

How to Cite:

Chouabbi, S., Ameur, H., & Boughari, F. Z. (2024). Organizational justice and its relationship to job involvement in institutions. *International Journal of Economic Perspectives*, 18(2), 590–606. Retrieved from <https://ijeponline.org/index.php/journal/article/view/578>

Organizational justice and its relationship to job involvement in institutions

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Abstract---The study aimed to identify the degree of correlation between the dimensions of organizational justice and job integration in the Algeria Telecom Corporation in the state of El Tarf, through a field study using the questionnaire that was distributed to a random sample of 50 workers. We used the descriptive analytical approach, and after analyzing the study data through a set of statistical methods using the statistical packages for the social sciences program spss.v22, the following results were found: -The existence of a direct (positive) correlation between the dimensions of organizational justice (distributive justice, procedural justice, transactional justice) and job integration; -The existence of a direct (positive) correlation between the independent variable (organizational justice) and the dependent variable (job integration).

Keywords---organizational justice, distributive justice, procedural justice, transactional justice, job integration.

Introduction

Organizations today are experiencing several challenges related mainly to how to achieve survival and continuity, especially in light of the change that has become a prominent feature of the main business environment. Hence, the classical and administrative concepts and routine behavioral applications are no longer necessarily valid, especially those related to human resources and how to deal with them in order to work with maximum effort. Among the developments that

have come to occupy a great place among the interest of researchers and practitioners is the so-called functional integration, as it is one of the contemporary approaches that help invest in human resources and maximize the return from them as long as its requirements are met and the appropriate climate is provided for its replacement, since when a high level of functional integration is available It reflects positively on the organization, which helps reduce labor turnover rates.

On the other hand, it seems self-evident that any investment in human resources can only take place in an environment where organizational justice prevails, which allows everyone, without bias or exception, to present initiatives and solutions and achieve returns and achievements, as the individual feels organizational justice through his awareness of the integrity and objectivity of the procedures and outputs in the organization in which he works, which It results in a feeling of job satisfaction, while the individual's failure to realize it results in a feeling of frustration, which in turn leads to the worker adopting behavior that is contrary to achieving the desired goal, such as low productivity, frequent absences, and lack of work. Hence, scientific logic imposes the possibility of searching for the relationship between the dimensions of organizational justice. And job integration, and this is what we will try to present in our current study in the Algerian institution - Algeria Telecom in Al Tarf - and we can pose the following problem:

To what extent does organizational justice contribute to achieving job integration?

Study hypotheses:

The first main hypothesis: There is an acceptable level of the organizational justice variable in its three dimensions (distributive justice, procedural justice, and transactional justice) among the studied sample of workers at the Algeria Telecom Corporation in Al-Tarf.

The second main hypothesis: There is a statistically significant correlation between the organizational justice variable and its three dimensions (distributive justice, procedural justice, and transactional justice) on the job integration variable at a significance level of $\alpha=0.05$ among the studied sample of workers at the Algeria Telecom Corporation.

- The first sub-hypothesis: There is a correlation at the significance level of $\alpha=0.05$ for the dimension of distributive justice on the job integration variable.

- The second sub-hypothesis: There is a correlation at the significance level of $\alpha=0.05$ for the procedural justice dimension on the job integration variable.

- The third sub-hypothesis: There is a correlation at the significance level of $\alpha=0.05$ for the transactional justice dimension on the job integration variable.

The third main hypothesis: There are no statistically significant differences in the extent of application of organizational justice due to personal and functional variables for the members of the studied sample.

The importance of the study:

- This study is one of the first studies to address the topic of organizational justice and its link to job integration in the Algerian institution - Algeria Telecom -

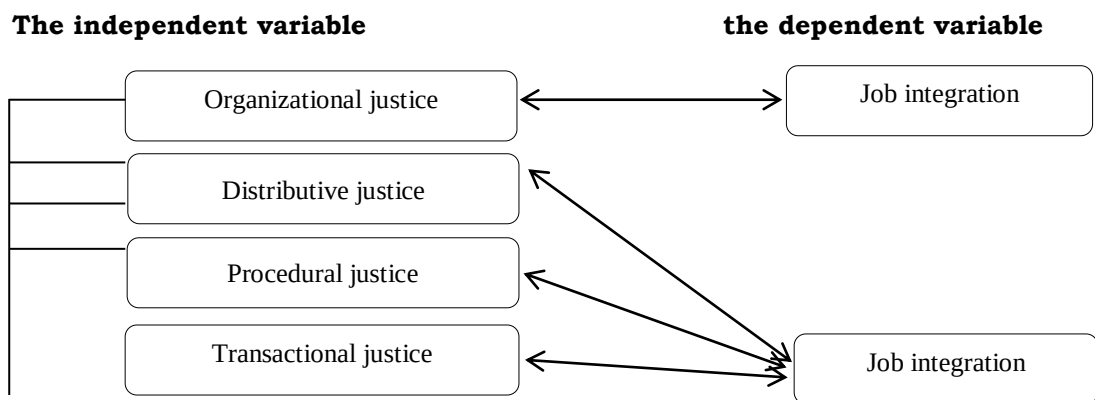
- This study helps in giving new ideas that scholars and researchers can work on and address new aspects of individual behavior.
- Through this study, we seek to enrich the scientific and cognitive aspect.

Objectives of the study

This study aims to reach several results, the most important of which is an attempt to measure the value of the correlation between the organizational justice variable (with its dimensions) and the job integration variable. It also aims to shed light on the reality of organizational justice in one of the most important Algerian institutions, and finally propose a set of recommendations based on the results of the study. Through it, the institution under study can achieve high levels of organizational justice and job integration, thus helping it achieve its goals more effectively.

Study model

The aim of this model is to determine the correlation between the independent variable, organizational justice and its dimensions (distributive justice, procedural justice, transactional justice) and the dependent variable, job integration.



Source: Prepared by researchers based on the following studies:
 (Hossam M.Abu Elanain, 2014) ,(Yalalem Assefa, 2024)
 ,(Ayano Ito, 2023) ,(Alshaarah, 2023) ,(Samar Ahmed Al Naggari, 2019)؛

First: The theoretical framework of the study

The first axis: organizational justice

Organizations always rely on human capital as it is considered the most important resource for their success, and how to retain talented and loyal employees is considered one of the most important challenges they face, whether private or public (Hossam M.Abu Elanain, 2014, p. 1091), because if employees leave the workplace and want to leave It will be a cost to the organization not only in financial terms but also in terms of loss of valuable knowledge and competencies given that employees are the organization's most valuable assets. Motivated, satisfied and loyal employees play a key role in the organization's competitiveness (Salih Zeki Imamoglu, 2019, p. 900).

The organization is a social system whose stability depends on the extent of the existence of strong ties between its constituent elements. Injustice has harmful effects on the spirit of teamwork because it overwhelms the dedication and motivation of human resources. Injustice and unfair distribution of the organization's achievements and outputs lead to a decline in employee morale in their efforts and activities. Therefore, Justice is the basic element in the survival and development of the organization and its employees, so the main tasks of the organization are to maintain fair behaviors among employees and create a sense of justice (Mohammad Hosein Lotfi, 2013, p. 2074)

Justice is generally used as a term to express "fairness." Due to the realization that justice is an important issue for understanding employee behaviors in organizations, it received the attention of organizational scholars and the concept of organizational justice was formulated to understand and explain the role of justice in an organizational manner. The first studies from which organizational justice stems began according to the theory of (Adams, 1965), but it received great attention, especially after the 1990s (Salih Zeki Imamoglu, 2019, p. 900). Adams' theory of justice assumes that an individual's feeling of fairness or not is determined by comparing his outputs to his inputs with the ratio of others' outputs to their inputs. If they are equal, the individual feels... With justice, but if others get more outputs than inputs, or vice versa, the individual then feels unfair, and this in turn creates a state of tension, and one of two things will happen: either the individual seeks to gain a greater reward or reduce the intensity of the effort expended. According to this opinion, the individual's job satisfaction is determined by Whether he feels justice or injustice (Yalalem Assefa, 2024, p. 03)

1- Definition of organizational justice:

Organizational justice is defined as the individual's perception and reactions to justice in the organization. Individuals interact with the actions and decisions taken by organizations, and therefore individuals' perceptions of these decisions as fair or unfair can affect the individual's attitudes and job behaviors at work, such as perceptions of fair pay and equal opportunities. Promotion, employee selection procedures (Owolabi, 2012, p. 28).

-It can also be defined as "employees' perceptions of what is fair and what is unfair in their workplace" (Yalalem Assefa, 2024, p. 03)

- Salih Zeki Imamoglu, 2019, p. 900, believes that it is "employees' perceptions of justice in the workplace, and these perceptions directly affect employees' attitudes and behaviors".

2- Dimensions of organizational justice: both (Hossam M.Abu Elanain, 2014, p. 1091) (Yalalem Assefa, 2024, p. 03) and (Ayano Ito, 2023, p. 02) see it as:

The dimensions of organizational justice are as follows:

2-1- Distributive justice: It means the fairness of the returns provided to employees, such as wages and promotion, as these returns are often of a material nature. Distributive justice is not only concerned with the distribution of wages, but also includes promotion, incentives, bonuses, punishments, and performance evaluation.

2 -2- Procedural justice: procedural justice deals with all the methods used by the organization or senior management in making decisions regarding the allocation of rewards, incentives, and wages to employees. Problems may occur within this context when employees in the organizational work environment do not adhere to the methods agreed upon within the organization's incentives and wages system. Conflicts and problems will occur when the methods used are not consistent, transparent and not agreed upon by employees.

2-3- Transactional justice: It reflects the extent to which employees feel the fairness of treatment when some official procedures are applied to them or their knowledge of the reasons for applying those procedures. Transactional justice is also defined as "the degree to which employees feel the fairness of the treatment (human and organizational) that they receive when they apply the procedures".

The second axis: job integration

Providing the conditions that make the employee able to accomplish his tasks allows the individual to feel integrated into his job and within his work environment. The integration of employees into the field in which he works is one of the things that plays an important role in the effectiveness of his performance and thus increasing the organization's productivity.

The concept of job integration appeared within theories of motivation, as Maslow assumed that individuals seek to satisfy their self-esteem needs through integration into their jobs, and then multiple perceptions of job integration appeared in the literature of psychology, organization science, and organizational behavior. Many definitions can be presented in the literature as follows: the next:

- Blau & Boal pointed out how individuals view their work through the relationship with the work environment and the work itself and how their work and life are in the organization (Blau, 1987, p. 293).

He also defined job integration as "the individual's degree of cognitive preoccupation with, interest in, and attachment to his job" (Paullay, 1994, p. 224).

- Job integration is defined as the individual's psychological conformity with the job or the individual's psychological commitment to the job and that the individual loves his job and is attached to it (Akita, 2004, p. 07).

- Srestha, 2019, p. 150) believes that job integration is affected by several personal, professional and organizational factors, including organizational justice, as he believes that there is a positive correlation between organizational justice and job integration. Individuals who feel justice in their work environment are integrated in their job and are thus motivated to do more. Greater effort at work, using their creativity to solve problems, working smarter, and being more satisfied in the workplace.

The practical aspect of the study:

1- The methodological framework of the study:

1-1- Study methodology:

Based on the nature of the study and the information to be obtained from the opinions of the study sample members, and through the questions that the current study seeks to answer, this study was descriptive and field analytical. At

the level of the descriptive approach, reference was made to previous studies and theoretical research that reinforce the theoretical framework on which it is based. According to the study, as for the analytical field aspect, information was collected through a questionnaire that was developed and analyzed based on a number of statistical methods and tools to reach results that serve the objectives of the study, represented in identifying the correlation between organizational justice and job integration in the Algeria Telecom Corporation, where we relied on the purposive sampling method.

1-2-Study population:

The study population consisted of 50 workers from the Algeria Telecom Corporation, who were in the tire category. The questionnaire was distributed to members of the studied sample, and the following table shows the characteristics of the studied sample.

Table 1. Shows the characteristics of the studied sample

Variable		Repetition	The ratio
Sex	Male	25	50%
	female	25	50%
Age	From 30 years and younger	9	%18
	From 31-40 years old	24	%48
	From 41-50 years old	15	%30
	More than 50 years	2	4%
Qualification	primary	0	%0
	middle	1	2%
	secondary	17	34%
	Bachelor's degree	22	44%
	Postgraduate	10	20%
Years of Experience	5 years or less	7	14%
	10-6 years	12	24%
	From 11-15 years	15	30%
	More than 15 years	9	18%

Source: Prepared by researchers based on the spss.v22 program

From the table we note the following:

- **Gender:** The percentage of males is 50% and the percentage of females is 50%, equal in proportion.
- **Age:** The majority age group is from 31 to 40 years, representing 48%, due to their increased awareness and scientific knowledge.
- **Marital status:** The percentage of married people reached 76%. This indicates psychological, social and familial stability in particular. It has an impact on professional stability and reflects positively on his job performance.
- **Educational level:** The majority percentage was for the bachelor's degree category, representing 44%. This may be a positive indicator indicating the institution's interest in having employees with high academic qualifications. This

reflects that it is possible to benefit from their scientific knowledge as well as the presence of good energies and competencies that can be invested.

Years of experience: The percentage of individuals with 11 to 15 years of experience was 30%, which is the largest percentage, and the organization benefits from their experience.

1 -3- Validity and reliability of the study tool:

Based on previous studies, a questionnaire was developed to study the relationship between organizational justice and job integration, and to verify the apparent validity of the questionnaire, it was presented to a group of arbitrators from faculty members belonging to the Department of Management Sciences with the aim of benefiting from their observations. Cronbach's Alpha test was also used to measure The extent of the questionnaire's reliability according to the answers of the 50 respondents. The following table shows the test results, as the Cronbach's alpha values for all study variables were acceptable.

Table 2. Shows the values of the Cronbach's alpha coefficient to estimate the reliability of the study tool

Study variables		Cronbach's alpha values
Organizational justice		0,951
Dimensions of organizational justice	Distributive justice	0,844
	Procedural justice	0,928
	Transactional justice	0,932
Job integration		0,935

Source: Prepared by researchers based on the spss.v22 program

According to the table above, the value of the alpha coefficient for the study variables is greater than 0.6, which is the ideal value for this coefficient, and from it we can rely on the standards of this study, considering that they include a great deal of accuracy and objectivity

1-4- Normal distribution test:

Since the sample size is limited to between 30 and 50, in this case it is tested whether the study variables follow a normal distribution or not by relying on the Shapiro-Wilk test according to two hypotheses:

- **Null hypothesis:** The study variables do not follow a normal distribution if the significance level SIG is less than 0.05.

- **Alternative hypothesis:** The study variables follow a normal distribution if the significance level SIG is greater than 0.05.

From the table below, we notice that the SIG value for the study variables exceeds 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which states that the study variables follow a normal distribution.

Table No. (3) Shows the results of the normal distribution test

Variable	Test (shapiro-wilk)	Significance level
Organizational justice	0,957	0,065
Job integration	0,973	0,311

Source: Prepared by researchers based on the spss.v22 program

1-5- Statistical treatment:

To answer the study questions and test the validity of the hypotheses, a set of descriptive and analytical statistical methods were used, the most important of which are:

-Descriptive statistics: The study relied on descriptive statistics measures to display the general characteristics of the study sample, and these measures include (frequencies, arithmetic means, standard deviations). The researchers used the following arbitration standard to judge the degree of respondents' response to the study tool items:

Mean values	Class
2,33-1	Low
3,67-2,34	Medium
5-3,68	High

Analytical statistics: The study relied on analytical statistics tests for the purpose of testing hypotheses and examining relationships between independent variables and dependent variables. These tests include:

- Testing the normal distribution of study variables (shapiro-wilk);
- Cronbach's Alpha Cronbach coefficient to measure the stability of the study tool;
- T test for independent samples (T test for independent samples) to determine whether there are statistically significant differences in the respondents' perceptions of the study variables due to gender differences;
- One-way Anova analysis in order to determine the differences in the respondents' answers regarding the independent and dependent variables due to personal and functional variables.
- Person test to measure the degree of correlation between study variables;

2-1-Analysis of the results of the organizational justice axis:

To answer this axis, the arithmetic mean and standard deviation were calculated for the responses of the study sample members to the statements representing the organizational justice axis, according to the dimensions that make up it: distributive justice, procedural justice, and transactional justice. The table indicates the arithmetic means and standard deviations for each statement of the organizational justice climate in its three dimensions, where it reached The overall arithmetic mean for the organizational justice axis is (3,044) with a standard deviation of (1,249)

Table No. (4) Respondents' perceptions of organizational justice

/////////	Organizational justice	SMA	standard deviation	Class
Distributive Justice	My job requirements match my ability to work	3,58	1,24	Medium
	The salary I receive is similar to the wages of people similar to me in my work	3,26	1,291	Low
	Incentives are distributed to the unit's employees objectively	2,66	1,272	Medium
	Promotion is deserved according to the principle of merit	2,66	1,334	Medium
	Promotion opportunities are given to all workers without exception	2,64	1,336	Medium
	Work materials and supplies are distributed fairly	3,10	1,249	Medium
	Training courses are distributed to employees according to their work needs	3,22	1,250	Medium
	Workloads are distributed fairly at work	2,32	1,301	Low
	My working hours are fairly decent	3,24	1,170	Low
	My monthly salary is adequate	3,24	1,238	Low
Total	Distributive justice	3,092	1,268	Medium
Procedural Justice	The administration is keen to participate in making decisions	2,38	1,086	Medium
	The official works to collect sufficient and accurate information before making any decision	2,84	1,330	Medium
	We have the right to object or respond to the decisions taken	2,58	1,162	Medium
	Laws, regulations and procedures apply to all workers without exception	2,88	1,319	Medium
	The performance evaluation process is conducted fairly and according to standards known to everyone	2,86	1,278	Medium
	There is accuracy in the information that is used to evaluate your performance	2,86	1,246	Medium
	The administration uses unified standards and principles to evaluate the performance of all employees without exception	2,82	1,155	Medium
	I am usually notified of any official activities before they happen	2,84	1,299	Medium
	My boss changes decisions that are found to be incorrect	3,08	1,259	Medium
Total	Procedural justice	2,897	1,226	Medium
Transactional Justice	The organization's management is concerned with the workers' goals	2,56	1,110	Medium
	The administration treats me with respect	3,44	1,264	Medium
	My boss deals with me fairly and openly	3,40	1,309	Medium
	My boss works to develop good relationships with all employees	3,08	1,353	Medium
	When my boss makes a decision related to my job, he takes into account my personal demands	3,40	1,245	Medium
	My boss explains the reasons for the decisions made	3,22	1,234	Medium

/////////	Organizational justice	SMA	standard deviation	Class
	at my job			
Total	My boss discusses the consequences of decisions that could affect my job in an honest and open manner	3,10	1,199	Medium
	My boss works to resolve conflicts and conflicts between employees objectively	3,12	1,256	Medium
	My boss works to spread the spirit of cooperation among employees	3,02	1,301	Medium
	Transactional justice	3,144	1,253	Medium

Source: Prepared by researchers based on the spss.v22 program

- Through the results of the table above, it becomes clear to us that Algeria Telecom Corporation shows its greatest concern for the worker, primarily by treating him with respect, honesty, and integrity. Then, it pays attention to the distribution process, such as wages, etc., and then comes the decision-making process.

2-2- T-test for independent samples and Anova test:

• T test

In order to analyze the independent samples T-test on the degree of differences in the respondents' answers regarding the extent of application of organizational justice, which is attributed to the gender variable, we have two basic hypotheses:

- **Null hypothesis:** There is no statistically significant difference at the significance level of 0.05 between the average answers of the respondents, which is attributed to the gender variable.

- **Alternative hypothesis:** There is a statistically significant difference at the significance level of 0.05 between the average answers of the respondents, which is attributed to the gender characteristic.

Table No. (5) T-test for independent samples on the degree of differences in respondents' answers regarding the extent of application of organizational justice, which is attributed to the gender variable

Feature		number	Average	T	Significance level	the decision
Sex	Male	25	3,00	0,208	0,836	Accept H0 and H1 refuse
	female	25	2,958			

Source: Prepared by researchers based on the SPSS program

It is evident from the data in the table above that the results of the T-test for gender were estimated at a probability value of 0.208, which is greater than the significance level of 0.05. Accordingly, it was decided to accept the null hypothesis and reject the alternative hypothesis, which states that there are no statistically significant differences between the answers of the respondents in terms of the level of application of organizational justice.

• **ONE WAY ANOVA test:**

In order to analyze a univariate test to test the significance of the significant differences in the respondents' answers about the application of organizational justice, which is due to the variables of age, marital status, educational level, professional experience, and work position, we have two hypotheses:

- **Null hypothesis:** There is no statistically significant difference at a significance level of 0.05 between the average answers of the respondents, which is due to age, marital status, educational level, professional experience, and work position.

- **Alternative hypothesis:** There is a statistically significant difference at a significance level of 0.05 between the average answers of the respondents, which is attributed to age, marital status, educational level, professional experience, and work position.

Table No. (6): Results of a one-sample univariate test to compare the respondents' answers in terms of the level of application of organizational justice attributable to demographic and personal characteristics

Feature		degree of freedom	Mean squares	F value	Significance level	the decision
Age	Within groups	4	0,980	1,544	0,206	Accept H0 and refuse H1
	Between groups	45	0,635			
	Significance level	49				
marital status	Within groups	2	0,187	0,273	0,762	Accept H0 and refuse H1
	Between groups	47	0,683			
	Significance level	47				
Educational level	Within groups	3	0,510	0,757	0,524	Accept H0 and refuse H1
	Between groups	46	0,673			
	Significance level	49				
Professional Experience	Within groups	4	0,742	1,131	0,354	Accept H0 and refuse H1
	Between groups	45	0,656			
	Significance level	49				
job position	Within	3	0,116	0,166	0,919	Accept

Feature		degree of freedom	Mean squares	F value	Significance level	the decision
	groups					H0
	Between groups	46	0,699			and refuse H1
	Significance level	49				

Source: Prepared by researchers based on the SPSS program

-Age: Through the results of the table, the F value was found to be estimated at 1.544, and the P value was estimated at 0.206, which is greater than the level of statistical significance of 0.05. Therefore, it was decided to reject the alternative hypothesis and accept the null hypothesis. Therefore, there are no differences among the respondents in terms of the level of application of organizational justice due to the age variable.

- Social status: Through the results of the table, the F value was found to be 0.273, and the P value was estimated to be 0.762, which is greater than the level of statistical significance of 0.05. Accordingly, it was decided to reject the alternative hypothesis and accept the null hypothesis. Consequently, there are no differences among the respondents in terms of the level of application of organizational justice attributable to For the marital status variable.

- Educational level: Through the results of the table, the F value was found to be estimated at 0.757, and the P value was estimated at 0.524, which is greater than the level of statistical significance of 0.05. Accordingly, it was decided to reject the alternative hypothesis and accept the null hypothesis. Therefore, there are no differences among the respondents in terms of the level of application of organizational justice due to the level variable. Educational.

-Professional experience: Through the results of the table, the F value was found to be estimated at 1.131, and the P value was estimated at 0.354, which is greater than the level of statistical significance of 0.05. Accordingly, it was decided to reject the alternative hypothesis and accept the null hypothesis. Therefore, there are no differences among the respondents in terms of the level of application of organizational justice attributable to For the professional experience variable.

-Job position: Through the results of the table, the F value was found to be estimated at 1.66, and the P value was estimated at 0.919, which is greater than the level of statistical significance of 0.05. Accordingly, it was decided to reject the alternative hypothesis and accept the null hypothesis. Therefore, there are no differences among the respondents in terms of the level of application of organizational justice due to the job position variable.there are no differences among the respondents in terms of the level of application of justice. Organizational is attributed to the job position variable.

2-3-The correlation between organizational justice variables and job integration:

•PERSON correlation coefficient to study the relationship between the dimensions of organizational justice and job integration

Table of results of the PERSON correlation coefficient between the dimensions of organizational justice and job integration

Variable (independent/dependent)	Job integration	Significance level
Distributive justice	0,478	0,000
Procedural justice	0,478	0,000
Transactional justice	0,484	0,000

Source: Prepared by researchers based on the SPSS program

From the table above, we notice that there is a positive, statistically significant correlation between the dimensions of organizational justice (distributive justice, procedural justice, transactional justice) with job integration, which was estimated at 0.478, 0.478, and 0.484, respectively.

Table No. (7): PERSON simple correlation analysis between study variables

Variable (independent/dependent)	Job integration	Significance level
Organizational justice	0,548	0,000

Source: Prepared by researchers based on the SPSS program

From the table above we notice that there is a positive, statistically significant correlation between organizational justice and job integration, as the correlation coefficient reached 0.548. This indicates that there is a correlation between organizational justice and job integration.

3- Hypothesis testing:

Through the results of reliability validity, overall averages, analysis results, and statistical correlation results, it makes it possible to accept the first hypothesis, which states that "There is an acceptable level of the organizational justice variable in its three dimensions (distributive justice, procedural justice, and transactional justice) among the studied sample of workers at the Algeria Telecom Corporation in Al-Tarf".

- There is a positive correlation between the organizational justice variable and its dimensions with the job integration variable, where the correlation coefficient was 0.548, and therefore the second hypothesis can be accepted.

- There is a positive correlation between distributive justice and the job integration variable, where the correlation coefficient was 0.479, thus accepting the first sub-hypothesis which states that "there is a correlation relationship at a significant level of 0.05 for the dimension of distributive justice on the job integration variable".

- There is a positive correlation between procedural justice and the job integration variable, where the correlation coefficient was 0.478, thus accepting the first sub-hypothesis which states that "there is a correlation relationship at a significant level of 0.05 for the procedural justice dimension on the job integration variable".

- There is a positive correlation between transactional justice and the job integration variable, where the correlation coefficient was 0.484, thus accepting

the first sub-hypothesis which states that “there is a correlation relationship at a significant level of 0.05 for the transactional justice dimension on the job integration variable”.

4. Study results (analysis and discussion)

From the above, we can extract the most important results of the study:

First: Analyzing the results related to personal and job characteristics

•**Gender:** The male element was equal to the female element in the Algeria Telecom Corporation, where their percentage was equal to 50%. This indicates that both elements have an ambition to rise to senior positions and this is not monopolized by the male element only.

•**Marital status:** Most employees are married, reaching 76%. This indicates psychological, social, and familial stability in particular, which has an impact on professional stability, and this is reflected positively on his performance and job integration.

•**Age:** The majority group in the Algeria Telecom Corporation was between 31 and 40, with a percentage of 40%, which indicates that the organization relies primarily on the middle-aged group, as this group is considered to have gained experience and is integrated into its job, and this helps to provide good performance for the institution.

• **Educational level:** The majority percentage in the Algeria Telecom Corporation is the category of university graduates who have obtained a bachelor's degree, as their percentage reached 40%. This is a positive indicator that indicates the extent of the corporation's interest in having employees with high academic qualifications, and this reflects the extent to which the corporation benefits from their scientific knowledge and experience. Regarding the subject of the study, as well as the presence of good energies and competencies that can be invested and made more integrated in their jobs to improve the performance of the institution.

•**Years of experience:** Most of the organization's employees have a period of professional experience ranging from 11 to 15 years. This indicates that the organization seeks to benefit from years of experience.

Second: Analysis of the results related to the organizational justice axis

•The first dimension: distributive justice

This dimension achieved an overall mean of 3,072 and a total standard deviation of 1,286.

The result indicates that the majority of the sample members agree on this dimension, as the organization's employees believe that there is an application of distributive justice and this is through employing them in a place that suits their ability to work, distributing appropriate working hours for all employees, distributing wages that meet the needs of the employees, in addition to distributing training courses if it was necessary, and therefore there is an application of distributive justice .

•**The second dimension: procedural justice**

This dimension achieved an overall mean of 2.89 and a standard deviation of 1.225

Through the results of some members of the sample agreeing on this dimension, we conclude that the institution is fair in making decisions and that it applies

regulations, laws and procedures within the institution to everyone without exception. This guarantees the progress of the institution's work, and the institution is characterized by accuracy in evaluating performance, which confirms that there is procedural justice in Algeria Telecom Corporation.

•The third dimension: transactional justice

This dimension achieved a mean of 3.14 and a standard deviation of 2.253

From the results of the table, we note that there is a high degree of agreement among the sample members that Algeria Telecom deals with its employees with respect, integrity, and frankness, especially in matters related to their job matters.

Third: Analysis of the results related to the job integration axis

This axis achieved a mean of 3.86 and a standard deviation of 1.003

We conclude, through the approval of individuals, that Algeria Telecom employees have the competencies, abilities, and skills necessary to accomplish their tasks, and they also seek to achieve their planned goals with high efficiency, and this indicates their endeavor to improve and develop the organization's performance by achieving its goals, which indicates their awareness of the effective role they play. In the organization, therefore, we conclude that the organization's employees are integrated in their jobs.

Fourth: Analysis of the results related to the correlation between organizational justice and job integration

The results indicated that all correlations are statistically significant and at positive levels between the dimensions of organizational justice and job integration, and the existence of a positive (positive) correlation between the independent variable (organizational justice) and the dependent variable (job integration). This indicates the effective role of organizational justice in making employees more integrated. In their jobs.

Fifth: The results indicated that there were no statistically significant differences between the respondents' perceptions of the level of application of organizational justice due to personal and job characteristics.

5-Recommendations:

In light of the results of the study, a number of recommendations can be put forward

- Working to embody organizational justice in various Algerian institutions in order to develop and grow human resources and thus work to raise the level of job integration among employees in the institution.
- Providing employees with the opportunity to make administrative decisions, especially those related to their work, which leads to making them more accepting and responsive to these decisions, which is reflected in their performance of their duties in the required manner.
- The need for the organization to adopt an ethical code through which it works to achieve honesty, frankness, and justice in its dealings with employees and in resolving disputes and conflicts between them, in a way that ensures the availability of a sound organizational climate in which trust, transparency, and integrity prevail.

- The institution's work to increase the degree of application of procedural justice in the institution.
- Working to spread a spirit of cooperation among employees and giving them the freedom to work in the team they want, in addition to sharing materials and information, which facilitates their integration into work.
- Paying attention to achieving job integration for workers through thoughtful programs such as improving working conditions and providing all material and moral conditions for workers in order to motivate them.
- Working to develop job integration among workers because the worker's performance is linked to the extent of his integration and love for his job.

Conclusion

This study came to prove the correlation between organizational justice and its three dimensions (distributive, procedural, and worker justice) and job integration. It also aimed to find out the extent to which the workers of the Algeria Telecom Corporation are aware of the extent to which the principle of organizational justice has been achieved and to know the level of integration of workers in the organization. The results of the study concluded that the workers realize that their organization applies justice. Organizational status by comparing their situation with the status of their colleagues, whether inside or outside the organization, as well as comparing the effort they make to perform their work with the returns they receive. In return, the worker's awareness of the absence of organizational justice in the organization contributes to the worker's increased desire to change his job and makes the worker uncomfortable in his job, which indicates Low level of integration into work.

Therefore, the institution must pay attention to applying organizational justice and work to consolidate its culture by creating a fair work environment with clear objective foundations, dominated by sound relationships built on the basis of respect and mutual trust to strengthen the connection and interconnectedness between workers in order to achieve cooperation and harmony that works to gain the confidence of workers in addition to their participation. In the decision-making and decision-making processes related to them, in addition to their participation in resources and information in a way that facilitates their integration into work and the fulfillment of their current and future requirements, thus ensuring the employee's stability within the organization, which leads to an increased level of care and commitment and ensures the effective continuity of the organization's activities and the achievement of its goals.

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