

# A Proposed Vision for Improving the Level of Organizational Justice among Faculty Members at Najran University

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## Abstract

*This research paper aims to develop a proposed vision for improving the level of organizational justice among faculty members at Najran University. The two researchers presented a research paper in which they determined the degree of availability of organizational justice dimensions among faculty members at Najran University. This research paper represents a continuation of a research paper presented by the two researchers on the degree of availability Dimensions of organizational justice among faculty members at Najran University. Through the findings of this research paper from the theoretical study and the field study, and in light of the findings of the theoretical study, the proposed vision was formulated to improve the level of organizational justice among faculty members at Najran University.*

**Keywords:** *organizational justice, researchers.*

## Introduction

Organizational justice is of interest to all organizations and institutions in their various fields, whether public or private. It is considered one of the basic requirements for forming positive behaviors and attitudes among university workers. The ability of universities to adapt to the changes and events surrounding them depends on it to meet the challenges facing contemporary universities, and gaining organizational justice. Its importance in terms of its organizational outcomes is considered one of the most important determinants of employees' job satisfaction. The employees' sense of justice at the university is linked to a group of factors, the most important of which is building an atmosphere of trust, frankness, and communication that allows for the exchange of opinions and discussion of problems freely and clearly. The concept of organizational justice is represented as one of the administrative methods that derive its origins from... Equality theory, which indicates that the individual balances the effort and loyalty he provides to the institution with the wages, allowances, and material and moral rewards he receives compared to his colleagues in the workplace or in other workplaces corresponding to the organization in which he works. Universities should provide fair incentive systems. . (Al-Sayed et al., 2019, 433-435) ( )

Many Arab and foreign studies have dealt with organizational justice in general and in universities in particular, which indicates the importance of studying organizational justice. Among these studies are the following:

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DrRassa (Shatnawi; Al-Uqla, 2013) ( The study aimed to reveal the level of organizational justice at Yarmouk University and its relationship to the performance of its faculty members and ways to improve it. The study sample consisted of 418 faculty members who were chosen randomly, in addition to 12 interviews with academic leaders. To achieve the objectives of the study, the descriptive approach was used, and the study concluded For a set of results, including that the degree of organizational justice at Yarmouk University from the point of view of the faculty members was average, the degree of the performance of the faculty members was high, and that there were differences between the members of the study sample in the academic rank variable that came in favor of the professor. The study also reached several important recommendations that are useful in Improving the degree of organizational justice among faculty members at Yarmouk University.

Study (Nasir et al., 2016) (It aimed to examine the relationship between employee performance in Pakistani universities and organizational justice in its three dimensions: procedural, personal, and distributive. The study was conducted on 309 faculty members from various universities, and the results showed a high correlation between the three dimensions of organizational justice and job performance. As for the study (Mustafa, 2017) ( It aimed to study organizational justice among academic department heads and its relationship to the organizational humanitarian behavior of faculty members at Tanta University, as it used the descriptive approach and was conducted on a sample of 334 faculty members. The study reached several results, including an increase in the degree of department heads' practice of organizational justice, as well as an increase in the degree to which faculty members practice organizational humanitarian behaviors at Tanta University.

Study (Saif, 2017) ( The study aimed to know the level of organizational justice among faculty members in Yemeni universities, as well as to know the relationship of organizational justice to the organizational loyalty of faculty members by applying it to Al-Saeed University. The study population consisted of faculty members at Al-Saeed University and the sample included 62 members who were selected using a comprehensive survey and sample method. Exclusivity, and to achieve the objectives of the study, a tool directed at faculty members was used to measure the degree of organizational justice in Yemeni universities, which consisted of 20 items, as well as measuring organizational loyalty, which consisted of 7 items. The study reached a set of results, including that the level of practicing organizational justice was low with regard to justice. Distributive and procedural justice, while the level of interactive justice practice was moderate. The study recommended several recommendations, including improving the level of organizational justice in Yemeni universities by paying attention to all its distributive, procedural, and interactive dimensions, reconsidering the systems of salaries, incentives, and promotions, and enhancing the spirit of belonging and loyalty among faculty members. In universities, involving them in decision-making, providing the required information and data systems to faculty members with full transparency, and enhancing the democratic climate within universities.

As for studying (Yolanda Navarro-Abal et al., 2018) The study aimed to examine the impact of organizational justice on the participation of university students. The study was conducted on a sample of 543 students from three Spanish universities and reached a set of results, including that students show behaviors that enhance academic achievement when they are treated fairly. The study aimed (Shayista Majeed et al., 2018) ( ) to study the impact of organizational justice in universities on employee behavior and the level of organizational commitment and job satisfaction. The study conducted at the University of Kashmir demonstrated the necessity of focusing on the various dimensions of organizational justice, such as distributive justice, procedural justice, and interactive justice. The results also revealed that the prevailing level of organizational justice in the university is average. There is a significant correlation between the three dimensions, and the study also suggested the need to make more efforts to enhance justice. As for studying (Soroush Niknamian, 2019) ( It aims to identify the impact of organizational justice and

work pressures on the relationships of non-academic university employees. The study showed that justice plays an important role in achieving the well-being of employees and the remarkable success of the institution. A fair environment reduces stress levels. The study was conducted on 146 non-academic employees in 5 public universities. It indicated that interactive justice has a negative relationship with stress at work and conflict between work and family. The study also suggested the need to enhance justice in the workplace.

As for studying (Al-Shammari, 2019) ( The study aimed to identify the level of organizational justice with its various dimensions practiced by heads of educational departments from the point of view of faculty members, and to identify the level of morale of faculty members. The study was conducted on 570 faculty members and the study reached a set of results, including the degree of practice of the dimensions of organizational justice. Above average, there are differences between the study sample members according to the years of experience variable in favor of those who served them the most, and the academic degree variable in favor of teaching assistants and lecturers.

Study (Al-Khudairi; Al-Daoud, 2019) ( It aimed to determine the reality of applying organizational justice in Saudi universities, and to identify the difficulties that hinder organizational justice in Saudi universities. It also aimed to identify the most important requirements necessary to achieve organizational justice in Saudi universities. It also sought to build a proposed vision that helps Saudi universities implement organizational justice. To achieve the objectives of the study, the researcher used the descriptive approach and a questionnaire was built to collect information, and it was applied to a sample of 385 faculty members. The study was limited to some Saudi universities, namely King Abdulaziz, King Saud, and King Fahd Universities of Petroleum and Minerals. Through the field study, the study reached a group of The results showed that the reality of organizational justice in Saudi universities showed a moderate level of approval, and a proposed vision was built that helps Saudi universities implement organizational justice.

Study (Aggression; Al-Ayasrah, 2020) ( The study aimed to identify the degree of practicing organizational justice in public and private Jordanian universities from the point of view of faculty members. The study sample consisted of 377 faculty members. To achieve the objectives of the study, the questionnaire was used as the main tool. Some results of the study showed that the degree of practicing organizational justice in Jordanian universities Government and private sector had a moderate degree in all fields except the field of distributive justice. The results also showed that there were no differences due to the variable of gender and years of experience, as well as the variable of academic rank in the fields of procedural, interactive and organizational justice as a whole. In light of these results, a set of recommendations were reached that would help in improving The level of organizational justice among faculty members.

(Suleiman, 2021) ( The research aimed to identify the role of organizational justice in job commitment among faculty members in Sudanese universities, an applied study on colleges of administrative sciences, then using the descriptive analytical approach and adopting the questionnaire as a tool for collecting data. The study also reached a set of results, including the role of applying organizational justice in its various dimensions from The viewpoint of the faculty members was moderate, and the study reached a set of recommendations, including attention to designing an accurate system for distributing salaries, incentives, and rewards to all faculty members because of its relationship to the principle of distributive justice, in addition to distributing and dividing academic work and burdens according to academic qualifications among all faculty members. In a way that achieves justice and equality, as well as a complete commitment to neutrality, transparency and integrity in all procedures and decisions within the university to establish the principle of procedural and distributive justice, which contributes to increasing the degree of job commitment in all its forms.

The study aims (ZHENGGEN LIN, HONGBUM SHIN, 2021) ( ) Identifying the relationship between organizational justice and organizational trust among sports university professors in China, where the theoretical background explained the role of organizational justice in increasing the effectiveness and positive behavior of faculty members. The study was conducted on 300 university professors and the results showed that organizational justice has a positive impact on the organization and that distributive and interactive justice had a positive effect on knowledge sharing, while procedural justice had no effect on knowledge sharing.

Study (Atafi, 2022) ( It aimed to reveal the role of organizational justice as an intermediary variable between excellence management and organizational performance in Yemeni universities. The descriptive approach was used, and a questionnaire was constructed and applied to a sample of 348 administrative and academic leaders in Yemeni universities. It reached a set of results, the most important of which is that the level of application of organizational justice It received an average score. The results also showed that there is an impact of organizational justice on the organizational performance of Yemeni universities. The researcher recommended the necessity of preparing an organizational procedural guide that includes organizational justice standards, integrating them with excellence management standards, and circulating them to public and private Yemeni universities.

(Muhammad, Ibrahim, 2023) ( The study aimed to identify the degree of availability of organizational justice dimensions among faculty members at Najran University from the point of view of the faculty members. The study tool (questionnaire) was applied to a representative random sample ofThe faculty members at Najran University amounted to 137 faculty members, representing 18.41% of the original community. The descriptive approach was used to suit the subject of the study. The study also reached the following results: The degree of availability of dimensions of organizational justice among the faculty members at Najran University came at a score of (3.45) (Agree). Regarding the variables of the study, there were statistically significant differences between the responses of faculty members according to the gender variable (males and females) on all axes of the questionnaire. There are no statistically significant differences between the responses of faculty members according to the nationality variable (Saudi - non-Saudi) on all axes. Questionnaire: There are no statistically significant differences between the responses of faculty members according to the variable of position (professor - associate professor - assistant professor) on all axes of the questionnaire. There are statistically significant differences between the responses of faculty members according to the variable of years of experience (less than 5 years - From 5 to less than 10 years - more than 10 years) on all aspects of the questionnaire. The study also found a set of recommendations that contribute to achieving a high degree of organizational justice among faculty members.

Based on the previously presented previous studies and in light of the previously conducted research paper(Muhammad, Ibrahim, 2023)Regarding the degree of availability of the dimensions of organizational justice among faculty members at Najran University, the research problem becomes clear in the following main question:

What is the proposed scenario?To improve the level of organizational justice among faculty members at Najran University?

The following sub-questions branch out from this question:

- What is the reality of the degree of availability of organizational justice dimensions among faculty members at Najran University?
- What are the most important aspects of the proposed vision for improving the level of organizational justice among faculty members at Najran University?

Search limits:

**Objectivity:** The research paper dealt with developing a proposed concept to improve the level of organizational justice among faculty members at Najran University.

**Humanity:** This research paper is concerned with a study improving the level of organizational justice among faculty members at Najran University.

**Time:** This research paper was conducted during the first semester of the academic year 1445.

**Spatial:** This research session was conducted on members of this teaching staff at Najran University.

The importance of study:

- Develop a proposed vision to improve the level of organizational justice among faculty members at Najran University.
- Improving the level of motivation of faculty members at Najran University by improving their level of organizational justice.
- Decision makers in the Ministry of Education and Saudi universities benefited from the results of this research paper in improving the level of motivation of faculty members.

Proposed visualization to improve level Organizational justice among faculty members at Najran University:

Proposed visualization to improve level Organizational justice among faculty members at Najran University, in light of what was reached in the theoretical framework of the study, and the results of the field study through which some requirements for improving level Organizational justice among faculty members at Najran University, to be the main focus in preparing the proposed vision.

This chapter proceeds according to the following steps

First: The results of the study in both its theoretical and field aspects:

The study aimed to develop a proposed concept to improve level Organizational justice among faculty members at Najran University, reviewing educational literature, and using the study tool (questionnaire) that was applied to a sample of faculty members at Najran University to find out their opinion about the degree of availability Dimensions Organizational justice.

The following is a presentation of the most important findings of the study:

1- Theoretical results:

The study concluded in its theoretical framework (Muhammad, Ibrahim, 2023) led to a number of results, perhaps the most notable of which are:

Justice is linguistically: a description with the noun meaning one who is just, and to modify something, to straighten it. It is said that I made it fair, so it was moderate, meaning it straightened it, so it was straight. Organizational justice, in technical terms, is the value resulting from an individual's awareness of the integrity and objectivity of the procedures and returns in the institution in which he works. It is also the fair and just treatment by the authorities in the institution when using work-related procedures and when dealing or interacting socially. (Al-Khudairi; Al-Daoud, 2019, 8)

Organizational justice is considered one of the determinants of organizational behavior due to its direct relationship to a large group of organizational variables that affect the success and development of organizations and their ability to achieve their goals efficiently and effectively.

- The importance of justice and its vital role in providing the foundations of equality and integrity in rights and duties among everyone appears in accordance with the laws, regulations and instructions that express the individual's relationship with the organization and contribute to forming and shaping the individual's personality, values, motives and tendencies with justice and credibility.

Justice constitutes for the individual the internal motivation that motivates production because of his feeling and confidence that he will obtain his needs and achieve his desires with justice, security and stability, which reflects positively on his confidence and belonging to his organization.

- Evaluating the distribution system for salaries, wages, and financial returns in effect in the institution.

- Organizational justice is behaviorally reflected in satisfaction with superiors, decision systems, commitment, and organizational loyalty.

- It works to strengthen job security for workers in organizations.

- It contributes to limiting and reducing behavior of neglect, deviance, and hostility towards society and organizations as a result of the absence of justice.

- Organizational justice reduces the level of conflict within the organization, as the disparity in performance evaluation standards and the lack of distributive or transactional fairness is considered one of the most important causes of conflict within the organization.

- The main dimensions of organizational justice are divided into the following:

- **Distributive justice**Distributive Justice: It relates to the extent to which workers realize that rewards such as salaries, wages, and resources are distributed fairly, meaning the fairness of the distribution of resources and opportunities that workers obtain, i.e. the fairness of the outputs.

- **Procedural justice**Procedural Justice: It relates to the extent to which employees are aware of the clarity of policies and procedures related to determining allocations, and this relates to the decision-making procedures in the organization, meaning the fairness of the procedures followed in making decisions that affect individuals.

- **Fairness of transactions (interactive)**Treatment Justic: It relates to the level of fairness and implementation of the organization's policies, that is, the extent to which employees feel the fairness of the treatment they receive when procedures are applied to them.

- **Informational justice**: It refers to the individual's awareness of the fairness of the information used as a basis for making decisions and the fairness in disseminating and accessing it.

- **Evaluative justice**Evaluation JusticeIt refers to the individual's awareness of the fairness of the principles and standards used in evaluation and the fairness of their application in the organization. It means the degree to which the employee feels integrity and transparency in the administrative evaluation of his performance and behavior at work, which leads to an increase in his degree of satisfaction with the evaluation systems and their fairness.

- **Moral justice**: It means the degree to which the employee feels justice stemming from the organization's organizational and civilizational beliefs and values compared to his colleagues at the same administrative and organizational level.

2- Results of the field study:-

The field study (Mohamed, Ibrahim, 2023) revealed several results, perhaps the most prominent of which are the following:

Results of the field study: The results of the field study were as follows:

- 1- The degree of availability of organizational justice dimensions among faculty members at Najran University was (3.45) (agree).
- 2- There are statistically significant differences between the responses of faculty members according to the gender variable (male and female) on all axes of the questionnaire.
- 3- There are no statistically significant differences between the responses of faculty members according to the nationality variable (Saudi - non-Saudi) on all axes of the questionnaire.
- 4- There are no statistically significant differences between the responses of faculty members according to the job variable (professor - associate professor - assistant professor) regarding all aspects of the questionnaire.
- 5- There are statistically significant differences between the responses of faculty members according to the variable years of experience (less than 5 years - from 5 to less than 10 years - more than 10 years) on all aspects of the questionnaire.

Secondly, the proposed scenario:

The proposed vision is a general framework that is based on general understanding and grasping the cornerstone of things in general( )The study explains the proposed vision through its objectives, components, and modeltoIts basic principles, implementation mechanisms, requirements for its success, and problems that may face its application are as follows: -

- 1- Objectives of the proposed vision The proposed vision aims to:
  - A- Clarifying improvement requirementslevelOrganizational justice among faculty members at Najran University.
  - B- Identify the perceptions and opinions of faculty members in Saudi universities about managing these challenges.
  - C- Those responsible for Najran University are aware of the requirements for improvementlevelOrganizational justice among faculty members at Najran University.
- 2- The starting points of the proposed vision:

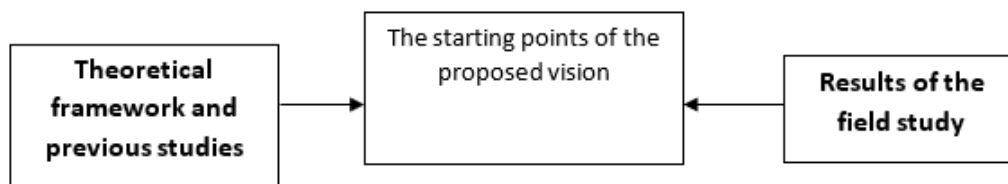


Figure (1) shows the starting points of the proposed vision

It is clear from the previous figure that the starting points of the proposed vision, from which the application will begin, include the theoretical framework, previous studies, and the results of the field study.To study (Muhammad, Ibrahim, 2023).

3- Components of the proposed vision:-

There are many components that the proposed visualization application performstoto improvelevelOrganizational justice among faculty members at Najran University:-

- A. Simplifying educational work systems and procedures through some improvement approaches level Organizational justice among faculty members at Najran University.
- B. Ease of obtaining all the information and data required to improve the educational process in Saudi universities.
- C. Eliminating administrative complications that delay the progress of the educational process in Saudi universities.
- D. The possibility of communication and exchange of information between universities.
- E. Ease of communication with scientific departments away from boring and routine administrative complications that waste time and effort.
- F. Ease of monitoring educational work by universities.
- G. Bringing the educational process to the peak of prosperity and development by communicating with knowledge sites on the Internet as a kind of change to save time and effort.
- H. The possibility of communicating with other educational institutions and benefiting from them through educational developments in the educational field.

4- Mechanisms for implementing the proposed vision:

There are multiple mechanisms for implementing the proposed vision to improve level Organizational justice among faculty members at Najran University. The vision is implemented through the following steps:

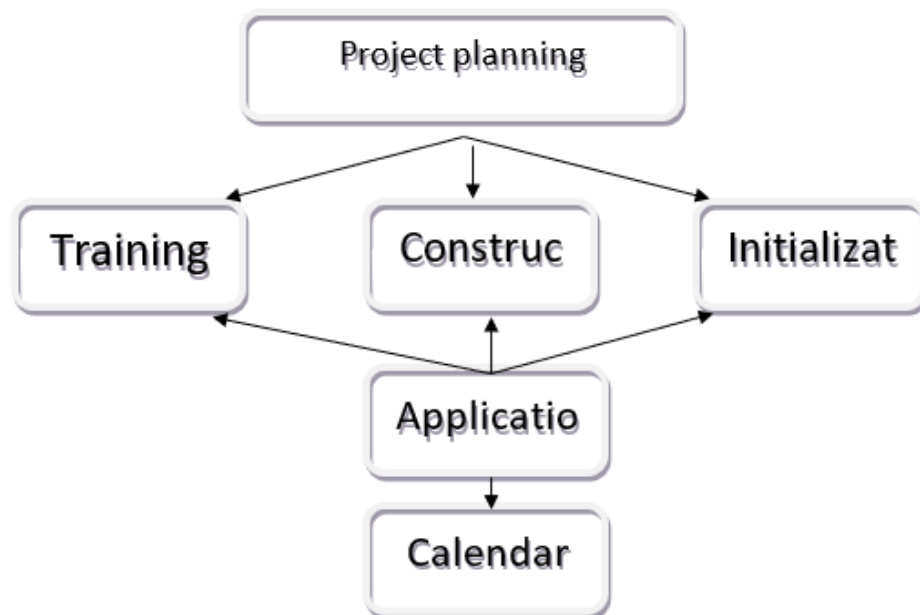


Figure (2) of the mechanisms for implementing the proposed vision

From the previous figure it is clear that:

- 1- Planning an improvement project level Organizational justice among faculty members at Najran University:-

Improvement development is planned level Organizational justice among faculty members at Najran University. Through the Planning Committee, headed by the University Vice President for Educational Affairs, this committee sets plans for implementation, follow-up and supervision, where the problems facing implementation and proposed solutions are



reviewed. It is a planning step to improve level Organizational justice among faculty members at Najran University. the following:

#### A- Initialization.

The configuration process and its various requirements are important before and during optimization level Organizational justice among faculty members at Najran University. As the preparation prepares all university employees, including faculty members and administrators, to deal with the new system. Therefore, this advanced preparation is necessary in order for it to be accepted in easy and acceptable ways. This is done through the following:

- Holding a number of meetings that provide awareness to all groups related to the project and are conducted by a number of university professors and information technology experts.
- Emphasizing the principles of modern administration, such as transparency, accountability, and the availability of administrative information, which relate to organizing administrative and academic work at the university in accordance with the applicable administrative systems regarding distributive justice.

#### B- Construction:

One of the main elements in the proposed scenario is adding a component to the administrative system to improve level Organizational justice among faculty members at Najran University. It is one of the most important components that must be added according to the proposed concept:

- 1- Establishing a unit to support implementation processes at the university to increase interaction with them.
- 2- Establishing a unit of a special nature aimed at supporting electronic and telephone communication between Saudi universities and solving communication problems and trying to provide solutions to them, which will facilitate the process to improve level Organizational justice among faculty members at Najran University.
- 3- Establishing principles of transparency in distributing administrative burdens among faculty members and linking them to rewards, wages, and incentives.
- 4- Establishing principles of equality in granting research projects and publication fields according to different academic disciplines, as international publishing fields in psychological disciplines are much more difficult than scientific and applied disciplines.

#### C- Training.

The training component is an important element when improving level Organizational justice among faculty members at Najran University, and we can identify the elements that the training primarily includes: "Faculty members, deans, agents Department heads, and all those working in the field of administration."

Types of training that help in developing basic education schools:

- Specialized training courses in modern management areas such as transparency, accounting and accountability.
- Specialized courses in the foundations and dimensions of organizational justice.
- Specialized courses for educational leaders in universities on how to improve organizational justice among faculty members at Najran University.

#### D- Application:

Implementation is carried out according to the established plan, which is supervised by specialized committees, then providing human and material resources and training to all

those concerned with working in the universities, then following up on implementation through supervision and follow-up, as well as amending any deficiencies that occur in the plan's steps.

E- Calendar:

This element comes in the last stage after the previous stages, but it is noted that the relationship is in a dynamic and continuous cycle that may lead the cycle again. It is noted that the evaluation here is done in different ways so that it aims to improve level Organizational justice among faculty members at Najran University, aiming to continuously evaluate all human, material and legislative elements of the process.

5- Requirements for the success of the proposed vision:

To ensure the success of the proposed vision, some special factors and forces must be present to make it successful. These forces and factors include:

A- Legislation:

The success of the proposed vision requires a set of amendments to legislation related to the following:

- Establish a charter to improve level Organizational justice among faculty members at Najran University.
- Establishing the proposed advisory committees to formulate and amend (objectives - planning - coordination - decision-making - follow-up and evaluation), determine their affiliation and jurisdiction, and amend the regulations in a way that increases the efficiency of decision-making processes, aiming to improve level Organizational justice among faculty members at Najran University.
- Center for Systems Development of Research and Studies Specialized in Improvement Processes level Organizational justice among faculty members at Najran University.

B- Financing with support.

The proposed vision of financing and support must be successful, especially from social bodies, institutions, banks, and sponsoring companies to support university programs and others.

C- Creating a climate for change:

Individuals often resist changes, especially those that affect old systems and laws and bring new ideas to the scene. Hence, the availability of members of the system must be available, and this will only be done by creating the necessary organizational climate. Therefore, senior management must be inspired by the ideas of all members of the system for decision-making processes.

6- Difficulties that may be encountered in applying the concept and proposals for overcoming them:

The study explains it as follows:-

Implementing the proposed vision faces a number of difficulties, including the following:

- 1 - The lack of financial funds necessary to implement such development, and this is overcome by providing many sources of funding far from routine regulations.
- 2 - Change in executive leadership in universities, which results in a change in established plans, which can be overcome by setting long-term time plans and committing to and following up on the implementation of this plan.
- 3 - Resistance to change by university employees who benefit from the current situation. This is overcome by training university employees on contemporary administrative

approaches and giving them monetary incentives that increase the effectiveness of the training.

4 - There is a percentage of faculty members who oppose change, and this is overcome by conducting training courses for them.

5 - The small number of experts working in the field of knowledge management, and this is overcome by attracting this elite by increasing financial incentives for them and encouraging them to work in government.

B- Proposals for overcoming the difficulties of implementing the vision Suggested:-

It becomes clear as follows:

- Working to spread awareness and guidance on the importance of improvement level Organizational justice among faculty members at Najran University.
- Paying attention to quantitative, qualitative and private training courses to improve level Organizational justice among faculty members at Najran University.
- Establishing encouraging incentives for workers in Saudi universities For those who apply the dimensions of organizational justice efficiently.
- Establishing an evaluation unit for administrative and financial performance that aims primarily to identify strengths, weaknesses, opportunities and real threats that lead to tangible reforms in all elements of the university educational system.
- Benefiting from the experiences of some developed countries in improving... level Organizational justice among faculty members at Najran University.

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