Impact of Organizational Justice on Organizational Citizenship Behavior: A case study on hotels in Iraq

[1]SerorAbdulkareemAbdullatif, [2]Dr.MohamedOudah Hussein, [3]Dr.MuthannaMa'an Ibrahim

Abstract

The study deals with one of the most important concepts in human resource management in general and influencing it in a high rate in the case of Iraqi hotels in particular Where the study touched upon the concepts of organizational justice as an independent variable and the behavior of citizenship as a dependent variable in terms of the nature of the influence relationship between them And with a real management problem inside Iraqi hotels, through which a number of hypothesis were made to measure them And knowing whether there are moral effects on the level of the main and sub variables This study was applied to a group of Iraqi hotels as the study community By designing the questionnaire using a Likert scale and distributing (150) forms to workers in those hotels And then collect data and analyze it statistically using the program (spss v.25)

key word :Organizational Justice,Organizational Citizenship Behavior

I. Introduction

The organizational justice which affects the professional motivation, satisfaction and the behaviors of the employees has gained great importance lately and many researchers are being made on this field nowadays. Organizational justice refers to the extent to which employees perceive workplace procedures, interactions and outcomes to be fair in nature. These perceptions can influence attitudes and behaviors of employees, in turn having a positive or negative impact on employee performance and the organization's success. Also, it is a key determinant in organizational citizenship behavior, which become important because it helps to facilitate the achievement of organizational goals and thus enhances organizational performance. In today's dynamic workplace, successful organizations need employees who do more than their role requirements, employees who perceive fairness would want to contribute more to their organization. Additionally, when employees feel that their company is managed fairly, they are more likely to view citizenship behavior as an appropriate part of the social exchange (Güvena, Güvena.2014).

Organizational Justice has been considered a significant subject in the operative organizations functioning. Whereas Organizational Citizenship Behavior is important to achieve the organizational success therefore organizations encourage and facilitate the OCB in order to produce effectiveness and efficiency in organization functions. The primary aim of this research is to investigate the role of organizational justice and

organizational citizenship behavior in enhancing employees' performance in academic setting. Organizational justice plays a pivotal role in shaping individual behavior and particularly extra role behavior such organizationalcitizenshipbehavior(Ismail,ect.2018).

The normsandvalues of fairness and justice constitute a fundamental feature of behavior in organizations (and in other situations, for that matter), it should come as no surprise that the issue of justice has received considerable attention from many tourism disciplines, each with its own perspectives on the study of organizational justice. This is important because a multi-perspectives approach probably will yield the most thorough insights into the object of study. Furthermore, I argue that because organizational justice is important, it is essential to study it by means of various research methods. Each method has its own strengths and weaknesses, and in my opinion the justice domain will make the most progress if it uses equally all available methods.(Douli,ect:2017) to Organizational justice a great importance In the psychological and social structure of any organization Any defect in it is a violation of workers 'relations and social valuesAnd it leads to negative reactions harmful to the organization (Gad alrab, 2004, p. 73).

Also, when organizational justice is largely available, it leads to higher levels of trust,and feelings of job satisfaction increased, job link increased, and the desire of workers to leave work it is a decreased (almahdi:2006).

Accordingly, this study aims to reveal the social, psychological, educational, and economic effects of organizational justice and its impact on the organizational citizenship behavior of workersBy trying to prove or deny a set of hypotheses upon which the study relies in arriving at a set of results that would find solutions to the study problem.

The study included three chapters, the first concerned the independent variable (organizational justice) and the second specialized in the dependent variable (organizational citizenship behavior). As for the third chapter, it deals with the practical and statistical aspect of the study community and the results obtained.

II. Mythology of the study

1- Study problem

Organizational justice is an essential pillar in shaping the psychological and social system for all workers in hotel organizations Where if this system suffers any defect, the workers will consider it a violation of their personal and social rights, This generates a negative impact on the performance level of workers in particular and on the performance of the organization in general, On the basis of the foregoing, we find that the Iraqi hotels do not give adequate attention to organizational justice in their procedures for workers, Which has negative effects, which will be reflected on the level of performance and, accordingly, on the nature of the services provided, All of this reduces the feeling for workers to citizenship The direction of the hotels in which they work, And through the above, this study came to present this problem and analyze it To reach a set of results that work to find solutions to this problem and the possibility of avoiding its occurrence in the future.

2-:Research Objectives: This research aims to achieve the following goals

2-1-Determine the nature of the correlation between the dimensions of organizational justice and the dimensions of organizational citizenship behavior for an Iraqi hotel group

2-2-Determine the effect of the dimensions of organizational justice on the dimensions of organizational citizenship behavior, and which dimensions are most influential .

3- The importance of research

The importance of this research appears on the scientific and applied levels as follows

3-1- Scientific level.Shed more light on organizational justice and organizational citizenship behavior to root variablesAnd contribute to reducing the gap between Arab and foreign studies that addressed these variables withe clarifying the role of organizational justice in increasing the behavior of organizational citizenship

And demonstrate the most effective dimensions of organizational justice in the behavior of organizational citizenship through the results that can be reached

3-2-Applied level. Helping hotel officials to understand the nature of the impact of each dimension of organizational justice on the behavior of organizational citizenship in these hotelsAnd revealing the dimensions to be considered by officials to provide organizational justice at work to motivate workers to citizenship conduct in the performance of work.

4- Hypotheses of the research. Based on the foregoing, the following hypotheses can be formulated, and the research model is represented in Figure No. (1):

The first major hypothesis .

4-1-There is a morale influence relationship, related Statistical significance between organizational justice and organizational citizenship behavior

The following secondary hypotheses are derived from it..

4-1-1- There is a morale effect relationship of organizational justice objectives on the behavior of organizational citizenship

4-1-2-There is a morale effect relationship of the dimensions of organizational justice on the behavior of organizational citizenship.

4-1-3 There is a morale effect relationship for possible consequences when organizational justice is not applied to Organizational citizenship behavior
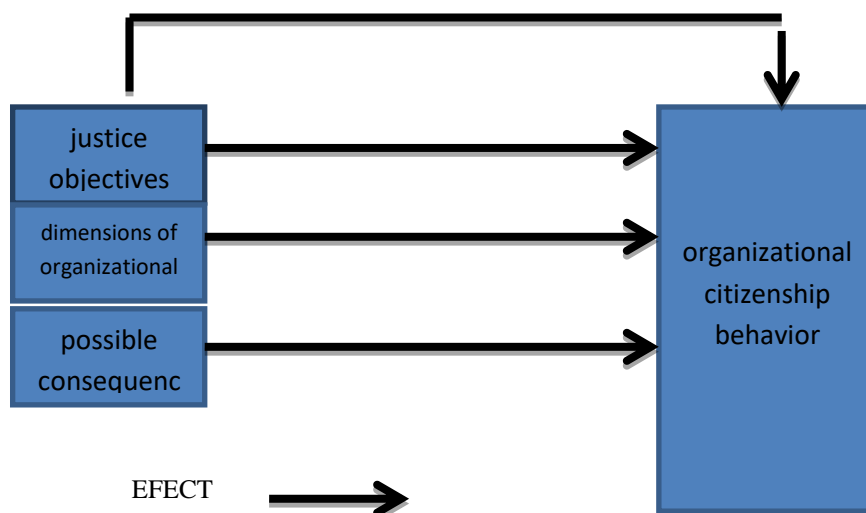
Figure No. (1): The proposed model for the relationship between research variables

5- Research method.

It includes all of the research variables, measurement methods,of the research and sample community, data collection method, data required for the research and its sources and statistical methods used in data analysis. And as follows:

5-1. Research variables and measurement methods: Research variables are divided into the following:

5-1-1- Organizational justice .

The researchers relied on measuring the organizational justice variable on the scale (Khashan, 2012), (Abdul Ghani, 2012) and (Abu Nimer, 2013) to measure organizational justice, which includes three dimensions: (distribution justice, procedures justice, transaction justice)

5-1-2-Organizational citizenship behavior .

To measure the variable of organizational citizenship behavior, researchers relied on the (Organ, 1988), (Zayed, 2000), (Al-Amiri, 2002), (Bell &Menguce, 2002) and (Hamed, 2003) scales that include altruism, civility, sport spirit, awareness, or a good conscience and behaviorCivilized

6- Data collection method   .

The researchers relied on the following two methods

a. library search method. And that is through reviewing the Arabic and foreign references from books, periodicals, research and a thesis related to research variables, with the aim of building the theoretical and intellectual framework for the research topic

B. Field research method. The questionnaire was used to identify the opinions of workers about both the availability of organizational justice and its relationship to organizational citizenship behavior.

7- Statistical analysis . The following methods were used:

       7-1-Depend on analyzing information that has got from answers in the questionnaire using (SPSS) program.

7-2-The questionnaire items are accounted using the arithmetic mean, relative importance,Weighted mean, hypothetical mean,R^2 and standard deviations.

7-3- The (F- TEST) has been used to know the impact of Organizational justice variable INOrganizational citizenship behavior.

8- Community of the study: Research community is made up of workers in Iraqi hotels

organization.(Baghdad hotel,Al Mansour Melia Hotel , Erbil rotana hotel)

9-Study sample: Questionnaire was distributed to a sample consisting of (150) worker were selected in

a simple randomly way.

III. Organizational Justice

Basics and rules

 1- The concept of organizational justice. The individual's sense of justice is a positive incentive to achieve and present to   better, and thus increase his association with and affiliation with the organization.

Organizational justice is equality in the distribution of outputs, integrity in making decisions and actions, and an individual's sense of good treatment in the organization(Durra, 2008). It is also a case of awareness of equal treatment felt by workers from their organizations(Acquaah&Tukamushaba, 2009)

2- Organizational justice goals

Organizational justice aims to place the human resource behavior within its conditions and in a single regulatory framework,a worker who feels that there is organizational justice cannot change his behavior from the side that does not serve his institutionHis sense of the administration's fairness in its dealings and distribution, and how it applies various business procedures and decisions strengthens his feelings towards it.And develop the spirit of belonging to it, which drives him to do his utmost to raise the level of productivity and performance required of him, and organizational justice aims to achieve the following (Abu Jasser, 2010).

2-1Organizational justice clarifies the reality of the distributive system of salaries and wages in the organization, through distributive justice.

 2-2- Organizational justice sheds light on revealing the organizational atmosphere and organizational climate prevailing in the organization, and here the role a dimension of justice is highlighted in dealings.

2-3-Organizational justice leads to real control and empowerment in the decisionmaking process, and procedural justice is an important dimension in this aspect

2-4-It also highlights a system of social, moral and religious values for individuals.

3- Dimensions of organizational justice. Bothagreed

Zayed, 1999) (Hawas, 2003), (Hamed, 2003), (Siddiq, 2004), (Zayed, 2006), (Durra, 2007), (Ali,)
2007), (Al-Atawi, 2007) and (Attia, 2009), (Hassan, 2011) (Abdul-Ghani, 2012), (Qandil, 2012), (Al-Muliji, 2012), (Al-Obaidi, 2012), (Al-Tayeb, 2012), (Abu Nimer, 2013) and (Abdullah , 2013), that organizational
:justice consists of three dimensions, namely

-Distribution Justice

- Procedural Justice

- Interactional Justice

Based on the above, this research deals with three dimensions of organizational justice, which can be addressed as follows

3-1-Distribution justice.Both agree(Hawas, 2003), (Zayed, 2006) and (Abu Nimer, 2013) that distributive justice includes two aspects, namely ;

-The moral side: justice is achieved through personal treatment of the individual by obtaining moral rewards such as thank you books and certificates of appreciation by their superiors and senior leaders in the organization **.**

-The material side: This aspect is achieved by comparing external justice with internal justice, in terms of wages and salaries rates in the organization with its counterparts in other organizations.

3-2 - Procedural Justice. It is the justice that is achieved when workers feel the fairness of the procedures used with them in the distribution of outputs **.(Al-Saud and Sultan, 2009)**

It is also equal in the policies followed and the procedures used with workers in the same organization .(Lee J. Andrew , 2007)

3-3- interactional justice. It is the individual's relationship with his immediate   boss, or it is the degree to which individuals feel the fairness of treatment within their organization(Durrra,2008). This term refers to the extent to which employees feel the fairness of the treatment, which they receive when applying the procedures and instructions of the organization (Hassan, 2012).

4-Possible consequences when organizational justice is not applied .

Most studies have confirmed that the absence of organizational justice or the lack of any of its dimensions can adversely affect the performance of organizations, as follows

4-1- As for the distributive justice dimension, studies have been concluded That Low perceptions of workers' awareness of this dimension may cause many negative consequencesSuch as low amount of job performance, low quality of performance, lack of cooperation with co-workers, and weak practice of organizational citizenship behaviors.

4-2- As for the fairness of procedures, studies have found that unfair decision-making processes are associated with many negative consequences, Such as: low overall evaluation of the organization and lack of job satisfaction and organizational commitment (Abu Jasser, 2010, p. 17)

4-3- Obeying the values, policies, and organizational regulations and working in accordance with them, such as attending and leaving according to work times, using the organizational resources properly.

4-4- suggestion to organizational, administrative, or procedural improvements, in order to make the organization more successful and distinctive, such as suggestions for organizational building, strategies, administrative practices, or procedures.

4-5- Make double efforts at work and avoid wasting time in side conversations, long and frequent breaks, or internal or external visits unrelated to work.

4-6-Volunteering to do additional work to help the institution, such as participating in committees or some projects related to work,Or overcome the difficulties confronting organizational processes and protect the institution from dangers.

4-7- Staying with the establishment despite the difficult circumstances confronting it.

4-8- Presenting the institution to others in a good way, defending the institution and talking about it in front of others in a good way, which contributes to improving its reputation among others. (Al Amri, 2003).

IV. Descriptive analysis of the levels and importance of research variables

Table (1) showed that the Weighted arithmetic Mean of the organizational justice variable was (3.7961) ,It is greater than the value of the hypothetical mean, which represents the boundary between agreement and disagreement, which is (3),This confirms that the level of importance of the sample's responses to the independent variable tended towards agreement, and with a standard deviation of (1.0284),Which indicates a significant dispersion in the sample responses regarding the paragraphs of this independent variable, and the relative importance of the organizational justice variable (75.922%) was recorded ,This indicates that most members of the research sample agree on the paragraphs of the independent variableFrom it, we infer that workers in hotel organizations in Iraq clearly depend on the goals of organizational justice, the dimensions of organizational justice, and the possible consequences when organizational justice is not appliedIn determining their organizational citizenship behavior, but to varying proportions.

Table (1) the level of importance of the independent variable (organizational justice)

symbol	Secondary variables	Arithmetic mean	standard deviation	relative importance,	trend of answer level
X1	Organizational justice goals	3.9512	1.0230	79.024	Towards agreement
X2	Organizational justice dimensions	3.7704	1.1000	75.408	Towards agreement
X3	Possible consequences when organizational justice is not applied.	3.6668	0.9622	73.336	Towards agreement
X	Independent variable organizational justice	3.7961	1.0284	75.922	Towards agreement

The levels of importance of secondary variables within the organizational justice variable were distributed among the highest level of response achieved by the secondary variable (goals of organizational justice) among all secondary variables within the independent variable, With an arithmetic mean of (3. 9512) with a standard

deviation of (1.0230), and relative importance formed (79.024%),This confirms that most members of the research sample agree on the paragraphs of this secondary variable, which documents the dependence of the hotel organizations in a large way on the application of organizational justice goals in order to achieve citizenship behavior among their workers.Table (1) also showed that the secondary variable (possible consequences) achieved the lowest response level among the secondary variables within the organizational justice variableAs the mean value for this secondary variable was (3.6668) and the standard deviation was (0.9622), and with relative importance (73.336%)This confirms that most members of the research sample agree that there is sufficient interest by hotel organizations in the consequences that object in organization the event that organizational justice is not applied

Table (2) the level of importance of the items in the secondary variables within the organizational justice variable

The sequence	Paragraph text	Weighted mean	standard deviation	relative importance
item 1	**Organizational justice strengthens the feelings of workers and a sense of belonging to the organization, which drives him to make the utmost efforts and raise the level of productivity .**	4.1	1.0876	82
item 2	**Achieve organizational justice a fair system for distributing salaries and wages in an organization**	3.9869	0.8535	79.738
item 3	**Organizational justice leads to effective control and mastery of the decision-making process.**	3.7667	0.9181	75.334
X1	**Organizational justice goals**	**3.9512**	**1.0230**	**79.024**
item 4	**Individual organizational justice is achieved by comparing internal justice with external justice By comparing their organization with other organizations in terms of material and moral aspects**	3.6755	1.0997	73.51
item 5	**Employees feel the fairness of procedures within the organization through their preconceptions of the fairness of the procedures followed**	3.7771	0.9984	75.542

	when making their own decisions .			
item 6	Individuals feel the fairness of dealing through the positive relationship between them and their superiors at work.	3.6822	0.9945	73.644
X2	Organizational justice dimensions	3.7116	1.1000	74.232
item 7	Decreasing workers' perceptions of organizational justice may cause many negative outcomes, such as low performance and quality.	3.9895	0.8652	79.79
item 8	Unfair decisions lead to a decrease in the overall evaluation of the organization and a lack of job satisfaction and organizational commitment.	3.9963	0.9657	79.926
item 9	Low employee perception of organizational justice causes a high rate of turnover, increased job pressure, and organizational conflict between individuals.	3.0146	1.0557	60.292
X3	Possible consequences	3.6668	0.9622	73.336
X	Independent variable organizational justice	3.7765	1.0284	75.530

1-Table (2) shows us the levels of importance of the variable paragraphs, the objectives of organizational justice have been distributed among the highest level of response achieved by the first paragraphAmong all paragraphs of the variable, the objectives of organizational justice with an arithmetic mean of (4.1) and a standard deviation (1.0876), and relative importance formed (82%)This confirms that most members of the research sample agree on this paragraph, so that Iraqi hotel organizations are likely to be keen on strengthening the feelings of employees and the spirit of its affiliation with the organizationWhich drives him to exert maximum efforts and raise the level of productivity for workers in the hotel organization,Table (2) also highlighted that the third paragraph achieved the lowest level of response among the paragraphs of the objectives of organizational justice, as the value of the arithmetic mean for it reached (3.7667) and the standard deviation for the third paragraph was recorded (0.9181), and relative importance (75.334%)This confirms that most members of the research sample agree that there is a noticeable weakness in achieving actual control in order to be able to take the decision-

making process

2- Table (2) shows that the levels of importance of the items of the variable dimensions of organizational justice have been distributed between the highest level of response achieved by the fifth paragraph among all paragraphs of this variable with an arithmetic mean of (3.7771) and a standard deviation (0.9984), and relative importance that formed (75,542%) This confirms that most members of the research sample agree on this paragraph, which shows the keenness of hotel organizations to notify their employees of organizational justice through their perceptions of the fairness of the procedures followed when making their own decisions.

3-While Table (2) highlighted that the fourth paragraph achieved the lowest level of response among the paragraphs of the dimensions of justice, as the value of the arithmetic mean for it reached (3.6755) and the standard deviation for the fourth paragraph was recorded (1.0997), and relative importance (73.51%)This confirms the agreement of most members of the research sample that workers in hotel organizations do not depend on a comparison between their organization and other organizations in terms of material and moral aspects to know the extent of organizational justice they have.

4-We also infer from Table (2) that the levels of significance of the paragraphs of the possible consequences variable were distributed between the highest level of response achieved by the eighth paragraph among all paragraphs of this variable with an arithmetic mean of (3.9963) and a standard deviation (0.9657), and relative importance (79.926%)This confirms that most members of the research sample agree on this paragraph, which shows that unfair decisions lead to a decrease in the overall evaluation of the organization and a lack of job satisfaction and organizational commitment.

5-Table (2) also showed that the ninth paragraph achieved the lowest level of response among the paragraphs of the possible consequences, as the value of the arithmetic mean for it reached (3.0146) and the standard deviation for the ninth paragraph was recorded (1.0557), and relative importance (60.292%) This confirms that most members of the research sample agree on the low awareness of employees of the organizational justice dimension within the organization, which causes an increase in the rate of leaving work and increasing job pressure and organizational conflict between individuals.

Dependent variable (organizational citizenship behavior   )

the leave   of importance of the responses of the sample to the dependent variable tended towards agreement, and with a standard deviation of (1.189), which indicates a slight dispersion in the sample responses regarding the paragraphs of this variableThe relative importance of the organizational citizenship behavior variable (74.078%) was recorded, indicating that most members of the research sample agree on the paragraphs of the dependent variable.The levels of significance of the items of the variable of organizational citizenship behavior were distributed among the highest levels of response achieved by the eleventh paragraph among all paragraphs of the variable of organizational citizenship behavior with a mean of (4,566) and a standard deviation (1.237), and relative importance (89.12%)This confirms that most members of the research sample agree on this paragraph, (this means) that the individuals perform the tasks assigned to them without complaints or complaining and adopt behavior that exceeds work and official and main roles such as commitment to work times and following regulations, laws and instructions strictly without supervision.While Table (3) highlighted that the tenth paragraphachieved the lowest level of response among the paragraphs of organizational citizenship

behavior, as the value of the arithmetic mean for it reached (3.24) and the standard deviation for the tenth paragraph was recorded (1.337), and relative importance formed (64.8%)

This is confirmed by the agreement of most of the members of the research sample that the working individuals do not work greatly to help others within the organization, regardless of whether they are (colleagues or bosses) in the performance of their jobs without expecting any material or moral returns in addition to the weakness of the work to prevent problems between the workers And provide solutions to them.

(Table (3) the importance level of the dependent variable (organizational citizenship behavior

The sequence	Paragraph text	Weighted mean	standard deviation	relative importance
item 10	Individuals working to help others within the organization, regardless of whether they are (colleagues or bosses) in performing their duties without expecting any material or moral .returns	3.24	1.337	64. 8
item 11	Individuals perform their duties assigned to them without complaining or crouch, and they conduct behavior that exceeds work, official and main roles, such as adhering to work times and following regulations, laws and instructions strictly without supervision.	4.456	1.237	89.12
item 12	Individuals contribute to achieving the goals of the organization and contribute to its development through participation in preparing and attending seminars and conferences	3.467	0.747	69. 34
Y 1	**Dimensions of organizational citizenship behavior.**	**3.721**	**1.107**	**74.42**
item 13	Keeping workers away from participating in decisions of interest to the organization and the inability of the organization's culture to alleviate work pressure contributes to	3.921	1.087	78.42

	weakening organizational citizenship behavior for workers individuals.			
item 14	The organization's weakness in achieving organizational justice and its provide an opportunity for individuals workers to express their opinions and their satisfaction with their jobs prevents the achievement of their .citizenship behavior	3.652	1.10	73.07
item 15	The sense of citizenship among individuals within their organizations fades as a result of weak social and economic factors, wage and salary structures, and a loss of confidence in bosses	3.376	1.098	67.52
Y 2	**Obstacles to applying organizational citizenship behavior.**	**3.649**	**1.094**	**73.003**
item 16	Individuals take the initiative to help their colleagues work with matters related to family and emotional problems, in addition to helping clients and guests with other matters such as .counseling and listening to them	3.622	1.201	72.44
item 17	Individuals working to make double efforts at work and to avoid time loss in side conversations or long and frequent breaks, and Volunteering to do additional work to help the organization to overcome the difficulties facing organizational .processes	3.799	0.983	75.98
item 18	Staying with the organization despite the difficult circumstances it faces and presenting it to others well and defending it and talking to others in a .good way about it	3.801	1.921	76.02

Y3	Citizenship behavior patterns .	3.740	1.368	74.813
y	dependent variable the behavior of organizational citizenship.	3.703	1.189	74.078

Statistical tests for research hypotheses

The effect of organizational justice on the behavior of organizational citizenship

To find out the effect of the independent variable of organizational justice on the behavior of organizational citizenship, researchers will use the F-TEST test,The hypothesis will accept if the probability value is Sig. Corresponding to the calculated value of F is less than the morale level used in the research (0.05),Or the calculated value of F was greater than the tabular value of F of 4.0012, confirming acceptance of the hypothesis of influence with 95% confidence,To show the rate of organizational justice interpretation of organizational citizenship behavior, it will be by means of the coefficient of determination $R2\%$, as the results of the analysis were as follows:

The relationship of the effects of organizational justice goals on the behavior of organizational citizenship

Table (4) confirmed the acceptance of the first secondary hypothesis which stipulated that(**There is a morale effect relationship of organizational justice objectives on the behavior of organizational citizenship**)The calculated value of F (18.941) was recorded, which is a morale value, especially since the calculated value of F is greater than the tabular value of F (4.0012), confirming the acceptance of the hypothesis of the impact with a 95% confidence rate.While the percentage of the impact of organizational justice goals on the behavior of organizational citizenship (25.1%), which is reflected by the value of $R2\%$.

The relationship between the effect of organizational justice dimensions on the behavior of organizational citizenship

Table (4) confirmed the acceptance of the second secondary hypothesis which stipulated that(**There is a morale effect relationship of organizational justice dimensions on the behavior of organizational citizenship**)Where the calculated value of F (23,412) was a morale value, because the calculated value of F is greater than the tabular value of F of (4,0012)This confirms the acceptance of the hypothesis of influence with a confidence rate of 95%, while the percentage of the effect of organizational justice dimensions on organizational citizenship behavior (26.4%), which is reflected in the value of $R2\%$.

The relationship of the effect of potential consequences when organizational justice is not applied to the behavior of organizational citizenship

Table (4) confirmed the acceptance of the third secondary hypothesis which stipulated that(**There is a morale effect relationship for possible consequences when organizational justice is not applied to**

Organizational citizenship behavior)Especially since the calculated value of F was (39.985) which is a moralvalue, because the calculated value of F is greater than the tabular value of F (4.0012), confirming the acceptance of the hypothesis of influence with a 95% confidence rate, while the percentage of impact of potential consequences when the regulatory justice was not applied in Organizational Citizenship Behavior (41.8%) Reflected by R2%.

Table (4) results of the test of the impact of organizational justice on organizational citizenship behavior

Independent variable	Dependent variable	R^2	TESTF		COMMENT
			Probability value Sig	Calculated	
organizational justice goals	behavior of organizational citizenship	25.1 %	0.000	18.941	There is a morale effect relationship of organizational justice objectives on the behavior of organizational citizenship.
organizational justice dimensions	behavior of organizational citizenship	26.4 %	0.000	23.412	is a morale effect relationship of the dimensions of organizational justice on the behavior of organizational citizenship.
potential consequences	behavior of organizational citizenship	41.8 %	0.000	39.985	There is a morale effect relationship for possible consequences when organizational justice is not applied to Organizational citizenship behavior
organizational justice	behavior of organizational citizenship	55.12 %	0.000	70.011	
The tabular value of F (4.0012) at the level of significance 0.05					

The relationship of the effect of organizational justice on the behavior of organizational citizenship

Table (4) confirmed the acceptance of the first main hypothesis, which stipulated that **(There is a morale influence relationship , related Statistical significance Between organizational justice and organizational citizenship behavior)**The calculated value of F was recorded (70.011) which is a morale value, especially since the calculated value of F is greater than the tabular value of F (4.0012), confirming the acceptance of the hypothesis of influence with a 95% confidence rate, while the percentage of the impact of organizational justice on the behavior of organizational citizenship (55.12 %) Which is reflected in the value of $R2\%$.

V. Discuss the results and recommendations

Through the statistical aspect of the study, we reached a set of conclusions and recommendations that work to achieve the goals of hotel organizations and their employees, By applying all the pillars of organizational justice, through which workers in these organizations feel a good impression, they generate a sense of importance for the roles they play,And the hotel organization is eager on them and achieving their goals, which reflects positively on the level of their individual performance in providing services to guests, which will be characterized by quality, which creates a sense of citizenship inside the hotelThus, this is reflected in the performance level of the organization as a wholeIn terms of the quality of its performance and reputationAnd high percentage of its profits and achieve its strategic goalsLike staying and expanding within the tourist and hotel market ,Therefore, hotel organizations must be aware of the importance of implementing regulatory justice measures In everything related to its employeesIn order to upgrade its performance and the services it provides , Here are the most important conclusions and recommendations reached:

VI. Results.

1- The study found that the spirit of belonging to workers in the hotel organization and making them to the utmost efforts depends on achieving the principle of organizational justice within this organization.

2- The study indicated that prior perceptions of fair procedures for workers in their decision-making process make them feel the extent of implementing organizational justice.

3- The study showed that the low overall evaluation of the organization and the lack of job satisfaction and organizational commitment are caused by unfair decisions within the organization.

4- The study revealed to us that workers who feel the existence of organizational justice perform the tasks entrusted to them without complaining and this may exceed the nature of the normal work.

5- The study indicated that keeping workers away from participating in decisions pertaining to the organization and the inability of its culture to alleviate work pressure contributes to weakening organizational citizenship behavior among its workers.

6- The study found that the organizational citizenship achieved by workers motivates them to stay in the organization in the difficult circumstances it is going through and present it to others in a good way and defend it.

recommendations:

1-Working to achieve mental control and be able to make the right and fair decision-making process through organizational justice.

2-Achieve a good impression among workers when comparing their organization with other organizations by providing them with material and moral aspects.

3-Hotel organizations must realize that high turnover, increased job pressure, and organizational conflict between individuals is caused by a decrease in employee feelings For organizational justice dimensions.

4- Encouraging workers to help others within the organization in performing their jobs without expecting any material or moral return With keeping away making problems between workers .

5- Weakness in social and economic factors, wage structures, and loss of confidence in superiors works to reduce the level of citizenship of workers within their organizations.

6-The management of hotel organizations should encourage workers to take the initiative to assist their colleagues in working with aspects related to family and emotional problems in addition to assisting clients and guests in other aspects such as counseling and listening to them.

References

1. Abdel Nasser Mohamed Ali Hammouda, "Analysis of the Causes of Causal Relationships between Procedural Justice and Distributive Justice and Some Organizational and Individual Salary: A Test of Six Proposed Models", Contemporary Commercial Research Journal, Volume X, First Issue, (South Valley University: Sohag College of Commerce, June 1996) Pp. 191—230.

2. Abdel-Ghani, Alaa El-Din, an analytical study of some determinants and results of organizational citizenship behavior by applying to workers at Cairo University - BeniSuef branch, Journal of 22. Financial and Commercial Studies, Volume 11, No. 2, 2001.

3. Abu Jasser, SabreenMuradNimer, the effect of employees' perception of organizational justice on the dimensions of the performance of the context, An applied study on the staff of the ministries of the Palestinian National Authority, unpublished Master Thesis, Islamic University, Gaza, Palestine. 2010.

4. Abu Nimer, Sherif Ismail Hassan, (2013) The Impact of Realizing Organizational Justice on the Quality of Educational Service, Master Thesis, (Ain Shams University, Faculty of Commerce, Department of Business Administration) .

5. Acquaah, Moses G .&Tukamushaba, Eddy K. (2009) , Human factor, organizational justice and perceived organizational effectiveness: An Empirical Analysis from Ghana and Uganda , Repositioning African Business and Development for the 21st Century , Proceedings of the 10 Annual Conference , pp . 359-368 .

6. Al-Amiri, Ahmed bin Salem, Determinants and Effects of Organizational Citizenship Behavior in Organizations, King Abdulaziz University Journal, Economics and Administration, Volume 18, Issue 2, pp. 71, 2003.

7. Al-Atawi, Amer Ali Hussein, (2007), The Impact of Organizational Justice on Contextual Performance, Al-Qadisiyah Journal of Administrative and Economic Sciences, Al-Qadisiyah University, Volume 10, No. 1.

8. Al-Khrashom, Muhammad Mustafa, the role of fairness in dealing in alleviating the pressures of the role struggle. An applied study on the elements of nursing at the University Hospital of Aleppo, Damascus Journal of Economic and Legal Sciences. Volume 2.

9. Al-Mahdi, Yasser Fathi Al-Hindawi, (2006), Organizational Justice and Teachers Performance of Citizenship Behavior in General Secondary Schools in Egypt, Ph.D., (Ain Shams University, Faculty of Education, Department of Comparative Education and Educational Administration) .

10. Al-Sabbagh, Shawqi Mohammed, "A study of the impact of both organizational justice and organizational commitment on the behavior of organizational citizenship by applying to hospitals of the Ministry of Health in the United Arab Emirates, New Horizons magazine, eighteenth year, first and second issue, (Menoufia University: College of Commerce, 2006).

11. Al-Saud and Sultan, Ratib and Susan, (2009), the degree of organizational justice among the heads of academic departments in the official Jordanian universities and their relationship to organizational loyalty, the teaching bodies therein, Damascus University Journal, Volume 25, No. (2 + 1) .

12. Al-Sisi, Shaaban, "The ability of some personal and organizational characteristics to predict the behavior of organizational citizenship: an applied study on the hospitals of the General Authority for Health Insurance", Scientific Journal of Trade and Finance, Tanta University, Faculty of Commerce, Volume II, second Issue , 2005.

13. Al-Tayyib, Asmaa Atta Allah Muhammad Amin, (2012), The relationship between organizational citizenship behaviors and the effectiveness of job performance in light of organizational justice perceptions, Master Thesis, (Ain Shams University, Faculty of Commerce, Department of Business Administration) .

14. Al-Ubaidi, NamaaJawad, (2012), The Impact of Organizational Justice and its Relationship to Organizational Commitment, Field Study, Tikrit Journal of Administrative and Economic Sciences, Tikrit University, Volume 8, No. 24 .

15. Attia, Ahmed Mohamed Salah, (2009), The Impact of Organizational Justice on Organizational Commitment, Journal of Commercial Research, Zagazig University, Faculty of Commerce, Volume 31, No. 2 0.

16. -Bell.,S.,J., And Menguc ,B., " The employee - Organization Relationship, Organizational Citizenship Behavior , And Superior Service Quality ", Journal of Relating, Vol. 78 ,(2002).

17. Bolon, D., S., " Organizational Citizenship Behavior among Hospital Employees : A Multidimensional Analysis involving Job Satisfaction and Organizational Commitment ", Hospital and Health Services Administration , vol. 42 , No. 2 , 1997

18. Brightman, B., K., and Moran, J., W., " Building organizational citizenship ", management decision , vol. 37, No. 9 , 1999.

19. BülentGüvena, , Ali Güvena, A Study on the Organizational Justice and Organizational Citizenship Dimensions and Behaviors ,eykent University Journal of Social Sciences – BUJSS Vol.7 No.1, 2014 ISSN: 1307-5063,

20. Chompookum, D., and Derr, C., B., " The effects of internal careerorientations on organizational citizenship behavior in Tailand ", Career development international , vol. 9, No. 4 , 2004.

Citizenship behaviors : Do Fairness perceptions influence employee citizenship ?" Journal of Applied Psychology , vol. 76, No.6,1991.

21. Dora, Omar Muhammad, The Impact of Applying Organizational Justice on Managing Work Stress: A Field Study on University Hospitals, Unpublished Master Thesis, (Ain Shams University, Faculty of Commerce, 2007).

22. Durrah, Omar Muhammad, (2007), The Impact of Applying Organizational Justice on Managing Work Stress, Master Thesis, (Ain Shams University, Faculty of Commerce, Department of Business Administration).

23. El-Melegy, Ahmed Hosni Abdel-Aal (2012), The Impact of Organizational Justice on Relationships between Knowledge Management and Intellectual Capital, Scientific Journal of Research and Commercial Studies, Helwan University, Faculty of Commerce, Number 1, Part 1.

24. Gad Abdel-SamiaHassanein, "The Impact of Employees' Perception of Organizational Justice on Organizational Commitment: An Applied Study", Journal of Commercial Research, Twenty-sixth Volume, Second Issue, (Zagazig University: College of Commerce, July 2004) pp. 73-130.

25. Gouda, Abdel-Mohsen Abdel-Mohsen, "Human Behavior in Organizations" (Mansoura, Modern Library, 2001).

26. Hawas, Amira Muhammad, the effect of organizational commitment and trust in management on the relationship between justice Regulatory and Citizenship Behavior by Applying to Commercial Banks, Master Thesis Unpublished (Cairo University: Faculty of Commerce, 2003).

27. Kidder , D.L., " The Influence Of Gender On The Performance Of Organizational Citizenship Behaviors " , Journal Of Management , Vol.28, No.5, (2002).

28. Kidwell, R.E., et al., " Cohesiveness and Organizational Citizenship Behavior : A on hierarchical Linear Modeling)" Journal Of Management , Vol.23, No.6, 1997.

29. Lee J. Andrew , " Organizational justice : A mediated model from individual well – being and social exchange theory perspectives " , Ph. D. Dissertation (Touro University International : The Faculty of the College of Business Administration , April 2007) , PP. 1 – 142 .

30. Lioyd, Byars I. & Rue, Leslive w., Human Resource Management, 5 th ed. (N.Y. : McGraw-Hill companies , Inc. , 1997) .

31. Mackenzie, S., B., et al , " The Impact of Organizational Citizenship Behavior on Evaluations of Salesperson performance ", Journal of Marketing , Vol. 57, No. 1 , 1993

32. Messer, B., and White., F. 2006. Employees' mood, Perceptions of fairness, and Organizational Citizenship Behavior, Journal of Business and Psychology, Vol.21, 1,pp65-82.

33. Mohamed Abdel-Tawab El-BakryShaheen, "Leadership Support and its Relationship with Organizational Justice and Some Demographic and Functional Variables", Egyptian Journal of Business Studies, Volume Twenty-eight, Fourth Edition, (Mansoura University: Faculty of Commerce, 2004) pp. 325 - 355.

34. Moorman, R.," Relationship between organizational Justice and organizational

35. Najm, Abdel-Hakim Ahmed, (2001), The Relationship between Organizational Justice and Alienation at Work, The Egyptian Journal of Business Studies, Mansoura University, Volume 25, No. 2.

36. Organ, D.,W., and Konovsky, M.., " Cognitive Versus Affictive Determinants of Organizational Citizenship Behavior ", Journal of Applied Psychology, vol.74, No. 1, pp.157-164.

37. Qandil, Mohamed AttiaHamdi, (2012), The Relationship between Organizational Justice and Ethical Behavior, Master Thesis, (Mansoura University, Faculty of Commerce, Department of Business Administration).

38. SaeedShaaban Hamid, "The Impact of the Individual's Relationship with its President and his Perception of Organizational Support as Moderating Variables on the Relationship between Organizational Justice and Organizational Citizenship Behavior: A Field Study", Journal of Accounting, Administration, and Insurance, Sixty-one Issue, (Cairo University: Faculty of Commerce, 2003), pp. 1-57

39. Samreen Ismail, ZafarIqbal, Muhammad Adeel. Impact of Organizational Justice and Organizational Citizenship Behavior on Employees Performance, International Journal of Human Resource Studies ISSN 2162-3058 2018, Vol. 8, No. 2 .

40. Shaheen, Mohamed Abdel-Tawab, "Psychological Adjustment and its Relationship with Organizational Citizenship Behavior", Scientific Journal of Economics and Trade, Ain Shams University Faculty of Commerce, Third Issue, 2000.

41. Siddiq, Muhammad Jalal Suleiman, (2004), The Impact of Realizing Organizational Justice on the Effectiveness of Teams, Commercial Research Magazine, Zagazig University, Volume 26, No. 1 .

42. Smith, C., A., et al. , "Organizational Citizenship Behaviors: Its nature and Antecedents", Journal of applied Psychology , vol. 68 , 1983 , No. 4 , p.653

43. souadDouli, IlyesSlimani, KamelBerbaoui Laboratory of Study Economics & Development Local in South west of Algeria Department of Management, University of Bechar, Algeria BP 49 HAI MerahBechar, Algeria 08008 International Journal of Management (IJM) Volume 8, Issue 3, May– June 2017, pp. 169–179,

44. Tayeh, Dr. Bandar Karim, (2012), The Impact of Organizational Justice on Organizational Citizenship Behavior in Governmental Centers in Jordan, Islamic University Journal for Economic and Administrative Studies, Volume 20, No. 2.

45. Van dyne, L., et al , " Organizational Citizenship Behavior : construct redefinition , measurement, and validation ", Academy of Management Journal , Vol. 37, No. 4 , 1994

46. Zayed, Adel Mohamed, Analysis of the Supervisory Director's Role in Influencing the Employees 'sense of Organizational Justice, Accounting, Management and Insurance Journal, Cairo University, (1999).

47. Zayed, Dr. Adel Mohamed, The Next Important Organizational Justice for Human Resources Management, (2006) .