

Organizational justice in the sports and school activity department from the point of view of the employees in the city of Kirkuk

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ABSTRACT

This research attempts to show the level of application of organizational justice in the sports and school activity department from the perspective of its employees in the city of Kirkuk. It also attempts to show the differences of statistical significance in terms of gender and also between the dimensions of organizational justice in the sports and school activity department from. The researcher used the descriptive approach in the survey method to solve the research problem, as it suits the nature of the problem to be solved on the sample consisting of (40) individuals in a random manner. The percentage and the simple correlation of Pearson, analysis of variance and Duncan test, where the researcher concluded that there is an application of organizational justice at a very high level among the leaders of the sports and school activity, as well as there is no statistically significant differences in the gender variable (males and females) in the application of organizational justice. In addition, there are mean differences of the employees of the Directorate of Sports and School Activity in Kirkuk between the dimension of justice and procedures and between the dimensions (distributive justice, transactional justice) in the application of organizational justice in favor of justice procedures. The researcher recommended more attention to the application of organizational justice in the Directorate of Sports and School Activities to encourage workers to raise their morale and the strength of their belonging to the Directorate.

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1. Introduction

The success of our sports institutions depends on the human resources. It is the mainstay in the failure or success of all administrative and sports operations in a way that undoubtedly serves the institution in particular and society in general. Here, human resources are considered rare which organizations are rushing to provide and it must be adopted by the administrative leaders in sports institutions applying organizational justice in a scientific way to put an end to conflicts and encourage workers to perform their duties and responsibilities in a positive manner and thus achieve its desired goals. Here, the directorates represent sports and school activity as one of the most important of these sports and educational institutions, as it includes a group of intertwined works, such as activities, mechanisms and available resources, and the element The human being is considered one of the most important elements that organizes and distributes business and provides and uses resources. Therefore, the survival and development of the organization depends on the efficiency of, and dealing with, its human resources to motivate them to perform their tasks efficiently and effectively to achieve their goals. The application of the principle of justice, integrity and impartiality in the organization is one of the basic requirements for the formation of behaviorally T and positive trends of the employees of the organization. As the organizational practices that are contrary to justice negatively affect the behavior of employees [1]. The issue of organizational justice is a vital topic characterized by originality and renewal and is linked to many concepts that sports institutions face and affect, as it creates a state of belonging and loyalty among its workers,



as organizational justice is one of the active and important issues in the field of administration in general and sports management in particular, and it can be viewed as one of the organizational variables that affect the performance efficiency of its employees.

This shows the importance of the subject in studying the reality of organizational justice in the sports and school activities section from the perspective of its employees in the city of Kirkuk.

1.1. Problem of the study

The motivation of the members of the organization is affected by the extent to which they feel that they are treated fairly and legally by the organization. When the individual feels that s/he is not being treated fairly by his organization, this feeling can create adverse effects on his behavior and performance of his work.

Hence, the research problem emerges to answer the following questions:

-What is the level of application of organizational justice in the department of sports and school activities in the city of Kirkuk?

-Are there statistically significant differences between the sample members in terms of the gender variable?

-Are there statistically significant differences between the dimensions of organizational justice?

1.2. Aims of the study

1-Identifying the level of applying organizational justice in the sports and school activities section from the perspective of its employees in the city of Kirkuk.

2- Identifying statistically significant differences in the application of organizational justice in terms of the gender variable.

3-Identifying statistically significant differences between the dimensions of organizational justice in the Directorate of Sports and School Activity from the perspective of its employees in the city of Kirkuk.

1.3. Scope of the Study

2. Human resources: workers in the sports and school activities department in the city of Kirkuk.

3. Spatial domain: Department of sports and school activities in the city of Kirkuk.

4. Time range: 05 / 02 /2021 to 28 / 06 /2021

2. Field of study

2.1. Method of study

The researcher used the descriptive approach in the survey method to solve his research problem, as it suits the nature of the problem to be solved.

2.2. Study population

The research community included (55) administrative workers in the department of sports and school activities in the city of Kirkuk, where the final research sample consisted of (40) administrative members from the total research community, after excluding the stability sample of (10) individuals and the exploratory experiment sample of their number (5) individuals as in Table 1.

Table 1. The research community and its sample

Research Population	Gender	percentage	Research Sample	Percentage within a samples
38	Male	%69.09	28	%50.90
17	Female	%30.90	12	%21.81
55	Total	%100	40	%72.72

2.3. Tools of the study

The researcher used the questionnaire designed by the researcher [2] which consists of (15) items distributed on three dimensions of organizational justice (distributive justice, transactional justice, and procedures justice).

They required adapting this questionnaire to the work environment of the research sample members working through scientific procedures in terms of honesty and stability.

2.3.1. Validity

The validity of the test is one of the necessary conditions that must be met in the instrument or in judging the validity of the test [3].

The questionnaire was subjected to this type of honesty by presenting it to a group of experts and specialists in the field of sports management as in Appendix (No. 1) and the arbitrators' agreement shows an apparent honesty [4]. After taking their opinions and suggestions, the validity of the questionnaire and the possibility of relying on it to measure the situation are measured, and thus the validity of the questionnaire was verified.

2.3.2. Consistency

Consistency means that the individual's score does not change substantially by repeating the test, and it is expressed statistically as a correlation coefficient between the individual scores between the different times the test was taken, meaning that the test's stability means that the test is reliable and reliable [2]. For the purpose of obtaining high reliability, the test-retest method and the Facronbach coefficient method were used, which are of special importance as they are used in calculating the reliability coefficient of the essay and objective tests [5]. The researcher conducted the test on February 15, 2021. While the test was re-tested after an interval of (21) days on a sample of (10) administrators, they were randomly selected from the workers in the sports and school activities department in the city of Kirkuk from outside the research sample, as the value of the coefficient of stability in a test-retest method was (0.88) and Cronbach's Alpha method (0.92). In this procedure, we infer that the resolution has high stability in both methods.

2.4. Pilot study

The researcher conducted a reconnaissance experiment on a sample of (5) administrators from the research community and they were excluded from the final experiment sample. This procedure was done for the purpose of identifying the difficulties and obstacles that the researchers could face when the final experiment, and the clarity of the paragraphs and the style of their formulation, and the results showed that the paragraphs are clear and understandable.

2.5. Final description of the scale

The questionnaire consisted of organizational justice from three dimensions: (distributive justice, transactional justice, and procedures justice) and it includes (15) items, and each dimension has (5) items, where the numbers (1 to 5) carry the distributive justice dimension. Also, the numbers (6 to 10) are the justice dimension Transactions and the numbers (11 to 15) are the dimension of justice and procedures as shown in Annex (2). Also, the answers to the items of the questionnaire are according to (3) alternatives, which are the degree of approval (always, sometimes, never) and the respondent chooses one of them and bears the weights (1.2.3) straight. With this statistical procedure, the total score of the scale ranged between (15-45), while the total score for each dimension ranged between. (5-15).

Note: The classification of organizational justice levels has been approved according to the following percentages:

- %80 or more is very high
- From 70% - less than 80% High
- From 60% - less than 70% average
- From 50% - Less than 60% Low
- Less than 50% is very low [6].

2.6. Statistical methods

- SMA
- standard deviation
- percentage
- Pearson's Simple Correlation
- Test (T)

Variance analysis
Duncan test.

3. Presentation and discussion of the results

3.1. Presenting the results and discussing the level of applying organizational justice in the sports and school activities section in the city of Kirkuk.

Table 2. The arithmetic means, standard deviations, relative importance, level and order of dimensions and items of organizational justice

No.	Paragraph	Arithmetic mean	Standard deviation	Relative importance	Level	Rank
1	Working hours suit my personal circumstances	2.54	0.74	84.6	very high	7
2	I think my monthly salary is adequate	2.23	0.70	74.3	high	10
3	The directorate offers financial rewards	1.98	0.56	66	middle	14
4	I consider my workload very adequate	2.11	0.65	70.3	high	12
5	The tasks are distributed equitably among all employees	2.68	0.77	89.3	very high	6
6	distributive justice	11.54	3.42	76.66	high	
6	When a manager makes a decision about my job, he treats me with care and affection	2.13	0.68	71	high	11
7	When a manager makes a decision about my job, he takes into account my personal opinions	1.99	0.73	66.3	middle	13
8	When a manager makes a decision about my job, he discusses it with me very frankly	1.89	0.81	63	middle	15
9	The manager explains to me the rationale for the decisions I have made regarding my job	2.45	0.72	81.66	very high	9
10	The manager discusses with me the consequences of those decisions that could affect my job	2.47	0.74	82.3	very high	8
10	justice dealings	10.93	3.68	72.86	high	
11	The manager makes job decisions in an unbiased manner.	2.78	0.74	92.6	very high	3

12	Promotion procedures in my district shall be fair.	2.72	0.50	90.6	very high	5
13	Administrative decisions and procedures are applied to all employees without exception	2.88	0.45	96	very high	1
14	The manager makes sure that each employee gives his opinion before making business decisions.	2.85	0.46	95	very high	2
15	Employees are allowed to object to decisions issued by the manager	2.75	0.49	91.6	very high	4
	Proceedings of justice	13.98	2.64	93.2	very high	
	total organizational justice	36.45	9.56	81	very high	

Table 2 shows that the arithmetic means of all items of organizational justice are confined between (1.98 - 2.88) with standard deviations (0.45 - 0.81), in that the level of organizational justice is between the average level - the level is very high. Here, the distributive justice dimension was a high level with an arithmetic mean (11.54) and standard deviation (3.42), and the transaction justice dimension to a high level with an arithmetic mean (10.93) and standard deviation (3.68). However, the measures justice dimension was a very high level with an arithmetic average (13.98). The standard deviation was (2.64), and the total organizational justice obtained an arithmetic mean (36.45) with a standard deviation of (9.56) and at a very high level. The researcher believes that the reason for the rise in the level of overall organizational justice may be due to the high level of most of the items in the dimension of justice and procedures, and they attained a very high level, as it has a role in raising the level of total organizational justice. Impartial in making decisions and actions with employees. On the other hand, this result indicates the existence of the application of organizational justice among the administrative leaders in the sports and school activities department in the city of Kirkuk effectively and efficiently. Here, the organizational justice is the way in which the individual judges the method used by the manager in dealing with him at the formal and informal levels [7]. Here, the occurrence of some items in the overall dimensions of organizational justice to a very high level may be due to the application of defects and procedures equally to all employees and taking their opinions before assigning them to their tasks and not using bias in job decisions. This agrees with some studies[8] and [9]. While some items occurred at the average level, this may be due to the nature and privacy of the work, and perhaps the official procedures of the Sports and School Activities Department

3.2. Presenting and discussing the results of statistically significant differences in the application of organizational justice in terms of the gender variable

Table 3. The arithmetic mean, standard deviation, and the t-test for organizational justice in terms of the gender variable

organizational justice	Gender	Arithmetic mean	Standard deviation	T-test	Probability Rate	Statistical Function
	Male	36.24	12.72	0.73	0.34	Not significant
	Female	35.57	10.43			

Table 3 shows that the calculated (T) value reached (0.73) with a probability ratio (0.34) which is greater than the significance level (0.05). This is to apply the law and administrative procedures and take decisions against

them and at all administrative levels and on all employees and workers regardless of their gender, appearance, affiliations and beliefs. [10].

3.3. Presentation and discussion of the results of statistically significant differences between the dimensions of organizational justice in the Department of Sports and School Activities in the city of Kirkuk

Table 4. The statistically significant differences between the dimensions of organizational justice

Contrast source	Sum of squares	Degrees of freedom	mean of squares	value of q	probability
between groups	1.042	2	.521	9.726	.003
within groups	.643	12	.054		
the total	1.685	14			

Table (4) represents the analysis of variance between the level of application of the dimensions of organizational justice among workers in the Directorate of Sports and School Activity in the city of Kirkuk. The value of (P) reached (9.726), and the probability value was (0.03), which is smaller than the approved value (0.05). That is, the difference is significant between the level of application of the dimensions of organizational justice among workers in the sports and school activities department in the city of Kirkuk.

In order to know the nature of the differences in favor of any of the dimensions of organizational justice among workers in the sports and school activities department in the city of Kirkuk, the researcher used the Duncan test.

Table 5. Duncan's test for differences between dimensions of organizational justice

the hub	Classification according to probability ≥ 0.05	
	1	2
distributive justice	122.6667	
justice dealings	123.0000	
Proceedings of justice		134.1538
probability	0.934	

From Table (5) and according to the classification of the dimensions of organizational justice according to the probability value ($0.05 \geq$), we find that the results showed the following:

-There are no significant differences between the dimension of distributive justice and transactional justice from the point of view of employees of the Department of Sports and School Activities in the city of Kirkuk.

-There are significant differences from the point of view of the employees of the dimension of justice procedures and the two dimensions (distributive justice, transactional justice) in the application of organizational justice, and in favor of justice procedures.

- That is, the dimension of justice procedures has outperformed the two dimensions (distributive justice, transactional justice) in the application of organizational justice, despite the presence of a high level among all members of the research sample in the application of organizational justice. Also, the researcher attributes this result to the convergence of the views of workers in the implementation of organizational justice. Perhaps the reason for this superiority is due to the application of procedures to everyone working in the sports and school activity department, as the application of this dimension (justice procedures) is directly linked to the side of the legal aspect, as justice procedures are the fair formal procedures associated with the equitable distribution of rewards. Also, the incentives that the worker receives, as the basic elements of justice include procedures are formal rules and standards for procedures[11].

4. Findings and recommendations

4.1. Findings

-Implementing organizational justice at a very high level for the leaders of the Directorate of Sports and School Activities from the point of view of its employees in the city of Kirkuk.

-There are no statistically significant differences in the gender variable (males and females) in the application of organizational justice.

-The difference is significant between the level of application of the dimensions of organizational justice among workers in the sports and school activities department in the city of Kirkuk.

-There are no significant differences between the dimension of distributive justice and transactional justice from the point of view of employees of the Department of Sports and School Activities in the city of Kirkuk.

-There are significant differences from the point of view of employees of the Directorate of Sports and School Activity in the city of Kirkuk between the dimension of justice procedures and the dimensions (distributive justice, transactional justice) in the application of organizational justice, and in favor of justice procedures.

4.2. Recommendations

-More attention is needed to the application of organizational justice in the Directorate of Sports and School Activities to encourage workers to raise their morale and the strength of their belonging to the Directorate.

-A more fair application of the dimensions of organizational justice is required especially in the dimensions of distributive justice and transactional justice.

-Conducting more studies on organizational justice in other sports organizations in the city of Kirkuk.

Encouraging sports leaders to apply organizational justice in their organizations for the purpose of gaining employee loyalty, which leads to an increase in their productivity in achieving the goals of their organizations.

5. Conclusion

During this study, we tried to find out the role that organizational justice in its three dimensions (distributive justice, transactional justice, and procedures justice) play a role in consolidating the behavior of citizenship and the extent of employee satisfaction in the sports and school activity department in the city of Kirkuk. Organizational justice as one of the organizational variables that positively or negatively affect the behavior of people within the organization, their performance and motivation to work. This field study confirmed the application of organizational justice at a very high level, as the results proved that the interest of the administrative leaders in the sports and school activity department in the city of Kirkuk provides material and moral motivation for workers. Also, the investigation of justice in provides rewards and wages, following clear and fair procedures in the performance appraisal and promotion, and giving workers the opportunity to express their views, participation and opinion to provide clear and sufficient justifications for the decisions taken. This also helps in creating an atmosphere conducive to constructive work. All these aspects would encourage the employees to work hard and do their best in performing their tasks and duties to make this department a success and achieve its goals.

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