


ORGANIZATIONAL JUSTICE AND ITS RELATIONSHIP WITH JOB INVOLVEMENT IN SAUDI GOVERNMENT MINISTRIES

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 14 April 2023</p> <p>Accepted 13 July 2023</p>	<p>Purpose: This study aims to Investigate employees' perception of Organizational Justice and its relationship with job involvement in Saudi Government Ministries.</p>
<p>Keywords:</p> <p>Organizational Justice; Job Involvement; Saudi Government Ministries.</p> <div data-bbox="172 920 480 1167">  </div>	<p>Theoretical framework: Organizational justice in the organization is one of the most important factors that shape attitudes and behaviors of employees towards their organizations and focuses on employees understanding the extent of integrity laws and procedures followed by employees. Therefore, any defect or error in these laws and regulations or methods of implementation will lead to a negative result regarding the involvement of employees in their work and the extent to which they are connected to the job in which they work because of their sense of injustice in their organizations. Hence, this study is intended to investigate the relationship nature between organizational justice and job involvement in Saudi ministries.</p> <p>Design/Methodology/Approach: The study population includes all employees in Saudi Government Ministries with different job names. Due to the large size of the study population and for selecting a representative sample for this publication, a random sample from these Ministries' employees was used. A descriptive-analytical method was used due to its appropriateness to this study.</p> <p>Findings: The study concluded a set of results; the most important is that there is a positive relationship between organizational justice in its various dimensions (distribution justice, procedures justice dealing justice) and employee job involvement in Saudi Ministries.</p> <p>Research, Practical & Social Implications: The study showed high employee job involvement in Saudi Ministries, and there is a sense of organizational justice availability with all its dimensions in Saudi Ministries.</p> <p>Originality/Value: This study is considered one of the first studies dealing with organizational justice and its relationship with job involvement in Saudi ministries. Consequently, the study results will provide decision-makers in the Saudi public sector with important information on the organizational justice level and its relationship with employees' jobs in Saudi ministries. So, this helps them in making proper decisions to improve efficiency, and effectiveness and enhance productivity.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i7.2433</p>

JUSTIÇA ORGANIZACIONAL E SUA RELAÇÃO COM O ENVOLVIMENTO PROFISSIONAL NOS MINISTÉRIOS DO GOVERNO SAUDITA

RESUMO

Objetivo: Este estudo tem como objetivo investigar a percepção dos funcionários sobre a Justiça Organizacional e sua relação com o envolvimento no trabalho em Ministérios do Governo Saudita.

Estrutura teórica: A justiça organizacional na organização é um dos fatores mais importantes que moldam atitudes e comportamentos dos funcionários em relação às suas organizações e se concentra em que os funcionários

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compreendam a extensão das leis e procedimentos de integridade seguidos pelos funcionários. Portanto, qualquer defeito ou erro nessas leis e regulamentos ou métodos de implementação levarão a um resultado negativo no que diz respeito ao envolvimento dos funcionários em seu trabalho e até que ponto eles estão conectados ao trabalho em que trabalham por causa de seu senso de injustiça em suas organizações. Por isso, este estudo pretende investigar a relação entre a justiça organizacional e o envolvimento profissional nos ministérios sauditas.

Design/Methodologia/Abordagem: A população do estudo inclui todos os funcionários de ministérios do governo saudita com diferentes nomes de cargos. Devido ao grande tamanho da população do estudo e para a seleção de uma amostra representativa para esta publicação, foi utilizada uma amostra aleatória dos funcionários destes ministérios. Foi utilizado um método descritivo-analítico devido à sua adequação a este estudo.

Conclusões: O estudo concluiu um conjunto de resultados; o mais importante é que há uma relação positiva entre a justiça organizacional em suas várias dimensões (justiça de distribuição, procedimentos, justiça e justiça) e o envolvimento dos funcionários nos ministérios sauditas.

Pesquisa, implicações práticas e sociais: O estudo mostrou alto envolvimento de funcionários em ministérios sauditas, e há um senso de justiça organizacional disponível com todas as suas dimensões nos ministérios sauditas.

Originalidade/Valor: Este estudo é considerado um dos primeiros estudos que tratam da justiça organizacional e sua relação com o envolvimento no emprego nos ministérios sauditas. Consequentemente, os resultados do estudo fornecerão aos decisores do setor público saudita informações importantes sobre o nível de justiça organizacional e sua relação com os empregos dos funcionários nos ministérios sauditas. Assim, isso os ajuda a tomar as decisões adequadas para melhorar a eficiência e a eficácia e aumentar a produtividade.

Palavras-chave: Justiça Organizacional, Envolvimento no Trabalho, Ministérios do Governo Saudita.

LA JUSTICIA ORGANIZACIONAL Y SU RELACIÓN CON LA PARTICIPACIÓN LABORAL EN LOS MINISTERIOS DEL GOBIERNO SAUDITA

RESUMEN

Objetivo: Este estudio tiene como objetivo investigar la percepción de los empleados de la justicia organizacional y su relación con la participación laboral en los ministerios del gobierno saudita.

Marco teórico: La justicia organizacional en la organización es uno de los factores más importantes que moldean las actitudes y comportamientos de los empleados hacia sus organizaciones y se centra en que los empleados comprendan el alcance de las leyes y procedimientos de integridad seguidos por los empleados. Por lo tanto, cualquier defecto o error en estas leyes y regulaciones o métodos de implementación conducirán a un resultado negativo con respecto a la participación de los empleados en su trabajo y la medida en que están conectados con el trabajo en el que trabajan debido a su sentido de injusticia en sus organizaciones. Por lo tanto, este estudio pretende investigar la naturaleza de la relación entre la justicia organizacional y la participación laboral en los ministerios sauditas.

Diseño/Methodología/Enfoque: La población de estudio incluye a todos los empleados de los ministerios del gobierno saudita con diferentes nombres de trabajo. Debido al gran tamaño de la población de estudio y para seleccionar una muestra representativa para esta publicación, se utilizó una muestra aleatoria de los empleados de estos Ministerios. Se utilizó un método descriptivo-analítico debido a su pertinencia para este estudio.

Conclusiones: El estudio concluyó un conjunto de resultados; el más importante es que existe una relación positiva entre la justicia organizacional en sus diversas dimensiones (justicia de distribución, justicia de procedimientos que trata la justicia) y la participación laboral de los empleados en los ministerios sauditas.

Investigación, implicaciones prácticas y sociales: El estudio mostró una alta participación laboral de los empleados en los ministerios sauditas, y hay una sensación de disponibilidad de justicia organizacional con todas sus dimensiones en los ministerios sauditas.

Originalidad/Valor: Este estudio es considerado uno de los primeros estudios que tratan de la justicia organizacional y su relación con la participación laboral en los ministerios sauditas. En consecuencia, los resultados del estudio proporcionarán a los responsables de la toma de decisiones en el sector público saudita información importante sobre el nivel de justicia organizacional y su relación con los puestos de trabajo de los empleados en los ministerios sauditas. Por lo tanto, esto les ayuda a tomar las decisiones adecuadas para mejorar la eficiencia, la eficacia y la productividad.

Palabras clave: Justicia Organizacional, Participación Laboral, Ministerios del Gobierno Saudita.

INTRODUCTION

Contemporary organizations recognize the importance of human resources as a key element in an organization and as a key driver of its different activities. They also recognize that an organization's survival and development depend entirely on its human resources efficiency how it deals with them and its ability to motivate such resources to perform the required tasks efficiently and effectively. Consequently, improving human resources performance under globalization, competition, and changing environment can only be achieved by understanding organizational behavior in organizations due to its important role as a link between productivity level on the one hand and employees' needs on the other hand.

The study's importance stems from its attempt to fill the gap in research concerning the concept of organizational justice and its relationship with job involvement. This study is considered one of the first studies dealing with organizational justice and its relationship with job involvement in Saudi ministries.

Justice, integrity values, and neutrality application in the organization are one of the basic requirements for organizational behavior formation and positive attitudes among its employees. Therefore, the increased worker's sense of justice will increase their confidence in top management and increase their satisfaction and improve their behavior. On the contrary, employees' sense of non-justice will lead to many negative consequences, including job dissatisfaction and declining performance. Among behaviors that can be affected by employees' sense level of organizational justice and job involvement, which is considered a positive trend that reflects employees' maximum effort to meet job requirements and thus has a significant role in promoting and increasing organizational efficiency in organizations. Also, the organization should strive to achieve justice among staff in every action or decision to increase job satisfaction, staff involvement, and productivity. Therefore, this study aims to achieve the following objectives:

- Investigate employees' perception of organizational justice in Saudi ministries.
- Investigate job involvement level in Saudi ministries and its relationship to some personal and organizational variables.
- Investigate the relationship nature of the extent of staff sense of organizational justice and involvement level in Saudi ministries.
- Contribute to increasing the effectiveness and efficiency of Saudi ministries by making recommendations that raise their job involvement level of individual perception to organizational justice and thus increase job involvement level.

Hence, this study intends to investigate the relationship between organizational justice and job involvement in Saudi ministries by answering the following questions:

- A. What is employees' sense level of organizational justice in Saudi ministries?
- B. What is the employee's job involvement level in Saudi ministries?
- C. What is the impact of employees' sense of organizational (distribution justice, procedures justice, and dealing justice) on employees' job involvement in Saudi ministries?

LITERATURE REVIEW

Melhm (2020): The main objective of this research was to determine the effect of organizational justice on functional combustion from the perspectives of secondary school teachers in Qalqilya Governorate. The descriptive analytical method was used. The questionnaire was used as a tool to collect data. Qalqilya (320) teachers, or 60% of the research community. The results of the field study showed that the responses of the respondents towards the level of organizational justice in the girls' secondary schools in Qalqilya governorate were moderate on both dimensions (distributive and procedural justice), high on the dimension (interactive justice), while it was very high on the dimension (media justice). The results showed that there was a significant effect of the organizational justice dimensions (informational, personal, distributive, procedural and interactive) on the functional combustion from the views of secondary school teachers in Qalqilya governorate. From the perspectives of secondary school teachers in Qalqilya governorate, attributed to the two variables (job grade, place of residence of the teacher) on all dimensions and the total score.

Altawi (2018): study entitled "The role of job involvement in interpretation the relationship between job resources and banking service quality" "The study aimed to investigate the impact of job resources in banking service quality, among a sample of government commercial banks employees in Muthanna province in Iraq, The study sample consisted of (133) employee with different scientific qualification and managerial positions. The study handled the following job dimensions (feedback, employee independence, and perceived social support. The study results showed the correctness of study hypotheses that job resources affect the quality of banking service through the intermediary role of job involvement. The researcher concluded a few important recommendations, the most important of which was the importance of using job resources in the measurement of banking service quality.

Wleed et al. (2017): the study aims at highlighting the reality of organizational justice practices and their relationship with the professional compatibility of local administration staff. The study also aims to shed light on the causes and factors that embody these organizational practices in the work environment. The study depends on an analytical descriptive approach, The research group has designed a questionnaire to measure the level of organizational justice and another questionnaire to measure the level of professional compatibility. It was applied to a simple random sample of (65) employees. The study reached the following results: There is a statistically significant correlation between organizational justice and professional compatibility among local administration staff in the state of M'sila. There is a high level of awareness of the fair organizational practices of local administration staff in the state of M'sila, the level of professional compatibility is high among the local administration staff in the state of M'sila.

Jlab et al (2016): The study aimed to determine the role of perceived organizational support in enhancing job engagement in a sample of private faculty staff of colleges. The sample (248) professors distributed on (11) College in three governorates (Najaf, Karbala, and Babil), the study reached several conclusions, perhaps the most prominent of there is a clear understanding among the study sample about study concepts and increasing the perceived organizational support has implications in enhancing of good job engagement. The study concluded several recommendations including the need to employ studied perceived organizational support by the colleges to increase the level of job engagement of the teaching staff.

Alzahrah (2016): The study seeks to identify the effect of organizational justice on administrative empowerment in Algerian companies, the study found the presence of impact statistically significant between organizational justice dimensions and administrative empowerment, as there are an low level of organizational justice in the surveyed enterprises, Due to the weakness of the administrative procedures applied fairly and that the behavior of some managers who are not characterized by equity. all this led to the availability of a low level of empowerment in these institutions, the study recommends the need to increase attention the of company managers to achieve organizational justice associated with empowering employees leads to achieving the desired objectives. By knowing the impact, the justice dimensions on empowerment.

In a study conducted by researchers **Ali Mahad et al, (2023)** for the purpose of knowing organizational justice, organizational commitment, and transformational leadership on the

performance of the employees of the Ministries of Agriculture and Fisheries in Oman. This study included nearly 400 employees working in both ministries. The researcher distributed questionnaires to the study sample and used statistical programs to test the hypotheses in this study. In this study, the researcher reached the positive role of organizational commitment on the performance of employees, as well as the moderate role of organizational justice on the performance of employees and the management of human resources. On the contrary, the study did not find a role for organizational justice in the relationship between transformational leadership and employee performance. The researcher concluded the importance of transformational leadership and organizational justice on the performance of employees and their importance in raising functional efficiency and enhancing employee performance.

Almasri (2015) The purpose of this research study is to observe the relationship between job involvement and the organizational citizenship behavior of doctors working at governmental hospitals. This study also aims at identifying the level of job involvement and investigating the degree of doctors' practicing the behavior of organizational citizenship. The researcher has used the descriptive analytical approach in describing and analyzing the phenomenon. The results of the study showed a positive relationship between job involvement and organizational citizenship behavior. As it showed a positive relationship between job involvement dimensions (emotional involvement, cognitive involvement and behavioral involvement) and the organizational citizenship behavior. The research included a set of recommendations and the most important are: The work on developing doctors' emotional job involvement at the governmental hospitals in the Gaza strip. Enforcing the behavioral involvement for doctors at the governmental hospitals Increasing the awareness level of organizational citizenship importance for doctors and its results for patients particularly and hospital generally. Working on maximizing and optimizing job involvement and organizational citizenship for doctors regardless of their characters' differences and caring about them since they are recently considered of the most important human resources.

A study conducted by **Imad and his colleagues (2022)** on a sample of nurses in a public hospital in Jordan, aimed to determine the relationship between organizational justice and turnover intention. The study sample consisted of 370 nurses and quantitative analysis was used for the purpose of interpreting the obtained results. A set of hypotheses was built for the purpose of verifying the objectives of this study. The researchers reached a set of results, the most important of which is the presence of a positive effect between organizational justice and the intention of employee turnover, as well as a positive effect between organizational justice and

employee silence. In addition, several variables and their relationship to organizational justice have been studied. The researchers recommended organizing such a study in industries and other facilities, considering job commitment, organizational learning, and other important factors.

Alobaidi (2012): the research aimed to identify the justice regulatory and organizational commitment in the Ministry of Higher Education and Scientific Research and determine the nature of the correlation between two variables, and know about the impact between them to achieve the goal of research and have led referendum sample of (67) members of staff in the ministry, including managers of departments and officials by using some statistical, methods (mean standard deviation, correlation coefficient, regression coefficient) research has come to the set of results including the existence of correlation between two variables and by (0.349) at the level of significance (1%), while the results referred to increase the strength of relationship between the variable fair dealing and faith in Organization and was (0512) The most important conclusions represented by link and the effect of the dimensions of justice, regulatory and the dimensions of organizational commitment in varying degrees and research ended on considerable that justice organizational variables of interest in the increased rates of organizational commitment in the sample examined, while the recommendations were: the encouragement to adopt a regulatory environment develop the level of organizational commitment by providing regulatory environment in which justice prevails with review of all the policies and practices based on the mistaken traditional view in the administration according to the principle that justice for all.

This study is different from the previous studies because it is the first study that deals with the reality of practicing Organizational Justice and its relationship with job involvement in Saudi Ministries. In addition, this study is one of the important studies that addressed the new concept of management concepts to investigate its implementation extent in an important sector that has a clear impact on Saudi citizens daily life.

THEORETICAL FRAMEWORK

First: (Organizational Justice)

Organizational justice is an individual's sense of justice in an organization and behavioral reaction to such sense. Most organizational justice researchers agree that there are three basic issues on which individuals base their sense of justice in an organization (Nadiri and Tanova, 2010:

1. First issue focuses on organizational outputs for employees such as salaries, rewards, incentives, and workload. Justice distribution term is used to describe this type of justice (Azar and Darvishi, 2011). Consequently, Distributive Justice indicates distribution fairness sense of organizational outputs (Folger and Cropanzano, 1998). Individuals mostly focus in their career outcomes is comparing those outcomes with those of their peers in the same organization or abroad in similar organizations (Till and Karren, 2011). Thus, distribution justice focuses on employee equality theory between employees because it focuses on outputs and inputs final distribution in organization. This theory prevailed during the 1960s and 1970s until 1975 when other organizational justice studies focused on integrity and impartiality of procedures and laws through which inputs and outputs are distributed to staff in organization.

2. The second issue involves procedures and laws through which organizational outputs are distributed such as salary and work burden between employees. This type of justice is called according to researchers (Thibaut and Walker, 1975) as procedural justice. The researchers explained that working individuals tend to accept decision or procedure and consider it fair when they participate in its making. They confirmed that in situations in which there is a conflict, the outcomes justice of decision is achieved through a system of managerial procedures that guarantees the parties to the conflict a certain degree of control over this decision by providing an opportunity to defend their attitudes and submit their evidence before decision taking.

Although Thibaut and Walker (1975) are the first who discuss procedural justice, but Leventhal's model (1980) is the basis for many of the following studies which handled the concept of procedural justice. This model is based on the existence of six rules of procedures justice in order to judge that any distribution process in the organization is fair and these six rules are as follows:

A-Integrity (stability): integrity means decisions application on all without exception, but stability means that those decisions follow the same procedures whenever taken.

B-Non-discrimination means that there are rules and instructions that prevent personal desires of decision-taker to influence the decision at all stages.

C-Accuracy, which means that there must be sufficient and accurate information for decision maker and should be taken by qualified and appropriate person.

D- Correct ability means that the person affected by decision must have the opportunity to amend and change the decision if he is dissatisfied. In other words, organization must

find laws and regulations that guarantee the right of individuals to appeal and challenge the decisions taken against them.

E. Representation, which means granting organization's members the opportunity to participate in decision-making that results in the distribution of outputs to these workers, reflecting the concerns and concerns of workers affected by the decision.

F. Morals mean that organization's decisions must conform to employee's norms and values that are affected by such decisions. The sense of injustice occurs when these decisions violate organization's individual's moral values and principles.

3. The third case focuses on personal treatment received by individuals who are affected by decisions in their dealings with such decision's makers of and whether such treatment is based on respect and dignity. Therefore, the term Interactional Justice is used to denote this type of organizational justice (Bies and Moag, 1986).

Treatment justice involves the personal treatment nature that employees perceived when decisions are applied to them in the organization. It reflects employees- opinion regarding the personal treatment he feels when director or decision maker applies procedures and decisions on him. It does not reflect decision's outputs neither justice (distribution justice) nor the decision itself justice (procedures justice), but reflects the interaction between decision-taker and decision-receiver. Since implementation of managerial decisions and procedures require some communication between decision maker and decision receiver. According to Bies and Moag, (1986), this interaction may explain why employees feel injustice even when decisions and decision outcomes are fair. There are four criteria used to judge the extent to which employee feels the fairness of dealing with the decision maker (Bies and Moag 1986).

1. Trust where employees feel when the decision taker is frank and honest during his interaction and contacting them.
2. Respect, employees feel when the decision-maker shows politeness when treating them.
3. Relevance employees perceived it when decision taker engaged in non-relevance issues that are not related directly with the decision such as asking the employee about his age, race, or religion, which may give organization 's employees negative indicators when decision taker is asked such questions.
4. Justification, it occurs when decision taker provides sufficient explanations for the taken decision justification its causes and clarifying its outputs and negative and

positive impacts of such decision. Justification absence may make employee feels unfair even if the decision is correct.

Second: Job Involvement

Job involvement is creation work environment that enables employees to have an impact on decisions and actions that affect their jobs. Employee's involvement or participation is management and leadership philosophy on how to enable employees to contribute to continuous improvement in organization and increasing productivity.

Chagatai (2008) argues that job involvement represents the degree to which individual integrates with the job that he exercises and feels its importance. Therefore, it is related to mental and emotional aspects together. Since involvement is affected by many influences, including emotional level. This is evident from its positive effects on the individual. Such as higher self-esteem, satisfaction, and happiness and on the contrary when involvement level is reduced, then the negative impact is clear on individual, feelings such as anxiety, distress, depression and despair.

Mohsan, et al. (2011) and Khan & Jam (2011), explained job involvement importance in the following points:

1. It enter sat the heart of job relationship, because it deals with what individuals do and how they act in their roles and what makes them behave in other ways to achieve both organization and their personal goals.
2. Job involvement is one of the most important approaches used to develop and improve work life quality. Also, the interaction between job involvement and organizational commitment makes individual who is involved in his job has an organizational commitment to his organization and stay more and is keen to develop its activities.
3. Job involvement is related to work importance in individual life. So, the more important the work, the more loyal the employee to his organization, which in turn affects the performance of individuals. Thus, employee's involvement in their work has a significant impact on employee productivity and efficiency.
4. It is an important factor in creating and increasing employee motivation.
5. It is an important factor to achieve individual's growth and job satisfaction in the work environment.

Strategies to Promote Job Involvement

Abadi, Jaf (2012), and Lawler & Hall (1970) mentioned some strategies to promote job involvement through:

1. Job itself: employees feel that they have the opportunity to specify the objectives related to do the work.
2. Work environments: through improving work environment and conditions and performance work methods.
3. Leadership: This is made through training to understand how leaders work and the skills that an employee needs in leadership.
4. Opportunities of personal growth: by promoting learning culture.
5. Contribution Opportunities: through listening and responding to any contributions provided by individuals.

Characteristics of job involvement: represented by a set of factors (Qassem, 2012):

1. Job involvement variable: it represents personal differences between individuals such as (motives / values / attitudes / gender)
2. Job characteristics: represented by (motivation / job independence / diversification / task description / tasks / feedback).
3. Social characteristics: represented by (work with others / participate in decision taking / feelings of success).

Yoshimura (1996) provided a multidimensional model for job involvement, in which he emphasized on job involvement, is not one-dimensional concept and consists of three dimensions:

1. Emotional involvement: it refers to the extent of individual strength of work enjoyment in his job or extent of his love for his work. The most important characteristics: attachment and enjoyment and engagement in the work.
2. Cognitive involvement: refers individuals participation strength degree in decision-taking related his job or importance degree of his job in his life. The most important characteristics: employee's psychological state, self-esteem and effective participation with others.
3. Behavioral involvement: it refers to individual taking an additional role such as taking evening shift to enhance his skills related to his job, or thinking about work after he leaves the work and its most important characteristics: behavioral intentions, behavior outside work, learning and employee's volunteer development.

STUDY METHODOLOGY

Study Method

This study is based on the descriptive-analytical method.

Data Sources

It was relying on two types of sources of data collection:

- A. Secondary Data: it has been obtained through Arabic and English books and periodicals, formal reports, journals, thesis, and articles issued by official authorities.
- B. Primary Data: to determine Organizational Justice and its relationship with job involvement, we have been conducting a pilot study with some employees of sample Saudi Government Ministries. the purpose of this pilot study is to review the dimensions of Organizational Justice and its relationship with job involvement. The second step is developing a questionnaire to collect the needed data from the study population.

Study Limitations

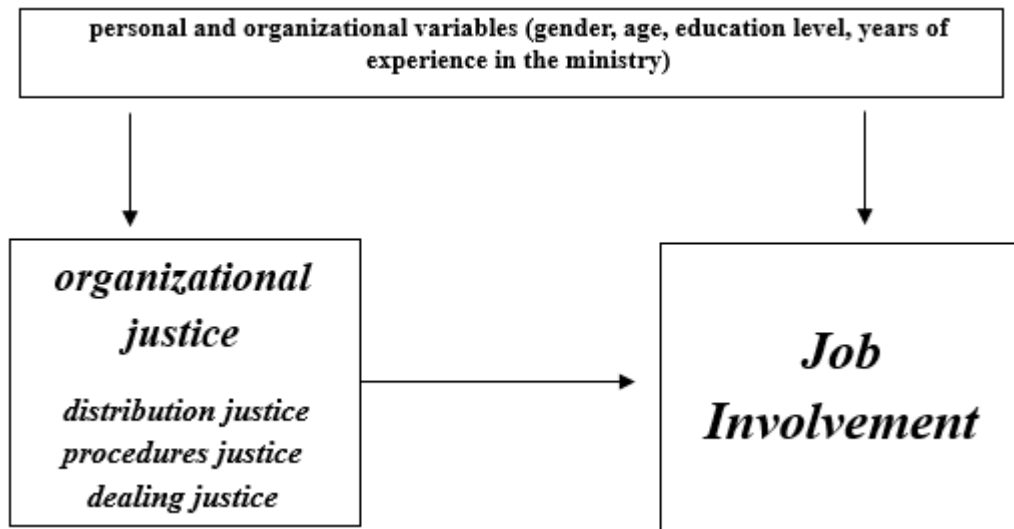
- A. Human limits: All employees in Government Ministries in Saudi.
- B. Scientific limitations: organizational justice with its different dimensions (distribution justice, procedures justice, and dealing justice) and job involvement in Saudi ministries.

Study Population & Study Sample

The study population includes all employees in Saudi Government Ministries with different job names. Due to the large size of the study population and for the selection of a representative sample for this publication, a random sample from these Ministry's employees was used where (350) questionnaires were distributed to ten ministries, (316) questionnaires we recollected that is 90.3 % as a response rate. (10) questionnaires were disregarded due to incompleteness, so (306) questionnaires were valid for statistical analysis purposes.

Study Model

Figure (1): Study Model



Source: Prepared by the authors (2023)

Study Hypothesis

Based on the objectives of this study, the researchers build the next hypothesis:

First hypothesis: There is a statistically significant relationship at (0.05) level between organizational justice (distribution justice, procedures justice, and dealing justice) and employees' job involvement in Saudi ministries. This hypothesis was divided to sub-hypotheses:

- A. There is a statistically significant relationship at (0.05) level between distribution justice and job involvement in Saudi ministries.
- B. There is a statistically significant relationship at (0.05) level between procedures justice and job involvement in Saudi ministries.
- C. There is a statistically significant relationship at (0.05) level between dealing with justice and job involvement in Saudi ministries.

Second hypothesis: There is a statistically significant relationship at (0.05) significant level between organizational justice (distribution justice, procedures justice, dealing justice) between sample responses due to the following personal and organizational variables (gender, age, education level, years of experience in the ministry).

Third hypothesis: There is a statistically significant relationship at (0.05) significant level between job involvement between sample responses due to the following personal and organizational variables (gender, age, education level, and years of experience in the ministry).

Study Instrument

Based on the data nature of the researcher found that questionnaire is the most appropriate instrument to achieve study objectives. The researcher designed an initial questionnaire and submitted it to a group of referees who provide advice and guidance, and then an initial field test study was carried out on a sample of ten employees. Some proper modifications were made to form the questionnaire in its final form, which has been distributed to all sample subjects in the sample in order to collect the required data for the study.

The questionnaire was divided into two parts as follows:

First part

Study population's personal data consisted of 4 statements.

Second part

It handled study sample trends regarding Organizational Justice and its relationship with job involvement in Government Ministries, and was divided into two as follows:

First dimension

It handled Organizational Justice, and consisted of 27 statements that were divided into the following elements:

- Distribution justice: represented by statements 1-10
- Procedures justice: represented by statements 11-19.
- Dealing justice: represented by statements 20-27.

Second dimension

Discuss job involvement: and consisted of 20 statements 28-47.

Instrument Validity and Reliability: questionnaire statements were structured to ensure the validity and reliability of its statements as follows:

Instrument 's statements validity: two methods were used to find out the questionnaire's statements validity.

Referees Validity: the questionnaire was presented to five professional referees. all necessary steps were made either deletion or modification in light of provided suggestions by referees.

Internal consistency: questionnaire statements internal consistency was calculated on the pilot sample amounting 30 statements, through computing correlation coefficients between each paragraph, and the total degree of dimension as follows:

Validity of structural consistency of study dimensions: Table (2) shows Correlation coefficients between the mean of each dimension axes of with total mean of questionnaire statements, which shows that indicated correlation coefficients are significant at 0.05 level, which ranged between (0.887 -0.803), since significance level of each statement is less than 0.05 and R calculated value is more than R tabulated value.

Table 1- Correlation coefficient between mean of each study dimension and total mean of questionnaire statements

First dimension: Organizational Justice	correlation coefficient	significant level
Distribution justice	0.856	0.000
Procedures justice	0.814	0.000
Dealing justice	0.803	0.000
Second dimension: job involvement	0.887	0.000

Source: Prepared by the authors (2023).

Questionnaire's Statements Reliability: reliability steps were made on pilot sample using Cronbach's Alpha to measure questionnaire reliability. Table (3) shows that reliability coefficients are high:

Table 2- Reliability coefficient (Split Half and Cronbach Alpha)

First dimension: Organizational Justice	Cronbach Alpha
Distribution justice	0.913
Procedures justice	0.916
Dealing justice	0.894
Second dimension: Job involvement	0.904
all paragraph	0.912

Source: Prepared by the authors (2023).

RESULTS AND DISCUSSION

Results

Study's sample characteristics

The following tables show the most important results of collected data analysis from the study sample:

Table 3- Sample Distribution According to Gender

Gender	Frequency	Percentage%
male	187	61.1
female	119	38.9
Total	306	100

Source: Prepared by the authors (2023).

Table (3) indicates that males' percent in study sample was 61.1% of the total study sample, while female percent was 38.9%. Male's percent more than female percent in the sample is due to the increased number of male staffs in Saudi Government Ministries.

Table 4- Sample distribution according to Age

Age	Frequency	Percentage%
Less than 30	145	47.4
31- 40 years	103	33.6
41-50 years	41	13.4
More than 50 years	17	5.6
Total	306	100

Source: Prepared by the authors (2023).

Table (4) indicates that 47.4% of the study sample, are of age group less than 30 years, and it is the highest percent of the total study sample. This reflects the concentration of this group in Saudi Ministries, while the age group (31-40) years ranked the second with 33.6 % of the total sample, 13.4 % of the total sample are of the age group between 41-50 years. Age group (50 +) ranked the last with 5.6 %, of the total sample.

Table 5- Sample distribution according to educational level

Educational Level	Frequency	Percentage%
high school	6	2
Diploma	12	3.2
bachelor's degree	203	66.4
master's degree	81	26.5
Ph.D.	4	1.4
Total	306	100

Source: Prepared by the authors (2023).

Table (5) results indicate 66.4 % of the sample is concentrated in those who have bachelor's degree While 26.5 % of the total sample have master's degree, those who have diploma ranked third with 3.2 % of the total sample, While high secondary school with 2% of the total sample, in the last Ph.D. with 1.4 % of the total sample.

Table 6- Sample distribution by years of experience

Experience	Frequency	Percentage%
Less than 5 years	61	19.9
5-10 years	143	46.7

11-20 years	89	29.1
More than 20 years	13	4.3
Total	306	100

Source: Prepared by the authors (2023).

Table (6) indicates that study sample is concentrated on those who have experience 5-10 years with 46.7 % of the total sample, those who have 11-20 years' experience ranked the second amounting 29.1 % of the total sample, while the percent of those who have experience less than five years with 19.9 % of total sample. Finally, employees whom their experience more than 20 years, amounting 4.3 %.

Questionnaire Statements Analysis

T- test was used to determine the study sample response mean on questionnaire statements.

Organizational Justice Statements Analysis

Distribution justice statements

Table 7- mean and significant value (Sig.) for distribution justice statements

No.	Statement	Mean	Relative mean	Test value	Sig.	ranking
1	The salary I receive fits with the nature of the work I do	3.31	64.79	11.09	0.100	7
2	I consider that the special workload I am doing is appropriate and fair	4.69	91.94	26.50	0.000	1
3	Financial incentives obtained by ministry employees are appropriate	3.13	61.78	12.61	0.000	8
4	There is a justice in distributing additional working hours in the Ministry	4.61	89.94	25.26	0.000	2
5	I feel that the benefits I get are less than the ones that my colleagues get in the ministry	3.65	65.91	13.67	0.000	5
6	The rewards and privileges that I have received are matching with the job tasks and duties of my work	3.32	66.41	16.91	0.000	6
7	I feel that my tasks and job duties are appropriate compared to my colleagues	4.26	84.12	23.87	0.310	3
8	There are clear grounds for promotion in the ministry	2.90	58.92	10.07	0.000	10
9	There are clear and fair basics in distributing material and moral incentives in the ministry	2.97	58.98	10.11	0.010	9
10	The Ministry offers me privileges similar to other ministries	4.16	83.19	22.55	0.000	4
	Total	3.72	73.12	15.09	0.000	

Source: Prepared by the authors (2023).

Table above shows that most of items means in (distribution justice) dimension were more than (3.13) , This indicates that there is sample agreement on this dimension statements, save statements (8.9) which were less than the mean, This indicates study sample disagreement regarding the existence of clear bases for promotion in the ministry in addition to existence of clear and fair bases regarding distribution of material and moral incentives in the ministry. Statements (2) and (4) have the higher means, this indicates that the study sample's subjects consider that workload they perform is appropriate and fair, and that there is justice in distributing part time working hours in the ministry.

Procedures justice statements

Table 8 - mean and significant value (Sig.) for procedures justice statements

No.	Statement	Mean	Relative mean	Test value	Sig.	ranking
11	The Ministry requests my opinion in decision-making process	3.09	62.13	14.18	0.000	6
12	The administrative procedures applied by ministry are fair and impartial	2.68	58.12	-0.86	0.235	9
13	Performance evaluation process is carried out in fair and clear manner	3.98	80.11	24.88	0.000	1
14	The Ministry encourages the contributions I make to improve organizational performance	3.08	62.18	14.11	0.000	7
15	All work-related issues are clarified and explained	3.87	78.16	21.30	0.000	3
16	I am assigned to clear and uncomplicated work	3.45	69.95	27.68	0.000	4
17	My direct managers collect accurate and complete information before making business decisions	3.06	78.45	30.26	0.000	2
18	There are clear procedures for pursuing abuses and irregularities in the work	2.76	56.11	-0.91	0.228	8
19	There is justice in regulations and instructions application in the Ministry	3.18	64.18	22.15	0.000	5
	Total	3.23	67.74	18.14	0.000	

Source: Prepared by the authors (2023).

Table (8) above shows that most of items means in (procedures justice) dimension were more than (3.23), This indicates that there is sample agreement on this dimension statements, save statements (18.12) which were less than the mean.

Dealing justice statements

Table 9- mean and significant value (Sig.) for dealing justice statements.

No.	Statement	Mean	Relative mean	Test value	Sig.	ranking
20	Directors' behavior in the Ministry is fair and transparent	2.82	56.82	0.98-	0.175	8
21	The Direct Manager is keen to create a spirit of cooperation between employees	3.83	76.88	29.34	0.000	1
22	I feel top management integrity in ending disputes between employees	3.32	66.90	22.65	0.000	5
23	The manager treats me fairly when he makes a decision regarding my job	3.03	60.95	19.87	0.000	7
24	When the Director makes decisions relating to my job, he provides me with logic explanations that he has made to take such decisions	3.42	68.78	20.31	0.000	4
25	The Director treats me with interest and concern in the event of decision taking related to my job	3.45	69.26	23.45	0.000	3
26	When the Director makes a decision regarding my job, he discusses it with me very frankly and takes into account my personal demands	3.20	64.10	22.89	0.000	6
27	When a manager decides regarding my job, he treats me with respect and dignity and takes care of my rights as an employee	3.65	73.16	28.45	0.000	2
Total		3.34	67.10	20.92	0.000	

Source: Prepared by the authors (2023).

The table above shows that most of items means in (dealing justice) dimension were more than (3.34), This indicates that there is sample agreement on this dimension statements, save statements (20) which were less than the mean.

Job involvement statements analysis

Table 10- mean and significant value (Sig.) for job involvement statements

No.	Statement	Mean	Relative mean	Test value	Sig.	ranking
28	Personal goals in my life are related to my job	3.76	75.79	26.22	0.000	12
29	I feel that my work is part of my life and it is hard to get away from it	3.65	73.26	24.85	0.000	13
30	Work represents my primary interest in life	3.23	64.87	24.94	0.000	16
31	I enjoy my work during providing service to Ministry's customers	3.13	62.86	24.21	0.000	17
32	My job fully satisfies my needs	3.05	61.24	18.90	0.000	19
33	My performance at work is the basis for self-realization	4.05	81.25	28.65	0.000	10

34	I am satisfied and pleased after I give an assistance to Ministry's customers	4.80	96.12	38.54	0.000	2
35	I give priority to work interest than personal interest	4.76	95.40	38.65	0.000	3
36	I abide by working hours and do not delay my work	4.14	83.02	23.86	0.000	8
37	I face good words from the customers while serving them	3.11	62.32	21.86	0.000	18
38	I am thinking about my job even after the end of the work	3.92	78.68	29.54	0.000	11
39	I am willing to do more than necessary for Ministry work success	4.54	91.22	36.92	0.000	6
40	I am willing to work additional hours to finish work even if the overtime is not paid	3.40	68.21	25.76	0.000	15
41	I help my colleagues if they need me to do some work	4.32	86.64	28.25	0.000	7
42	I like working in public sector more than private sector	3.05	61.28	21.54	0.000	20
43	I follow any observations, complaints or developments related to Ministry	4.11	82.65	28.98	0.000	9
44	I am happy because my job occupies a large part of my time	3.54	71.10	27.65	0.000	14
45	I always seek to develop myself through training courses	4.87	97.72	38.29	0.000	1
46	I exert effort to study the Ministry's problems and make suggestions	4.30	86.18	33.65	0.000	5
47	I have a high commitment and loyalty towards the ministry and I am interested in its development	4.66	93.46	37.32	0.000	4
Total		3.71	78.67	24.65	0.000	

Source: Prepared by the authors (2023).

Table (10) shows that most of items means in (job involvement) dimension were more than (3.71) , This indicates that there is sample high agreement on this dimension statements, Statements (34,35,39,45,47) have the higher means, This indicates that study sample's subjects consider that thy are satisfied and pleased after thy give an assistance to Ministry's customers, and thy have a high commitment and loyalty towards their ministries, and thy always seek to develop themselves through training courses.

HYPOTHESES TESTING

First Hypothesis

There is a statistically significant relationship at (0.005) level between organizational justice (distribution justice, procedures justice, and dealing justice) and job involvement of employees in Saudi ministries.

Table 11-The correlation coefficient between organizational justice and job involvement of employees in Saudi ministries

Hypotheses	correlation coefficient	SIG.
first hypothesis	0623.	0.000

Source: Prepared by the authors (2023).

Table (11) shows the result of the first hypothesis test, where the result indicates that the correlation coefficient is equal to (.0623) and that the significant value Sig. (0.000), which is less than the significance level of 0.05. This indicates that there is statistically significant relationship between organizational justice and employee's job involvement in Saudi ministries.

- Employees approval of the existence of a strong relationship between organizational justice and job involvement means that whenever degree of sensitivity of Saudi ministry employees to organizational justice increased, job involvement is increased.

The First Sup Hypothesis

There is a statistically significant relationship at (0.05) level between distribution justice and job involvement in Saudi ministries.

Table 12- The correlation coefficient between distribution justice and job involvement of employees in Saudi ministries

Hypotheses	correlation coefficient	SIG.
First sup hypothesis	0812.	0.000

Source: Prepared by the authors (2023).

Table (12) shows the result of the first sup hypothesis test, where the result indicates that the correlation coefficient is equal to (.0812) and that the significant value Sig. (0.000), which is less than the significance level of 0.05. This indicates that there is statistically significant relationship between distribution justice and employee's job involvement in Saudi ministries.

The Second Sup Hypothesis

There is a statistically significant relationship at (0.05) level between procedures justice and job involvement in Saudi ministries.

Table 13- The correlation coefficient between procedures justice and job involvement of employees in Saudi ministries

Hypotheses	correlation coefficient	SIG.
Second sup hypothesis	.0597	0.000

Source: Prepared by the authors (2023).

Table (13) shows the result of the second sup hypothesis test, where the result indicates that the correlation coefficient is equal to (.0597) and that the significant value Sig. (0.000), which is less than the significance level of 0.05. This indicates that there is statistically significant relationship between procedures justice and employee's job involvement in Saudi ministries.

The Third Sup Hypothesis

There is a statistically significant relationship at (0.05) level between dealing justice and job involvement in Saudi ministries.

Table 14-The correlation coefficient between dealing justice and job involvement of employees in Saudi ministries

Hypotheses	correlation coefficient	SIG.
Third sup hypothesis	.0645	0.000

Source: Prepared by the authors (2023).

Table (14) shows the result of the Third sup hypothesis test, where the result indicates that the correlation coefficient is equal to (.0645) and that the significant value Sig. (0.000), which is less than the significance level of 0.05. This indicates that there is statistically significant relationship between dealing justice and employee's job involvement in Saudi ministries.

To test the second hypothesis, (there is a statistically significant relationship at significance level (0.05) between study sample's responses on organizational justice (distribution justice, procedures justice, dealing justice), due to the following personal and organizational variables: (gender, age, Education level and years of experience in the ministry) . T test and ANOVA test were used for two independent samples to determine if there were statistically significant differences.

Table 15- Results of t-test for two independent samples- gender

variable	Means		Test value	Sig.
	male	female		
distribution justice	4.08	4.10	1.231	0.685
procedures justice	3.94	3.95	.0976	0.594
dealing justice	3.86	4.21	.0872	0.580
organizational justice	3.96	4.08	1.263	0.560

Source: Prepared by the authors (2023).

Table above shows that there are no statistically significant differences between the study sample's responses on organizational justice due to gender since the significant value

(Sig) is greater than the significance level (0.05). This may be because genders are subject to the same work conditions, job burdens, and work stress in Saudi ministries.

Table 16- One Way ANOVA test results – Age

variable	Means				Test value	Sig.
	Less than 30	31- 40 years	41-50 years	More than 50 years		
distribution justice	3.65	3.92	4.11	4.83	11.921	0.000
procedures justice	3.81	3.81	4.23	4.64	8.865	0.000
dealing justice	3.45	3.54	4.15	4.34	6.945	0.000
organizational justice	3.64	3.76	4.16	4.60	9.765	0.000

Source: Prepared by the authors (2023).

The above table shows that there are statistically significant differences between estimated means of research sample due to age, where the significance value (Sig) is less than the significance level (0.05), and the highest mean for the age group between 41-50 and the 50 years age group. This indicates that as employee progresses to age, he becomes more satisfied, more convinced and more aware of organizational justice.

Table 17- One Way ANOVA test results – Education Level

variable	Means					Test value	Sig.
	high school	diploma	bachelor's degree	master's degree	Ph.D		
distribution justice	3.17	3.09	3.35	4.18	4.65	12.740	0.000
procedures justice	3.24	3.21	4.04	4.65	4.17	8.325	0.001
dealing justice	3.12	3.32	3.76	4.39	4.53	10.290	0.000
organizational justice	3.18	3.21	3.72	4.47	4.45	11.858	0.000

Source: Prepared by the authors (2023).

The above table shows that there are statistically significant differences between estimated means of research sample due to Education Level, where the significance value (Sig) is less than the significance level (0.05), PhD and Master's degree–have the highest mean. This indicates that employees with postgraduate studies are more satisfied. More convinced and more sense to organizational justice.

Table 18- One Way ANOVA test results – experience in the ministry

variable	Means				Test value	Sig.
	Less than 5 years	5-10 years	11-20 years	More than 20 years		
distribution justice	3.04	3.65	4.65	4.84	9.980	0.000
procedures justice	3.81	3.97	4.76	4.45	8.665	0.000
dealing justice	3.32	4.08	4.32	4.80	11.439	0.000
organizational justice	3.41	3.90	4.58	4.70	10.559	0.000

Source: Prepared by the authors (2023).

The above table shows that there are statistically significant differences between estimated means of research sample due to experience in the ministry, where the significance value (Sig) is less than the significance level (0.05), Those who have more than 10 years of experience had obtained the highest mean. This indicates that employees with long years of service in Saudi ministries are more satisfied, more satisfied, and more aware of organizational justice.

To test the Third hypothesis, (There is a statistically significant relationship at (0.05) significant level between job involvement between sample responses due to the following personal and organizational variables (gender, age, education level, and years of experience in the ministry). T-test and ANOVA test were used for two independent samples to determine if there were statistically significant differences.

Table 19- Results of T-test for two independent samples- gender

variable	Means		Test value	Sig.
	male	female		
Job involvement	4.49	4.42	1.678	0.751

Source: Prepared by the authors (2023).

Table above shows that there are no statistically significant differences between study sample's responses on Job involvement due to gender, since the significant value (Sig) is greater than the significance level (0.05). This may be because genders are subject to the same work conditions, job burdens and work stress in Saudi ministries.

Table 20- One Way ANOVA test results – Age

variable	Means				Test value	Sig.
	Less than 30	31- 40 years	41-50 years	More than 50 years		
Job involvement	3.56	4.28	4.42	4.94	17.694	0.000

Source: Prepared by the authors (2023).

The above table shows that there are statistically significant differences between estimated means of research sample due to age, where the significance value (Sig) is less than the significance level (0.05), and the highest mean for the age group between 41-50 and the 50 years age group. This indicates that as employee progresses to age, he becomes more satisfied, more commitment and loyalty towards their ministries.

Table 21- One Way ANOVA test results – Education Level

variable	Means					Test value	Sig.
	high school	diploma	bachelor's degree	master's degree	PhD		
Job involvement	3.53	3.39	4.07	4.23	4.66	18.864	0.002

Source: Prepared by the authors (2023).

The above table shows that there are statistically significant differences between estimated means of research sample due to Education Level, where the significance value (Sig) is less than the significance level (0.05), PhD and master's degree–have the highest mean. This indicates that employees with postgraduate studies are more satisfied. More commitment and loyalty towards their ministries.

Table 22- One Way ANOVA test results – experience in the ministry

variable	Means				Test value	Sig.
	Less than 5 years	5-10 years	11-20 years	More than 20 years		
Job involvement	3.36	3.30	4.80	4.93	11.893	0.001

Source: Prepared by the authors (2023).

The above table shows that there are statistically significant differences between estimated means of research sample due to experience in the ministry, where the significance value (Sig) is less than the significance level (0.05), Those who have more than 10 years of experience had obtained the highest mean. This indicates that employees with long years of service in Saudi ministries are more satisfied, more satisfied, and more committed, and loyalty towards their ministries.

DISCUSSION

1. The study results proved that there is a statistically significant positive relationship at (0.05) level between organizational justice in its various dimensions (distribution justice, procedures justice dealing justice) and employees' job involvement in Saudi ministries.
2. The study results indicate that there is a sense of organizational justice availability with all of its dimensions in Saudi ministries since the means were more than the above average. Employee's sense of distribution justice ranked first, then dealing justice while procedures justice ranked last.
3. The study results showed that there is high employee job involvement in Saudi ministries. Sample's responses illustrated that employees in Saudi ministries give priority to job interest than personal interest. They are satisfied and pleased after providing Ministry's

customers with their assistance. They also seek to develop themselves through training courses; they have a strong commitment and loyalty toward their ministries.

4. The study results showed that the sample's subjects' responses were low and below the mean regarding the availability of promotion clear bases and the availability of clear and justice bases for material and moral incentives distribution, and the availability of clear procedures to pursue violations and irregularities in work, which indicates sense weakness of some aspects of justice by employees In Saudi ministries.

5. Research sample's subjects' responses results illustrated that there are no statistically significant differences between study sample's responses regarding organizational justice and employment involvement due to gender. This may be due to the fact that both (males and females) are subject to the same work conditions, job burdens and job stresses in Saudi ministries.

6. Research sample's subjects' responses results showed that there were statistically significant differences between research sample's responses regarding organizational justice and job involvement due to age, qualification and years of experience. It was clear that as long as employee is older scientific qualification is high, and has long service in the ministry he works with and is more satisfied and convinced and has more sense of organizational justice, and more jobs involved in the job he has worked for years.

CONCLUSION

Based on the results, we can conclude that a positive effect showed between organizational justice in different dimensions and employees' job involvement in Saudi ministries. The sense of organizational justice availability shows as follows: employee's sense of justice ranked first, then dealing justice while procedures justice rated last. As well as the variable of employee job involvement showed a high rank which indicates the satisfaction of employees after providing the Ministry's customers with their assistance. Also, it appeared that the unsatisfied employee in the case of unclear promotion bases and justice bases for material and moral incentives distribution. As well as the researchers reached the conclusion that there are no significant differences regarding gender variables and there is a significant difference regarding to variables of age, qualification, and years of experience. There are some limitations of this study that appeared due to applying it to some ministries (10 ministries), which need to continue this work for the ministers who can't reach them. In addition, apply this study to industrial companies and financial institutions.

RECOMMENDATIONS

Based on the results of this study, we recommend the following for future works and studies:

1. Encouraging top leaders in Saudi ministries to exert more efforts for the purpose of achieving organizational justice by adopting an organizational climate in which justice, integrity, continuous review of regulations, instructions, and ways of implementing, and correcting wrong practices to achieve justice among all is prevailing.
2. Officials in Saudi ministries must develop employees' job involvement by satisfying material and moral needs through restructuring wages, salaries, incentives, rewards and benefits systems to distribute them fairly.
3. There is a need to increase attention to tasks and responsibilities Identification and there is a need to distribute job burden on employees in a fair manner, which ensures avoidance of conflict in work and achieving the fairness of the work distribution justice and to perform the works efficiently and effectively.
4. Saudi ministries should seek to set a firm system and clear procedures for pursuing job abuses and irregularities and to be applied to all without exception any employees, whatever their administrative position is.
5. Enhancing employee job involvement in Saudi ministries by creating an organizational climate characterized by justice among employees and participation in decision-making and showing employees respect for the employees in a manner that preserves their dignity and their human feelings.
6. There is a need to increase attention to training courses subject in Saudi ministries and to design it to get rid of negative behaviors such as favoritism and should direct these courses towards promoting positive behaviors such as honesty and good morals in dealing with employees and achieving justice based on competence and efficiency, which contributes in employees job involvement.
7. The current study recommends researchers carry out more studies and research for the purpose of investigating other factors that contribute to Saudi ministries employees' job involvement and other sectors.

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