable.



Source: Prepared by the researchers based on the results from SPSS.

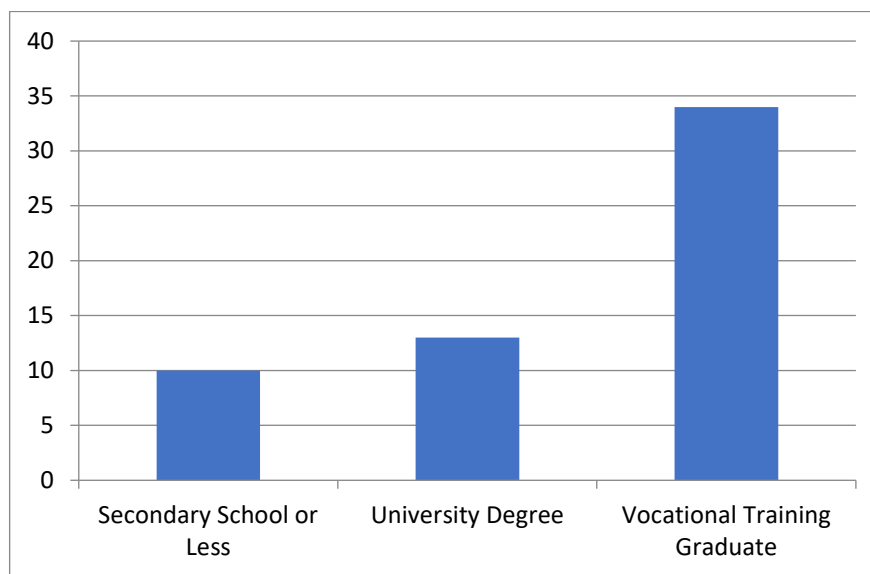
Based on the observation of Table number (09) and Figure number (04), it is evident that the number of married individuals in the study sample was 48, accounting for 84.21% of the sample. The number of unmarried individuals in the study sample was 8, representing 14.03%. There was one divorced individual, accounting for 1.75%. This leads us to conclude that the study population is a socially stable community.

Table 10. Illustrates the distribution of the study sample according to the variable of educational qualification.

Educational Qualification	Number	Percentage
Secondary School or Less	10	17.54 %
University Degree	34	59.64%
Vocational Training Graduate	13	22.80 %
Total	57	100 %

Source: Prepared by the researchers based on the results from SPSS.

Fig. 5. Represents the representation of the study sample according to the variable of educational qualification



Source: Prepared by the researchers based on the results from SPSS.

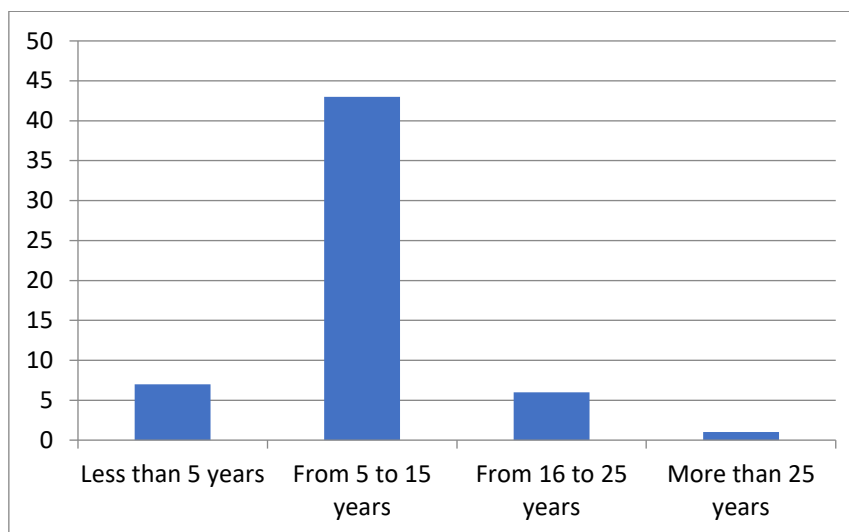
Based on the observation of Table (10) and Figure (05), it becomes clear that the category with a university level of education is the most represented in the study sample, with a total of 34 university graduates, accounting for 59.64%. In the second position, we find the category of Vocational Training graduates or lower, with a count of 13 individuals, representing 22.80%. In the third and last position, we have the category of individuals with a secondary level of education, with a count of 10 individuals, representing 17.54%. This leads us to conclude that the study sample represents an educated and academically inclined community.

Table 11. Illustrates the distribution of the study sample according to the variable "Seniority at work".

Seniority at work	Number	Percentage
Less than 5 years	7	12.28%
From 5 to 15 years	43	75.43%
From 16 to 25 years	6	10.52%
More than 25 years	1	1.75 %
Total	57	100 %

Source: Prepared by the researchers based on the results from SPSS.

Fig. 06. Representation of the study sample according to the variable of work seniority.



Source: Prepared by the researchers based on the results from SPSS.

Upon observing Table (11) and Figure (06), it becomes evident that the category with the highest representation in the study sample is the one with work experience ranging from 5 to 15 years, with a total count of 43 workers, accounting for 75.43%. In the second position, we find the category with less than 5 years of work experience, consisting of 7 workers, representing 12.28%. There is a close percentage with the category of workers with work experience ranging from 16 to 25 years, ranking third with 6 workers, accounting for 10.52%. On the other hand, the category with work experience exceeding 25 years occupies the last position with one worker, representing 1.75%. This can be interpreted as indicating that the study community has sufficient expertise in their field of work.

8. RESULTS AND DISCUSSION

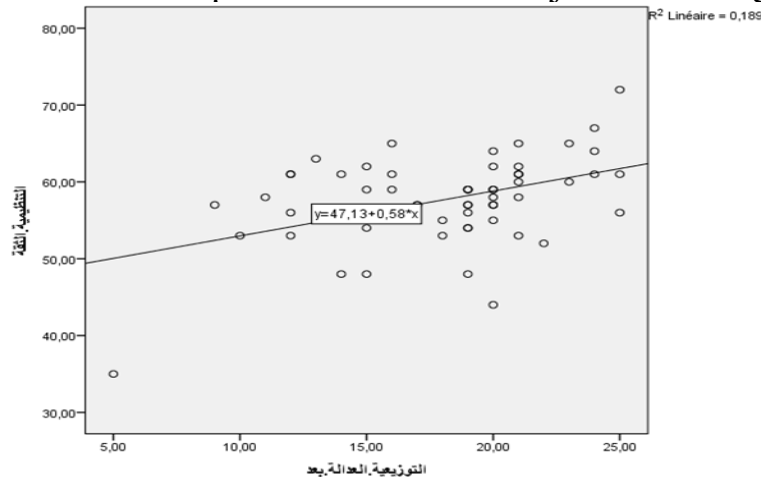
- Presentation and analysis of the results of the first hypothesis: The hypothesis states that there is a statistically significant correlation between the scores of distributive justice and the scores of organizational trust among the employees of Ziane Achour University libraries in Djelfa.

Table 12. displays the Pearson correlation coefficient to determine the relationship between distributive justice and organizational

	correlation coefficient	significance value (sig)	Level of Significance
Distributive justice Organizational trust	**0.435	0.000	0.01

Source: Prepared by the researchers based on the results from SPSS.

Fig. 7. illustrates the relationship between distributive justice and organizational trust.



Source: Prepared by the researchers based on the results from SPSS.

Through observing Table (12) and Figure (7), it becomes evident that the Pearson correlation coefficient is 0.435** with a significance level of 0.01. This value indicates a statistically significant moderate negative correlation between distributive justice and organizational trust. This implies that as distributive justice increases, organizational trust among university library employees also increases. It means that a fair distribution of resources among employees instills confidence in their management, supervisors, and colleagues, fostering a sense of belonging to the library and increasing their commitment to it.

Based on the above, we accept the hypothesis stating that there is a statistically significant correlation between distributive justice and organizational trust among university library employees at Ziane Achour University, Djelfa.

- Presenting and analyzing the results of the second hypothesis.

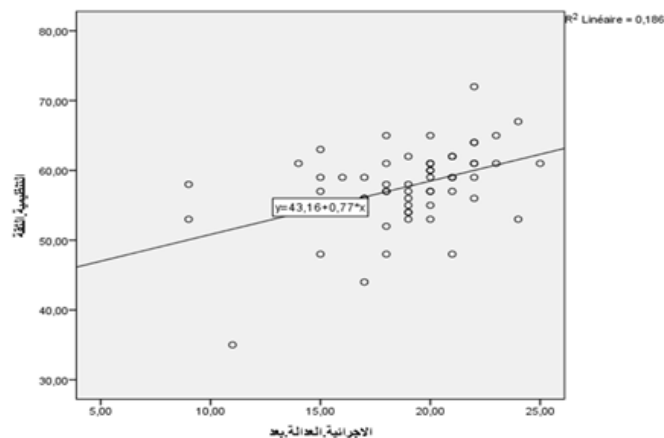
The hypothesis states that there is a statistically significant relationship between the scores of procedural justice and organizational trust among employees of university libraries at Ziane Achour University in Djelfa. To verify the validity of this hypothesis, we calculated the Pearson correlation coefficient, as shown in the following table:

Table 13. Pearson correlation coefficient to determine the relationship between procedural justice and organizational trust.

	correlation coefficient	significance value (sig)	Level of Significance
Procedural justice Organizational trust	0.432**	0.000	0.01

Source: Prepared by the researchers based on the results from SPSS.

Fig 8. Illustrates the relationship between procedural justice and organizational trust.



Source: Prepared by the researchers based on the results from SPSS.

Based on the observation of Table (13) and Figure (08), it is evident that the Pearson correlation coefficient is 0.432** with a statistical significance level of 0.01. This indicates a moderate negative correlation between procedural justice and organizational trust. This can be interpreted as higher levels of procedural justice being associated with increased organizational trust. It suggests that when employees perceive the procedural actions taken towards them in university libraries to be fair and just, it enhances their trust in the organization's management and supervisors, leading them to take pride in their affiliation with the organization.

Therefore, based on the above, we accept the hypothesis stating that there is a correlation between procedural justice and organizational trust among employees of university libraries at Ziane Achour University in Djelfa.

- Presentation and Analysis of Hypothesis 3 Results

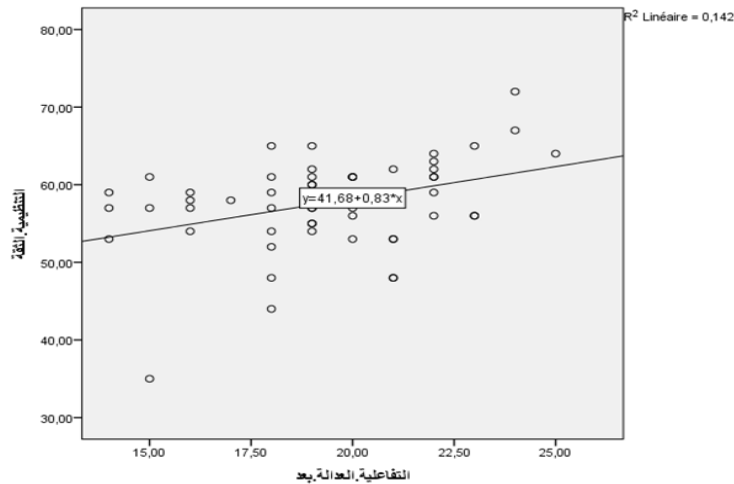
The hypothesis states that there is a statistically significant relationship between scores of interactive justice and organizational trust among university librarians at Ziane Achour University. To verify the validity of this hypothesis, we calculated the Pearson correlation coefficient, as shown in the following table.

Table 14. Pearson Correlation Coefficient to determine the relationship between interactive justice and organizational trust.

	correlation coefficient	significance value (sig)	Level of Significance
Interactive justice Organizational trust	0.377**	0.000	0.01

Source: Prepared by the researchers based on the results from SPSS.

Fig. 9. illustrates the relationship between interactive justice and organizational trust



Source: Prepared by the researchers based on the results from SPSS.

By observing Table No. 14 and Figure No. 9, it becomes clear that the Pearson correlation coefficient is 0.377** with a significance level of 0.01. This indicates that there is a statistically significant weak negative relationship between interactive justice and organizational trust. This can be interpreted as follows: as the level of interactive justice increases, the level of organizational trust decreases. This means that the interaction among groups and individuals in the university library generates organizational trust among employees through fair interactions, leading to increased trust in the organization as a whole and stronger commitment to it.

Based on the above, we accept the hypothesis that there is a statistically significant relationship between interactive justice and organizational trust among employees of the university libraries at Ziane Achour University, Djelfa.

- Presentation and Analysis of the Results of the General Hypothesis of the Study

The hypothesis states that there is a statistically significant correlation between organizational justice and organizational trust among university library employees at Ziane Achour University in Djelfa. To verify the validity of this hypothesis, we

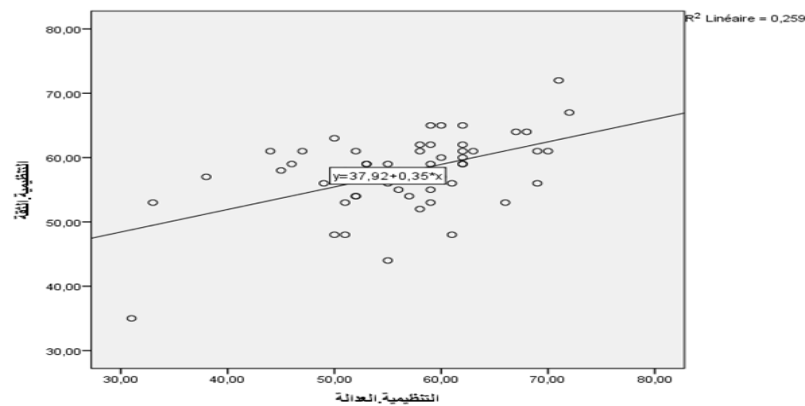
calculated the Pearson correlation coefficient, as shown in the following table:

Table 16. Pearson correlation coefficient to determine the relationship between organizational communication skills and organizational trust

	correlation coefficient	significance value (sig)	Level of Significance
Organizational justice	0.509**	0.000	0.01
Organizational trust			

Source: Prepared by the researchers based on the results from SPSS.

Fig. 10. Illustrates the relationship between organizational justice and organizational trust.



Source: Prepared by the researchers based on the results from SPSS.

Through observing Table number (16) and Figure number (10), it is evident that the Pearson correlation coefficient value is 0.509** with a significance level of 0.01. This indicates a statistically significant moderate positive relationship between organizational justice and organizational trust among university library employees. This can be interpreted as higher levels of organizational justice leading to increased organizational trust among university library employees. The application of justice through a fair distribution system and beneficial procedures that benefit employees, as

well as the pursuit of justice in the interaction among university library employees at the University of Djelfa, enhances employees' trust in their organization. This is reflected in their loyalty, pride, and sense of belonging to their organization. Furthermore, their organizational trust is evident through their performance in serving library patrons, including students, professors, and staff, thereby ensuring the library's continuity and excellence.

Based on the above, we accept the hypothesis stating that there is a significant relationship between organizational justice and organizational trust among university library employees at Ziane Achour University in Djelfa.

9. CONCLUSION

Therefore, based on the field study on the contribution of organizational justice to achieving organizational trust among university library employees at Ziane Achour University in Djelfa, it is confirmed that there is a statistically significant "moderate negative" relationship between organizational justice and organizational trust among the study sample. This was proven through the verification of the following hypotheses:

- There is a statistically significant "moderate negative" relationship between distributive justice and organizational trust among the study sample.
- There is a statistically significant "moderate negative" relationship between procedural justice and organizational trust among the study sample.
- There is a statistically significant "weak negative" relationship between interactional justice and organizational trust among the study sample.

This leads us to conclude that organizational justice contributes to achieving organizational trust among university library employees at Ziane Achour University in

Djelfa. This is attributed to the prevailing organizational culture in university libraries, which aims to serve their patrons through their human resources, represented by library specialists. Such performance can only be achieved through organizational justice distributed among organization members, based on interaction and fair procedures adopted and implemented by the university library management. This fosters trust among employees in their colleagues, supervisors, and library management, making them more loyal to their jobs, assigned tasks, and thus improving their performance and achieving their organization's goals, which primarily focus on achieving the concept of total quality.

Furthermore, the results of this study align with the study conducted by **Soumia Jaqedal** (Jaqedal, 2019) titled "Perception of Organizational Justice and Its Relationship with Organizational Trust among Professors at Amar Telidji University in Laghouat." The researcher utilized a descriptive approach and applied the study to a sample of 220 professors from Elaghouat University. The study resulted in several findings, including a statistically significant relationship between the professors' perception of organizational justice (distributive, procedural, and interactional) and the behavior of organizational trust (trust in supervisors, trust in colleagues, and trust in organizational management) (Jaqedal, 2019, p. 192).

Finally, in order to achieve both organizational justice and organizational trust, several measures should be implemented, which are mentioned as recommendations as follows:

- Equitably and more effectively distribute the organization's interests and departments within the organizational structure.

- Open channels for complaints and grievances for employees who experience marginalization and exclusion through activating organizational communication.
- Establish a fair performance evaluation system.
- Provide the necessary materials and supplies.
- Conduct training and development programs for employees.
- Provide motivation in both monetary and non-monetary forms.

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