

Degree of availability of organizational justice and its impact on the practice of organizational citizenship behavior

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Abstract:

Organizational justice is considered as an important and influential variable in the operations and functions of public administration, and it can be considered Which represents an organizational element that affects the degree of job performance workers in organizations, which makes it the shelter of numerous studies and Investigation in the field of individual science, taking into account the embodiment of organizational justice and the worker's belief in it, is a positive indicator for increasing performance in work and increase its efficiency and competence, This is what leads to the organization's development and prosperity in various fields and the employee's unbridled desire to perform un official voluntary behaviors, which fall within the behaviors of organizational citizenship are only his sensation equality and fairness with regard to the fairness of procedures, distribution and exchanges, which pushes him to engage in many positive behaviors, of which civic behavior is the most important..

key words:Impact ; organizational citizenship behavior ;Organizational justice

Introduction:

Organizational justice actually requires treating each administrative official according to his professional rank, that is to say, assigning him a set of tasks based on his rank, his professional experience and the extent of his competence and ability. his merit in what is entrusted to him, which requires the direct manager of the organization to take into account these differences between functional ranks, but reality confirms that many do not take into account these functional differences, which means that the 'it is noted that certain tasks that fall within the powers of a particular official are entrusted to an official of lower rank, which deprives the owner of carrying them out, so that he is also entrusted with certain tasks lower than his professional rank, especially that the law of common bodies,

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although it specifies various tasks of administrators, but it has not controlled it with precision, allowing it to carry a meaning which is similar in many cases to that of administrative work, which makes civil servants feel a sort of overlap of powers between them, which raises the question of organizational justice between civil servants and the extent to which it is achieved in Algerian public institutions in light of the presence of laws regulating each job or profession.

Perhaps achieving organizational justice in the organization is that a feeling felt by civil servants leads them to perform voluntary work without expecting praise or compensation from anyone, where the civil servant performs tasks that are actually outside the scope of the job, and that he is not required to perform or do them, because they do not fall within the powers of his job, this results in several behaviors such as altruism, sportsmanship, civilized behavior, conscientiousness, courtesy and kindness, all of which are aspects and dimensions related to organizational and citizenship behavior.

From this perspective, we ask the following main question: how important is organizational justice, how does it affect organizational citizenship behavior, What are its impacts on the organization?

The first topic: the notion of organizational justice and organizational citizenship behavior.

First requirement: The notion of organizational justice: It is employees' awareness of the credibility of achieving equality in relationships between department heads and managers at work, which includes the perception of integrity without any discrimination between civil servants for any consideration that would make the civil servant feel some kind of negligence or injustice in various work opportunities.

Organizational justice is based on a basic rule which is the desire of workers in organizations to obtain fair treatment and the belief of the worker to be treated fairly compared to others. Organizational justice means giving each individual what they deserve.

Organizational justice is also defined as an important value, feeling and human perception¹ It is also a set of rules and social norms in the organization that govern the procedures that should be used in making decisions, assigning outcomes, and how to deal with others in a personal manner². Organizational justice is also defined as the awareness of civil servants of the methods followed in their organization, whether it is granting them rewards or treating them based on the efforts made by them in a manner that helps in achieving their goals and the objectives set by them and by the organization, together³.

It is an individual's judgment about the fairness of the method he uses director in his relations with him on a functional and human level. It is a relative notion

with regard to integrity and objectivity⁴, and the notion of organizational justice remains a proportional concept, that is to say that the organizational procedure perceived by a civil servant, although it is a fair procedure, it may be biased and subjective from another individual's point of view⁵. Therefore, organizational justice is determined in light of what the civil servant perceives as the fairness and objectivity of procedures and relationships, and revolves around the working conditions that lead civil servants to believe They are treated fairly or they are treated unfairly and unjustly.

It can be said that organizational justice is represented by the feeling of equality and integrity of civil servants in human and professional relations and by giving each individual what he deserves through the equitable distribution of opportunities, fairness in procedures and fairness in relationships.

Second requirement: Organizational citizenship behavior: Organ is the first researcher to use the term organizational citizenship behavior, symbolized by OCB, to define beneficial organizational behavior that is not imposed on civil servants, but occurs voluntarily to help others to accomplish the task at hand⁶.

This is voluntary behavior carried out by the civil servant outside the scope of the tasks specified in his job description. It is not within the scope of the work assigned to him, but rather he performs it in a voluntary and non-obligatory manner, where the official does not expect any penalty or reward from the organization by performing this behavior. This includes the civil servant volunteering for certain work without anyone asking him to do so.

The names for organizational citizenship behavior vary, as several names have been given to this pattern of behavior, including: low-cost behavior, extra-role behavior, organizational citizenship behavior, or even social support. Just as researchers disagreed on the name of this behavior, they also differed on its definition, and there were many definitions that present this concept, depending on different thinkers and the angles from which those thinkers look. and the schools of thought that underlie them. Among these definitions is the concept proposed by "Merckson", where he defines it as follows: These are voluntary and voluntary social behaviors that are not included in official performance evaluation systems, and therefore abstention of an individual to practice them is not officially punishable. Al Djawish defined it as the behavior that the civil servant adopts voluntarily, with his own consent, without constraint or coercion, and without expecting any financial compensation at his workplace⁷.

As for Al-Amiri, He defined it as positive actions beyond what is officially described in the organization, which are characterized by a voluntary nature, non-coercive and not subject to direct and explicit reward in the administrative

incentive system of the organization, and which are of great importance to the effectiveness, success and continued performance of the organization⁸.

It is also an individual behavior which does not correspond to the requirements imposed in the job description, nor directly or formally linked to the reward systems in place in the organization, and which leads, as a whole, to increasing the organizational effectiveness.

It is also defined as: activities that an individual performs to accomplish work indirectly in the work environment, which includes helping co-workers, maintaining and complying with regulations and rules of the work environment and active participation in the decision-making process, as well as supporting working conditions without expressing any complaints or dissatisfaction with the work⁹.

We can say that the concept of organizational citizenship behavior enjoys general agreement among management authors. Although the previous definitions differ in their wording, they are close in meaning and complement each other. Despite the differences and disagreements in the names and definitions of this behavior, there is agreement that this behavior is optional and voluntary and not official, that it arises from personal will and that it is voluntary Behavior that increases the organization's performance and increases its effectiveness.

The second topic: Dimensions of organizational justice and organizational citizenship behavior

These dimensions can be summarized as follows.

First requirement: Dimensions of organizational justice: Most of the literature that deals with the subject of organizational justice indicates the existence of main dimensions, which are distributive justice, procedural justice and transactional justice. However, there are other studies that believe that the concept of organizational justice is a two-dimensional concept, that is, it only includes distributive justice and procedural justice, as some studies have added a fourth dimension, which is evaluative justice, but we see that it is a three-dimensional concept (distribution, treatment, procedures). Here is an explanation of the dimensions of organizational justice¹⁰:

1-1-Distribution justice: It is the feeling of fairness of the different processes related to work results, such as salaries, bonuses and promotions, which means that all these processes must go to those who deserve them and with equitable distribution, without any favoritism or discrimination.

Distributive justice is the totality of the fairness of results that an official obtains, that is, it is the fairness of the distribution of rewards and results and the results that the individual obtains from his or her work, particularly with regard to the distribution of salaries, benefits, or promotions. Civil servants' awareness of

distributive justice is acquired when the individual believes that the results he obtains (rewards, salaries, social benefits) are commensurate with the effort he has made in relation to the efforts of his colleagues. Distributive justice is defined as fairness and equality in the distribution of resources to individuals in organizations. Distributive justice is based on three principles:¹¹

-The principle of equal choice: meaning that all of a person's fundamental choices should be equal to the choices of others, such as freedom of speech, the right to vote, the right to own personal property, etc. .

- The difference principle: which means that societies have inequalities, but they must help those who cannot, such as the sick, and society must take care of those who are in need.

- The principle of equal opportunities: which means that each individual must have the same chance of obtaining positions, or the best positions offered by society, that is to say that people can progress in the society, based on their efforts and contributions, and that they must also have equal opportunities in education and training, to enable them to develop their skills.

We can say that distributive justice has two fundamental aspects¹²

- Material aspect (distribution structure): It expresses the size or content of the rewards that the individual receives.

- Social aspect: It expresses the personal treatment with which the manager treats the civil servant who receives a reward.

1-2-Procedural fairness:It is the transparency and fairness of procedures at various stages of work, the degree of fairness of the conversion of inputs into outputs in the organization, such as decision making. The more integrity the civil servant feels in the work-related decision-making process, the greater his trust in the person responsible for him, which develops in him a sense of organizational justice.

It is also defined as the degree of feeling generated by public servants regarding the fairness of organizational procedures and processes used to determine organizational outcomes¹³

It is the degree of feeling generated by employees regarding the fairness of organizational procedures and processes that are used to determine the results or outputs of the organization.

If distributive justice represents the fairness of the outcomes that an individual obtains relative to his or her colleagues in the organization, then procedural fairness means the extent to which the individual feels the fairness of the procedures used to determine those outcomes¹⁴.

For the procedures to acquire the character of objectivity and justice, two conditions must be met¹⁵:

-The two parties concerned by the procedures must agree: the first is the one who sets the organizational procedures, that is to say the administration, and the second is concerned by these procedures, namely the civil servants.

- Management provides officials with sufficient information and necessary explanations on how to implement these procedures.

We can therefore say that there is a correlation between procedural justice and distributive justice: the employee's feeling of distributive justice and the performance he obtains at work in exchange for the effort he deploys is linked to the feeling that decisions distribution are made based on fair methods and procedures.

There is a set of rules that must be followed when making decisions and which can be used by organizations, because the degree of confidence in the fairness of procedures is linked to the degree to which the set of rules is respected or violated. procedural rules following¹⁶:

- The rule of appeal: which means that there are possibilities to change and modify decisions if there is evidence that justifies and supports it.

- Ethical rule: All distribution procedures must be compatible with the ethical standards and values prevailing among civil servants.

- The rule of accuracy: This means making decisions based on accurate and correct information, and that the organization works to enable transparency if it wants to achieve a high degree of justice.

- The rule of representation: The decision-making process must take into account the points of view of stakeholders and the participation of workers in the formulation of regulations or in the discussion of regulatory decisions that could affect them.

- The rule of harmony: The procedures for distributing penalties, rewards and rewards to all individuals must be consistent and harmonious.

- The rule of non-partiality: this means not allowing personal interest to influence the course of the decision-making process, because the achievement and preference of the public good is one of the foundations of organizational justice.

It can be said that these rules do not have the same weight for civil servants in most cases, but rather differ depending on the situations that require and require them, so that they prefer certain rules to others depending on the situation, and it becomes clear that procedural justice has a social aspect in which it focuses on the fairness of the transactions with which officials are treated by their subordinates, while in its structural aspect it focuses on fairness formal procedures related to decisions, procedural justice is concerned with the methods of making the correct decision that achieve specific outcomes, so procedural justice can trump distributive justice, because people are willing to accept undesirable outcomes if

they believe that the decision-making mechanism that led to that outcome was conducted in accordance with the principles of organizational justice.

1-3- Transactional justice (interactive justice): It is the worker's feeling of the integrity of the relationship between him and management, and it depends on the degree of the organization's honesty in most stages of work and its respect for its workers has for its workers in the human relations it maintains with them, as well as the extent of the trust between the organization and its workers, which is manifested under the form of the worker's organizational commitment.

This means the official's sense of objectivity in the treatment he receives when organizational procedures and laws are applied to him, as well as the candor, respect and ethical treatment with which management officials are treated in applying procedures related to the determination of their results.¹⁷

Fairness of transactions includes the following elements:¹⁸

- The president treats his subordinates with respect and appreciation
- The president treats his subordinates fairly and impartially
- Provide important information to justify actions taken when requested
- The accuracy and reality of information provided to subordinates and its timely submission.

Furthermore, transactional justice includes two types of justice:¹⁹

- Justice in personal relationships: which refers to the degree of respect and appreciation with which the manager treats his subordinates.

- Information fairness: it focuses on the explanations provided to workers by communicating the necessary information on the reasons for using certain procedures or on the method of attributing certain results in a documented and certain manner, such as for example the manager providing an explanation to workers on decisions that affect them.

By examining the dimensions of organizational justice, it becomes clear to us that they are interconnected and influence each other, and that the loss of one of the three previous dimensions that explain organizational justice leads to the feeling of injustice of the individual and affects their behavior. We also see that procedural justice is the essence of organizational justice, as far as perception is concerned. The civil servant is concerned with the fairness of the processes by which organizational decisions are made. The stronger the individual feels about the fairness of the procedures followed to make various decisions within the organization, the stronger his or her motivation to respect and implement them. Furthermore, the fairness of procedures is what primarily determines the fairness of distribution, because inputs pass through procedures. Specific aspects to determine the results it deserves. Procedural justice also has two aspects: the structural aspect, which expresses the formal procedures of justice within the

organization, and the other is the social aspect, which represents transactional justice, because it means respect for decision-makers towards workers and telling them how to make decisions.

Second requirement: Dimensions of organizational citizenship behaviour

Among the most important dimensions that we mention

- Altruism: It is doing something by which the civil servant aims to help other civil servants to do their work.

Courtesy and kindness: These are the actions that the public servant takes in order to reduce or resolve work problems, whether related to work or colleagues, by providing advice, guidance and recommendations to ensure a climate appropriate work.

- Sportsmanship: This is the employee's willingness to work in all circumstances without any complaint or claim of any kind.

- Civilized behavior: it is the civil servant who carries out work which contributes to the development of the organization, in particular by achieving its objectives and improving the quality of the services it provides.

- Living conscience: It is the feeling that the civil servant has of the importance of the work he performs by making full use of the time allocated to him for his work and by adhering to all laws, regulations and legislation related to the work. This commitment is subjective, that is to say thanks to self-monitoring of oneself and is not linked to the presence of an external observer.

Third topic: The importance of organizational justice and organizational citizenship behavior and their effects on the organization

First requirement: The importance of organizational justice and the effects of its absence on the organization: The concept of organizational justice is one of the modern administrative concepts in Arabic management literature in general, and there is no doubt on the need for the Arab business sector to study these concepts due to their growing importance and positive impact on business interest and organizational development.

This concept has attracted the attention of researchers in the field of organizational behavior due to the importance of organizational justice and its relationship with organizational effectiveness and efficiency, and it can be understood through the following indicators, which demonstrate its importance from several different angles:²⁰

-Organizational justice explains the fact that the distributive system of wages and salaries in the organization is linked to the concept of distributive justice.

- Organizational justice leads to real control and mastery of the decision-making process, and procedural fairness is an important dimension in this regard.

-Organizational justice is reflected at the behavioral level in states of satisfaction with superiors and decision-making systems issued, as well as in organizational citizenship behaviors and organizational commitment.

- Organizational justice highlights the revelation of the organizational atmosphere and organizational climate prevailing in the organization, and here the role of justice in transactions is highlighted

- Organizational justice leads to determining the quality of the monitoring, control and evaluation system and the ability to activate feedback roles so as to guarantee the quality and sustainability of organizational processes and achievements between members of the organization.

-Organizational justice highlights the system of moral, social and religious values between individuals and determines the patterns of interaction and moral maturity between members of the organization in the way they perceive and perceive overall justice in the 'organization.

- Organizational justice affects the spirit of the work team and the group, which would affect the motivation of the individual worker to increase the rewards and returns of the group and not of the individual, because the fairness of procedures and Relationships are a means of spreading the spirit of the group, because procedures and fair treatment send the message to the individual that the group values each person in it.

-Organizational justice is an effective management tool that can be used by organizations wishing to move from a production-oriented approach to a concept focused on knowledge based on innovation, creation and sharing of ideas . Justice offers the possibility of building bridges of trust and openness between civil servants on the one hand and senior management on the other.

-Organizational justice is an important indicator for management to strengthen the job security of workers in organizations.

-Interest in organizational justice is due to the importance and growing need to abandon destructive organizational policies based on bureaucracy and the feeling of threat against workers in developed organizations.

-Organizational justice helps to limit and reduce behaviors of abandonment, deviance and hostility towards society and organizations due to the absence of justice.

Lack of organizational justice also has negative effects, summarized as follows:²¹

- High rates of satisfactory results and declining levels of organizational commitment

-Decreased distributive justice affects the quantity and quality of work performance

- As for the absence of a fairness dimension in unfair procedures and decisions, this would have many negative organizational consequences (such as: lack of job satisfaction, low organizational affiliation, and others).

Organizational justice, as a global concept and in its various dimensions, has become a necessary condition for controlling the behavioral balance of organizations and administrative performance, so that progress and development are achieved and an atmosphere of stability, safety and productivity propagates within the organization in light of the spirit of cooperation and constructive participation, which positively reflects the concerted efforts to develop the organizations²².

Second requirement: The importance of organizational citizenship behavior and its effects on the organization

In light of the great challenges that organizations face due to the rapidly changing internal environment and technical and technical development in various fields, which have resulted in a turbulent environment that requires an organizational climate capable of coping with the external pressures imposed on these organizations, The importance of the human element in this difficult equation that organizations face, making behavior of organizational citizenship interesting for researchers²³, since the challenges we are experiencing require the efforts of workers who are not limited to only official tasks, but much more than that.

Hence the importance of organizational citizenship behavior, because successful organizations today have come to understand that they need a public servant who performs functions outside the scope of their official duties and outside the limits expected of him, due to this reflection on efficiency and success, and the matter does not end there, but rather citizen behavior. The organization has an impact in many aspects which ultimately lead to the improvement of individual and institutional performance, effective time management, improvement of organizational relationships, development of creativity and entrepreneurial spirit. innovation, improving the survival of the organization and its ability to be competitive and to protect it from dangers. Citizen behavior also contributes to the flexibility of the organization's social machine. By providing the fluidity necessary to work in emergency and crisis situations to ensure the internal balance of the organization:²⁴

Organizational citizenship behaviors, in their various dimensions, have social implications, because they support the organizational situation and link it to job satisfaction, organizational justice, trust and loyalty to leadership, in addition to be based on improving the optimal use of resources and Its statements are directed to strengthening the desired goals in light of the agreement between employees and the organization to achieve these goals.

Based on the progress made in highlighting the importance of organizational citizenship behavior, we present the effects of organizational citizenship behavior because it is closely related to the importance of behavior, and we will divide them into positive and negative. Regarding the positive effects of organizational citizenship behaviors on organizations, they are multiple, and can be summarized through the following points:

- Organizational citizenship behavior reduces the financial burden of organizations, so that it helps to determine what organizations had to bear in hiring certain workers to expand their service and excel in their performance.

- Organizational citizenship behavior increases the level of enthusiasm, which is lost in routine work

- Organizational citizenship behavior affects the increase in the level of job satisfaction among workers.

- Organizational citizenship behavior improves the level of belonging and loyalty to the organization

- Organizational citizenship behavior strengthens relationships between individuals and groups

- Citizenship behavior plays a role in increasing the effectiveness, efficiency and success of performance, especially of government work.

- Organizational citizenship behavior reduces turnover rate due to the presence of belonging and desire to stay in the organization.

- Organizational citizenship behavior reduces the extent of problems and disagreements between civil servants

- Organizational citizenship behavior enables sustainable competitive advantage for organizations

- Organizational citizenship behavior plays an important role in preparation, education and training within the organization, and it represents an investment of time and effort.

- Organizational citizenship behavior increases the level of customer and customer satisfaction with the services and products provided

- Improves organizational citizenship behavior in the quality of services provided and the quantity of work performed within the organization

- Citizenship behavior clearly contributes to improving the morale of civil servants

- Organizational citizenship behavior leaves positive impressions on managers, which leads to increased opportunities for promotion and incentives, thereby improving overall organizational performance and increasing productivity.

- This behavior reduces the scope of supervision and control, as it reassures the minds of managers about the completion of work and functions required in the organization.

-Organizational citizenship behavior improves the abilities of civil servants and managers to perform their jobs better through sufficient time and flexibility resulting from this behavior to plan work and resolve problems²⁵

There are also negative effects of organizational citizenship behavior. Despite the great importance of improving organizational citizenship behavior among civil servants in organizations and the many positive effects mentioned previously, some researchers have mentioned some negative effects, since it is the attitudes of civil servants that are what determine the positive character of this behavior or its negativity, and therefore organizational citizenship behavior may appear to have good motives and intentions, but it can have negative results with respect to performance at all three levels: the individual, the group and the organization. At the individual level, organizational citizenship behavior may be a symptom of organizational ineffectiveness. At the group level, it may affect the performance of another group of officials or the surrounding work environment, such as the emergence of a spirit of dependence and reluctance to take personal initiatives. At the organizational level, this can lead to reinforcing the individual's feeling that the organization owes them a favor, and if this is not realized the result can be negative. For the organization, in addition to this, organizational citizenship behaviors can have a negative impact within a specific framework of norms, examples of these norms include:²⁶

- When the level of performance is low and ineffective, then these behaviors become useless

- When these behaviors are practiced to the detriment of basic working time

- When there is flexibility and leniency in the process of attracting and employing workers

For our part, we find that organizational citizenship behavior has more positive effects than negative effects, but it is necessary to take into account the conditions and the effective working environment so that negative effects do not appear. Therefore, these behaviors are a critical factor in addition to the basic performance of the organization and contribute to the improvement and quality of the overall performance while taking into account the previous standards and avoiding the negative effects that may occur.

Third requirement: The impact of organizational justice on organizational citizenship behaviour

Many studies have shown that organizational justice positively affects the components of organizational citizenship behavior, because civil servants' The

feeling of justice and equality, which relates to all types of organizational justice, whether the justice of procedures, distribution, or relationships, and leads to a sense of responsibility towards the organization of work and thus engages in numerous informal voluntary practices or organizational citizenship behaviors

Likewise, when management takes the same measures as with any civil servant occupying the same title and the same position, it gives the civil servant confidence in his organization, which contributes to improving the fairness of his procedures, which may push him to adopt behaviors related to organizational citizenship, such as altruism, sportsmanship, etc., but the civil servant actually works in accordance with For the perspective of the relationship necessary in any organization, including its effects linked to the official²⁷.

The nature and quality of this relationship affect the worker's performance in certain organizational citizenship behaviors, which enhances organizational justice in relationships between civil servants. If this relationship is characterized by justice, this translates into altruistic and civilized behavior. Conversely, if the relationship is characterized by justice, this results in altruistic and civilized behavior. On the contrary, if the relationship is characterized by injustice, the employee does not perform work for the benefit of the organization due to his feeling of marginalization and injustice and faces rejection of any behavior that would contribute to the development of the relationship in the organization, especially if this behavior is voluntary. The employee feels the fairness of the procedures implemented against him, as well as the fairness of the distribution of tasks among his colleagues, and his feeling without any discrimination or bias is a motivation at work, and sometimes pushes him to adopt organizational citizenship behavior and doing a lot of volunteering which is not considered at the heart of their work²⁸

Ambrose and Arnaud believe that organizational citizenship is affected by the values of organizational justice in the organization. According to the group values model, civil servants' perception of organizational justice leads to building a long-term relationship with that organization. Civil servants will maintain strong links with this organization and civil servants will be able to fulfil themselves in additional volunteer roles²⁹

Some researchers believe that the civil servant exchanges his or her sense of fairness in his or her treatment by the organization, by demonstrating organizational citizenship behavior through behavior that is not classified within his or her official role, such as helping officials and auditors, avoid raising problems, carry out extra work without complaining or complaining, and ensure the efficiency and development of the organization.³⁰

Since organizational justice revolves around the official's awareness of the outcome of the comparison between what he offers to his organization and the privileges he receives, and it also revolves around the integrity of the laws and procedures that are followed to determine these privileges and the good personal relations and treatment that the official receives when applying these laws and procedures, the imbalance in this perception (sense of injustice) can have a negative impact on the level of citizenship organizational structure of the officials of that organization, and it is therefore assumed that each organization is concerned with obtaining justice between civil servants in every action or decision they take, considering organizational justice as an important determinant of organizational citizenship³¹.

Conclusion

The human resource is the effective figure and the important element in the success cycle of any organization that wants to provide high quality services, and taking care of this human resource does not only require providing the material and human capabilities to accomplish the work, as it also requires several variables essential to the development of management, which is justice. Organizational justice is one of its most salient aspects, because the worker's sense of organizational justice is reflected and highlighted in many behaviors that he adopts and contributes to the emergence of various forms of voluntary behavior. Within the organization, we can therefore say that the presence of organizational justice pushes towards organizational citizenship behavior.

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