

The role of organizational justice in achieving organizational excellence: Analytical study in a number of colleges of the university of Baghdad

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Abstract:

The research aims to clarify the theoretical concepts of both organizational justice and organizational excellence. Also, to identify the importance of organizational justice in achieving organizational excellence and identify the task of organizational justice in achieving organizational excellence. The research has been applied at Baghdad University. (50) Questionnaire forms were distributed for the purposes of the researcher have adopted a descriptive analytical approach. The study concluded several points. The most important of which is that the administration of Baghdad University depends heavily on distributive justice and procedural and interactive justice in achieving organizational excellence in the university. It was found through research and study that there is a statistically significant correlation between distributive justice and procedural and interactive justice in institutional excellence. The most significant of which is the management of University of Baghdad depends heavily on distributive justice and proceeds and interactive justice in achieving organizational excellence in the university.

Keywords: The role, organizational justice, organizational excellence, achieving.

1. Introduction

Research on organizational culture and organizational effectiveness/ performance has established a conclusive link between the two. The question that our study will investigate and find answer to is to what extent this relationship is enough to assume a link between and excellence since excellence is the highest form of effectiveness and performance?

Literature covering corporate culture provides a basic understanding of how a corporate culture influences the operation of an organization. is one means by which organizations can achieve excellence, Culture, either strong or weak, can have a strong influence on organizations overall performance. Excellence, on the other hand, is viewed as an ongoing effort that all employees within an organization strive to achieve. Corporate leadership as well as top management play a pivotal role in such endeavor. Our intent is to contribute a case study that reinforces this point and extends the empirical base for relating and excellence. Put differently, authors intend to check if the current success of the university can be attributed to a strong culture of excellence that JU claims. Therefore, given this background, the purpose of this study is to examine the role of organizational culture in achieving organizational excellence

The employees and workers of Iraqi universities in general and the University of Baghdad in particular in the recent period are facing many challenges and threats, some of which are related to the external environment and others related to the internal environment, and the impact of those challenges and threats on the psychological stability of professors and academics at the University of Baghdad in general, which in turn affects their abilities In achieving compatibility between the professional side and the psychological side, and the consequent crystallization of the phenomenon of organizational justice among teachers, where the issue of organizational justice began to take a large space, which greatly

affected the academic writings and research presented by them, because the issue of organizational justice has a negative functional impact Even at the interactive level and the level, and many research and studies have proven that organizations that are characterized by a high rate of organizational return are caused by many variables, including organizational justice. For reaching organizational excellence in the faculties of the University of Baghdad in general. Accordingly, the current study shall be distributed for topics. The first topic dealt with the research methodology and some last cognitive efforts, while the second top in the theory side of the study came to clarify the practical side, and the fourth topic deals with the most important conclusions. And the recommendations that the scholar will reach, as well as accompanied by the resources in writing the research.

1-2 Research problems:

The study problem revolves around feeling of employees at the University of Baghdad about the lack of organizational justice in the functional distributions among them, and the extent to which the principles of organizational justice are applied in the colleges of the University of Baghdad, and thus the inability of those colleges to reach organizational excellence as result of employees' lack of urgency. Research by formulating the following questions:

1. To what extent do the employees of the faculties of the University of Baghdad feel the establishment of organizational justice?
2. Do organizational justices affect the achievement of institutional excellence?
3. Is there a correlation between organizational justice and organizational excellence?

1-3The Significance of the Study:

The significance of the study is as following:

1. The significance of organizational justice in reaching organizational excellence among the employees of the faculties of the University of Baghdad.
2. The importance of organizational excellence for the colleges of the University of Baghdad, because organizational excellence leads to achieving quality educational service in those colleges.
3. This research is introduced in institutions considered important and sensitive for Iraqi society.

1-4 Research objectives:

The research aims to:

1. Clarify the theoretical concepts of organizational justice and organizational excellence.
2. Realizing the importance of organizational justice in achieving institutional excellence.
3. Determining the task of organizational justice in reaching institutional excellence.

1-5 Research scheme:

The proposed hypothesis of the study shows the correlation and effect between the research variables, which are:

1. The independent variable (the independent variable): organizational justice and its dimensions (distributive justice - procedural justice - interactive justice)
2. Dependent variable (dependent variable) is organizational excellence.

Figure (1) Resource: Made by the scholar

1-6 Study hypotheses:

The hypotheses of the current study were made due to the study problem and its hypothetical scheme, as it attempts to answer the questions contained in the identification of the problem, and that the hypotheses that were subsequently tested statistically will determine the quality and level of the relationship between the research variables and the study hypotheses is explained in the follows:

The1st basic hypothesis: There is a significant correlation between human resource management practices and the emerging strategic planning, and the following sub-hypotheses from it:

1. The first sub-hypothesis: There is a significant correlation between distributive justice and organizational excellence.

2. The 2ed hypothesis: There is an important correlation between procedural justice and organizational excellence.
3. The third hypothesis: There is an important correlation between interactive justice and institutional excellence.

The second main hypothesis: A statistically important relationship appeared between the practices of human resource management and strategic planning, and the following sub-hypotheses from it.

1. The first sub-hypothesis: There is a statistically important relationship between distributive justice and organizational excellence.
2. Second sub-hypothesis: There is a statistically important correlation between procedural justice and organizational excellence.
3. The third hypothesis: There is an important correlation between interactive justice and institutional excellence.

2-The theoretical side

2-1The meaning of organizational justice

Justice is one of the most beautiful names of God, and it means one who does not do, but what he should glimpse what benefits him, glory be to God Almighty and He did the heavens and the earth with justice and this indication is clear to that confusion. The relationship between the basic pillars of the universe necessarily leads to the impossibility of ordering the universe, so what is the meaning of justice? In Arabic dictionaries it refers to “justice and fairness” and gives one what is his, and takes what is (Al-Ubaidi, 2013: 79), and the Oxford Dictionary knew justice, as the characteristics of the diagnosis and the identification of distinguishing characteristics truthfully. and to be equitable to all and biased towards change (Oxford. 2003: 416), where the term organizational justice is used to denote the degree to which workers are aware that regulations, laws, procedures, and policies relating to their jobs are fair to all (Solomon 2008. 2(See (Amiri & Karime. 2013: 29 (Justice by Boss. 2002) is an issue fundamental to understanding organizational behavior. It has won an important part of researchers' studies during the past years in various excluded fields, and (Al-Daraji, 2015: 23) quoting (Elanain: 2010), describing organizational justice as the prevailing idea in organizational life. She saw (Hamadi and Almadu, 2012: 50) quoting from (Olabi. 2012) that it is the idea of a morally correct action or decision defined by religion, law and morals because it is a specific relative concept. In light

of what the worker sees of justice. The researcher believes that organizational justice is the extent to which employees are exposed to justice, integrity, transparency, distribution and interactive procedures, which in turn leads to an increase in employees and trust in administration of the organization, and thus the exchange of positive attitudes among workers and top administration.

2-1-2The importance of organizational justice

The importance of organizational justice comes from several reasons, and it can be explained as follows:

The necessity of abandoning destructive organizational policies based on the misuse of administration that raises a sense of injustice and fear among workers, and adopting new ethical policies characterized by justice and organizational support, and seeking to reduce hostile behaviors resulting from the absence of justice. (Wadi, 2007, 2(Justice is a social phenomenon that permeates the organizational life of organizations, where workers who have knowledge and practical experience aspire to obtain jobs worthy of that knowledge, so they search for jobs that suit them and a fair treatment of respect and appreciation by the higher management of the organization (Marjani & Ardahaey. 2012: 125 (Justice is an important basis for the quality of the work environment, as it is a condition for achieving the last stages of the organizational conflict represented by balance, stability and the absence of conflict tendencies, and thus establishing the rules of a good organizational climate (Gouda, 2010:

312(He believes that the significance of organizational justice emerge from the role it plays in achieving long-term benefits of achieving full loyalty to the institution defined by organizational justice, as well as allowing control over expected results and providing greater certainty about them. the future.

2-1-3Dimensions of organizational justice

Organizational justice has generally been classified to two broad domains (structural justice and social justice). While structural justice refers to the bases of an organization. This gives workers the possibility to participate in decision making. And work to bring out the equitable distribution of outputs. While we see the term social justice indicates the employees' realization that the organization possess data with them accurately and explicitly and that it cares about their safety, and there are many

opinions of specialists from writers and researchers about the dimensions of organizational justice, which were gradually presented by previous researchers about the stages of development of researches and specialized studies in the subject of organizational justice. Some researchers tended to adopt two aspects of organizational justice (distributive and procedural), while others used three aspects of organizational justice, that are (distributive, procedural, and interactive). Most researchers have taken this direction and the trend in most research studies is that it is best to research the three dimensions together. Because of its impact on the perception of justice in the organization. And as in Figure (2). Dimensions are:

1. Distributive justice b procedural justice c interactive justice

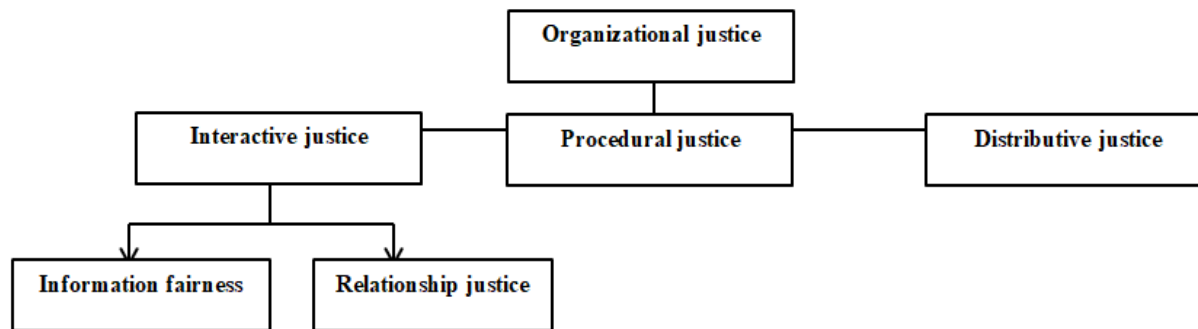


Figure (2): Key dimensions of organizational justice

2-1-4A. distributive justice

Most studies up to 1975 concentrate on distributive justice as an essential element of organizational justice. Where this dimension was based on the content of the theory of justice or equality, which is the summary of the efforts of sociologists and psychologists in that era. Distributive justice can be defined as the justice of the returns or output obtained by the working individual, which consists of incentives, wages, opportunities for promotion and job duties. Equity is that which checks the outputs or distributions that individuals get. Distributive justice is based on two assumptions: (Dora. 2008: 38(Individuals always make comparisons between themselves and the reference groups.

That is, individuals constantly measure the ratio of their output to the ratio of their input and compare it to the ratio of the reference person. The presence of justice in the organization puts the individuals in a situation of active balance. Either in the absence of justice, it causes individuals to feel anger or guilt, causing them to seek to rebalance the dynamism with their search for justice.

2-1-5 B. Procedural justice

At the beginning of the seventies, writers and researchers began to take another curve indicating that an individual's assessment of justice does not depend solely on distributive justice. Rather, it depends on the way in which these decisions are also made, which is known as

procedural justice, and procedural justice can be learned as a personal sense of rightness of actions and decisions made by management at work. Organizational justice in its procedural dimension is achieved by involving workers in decision-making to reduce the level of resentment and pressures that workers are exposed to and work to increase creativity and innovation and increase trust between individuals and management (Al-Obaidi) 2013: 106. There are many definitions describing procedural justice, each according to its nature and the point of view from which the subject is viewed. According to the opinion (Abu Tayeh. 2012: 151), there are a number of rules on which procedural justice is based, by which an individual can judge any process in the organization as fair. These rules are:

1. Consistency means applying the same procedures to all individuals involved in the decision without distinguishing between them.
2. Discrimination: means moving away from personal prejudices, interests, and advantages.
3. Accuracy: Any decision based on accurate and correct information.
4. Correct ability: An individual's ability to challenge decisions that are made. In other words, the organization must find laws that guarantee the employee the right to file a complaint and appeal the decisions taken against him.
5. Representation: means giving individuals opportunities to participate in decision making that results in the distribution of outputs to these individuals.

2-1-6 Interactive justice

Interactive justice is the third aspect of the organizational dimensions. This dimension revolves around the quality of personal treatment received by workers and individuals during the procedures and the application of decisions to them in the organization. Interactive justice, according to (Ali. 2012:9), was classified as more recent than others. Divide it into two types: information justice and personal justice. Taher and Muhammed. 2003: Defined as working

individuals' feeling of personal appreciation and respect by their immediate supervisor, and interactive justice directly related to the human element of organizational practices. Whereas distributive justice and procedural justice relate with the task of the organization. Interactive justice then focuses on employee behavior and personal communication by the top management of the organization in contradiction to procedural justice and distributive justice (Fatlawi. 2013. 49)

2-2-Second organizational excellence

2-2--1The concept of institutional excellence

Organizational excellence is a way of life that can take place in a large or small governmental or non-governmental organization. It is a line of thought regarding how to achieve tangible results for the organization in order to meet the needs of all parties (Al-Buhaisi. 2014: 28) (It is one of the frequently used terms in quality and performance and in management theories through those practices that form the basis of excellence because it is a reflection of administrative and developmental thought (Hashem. 2015: 131) and those developments in the environment of organizations. Which necessarily requires thinking about ways that make workers do their work in an innovative and unconventional way that outperforms the performance levels of other workers? This led to a great deal of competition and conflict between organizations. Achieving excellence is one of the important issues that contribute to helping organizations define their activities and effectiveness and reach the position they seek to reach (Al-Shahrani. 2017: 3) (Maarouf (Qawasmah. 2013: 8) Organizational excellence is the state or quality that can be achieved when organizations are able to exceed expectations and thus excellence can be achieved through excellent people, processes and products.

While (Al-Anazi, 2015: 419) defines organizational excellence as a comprehensive concept in strategic thought. It combines the elements of developing organizations based on excellence in the face of changes in the external environment. And how to achieve coherence and consistency between its internal elements. The

researchers believe that organizational excellence achieves goals in a superior manner that depends on advance planning that enables the organization to compete with other organizations.

2-2-2The importance of organizational excellence

Achieving excellence requires that there be special attention to production and measurement of what is required of tangible elements such as rate of return and sale of intangible assets such as quality and customer satisfaction and trust (Kazemi. et al. 2012: 109) Therefore, the importance of organizational excellence emerges by organization's capability to crystallize the powers that Supports excellence in the organization, by quickly reaching rates of transformation , achieving unlimited competition, maintaining the organizational position, organizational culture, and organizational structure, as well as increasing the meaning of quality and the power to use the technology correctly, so excellence is characterized by the following importance: (Thor. 2012: 36) (Customer focus and fostering a culture of achieving excellence and innovation. Measuring performance. Excellence through the use of systematic processes. Identifying improvement related to all aspects of the business. Contribution and its tangible value to internal customers)

2-2-3Objectives of institutional excellence

The objective of achieving excellence is to form a work team which possesses the power to introduce services and goods with superior expectations of the consumer from the internal yen and the external yen, as the intrinsic value is the fulfillment and identification of consumer desires from the yen. More precisely, thus focusing on the maker of the service or element, and creating awareness in it to reach the objectives of the organization, by exploding its creative and innovative energies, and not being bound by restrictive and inflexible policies and procedures, as a workforce that is professional and professional forces and creative potentials (Belkabir. 2016: 168) Therefore, excellence

seeks to achieve one of the main goals, which is: (Abdul Wahab 2016: 144)

1. Creating added value for the organization.
2. Attention to innovation processes at the enterprise level.
3. NS. Continuous improvement.
4. NS. The practice of future-oriented management.
5. D. Human resource development.
6. NS. Attention to work teams to increase participation.
7. And. Focusing on customer satisfaction and achieving his desires and ambitions.

2-2-4Task of organizational justice in reach institutional excellence

Superiority in the organization is a matter of knowledge resulting from the feeling of the workers in that organization that there is justice among them. (Al-Tai, 2014: 63), and that the superiority of any organization is based on two basic ideas, the first is the tendency to combine more than one approach to measure effectiveness, and the second is to combine success indicators. And excellence in light of the organization's effective achievement of its goals (Shehab, 2016: 71)(Al-Rubaie believes that the superiority of any organization is its ability to survive and adapt in light of the plans and goals that it seeks to achieve, and to strive with all its available and human capabilities in order to address the problems it faces. Al-Rubaie, 2014: 62), so the success and superiority of any organization depends on the feeling of the workers in that organization that there is justice among them, and that the management distributes job roles according to the knowledge possessed by the workers, and all these factors make the workers in any organization feel the job of satisfaction and satisfaction with the behavior of Management is towards its subordinates and thus these subordinates will work hard to achieve the objectives set for them by the management, and this is in the direction of achieving organizational superiority of this organization.

2-2previous studies

Previous studies are considered as intellectual foundations that enrich any study or research.

Topics of study related to organizational justice and organizational excellence have received great attention by many, and this interest has resulted in many theoretical and field studies that have created a framework for charting the

features and directions of current research. The following is a presentation of some of these researchers that discuss with the variables of the current research:

Reference (Al-Fatlawi: 2013).

Organizational justice with perceived organizational support and their impact on achieving excellence, an exploratory study at the University of Kufa.	Study Title
It is a test to identify the feature of connection between organizational justice on the one hand, distributive justice, procedural justice, and interactive justice on the other, to determine the extent of impact of organizational justice in its aspects in each of the inputs, processes and outputs of individuals working in the organization in question.	Objectives of the study
Analytical Diagnostic Approach	Study Approach
(299) teaching in the faculties of the University of Kufa College	The study sample
Clarify the concepts and implications related to the realization of organizational support and organizational justice for the purpose of increasing organizational excellence and achieving success for faculties through the analysis and statement of the goals implemented by the university and the organizational support it possesses to give to faculties and thus achieve creativity in the educational sector.	The most important results

Reference (Salem: 2018)

The task of organizational justice in the superiority of organizations - exploratory research at the Institute of Technology / Baghdad	Study Title
The current research seeks to determine the effect of organizational justice on the superiority of organizations in education sector, represented by (Institute of Technology – Baghdad (Objectives of the study
Descriptive analytical method	Study Approach
(73) employees at the Institute of Technology - Baghdad	The study sample
The senior management of the organization in question is committed to the importance of organizational justice for its human resources and the adoption of modern methods of work to reach the achievement of organizational excellence.	The most important results

Study (Fadel: 2019)

The role of sharing knowledge in achieving organizational excellence	Study Title
The study target to learn the range that workers share knowledge and the ability to exchange it with workers at work. And analyze the relationship between knowledge sharing and its role in achieving organizational excellence in the researched organization	Objectives of the study
Descriptive analytical method.	Study Approach
(75) members of the senior leadership in the Iraqi Ministry of Finance.	The study sample
The existence of a correlation and impact relationship to share knowledge and organizational excellence. The knowledge gathering dimension is the most affected dimension in organizational excellence among other dimensions of knowledge sharing.	The most important results

3- Practical side

3-1 First, analyze demographic variables

Table (1) Features of the study community

Percentage	the number	Category Distribution	Variables	NS
60%	30	Male	Gender	1
40%	20	feminine		
100%	50			
26%	13	30 1 year or less	age categories	2
46%	23	31-40 years		
16%	8	41-50 years old		
12%	6	51-60 years old		
100%	50		Total	
-	-	Preparatory and below	Educational attainment	3
10%	5	diploma		
12 %	6	Bachelor's		
6 %	3	Higher Diploma		
12%	6	Master's		
60%	30	PhD	Total	
100%	50			
60 %	30	teaching	Career Title	4
4 %	2	Division Manager		
30 %	15	Director of the Department		
6%	3	dean		
			Total	
10%	5	1-5 years	career age	5
26%	13	6-10 years		
30%	15	11-15 years		
34%	17	16 years and over		
100%	50		Total	

3-1-2 Resource: made by the scholar

3-1-2-1 Research community characteristics

From the Table No. (1) Above it is affirmed:

1. Proportion of males is (60%) and frequently (30) of the whole study population. Meanwhile the proportion of female (40%), frequently (20) of the total population studied. This ratio indicates a higher proportion of males in the region compared to females.
2. Percent of the age unit (31-40 years) was near the biggest percent (46%) of the study population, in a repetition in (23). Then comes the age unit with little from (30 years) and repetition (13) rated at (26%).

Meanwhile, the age unit (41-50 years) is rated (16%) with repetition (8). According to the age unit (51-60 years), this unit obtains less percent (12%) and frequency (6), where the results show that the study population manage the experience and learning of these experiences as a result of the length of time and context of work experience in the field of the functional entity from which they came. This reflected on its management, technical maturity and decision-making ability. However, the percentages indicate the need of the university concerned to renew blood through appointment.

3. The highest academic achievement of the study population is secondary school certificates (74%) and repetition of (37). The master's class came second with a rate of (12%) and a repetition (6). Meanwhile the degree of diploma obtained the lowest percentage (4%) and repeats (2). The diploma category also received an average of (10%) and a repeat of (5). The results also showed that there was neither an intermediate degree nor a doctorate with the study example, where the scholar observed that the directorate is featured by obtaining university degrees. It was represented by learning the scholar's work, support and reaction in introducing the data. Also, the concern of work with official proficiency according to study data and knowledge
4. It is clear from the table that 60% of the study example is of the level (instructing) and that the level (section manager) has 15% from it, and the level of (section director) was obtained. 2% from the whole sample and degree status (Dean), which is 6% of the total sample.
5. The highest academic achievement rate for the research community was for a PhD (60%) and by repetition (30). The professors and bachelor's levels came second in rating (12%) and a repetition (6). While the higher diploma got the lowest percentage (6%) and (3) duplicates. The diploma category also received an average of (10%) and a repeat of (5). The results also showed the absence of an average certificate in this study specimen where the scholar observed that the feature that distinguished the university is having the certifications of universities in the research sample, as the researcher notes that the university is distinguished by obtaining university degrees. It is introduced by the learning of the solar performance was represented by learning the scholar's work, support and reaction in introducing the data. Also, the concern of work with official proficiency according to study data and knowledge

6. As the study population is divided due to the age of performance. The performance level (16 years and over) had the biggest percent (34%) with 17 recurrences. For class of service whose service is around (11-15), percentage (30%), and frequency (15). For the class of service, that is about (6-10), the percentage is (26%) and the frequency is (13). At last, the class of perform (1-5) got the lowest percentage (10%) and its pace (5), and this indicates that the large group in the youth sample is more inclined to learn and obtain learning experience and creativity

3-2 Second: Introducing and interpreting of subject's responses to the organizational justice variable

This study used a case study approach in which all Jadara University employees and academics were surveyed. According to Leithwood and Musella (1991), the best environment for knowing the culture of an organization is the case study. Thus, case studies represent the methodology, which is located in the analysis of the advantages of a cultural focus for the understanding of an institution. The reliability of the measurements was evaluated by Cronbach alpha coefficients. The scales of all measures appear to produce internally consistent results; thus, these measures are deemed appropriate for further analysis because they express an accepted validity and reliability in this study.

As (2) shown. Data due to the specimen opinions on organizational justice. As (2) introduces the arithmetic mean, standard deviation, and the common coefficient of variation related to (organizational justice). It introduces an arithmetic medium of its total value (3.29). It is above the hypothesis medium of (3). It is good value and in best consistency with the responses. The value of the basic deviation and the coefficient of variation. Its value was 1.02. (0.31 the data approved the level of success of the study specimen's interest with organizational justice in the directorate. They imply that the intensity of the specimen's responses in this way is oriented towards approval.



Table No. (2) Introduces the numerical interpretation of the organizational justice aspect.

Sort by importance	Variation coefficient	standard deviation	middle of my account	Liker scale					vertebrae	
				5	4	3	2	1		
				Totally agree	Agreed	neutral	I do not agree	I don't totally agree		
First, distributive justice										
2	0.28	1.05	3.70	11	21	13	2	3	N S	1. Working hours are appropriate to my particular circumstances.
				22.0	42.0	26.0	4.0	6.0	%	
1	0.25	0.92	3.62	8	21	16	4	1	N S	2. My salary is commensurate with the tasks assigned to me.
				16.0	42.0	32.0	8.0	2.0	%	
5	0.33	0.96	2.94	4	7	23	14	2	N S	3. I am usually rewarded for my outstanding work.
				8.0	14.0	46.0	28.0	4.0	%	
3	0.29	1.06	3.66	10	23	9	6	2	N S	4. The manager discusses job decisions in an unbiased manner.
				20.0	46.0	18.0	12.0	4.0	%	
4	0.30	1.05	3.46	7	20	15th	5	3	N S	5. My participation in administrative decision-making at the senior management level is weak.
				14.0	40.0	30.0	10.0	6.0	%	
4	0.30	1.07	3.52	8	22	10	8	2	N S	6. All administrative decisions taken are applied to everyone.
				16.0	44.0	20.0	16.0	4.0	%	
	0.29	1.02	3.48	The overall mean of the distributive justice aspect						
Second: procedural justice										
4	0.34	1.18	3.50	12	14	14	7	3	N S	7. I do not hesitate to implement the instructions consistently and seriously.
				24.0	28.0	28.0	14.0	6.0	%	
3	0.32	1.05	3.28	8	12	16	14	-	N S	8. The procedures of the direct officials are impartial and free from bias.
				16.0	24.0	32.0	28.0	-	%	
2	0.27	0.95	3.56	8	20	14	8	-	N S	9. The main procedures were adopted according to accurate information
				16.0	40.0	28.0	16.0	-	%	
3	0.32	1.06	3.36	7	16	18	6	3	N S	10. The administrative policy my boss uses is fair in determining the results of my effort.
				14.0	32.0	36.0	12.0	6.0	%	



1	0.21	0.81	3.86	10	26	11	3	-	N	11. The mechanics of promotions and rewards are fair and equitable.
				20.0	52.0	22.0	6.0	-	S	
	0.29	1.01	3.51	The overall average of the procedural justice aspect						
Three: Interactive justice										
1	0.23	0.85	3.66	6	26	14	3	1	N	12. The management of the Council takes into account the personal demands of individuals seriously.
				12.0	52.0	28.0	6.0	2.0	S	
3	0.28	0.93	3.36	5	17	20	7	1	N	13. There is mutual trust between individuals and the board's management.
				10.0	34.0	40.0	14.0	2.0	S	
4	0.30	1.01	3.40	7	16	19	6	2	N	14. The manager is honest with me regarding my job duties when making decisions.
				14.0	32.0	38.0	12.0	4.0	S	
2	0.27	0.89	3.34	6	13	23	8	-	N	15. The Board's management accepts grievances and complaints from all its members.
				12.0	26.0	46.0	16.0	-	S	
5	0.42	1.20	2.84	5	9	17	11	8	N	16. The board's management adopts the democratic approach in dealing with its employees.
				10.0	18.0	34.0	22.0	16.0	S	
4	0.30	0.93	3.10	4	11	22	12	1	N	17. My scientific abilities are not commensurate with the nature of the work environment to which I belong.
				8.0	22.0	44.0	24.0	2.0	S	
	0.29	0.97	3.28	The overall mean of the interactive justice dimension						
	0.31	1.02	3.42	The general average of the organizational justice variable						

Analyze the results of distributive justice

Table No. (2) Appears. The results came based on the opinions of the sample about (distributive fairness), as Table (2) indicates the arithmetic mean, standard deviation and coefficient of variation. And the general relative importance of (distributive justice). The table reflects a total arithmetic mean of (3.48). It is above the hypothetical mean of (3). It is good

value. And in right consistency with response which affirmed through the standard deviation and the coefficient of variation, respectively. Its value was 1.02. (0.29). The results approved the level of success of the study subjects' interest with distributive justice in the company. Sum of



the results show that the intensity of the subjects in that aspect is oriented towards approval.

Analysis of the results of procedural justice

Table No. (2) Appears. The results came according to the opinions of the sample about (procedural justice). Where Table (2) indicates the arithmetic mean and standard deviation. With the common relative significance of (procedural justice). This table introduces an general arithmetic mean of (3.51), which is higher than the hypothetical mean (3). It is good value. And in right consistency with the responses. It is confirmed by the value of the standard deviation and the coefficient of variation, respectively. Its value was (1.01). (0.29). It affirms the level of success of the study specimen's interest in procedural fairness in the company. The sum of the outcomes explains that the intensity of the specimen responses in this aspect is oriented towards agreement.

Analysis of interactive justice outcomes

Table No. (2) Appears. The results came according to the sample's opinions about (interactive justice). Where Table (2) indicates the arithmetic mean, standard deviation and coefficient of variation. And the common relative significance of (interactive justice). The table reflects an overall arithmetic mean of (3.28), which is higher than the hypothetical average of (3) that is of good merit and in good consistency with the responses. It is approved by the merit of the standard deviation and the coefficient of variation, respectively. Its value was (0.97). (0.29). The outcomes approved the level of success of the study specimen's interest in interactive justice in the company. Sum of these outcomes means that the intensity of the

subject's responses in that aspect is oriented towards approval.

As for the sub-level, we note that

Section (11) which states (mechanisms of promotions and rewards are fair and equitable) had the highest arithmetic mean (3.86) which is higher than the hypothetical average. [1] It is (3) with a standard deviation of (0.81). That explains that the mission of the firm is branched and exists as the basis of the tasks it engages in. It also explains the existence of increased level of affirming by the respondents. Paragraph (16), which states (the university administration on the democratic approach in dealing with its employees) obtained the lowest arithmetic mean (2.70) that is less than the hypothetical medium (3) with a standard deviation of (1.22). ,it shows the affirmation of the paragraph details in 28% from the study specimen and 72% from the study subjects where the contrast and middle that explain the objective of the firm are not complex and could be achieved so the firm makes its objectives and creates the ways to achieve them .

Fourth: Presentation and analysis of respondents' responses to institutional excellence

Table No. (3) Appears. Outcomes according to the subjects' opinions about (institutional excellence). Table No. (3) Shows the arithmetic mean, standard deviation, and the general coefficient of variation related to (organizational excellence). It introduces an arithmetic mean of its total value (3.42). It is greater from the original medium of (3). It is good value. It is in the best consistency by responses. It is affirmed by the rate of the standard deviation and the coefficient of variation. Its value is (0.94). (0.28) these outcomes affirm the level of success of the study subjects' concerns in institutional excellence in the directorate.

Table No. (3) Introduces the statistical statistics of the aspect of organizational goodness

Sort by importance	Variation coefficient	standard deviation	middle of my account	Liker scale					Vertebrae
				5	4	3	2	1	
				Totally agree	Agreed	neutral	I do not agree	I don't totally agree	



7	0.31	0.96	3.12	2	17	19	9	3	N	1. The university seeks to provide new ideas.					
				4.0	34.0	38.0	18.0	6.0	S		%				
3	0.25	0.79	3.22	-	20	23	5	2	N	2. The university provides important means to clarify the applied vision of innovation.					
				-	40.0	46.0	10.0	4.0	S		%				
6	0.30	0.96	3.24	1	23	17	5	4	N	3. The university's ability to test highly qualified employees.					
				2.0	46.0	34.0	10.0	8.0	S		%				
5	0.29	0.96	3.34	2	25	14	6	3	N	4. There is an efficient use of the facilities available at the university					
				4.0	50.0	28.0	12.0	6.0	S		%				
4	0.26	0.93	3.60	5	28	11	4	2	N	5. Participation of all employees in making important decisions at the university.					
				10.0	56.0	22.0	8.0	4.0	S		%				
3	0.25	0.88	3.58	4	28	13	3	2	N	6. Absence of necessary information that leads to increased effectiveness at the university level.					
				8.0	56.0	26.0	6.0	4.0	S		%				
7	0.31	1.07	3.40	4	25	13	3	5	N	7. The success of any plan at the university is determined by the quality of decision-making and the follow-up of its implementation with high efficiency.					
				8.0	50.0	26.0	6.0	10.0	S		%				
8	0.33	1.09	3.28	4	21	15th	5	5	N	8. The use of modern and advanced technologies, which in turn leads to raising the efficiency of performance.					
				8.0	42.0	30.0	10.0	10.0	S		%				
2	0.24	0.90	3.72	8	26	11	4	1	N	9. The university is keen to help employees be more accurate in understanding innovation.					
				16.0	52.0	22.0	8.0	2.0	S		%				
1	0.23	0.86	3.70	8	23	16	2	1	N	10. The adequacy of university employees for the actual needs, including the stability of the production process.					
				16.0	46.0	32.0	4.0	2.0	S		%				
0.28				0.94				3.42				overall average			

4- Results

Analyze the results of distributive justice Table No. (2) Appears. The results came based on the opinions of the sample about (distributive fairness), as Table (2) indicates the arithmetic mean, standard deviation and coefficient of variation. And the general relative importance of (distributive justice). The table reflects a total arithmetic mean of (3.48). It is above the hypothetical mean of (3). It is good value. And in right consistency with response which affirmed through the standard deviation and the coefficient of variation, respectively. Its value was 1.02. (0.29). The results approved the level of success of the study subjects' interest with distributive justice in the company. Sum of the results show that the intensity of the subjects in that aspect is oriented towards approval.

Analysis of the results of procedural justice Table No. (2) Appears. The results came according to the opinions of the sample about (procedural justice). Where Table (2) indicates the arithmetic mean and standard deviation. With the common relative significance of (procedural justice). This table introduces a general arithmetic mean of (3.51), which is higher than the hypothetical mean (3). It is good value. And in right consistency with the responses. It is confirmed by the value of the standard deviation and the coefficient of variation, respectively. Its value was (1.01). (0.29). It affirms the level of success of the study specimen's interest in procedural fairness in the company. The sum of the outcomes explains that the intensity of the specimen responses in this aspect is oriented towards agreement.

Analysis of interactive justice outcomes Table No. (2) Appears. The results came according to the sample's opinions about (interactive justice). Where Table (2) indicates the arithmetic mean, standard deviation and coefficient of variation. And the common relative significance of (interactive justice). The table reflects an overall arithmetic mean of (3.28), which is higher than the hypothetical average of (3) that is of good merit and in good

consistency with the responses. It is approved by the merit of the standard deviation and the coefficient of variation, respectively. Its value was (0.97). (0.29). the outcomes approved the level of success of the study specimen's interest in interactive justice in the company. Sum of these outcomes means that the intensity of the subject's responses in that aspect is oriented towards approval.

As for the sub-level, we note that Section (11) which states (mechanisms of promotions and rewards are fair and equitable) had the highest arithmetic mean (3.86) which is higher than the hypothetical average. [1] It is (3) with a standard deviation of (0.81). That explains that the mission of the firm is branched and exists as the basis of the tasks it engages in. It also explains the existence of increased level of affirming by the respondents. Paragraph (16), which states (the university administration on the democratic approach in dealing with its employees) obtained the lowest arithmetic mean (2.70) that is less than the hypothetical medium (3) with a standard deviation of (1.22). , it shows the affirmation of the paragraph details in 28% from the study specimen and 72% from the study subjects where the contrast and middle that explain the objective of the firm are not complex and could be achieved so the firm makes its objectives and creates the ways to achieve them . Fourth: Presentation and analysis of respondents' responses to institutional excellence

Table No. (3) Appears. Outcomes according to the subjects' opinions about (institutional excellence). Table No. (3) Shows the arithmetic mean, standard deviation, and the general coefficient of variation related to (organizational excellence). It introduces an arithmetic mean of its total value (3.42). It is greater from the original medium of (3). It is good value. It is in the best consistency by responses. It is affirmed by the rate of the standard deviation and the coefficient of variation. Its value is (0.94). (0.28) These outcomes affirm the level of success of the study subjects' concerns in institutional excellence in the directorate.

Table No. (3) Introduces the statistical statistics of the aspect of organizational goodness

Sort by importance	Variation coefficient	standard deviation	middle of my account	Liker scale					Vertebrae		
				5	4	3	2	1			
				Totally agree	Agreed	neutral	I do not agree	I don't totally agree			
7	0.31	0.96	3.12	2	17	19	9	3	N	The university seeks to provide new ideas.	
				4.0	34.0	38.0	18.0	6.0	%		
3	0.25	0.79	3.22	-	20	23	5	2	N	The university provides important means to clarify the applied vision of innovation.	
				-	40.0	46.0	10.0	4.0	%		
6	0.30	0.96	3.24	1	23	17	5	4	N	The university's ability to test highly qualified employees.	
				2.0	46.0	34.0	10.0	8.0	%		
5	0.29	0.96	3.34	2	25	14	6	3	N	There is an efficient use of the facilities available at the university	
				4.0	50.0	28.0	12.0	6.0	%		
4	0.26	0.93	3.60	5	28	11	4	2	N	Participation of all employees in making important decisions at the university.	
				10.0	56.0	22.0	8.0	4.0	%		
3	0.25	0.88	3.58	4	28	13	3	2	N	Absence of necessary information that leads to increased effectiveness at the university level.	
				8.0	56.0	26.0	6.0	4.0	%		
7	0.31	1.07	3.40	4	25	13	3	5	N	The success of any plan at the university is determined by the quality of decision-making and the follow-up of its implementation with high efficiency.	
				8.0	50.0	26.0	6.0	10.0	%		
8	0.33	1.09	3.28	4	21	15th	5	5	N	The use of modern and advanced technologies, which in turn leads to raising the efficiency of performance.	
				8.0	42.0	30.0	10.0	10.0	%		
2	0.24	0.90	3.72	8	26	11	4	1	N	The university is keen to help employees be more accurate in understanding innovation.	
				16.0	52.0	22.0	8.0	2.0	%		
1	0.23	0.86	3.70	8	23	16	2	1	N	The adequacy of university employees for the actual needs, including the stability of the production process.	
				16.0	46.0	32.0	4.0	2.0	%		
				overall average							
		0.28	0.94	3.42							

Organizational Excellence Results Analysis

• Paragraph (9) which state (the university's keenness to help employees to be more accurate

in understanding innovation) got the highest arithmetic mean (3.72) that is bigger than the hypothetical mean (3) and with a standard



deviation. The value of (0.86) and the coefficient of variation (0.23) indicate a high percentage of agreement on the content of this paragraph, where the percentage of agreement was 68% and 22% was neutral while the percentage of disagreement was. 10% i.e., there is a high commitment when performing tasks during teamwork.

• Paragraph (1) which states (the university seeks to present new ideas) obtained the lowest arithmetic mean (3.12) which is higher than the hypothetical mean (3) with a standard deviation value (0.96) and a coefficient. The difference (0.31) and this indicates that there is little agreement on the content of this paragraph, as the percentage reached 38% and 38% was neutral. The percent of contrast reached 24%,

meaning that there is an opinion that the company's policy is not clear to most respondents.

Fifth, hypothesis testing

The first main hypothesis: There is a statistically significant correlation between organizational justice and organizational excellence. In order to decide on the basic hypothesis, which consists of three sub-hypotheses each with distributive justice, procedural justice, and interactional justice? The Spearman correlation coefficient of rank correlation between each of the axes of organizational justice and the axis of organizational excellence is calculated through the prepared statistical program (SPSS) that introduced in Table (4) and the explanation of the

interactive justice	procedural justice	distributive justice	Themes of organizational justice organizational excellence
0.439	0.522	0.318	Spearman's correlation coefficient
0.001	0.000	0.025	Sig

- We note that the value of Spearman's correlation coefficient shows the variable of distributive justice and organizational excellence (0.318), which is a direct positive value with significant significance at the significance level (0.05), and therefore the first sub-hypothesis is accepted. Which states that "there is a statistically significant correlation between distributive fairness and organizational excellence"?

-The value of Spearman's correlation coefficient between the variable of procedural justice and organizational excellence is (0.522), which is a positive and positive value and statistical significance at the significance level (0.05), and thus the second sub-hypothesis is accepted. which states that "there is a significant correlation between procedural justice and organizational excellence".

- The value of Spearman's correlation coefficient between interactive justice and organizational excellence is (0.439), which is a positive, positive and positive value at the significance

level (0.05), thus accepting the third sub-hypothesis, which states the following: A statistically significant relationship between procedural justice and organizational excellence. As a result of accepting the three sub-hypotheses, the first general hypothesis was accepted which states that "there is a statistically significant relationship between organizational justice and organizational excellence".

The second hypothesis: There is a significant effect between organizational justice and organizational superiority.

In order to define the second main hypothesis, which consists of three sub-hypotheses each of distributive justice, procedural justice, and interactive justice? The moral impact will be calculated using a multiple regression model, where the variables (distributive justice, procedural justice, and interactive justice) are independent variables, and organizational excellence is a dependent variable, using the (SPSS) program as in the following table (5)



Table (5) Results of the coefficient values used to measure the impact of organizational justice axes on institutional excellence

Summary	Coefficients				Variables	
Adjusted R square	Beta	T cal	Tab	P Value	X	Y
0.083	0.318	2.325	2.021	0.024	distributive justice	organizational excellence
0.173	0.436	3.354	2.021	0.002	procedural justice	
0.138	0.394	2.970	2.021	0.005	interactive justice	

1. Table No. (5) Showed a statistically significant effect at the significance level (0.05) for the distributive justice variable in the organizational superiority of the calculated value (t) equal to (2.325), which is greater than its tabulated counterpart. It is equal to (2.021), while the independent variable explained the treatment of risks by (8%) of the total deviations in the values of institutional excellence, which was reflected in the value of the coefficient of determination as the regression value. The parameter will be large. Thus, we accept the first sub-hypothesis, which states that “there is a significant influence of distributive justice on organizational excellence”.
2. Table (5) showed a statistically significant effect at the significance level (0.05) for the procedural justice variable in organizational excellence, because the value of (calculated and equal to (3.354) is greater than the value of t). Tabular, and equal to (2.021), that is, the effect is statistically significant. While the variable explained the treatment of risks (17%) of the total deviations in the values of institutional excellence, which was reflected in the value of the coefficient of determination, where the value of the regression coefficient will be significant. Thus, we accept the second sub-hypothesis, which states that “there is a significant effect of procedural fairness on organizational excellence”.
3. Table (5) showed a statistically significant effect at the significance level (0.05) for the interactive justice variable in institutional excellence, because the value of (t Calculated and equal to (2.970) is greater

than the value of (t) table). Which is equal to (2.021), meaning that the effect is statistically significant, while the independent variable explained the treatment of risks (14%) of the total deviations in the values of organizational superiority, which was reflected in the value? From the coefficient of determination, where the value of the regression coefficient will be large. Thus, we accept the third sub-hypothesis, which states that “there is a significant effect of interactive fairness and organizational superiority”. As a result of the acceptance of the three sub-hypotheses, the second general hypothesis was accepted, which states that “there is a significant effect between organizational justice and organizational superiority”.

Conclusions and Recommendations

First: the conclusions

1. It was found through research and study that there is a statistically significant correlation between distributive justice and procedural and interactive justice in institutional excellence.
2. It was found that there is a significant effect between organizational justice and organizational excellence, as distributive justice, procedural and interactive justice affect institutional excellence.
3. The administration of the University of Baghdad relies heavily on distributive justice, procedural and interactive justice in

achieving organizational excellence in the university.

4. The promotion mechanisms and rewards granted to employees and approved by the University of Baghdad are fair and equitable.
5. The university is keen to help its employees to be more accurate in understanding innovation.

Second: Recommendations

RECOMMENDATIONS Based on the study results; the following recommendations are proposed:

1. Cultural change in organizations should be made gradual and constant in order to be effective.
2. Special attention should be paid by top management to university employees in terms of having equal advancement opportunities.
3. University officials should motivate high performers both academic and administrative.
4. For strategy to achieve excellence, Jadara University must develop mission and goals according to environmental changes and a comprehensive corporate university Baghdad must be in place.
5. University management should clarify the university mission, values, and strategic objectives by conducting relevant seminars and workshops.
6. Provide training and development opportunities for all university staff.
7. Carry out future studies to further diagnose future changes in corporate culture so as to help top management trace their impact on organizational excellence.
8. Include university students' views of culture and excellence in future studies because they represent the most important member of the university stakeholder's family
9. The researcher recommends the administration of the University of Baghdad to adopt more concepts that reflect the dimensions of organizational justice.
10. The need for management to provide its employees with the opportunity to

participate in the decision-making process, especially those that make them more responsive to work requirements.

11. The management should activate the democratic approach in dealing with its employees, especially when it comes to making decisions that affect the employees directly.
12. The researcher recommends the administration of the University of Baghdad to grant material rewards to diligent and creative employees to enhance organizational justice among employees and motivate them to make more efforts.

Data Availability:

The data used to support the results of this study has been included in the article.

Conflict of Interest:

The authors declare that they have no conflicts of interest.

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