

## *The effect of organizational justice on developing employee loyalty in tourism organizations: An applied study in the Iraqi Tourism Authority*

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### **Abstract:**

Organizational justice is one of the most important organizational variables in an organization, which directly influences the behavior of people working in the organization and shows loyalty to the organization. Therefore, the aim of this study is to show the effect of organizational justice measures (distribution, mean, interaction) on the reliability of individual work. What is the meaning of loyalty (heart, continuity, meaning) in the Tourism Board of Iraq? The research problem was identified by seeing the lack of proper implementation of administrative justice in the Tourism Board of Iraq. A series of issues were identified regarding the nature of the relationships and influences between the research variables. A content analysis approach was used to present the literature on the topic. Questionnaires are used to obtain data with the goal of explaining the relationship and influence between two variables. A random sample of (78) was selected from the Iraqi Tourism Office in Baghdad, and the study came to a series of conclusions, the most important of which is the existence of a relationship of interest between the judgment management and employee loyalty in the Iraqi Tourism Department

**Keywords:** Organizational justice, distributive justice organizational loyalty, Iraqi tourism authority.

## **1. Introduction:**

The topic of organizational justice is one of the most important topics of behavior that Iraqi tourism organizations seek to implement. The main problem appears from the weak application of organizational justice in Iraqi tourism organizations, as this research came to shed light closely on the effect of the dimensions of organizational justice on employee loyalty, the dependent variable through which we seek. To know the levels of loyalty within the Authority, this research was applied in the Tourism Authority, the highest authority that manages the tourism sector in Iraq, as this research seeks to guide departments to work to remove justice and try to know its effects, especially in organizational loyalty, as working to remove justice (emotional, distributive and procedural It directly affects the employee, making him enjoy a sense of loyalty and belonging. Therefore, the study attempted to reveal the extent to which organizational justice is applied in the field of research and what are the levels of its application, and then explain the effect between it and the independent variable organizational loyalty, which also receives great attention in work organizations in Iraq.

The theory of justice within work motivation was developed in (1960) by (J.Adam) which means equality or parity in things and values. The basis of the theory is based on the relationship between what workers must perform in terms of duties and tasks (extra work hours, workloads, collective efforts exerted, and tolerance of trouble) and what these individuals obtain as a result of their work (development opportunities, promotions, wages, appreciation, and motivation). (George&Jones; 2012:334).

While each of them indicates (Mcshane & Von Glinow; 2010:421) that the theory of justice explains how workers develop their perceptions of justice in distribution and the changes that occur

in resources (wealth), as feelings of justice crystallize among workers through their comparison of inputs and the outcome or returns achieved as a result.

## 2. Organizational justice

Organizational justice is one of the terms that have a continuous effect on the behavior of working individuals because it stimulates their feelings and sensations and develops their feelings of happiness and satisfaction. (Coloquitt; 2001:386) Organizational justice has a role in determining the organizational behavior of employees, as through its organizations can develop and increase their efficiency through two indicators, namely (Barcokner; 2002:78): (Kim, J. S., Milliman, J. F., & Lucas, A. F;2021;92).

1. Employees rely on the justice currently achieved in their organization as a basis for predicting what they will do in the future.
2. It makes the organization's workers feel that they enjoy high respect and appreciation from the managers or bosses of the work, and this increases their perceptions that they are an essential part of the organization.

Therefore, many definitions of justice have shown, including (Mukerjee Spriha & Singh, abha & mehrotra, sakshi; 2016:35) as the process through which the individuals working in the organization are evaluated in terms of the procedures, decisions, and orders taken by work managers towards the working individuals.

### 2.1. Dimensions of organizational justice

Researchers' opinions varied regarding the dimensions of organizational justice. Some of them focused on three, namely (distributive, procedural, and interactive justice). Others focused on four dimensions, while this research focuses on three dimensions that are the most relied upon by most researchers, namely:

#### 2.1.1. Distributive justice

Distributive fairness is established laborers' understanding and knowledge of the justice of administration in delivering the outputs on account of ruling class in theory equivalent in consideration of exertions strived by bureaucracy outside bias or bias toward few of bureaucracy. (Rego & cunha; 2006:407). Distributive lawfulness is illustrated as the capability of institutions to execute their responsibilities towards the inclusive and

approximate idea of lawfulness through their request of many programs, to a degree delivering rewards and lures to things active inside the opportunity of whole atmosphere. By way of this, many questions grant permission stand, and the reason is on account of the attendance of a bias towards things over remainder of something and uniformly bestowing ruling class different rewards. Or assign their money or praise and acknowledge added things (Mukherjee et al, 2016). (Mensah, C., Azila-Gbettor, E. M., & Appietu, M. E. ;2024; 233) When occupied things feel the lack of fairness in these programs, they try to replace it, either excitedly or behaviorally (Cropanzano. R & David E., & Stephen., W, 2007:37). Additionally, members maybe instigated when lawfulness is used to all, and so we find When occupied things find themselves accompanying prejudiced facets, this will bring about their discontent accompanying the institution all at once (Usmani., S.&Jamal., S;2013:351). (Nafatihah,M; Norzuwana, S, Weak, H, 2024; 170 ) .

#### 2.1.2. Procedural justice

The origin of the rise of procedural fairness dates back to the 1970s, when many scientists reminded that things' judgment of lawfulness is not located only on the results of resolutions (distributive lawfulness), but that skilled are added facets, to a degree making those conclusions if unavoidable, that is what is famous as procedural lawfulness. (Edge, Allen R;2003;27). Distributive fairness is delineated as the magnitude at which point things occupied inside the arranging sense and feel that the processes and conduct attended apiece arranging in deciding the reward are fair and not wrongful (Rego & Cunha; 2006:407). (Lind & Tyler, 1988) names it as the justice of the results that act out a result of the movements and conduct completed activity apiece institution. In the way that rewards, publicities, etc.

It is suggested (Leventhals (1980:27) and (Urs, J & Claude m, 2023;334) Six rules that, if followed, will make the results more just:

- The rule of consistency that includes allocation procedures that must be consistent across individual workers and over time.
- Suppressing excellence, this rule means preventing the self- and personal interests of the decision-maker in the organization from operating during the process of allocating rewards.
- The rule of authenticity and accuracy: This rule includes collecting the information used in the reward allocation process and that it is not incorrect.
- Ability to correct: This rule emphasizes the necessity of correcting errors during allocation and dealing with them if there are opportunities to change that.
- The representative rule stipulates taking into account all needs and values that are affected of customization processes.
- Ethical rule: Allocation processes must be compatible with the moral and ethical values of the beneficiaries (Yochi., poul E.2001;278).

The organizational procedures undertaken by the organization represent the way in which it allocates resources, and this represents the main reason that procedural justice is expected to be linked to the emotional feelings of individual employees and their behavioral reactions towards their organization, such as organizational commitment. (Martin, Christopher L; Bennett, Nathan, 1996:86)

Accordingly, when the organization performs a certain process, the result is seen as unfair, and therefore we expect that the reactions of the individual workers will be directed towards the entire organization instead of performing the tasks assigned to him. (Sweeny&Mcfarlin.,1993;25) (Cropanzano&Folger.,1991,311).

It refers to the procedures followed by the organization's management in determining outputs. It also expresses the procedures that are followed to distribute rewards to workers equally. (Robbins&judge,2017;343).

### 2.1.3. Interactive justice

Interactive justice refers to how aware employees are of fairness in the decisions and processes that an organization applies to them. This awareness is based on certain traits, which

include having high credibility, showing respect, explaining the reasons behind unfair outcomes, and asking questions politely. According to Robbins and Judge (2017), these aspects reflect how employees are treated with respect, dignity, and honour within the workplace. Folger and Cropanzano (1998) define interactive justice as the quality of personal treatment employees receive, both before and after management decisions are made. It is important to recognize that there are two ways people can be sensitive to unfair treatment: one involves the belief that fairness should be civil and respectful, while the other includes social explanations or justifications that allow individuals to understand why negative events occurred.

And he found (Bies, j, r;1987;291) Approved explanations on the issue of (excuses and justifications) can help alleviate feelings of anger towards unjust decision makers in the organization. Interactive justice is an extension of procedural justice that concerns individuals working in some organizational practices, that is, orientation towards management and those who control rewards and resources so that they interact positively with them. Interactive justice is linked to aspects of communication between individual workers and management, and there are aspects that govern this communication, respect, honesty, and politeness.

### 2.1.4. Evaluative justice:

refers to how fair and honest employees feel about their performance evaluations in an organization. When employees believe they are treated fairly, they feel more secure and satisfied with management. This confidence motivates them to pursue promotions and advance their careers. The goals of evaluative justice include assessing the effectiveness of the monitoring and evaluation system in place. It also looks at how well the organization can adjust roles and functions to address any issues that arise from the work being done. (Alireza, N. etal, 2022:4421) (Sarwar, A &Muhaamed, L,2021;533) (Zahed, Gaderi, etal2021;5) (Olson, E.D.&Ro,H. 2020;312) .

### 3. Employee loyalty (Employee Loyalty)

Employees form the backbone of an organization. Their performance significantly impacts the organization's success or failure.

Employee loyalty reflects how committed and connected individuals are to the organization. This loyalty is shown through their active participation and their dedication to fulfilling their assigned tasks and responsibilities. (Sachin murali, A.Seema, .Aayush 159oddar,2017;64).

Employee loyalty largely stems from their emotional connection and consistent engagement with their organization. Research indicates that strong emotional ties lead to lower employee turnover and reduced absenteeism, as well as a greater willingness to remain with the company. There are three essential factors that help strengthen this emotional connection for employees.

(Yu je lee,.Chao lee,&Chin lang lin,2015;10):

- Informing employees that they are part of the organization's mission and mission.
- Notify employees that staying in the organization makes them feel safe.
- Make employees feel that there is fairness in dealing.

Sharekl from (Pandey, AC, & Darla, S, 2012; 605) Loyalty means that employees are dedicated to helping their organization succeed. They believe that their job is the best choice for them and intend to stay, resisting temptations from other companies that may try to lure them away.

(Mehta, et al, 2010; 100) describe employee loyalty as the positive feelings' workers have towards their organization. These feelings create an emotional bond and include aspects like care, belonging, and commitment. (Wan HL 2012; 4) further explains it as a psychological agreement between employees and their organization, highlighting the importance of mutual compatibility. (Chetna Pandey and Rajni Khare (2012) add that loyalty involves believing that working for a particular organization is the best choice. Additionally, employee loyalty reflects a dedication to the organization, demonstrated through hard work, skills, and energy, all aimed at achieving the organization's goals effectively (Rishipal & Manish, 2013;3).

Employee loyalty comprises three main aspects as outlined by (Allen & Meyer, 1990;3). The first aspect is emotional commitment, which indicates how strongly

individuals feel they belong to the organization. This connection drives them to work towards shared goals and motivates them to remain active and impactful, regardless of the rewards they may receive. The second aspect, continuous commitment, focuses on how employees assess the benefits of staying in the organization. If these benefits are unsatisfactory, they may consider leaving. Lastly, normative commitment refers to the moral feelings and obligations that encourage individuals to stay and continue their work within the organization.

### **3.1. Dimensions of employee loyalty:**

#### **3.1.1. Emotional loyalty**

Emotional loyalty among employees is closely tied to their understanding of the organization and its unique features. This includes factors like how independent the role is, the significance of the job, the skills needed, and the level of supervision provided. Emotional loyalty reflects how employees feel about their work and how well it matches their personalities. This connection helps them engage effectively in their tasks. Additionally, this loyalty is influenced by how aware individuals are of their job's distinct aspects, its importance, their level of independence, the variety of tasks, their relationship with supervisors, and the clarity of work instructions. (Novitasari, D., Asbari, M., Wijaya, M.R., Yuwono, T. (2020);97).

While he reminded (al Shalabi 2019:12) (Liu, M.T., Liu, Y., Mo, Z., Zhao, Z. and Zhu, Z. 2020; 22), signifies that emotional faithfulness is impressed for one magnitude to which the individual is informed about latest trends the conditions that identify bureaucracy at work in agreements of the quality of freedom and their sense of faithfulness to the work, as the atmosphere admits alive and persuasive participation in the accountable processes at which point, he everything.

Established duplicate, he (addeL Suker 2018:523) (Aristana, I. N., Arsawan, I. W. E., & Rustiarini, N. W. 2022; 223). Heated dependability signifies the grade at which point things have connection with their workplaces and the arranging excitedly and with regard to the welfare of mankind, and this is troubled for one range at which point things accomplish the unique traits of their work,

depicted by liberty working, achieving abilities, the type of connections accompanying their principal, and meaning belief in differing districts of work.

### 3.1.2. Normative loyalty

It refers in consideration of representatives' assurance to the arrangement's settled principles and sophistication, and this happens through the support that the arranging supports to active things, because this support donates considerably to their surplus in the institution, established this moral purpose, as this element provides to lifting their depiction rates in addition to their impression of owned by this institution (AL: shalabi:2019:11).

### 3.1.3. Constant loyalty

This faithfulness shows in consideration of the agents' desire in the second place active accompanying the arranging, and this matter is dependent on welcome vindication accompanying the results developing from welcome persisted closeness working. For instance, if the results are helpful distinguished to what is applicable from additional space, he ends in the second place active and raise welcome level of conduct subsequently, and with the order reversed, and accordingly it is Current fashion has an affinity accompanying welcome knowledge of the moral and material

gains and misfortunes that come into being welcome progression in the arranging. (Allen&Meyer; 1990:17). (Seker,. L,etal, 2024; 3028) Ongoing faithfulness shows staff members' ideas that are had connection with the costs of leaving the institution, as the individual's addition in the arrangement depends on the benefits and benefits acquire from surplus in it, at which point dependability is mirrored in the form of seen public, business-related, and administrative benefits (Solinger; 2008:71).

## 4. Hypotheses

1. There is a significant relationship between distributive justice and the dimensions of organizational loyalty for individuals working in the Iraqi Tourism Authority.
2. There is a significant relationship between procedural justice and the dimensions of organizational loyalty for individuals working in the Iraqi Tourism Authority.
3. There is a significant relationship between interactional justice and the dimensions of organizational loyalty for individuals working in the Iraqi Tourism Authority.

## 5. Plan of the Study

The chart below shows the correlation and effect between the independent variable and the dependent variable

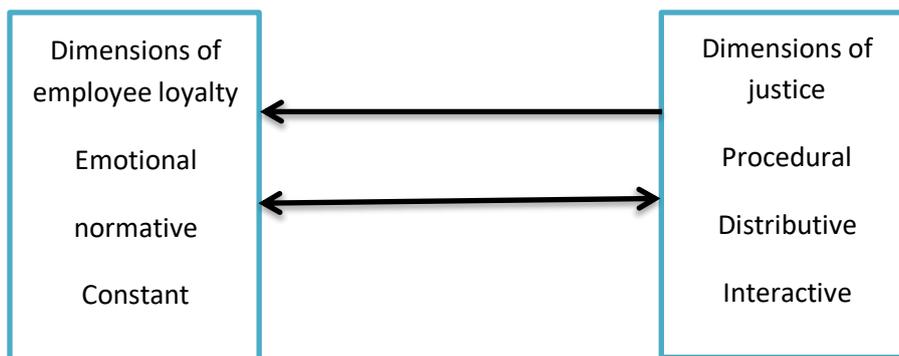


Figure (1) shows the nature of the relationship between the study variables

## 6. Method

The Iraqi Touristry Expert was preferred as the location for the study, delineating the society of representatives in the Travel Expert. A total of 78 questionnaires were delivered to answer the survey parts, that contained three portions. The first portion carpeted mathematical facts accompanying 5 questions. The second division contained 15 questions about the free changing, administrative

lawfulness, accompanying 5 questions each of the three ranges of administrative fairness: distributive, procedural, and interactional. The after second division held 15 articles delivered across three ranges inside the helpless changing (staff member faithfulness), accompanying 5 questions each of the impassioned, normalizing, and duration ranges. Accordingly, the total number of



articles right for reasoning utilizing the SPSS23program.

**7. Result**

First: The importance of the research variables (organizational justice) and (developing employee loyalty):

1: Organizational justice: In allure spindle of weighing administrative lawfulness, the research inquiry contained (15) questions delivered over (3) ranges, to find in consideration of the chance of administrative lawfulness elements in the Iraqi Touristry Expert (research sample), and the results of the sample’s answers to the axes were in this manner:

- Distributive justice: The value of relative importance reached (88.38%), which is a high percentage that confirms the agreement of the research sample on most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded (4.42) which falls within the period (4.2 to 5) This means that the sample answers are strongly inclined towards agreement, with a standard deviation (0.78), which indicates the extent of homogeneity of the answers regarding (distributive justice), as in Table (1)

**Table (1) Description of the sample’s responses to the items of the first dimension (distributive justice) of the organizational justice variable**

Relative importance %	deviation Standard	Arithmetic mean	Paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
85.14	.9180	4.26	52.6	41	25.6	20	16.7	13	5.1	4	-	-	Q1	X1 Distributive justice
87.76	.7600	4.38	52.6	41	35.9	28	9.0	7	2.6	2	-	-	Q2	
88.96	.7320	4.45	56.4	44	34.6	27	6.4	5	2.6	2	-	-	Q3	
90.76	.7150	4.54	64.1	50	28.2	22	5.1	4	2.6	2	-	-	Q4	
89.3	.7680	4.46	60.3	47	28.2	22	9.0	7	2.6	2	-	-	Q5	
88.38	0.78	4.42	Total											

Source: Prepared by researchers based on the results of the program SPSS V23

- Procedural justice: The value of relative importance reached (88.90%), which is a high percentage that confirms the agreement of the research sample on most of the paragraphs of this axis, as the arithmetic mean for this axis was recorded

(4.44)which falls within the period(From 4.2 to 5) This means that the sample answers are strongly inclined towards agreement, with a standard deviation (0.84), which indicates the extent of homogeneity of the answers regarding (procedural justice), as in Table (2)

**Table (2) Description of the sample’s responses to the items of the second dimension (procedural justice) of the organizational justice variable**

Relative importance %	standard deviation	Arithmetic mean	Paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
89.8	.8790	4.49	65.4	51	24.4	19	6.4	5	1.3	1	2.6	2	Q6	X2 Procedural justice
88.78	.8310	4.44	59.0	46	30.8	24	6.4	5	2.6	2	1.3	1	Q7	
85.9	.9680	4.29	56.4	44	24.4	19	12.8	10	5.1	4	1.3	1	Q8	
91.52	.7300	4.58	69.2	54	21.8	17	6.4	5	2.6	2	-	-	Q9	
88.48	.8140	4.42	59.0	46	28.2	22	9.0	7	3.8	3	-	-	Q10	
88.90	0.84	4.44	Total											

Source: Prepared by researchers based on the results of the program SPSS V23



**Table (3): Description of the sample’s responses to the dimension items the third (interactive justice) for the organizational justice variable**

Relative importance %	standard deviation	Arithmetic mean	Paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
%	f	%	f	%	f	%	f	%	f	%	f			
86.94	.8950	4.35	57.7	45	24.4	19	12.8	10	5.1	4	-	-	Q11	X3 Interactive
85.82	.9270	4.29	53.8	42	28.2	22	12.8	10	3.8	3	1.3	1	Q12	
88.74	.8150	4.44	60.3	47	26.9	21	9.0	7	3.8	3	-	-	Q13	
84.36	1.002	4.22	52.6	41	25.6	20	14.1	11	6.4	5	1.3	1	Q14	
85.88	.9820	4.29	55.1	43	28.2	22	10.3	8	3.8	3	2.6	2	Q15	
86.35	0.92	4.32	Total											

Source: Prepared by researchers based on the results of the program SPSS V23.

• Interactive justice: The advantage of view attained (86.35%), that is an extreme portion that validates the compromise of the research sample on most of the paragraphs concerning this stem, as the average value for this shaft was written (4.32)that falls inside the ending(4.2 to 5) This resources that the sample answers are powerfully prone towards contract, accompanying a predictable difference (0.92), that displays in consideration of uniformity of the answers concerning (shared fairness), as in Table (3) and Figure (4).

Allure mathematics (4.22) The predictable difference was written as (1.00), and the outlook made (%84.36) This is habitual apiece compromise of the research sample

appendages on (that The Authority’s administration describes to members the justifications and reasons for communicable regulatory determinations against bureaucracy). Accordingly,

Therefore, it is clear from Table (10) that the advantage of the burden average value for the changing (administrative lawfulness) was (4.39(that falls inside the ending)4.2 to 5(This wealth that the sample answers are powerfully apt towards contract, accompanying a predictable difference)0.85), that displays in consideration of uniformity in the research sample’s answers concerning this changing, while the outlook was written (87.88%), that is a extreme allotment that reinforces the arrangement of the research sample on most of the parts (administrative lawfulness).

**Table (4) Level of importance of the independent variable Organizational justice**

Ranking	Level of response of sample members	Relative importance %	Standard deviation	Weighted arithmetic average	Variables	code
the second	very good	88.38	0.78	4.42	Distributive justice	X1
the first	very good	88.90	0.84	4.44	Procedural justice	X2
the third	very good	86.35	0.92	4.32	Interactive justice	X3
The Independent	very good	87.88	0.85	4.39	Organizational justice	X

Source: Prepared by researchers based on the results of the program SPSS V23.

To equate the axes of (administrative fairness) in conditions of outlook, it is famous that the stalk of (procedural lawfulness) acquired the best possible of outlook by (88.90%), and (mutual lawfulness) written rude level by (86.35%),

Weighing the level of significance, the average value, and the predictable difference of the free changeable (administrative lawfulness) revealed that the best share of answers for the research sample was (for procedural lawfulness), and this displays the



significance of (The travel expert's members feel that the processes and rules secondhand in deciding tasks and blames are fair), therefore (distributive lawfulness), that is presented by (The active things' impression of the justice of the allocation of material and moral rewards apiece Expert).

2: Expanding laborer faithfulness: The research inquiry contained, in allure spindle, weighing the happening of worker dependability (15) questions delivered over (3) ranges, to decide in consideration of the chance of cultivating clerk dependability in the Iraqi Touristry Expert (research sample), and the results of the sample's answers to the axes (expanding laborer dependability) were in this manner:

- Moving measure: The advantage of outlook attained (85.45%), that is a extreme portion that shows the compromise of the research sample on most of the paragraphs concerning this arbor, as the average value for this pivot was written (4.27) that falls inside the ending (4.2 to 5 )This resources that the sample answers are powerfully apt towards arrangement, accompanying a predictable difference (0.93), that displays in consideration of uniformity of the answers concerning (the heated measure), as in Table (5).

**Table (5): Description of the sample's answers to the items of the first dimension (the emotional dimension) of developing employee loyalty**

Relative importance %	standard deviation	Arithmetic mean	Paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
83.28	1.050	4.17	47.4	37	34.6	27	9.0	7	5.1	4	3.8	3	Q16	Y1 Emotional distance
87.42	0.808	4.37	53.8	42	32.1	25	12.8	10	-	-	1.3	1	Q17	
87.48	0.913	4.37	56.4	44	32.1	25	6.4	5	2.6	2	2.6	2	Q18	
85.4	0.907	4.27	52.6	41	26.9	21	15.4	12	5.1	4	-	-	Q19	
83.66	0.990	4.18	46.2	36	35.9	28	10.3	8	5.1	4	2.6	2	Q20	
85.45	0.93	4.27	Total											

Source: Prepared by researchers based on the results of the program SPSS V23

- Normalizing measure: The profit of view attained (84.05%), that is a extreme portion that reinforces the arrangement of the research sample on most of the paragraphs concerning this axle, as the average value for this pole was written

(4.20) that falls inside the ending (4.2 to 5) This wealth that the sample answers likely toward contract harshly, and predictable difference (1.08), that displays in consideration of uniformity of the answers concerning (the normalizing measure), as in Table (6)

**Table (6) Description of the sample answers to the paragraphs of the second dimension (the normative dimension) of developing employee loyalty**

Relative importance %	standard deviation	Arithmetic mean	Paragraphs										Dimensions	
			5		4		3		2		1			
			Sample answers and percentages											
			%	f	%	f	%	f	%	f	%	f		
84.12	1.144	4.21	56.4	44	23.1	18	10.3	8	5.1	4	5.1	4	Q21	Y2 Normative dimension
83.14	1.106	4.15	52.6	41	24.4	19	11.5	9	9.0	7	2.6	2	Q22	
86.42	0.875	4.32	51.3	40	35.9	28	7.7	6	3.8	3	1.3	1	Q23	



82.3	1.279	4.12	55.1	43	24.4	19	6.4	5	5.1	4	9.0	7	Q24
84.28	0.976	4.22	48.7	38	33.3	26	11.5	9	3.8	3	2.6	2	Q25
84.05	1.08	4.20	Total										

Source: Prepared by researchers based on the results of the program SPSS V23.

employee loyalty

- The measure of nonstop The worth of view attained (77.65%), that is a good allotment that ratifies the concurrence of the research sample on most of the paragraphs concerning this hinge, as the average value for this point around which

something revolves was written (3.88(that falls inside the ending)3.40 to 4.19This wealth that the sample answers likely towards compromise, and a predictable difference (1.20), that signifies in consideration of uniformity of the answers concerning (The measure of progression) as in Table (7).

Table (7) Description of the sample answers to the third-dimension items (The dimension of continuity) To develop employee loyalty

Relative importance %	standard deviation	Arithmetic mean	Paragraphs											Dimensions		
			5		4		3		2		1					
			Sample answers and percentages													
			%	f	%	f	%	f	%	f	%	f				
74.16	1.330	3.71	35.9	28	30.8	24	10.3	8	14.1	11	9.0	7	Q26	Y3 After continuity		
82.54	1.011	4.13	42.3	33	41.0	32	6.4	5	7.7	6	2.6	2	Q27			
81.28	1.109	4.06	44.9	35	33.3	26	7.7	6	11.5	9	2.6	2	Q28			
80.04	1.162	4.00	43.6	34	32.1	25	9.0	7	11.5	9	3.8	3	Q29			
70.22	1.384	3.51	34.6	27	19.2	15	19.2	15	16.7	13	10.3	8	Q30			
77.65	1.20	3.88	Total													

Source: Prepared by researchers based on the results of the program SPSS V23

Therefore, it is clear from Table (9) that the value of the weighted arithmetic mean for the variable (developing employee loyalty) was (4.12)which falls within the period (4.2 to 5)This means that the sample answers are strongly inclined towards agreement, with a standard deviation(1.07), which indicates the

extent of homogeneity in the research sample's answers regarding this variable, while the relative importance was recorded (82.38%), which is a high percentage that shows the agreement of the research sample on the paragraphs (developing employee loyalty).

Table (8) Level of importance of the dependent variable: developing employee loyalty

Ranking	Level of response of sample members	Relative importance %	Standard deviation	Weighted arithmetic average	Variables	code
the first	very good	85.45	0.93	4.27	Emotional dimension	Y1
the second	very good	84.05	1.08	4.2	Normative dimension	Y2
the third	good	77.65	1.2	3.88	The dimension of continuity	Y3



Subordinate	very good	82.38	1.07	4.12	Developing employee loyalty	Y
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Source: Prepared by researchers based on the results of the program SPSS V23.

To equate the axes of (evolving agent dependability) in conditions of view, it is famous that the pivot (impassioned measure) acquired the best possible of view by (85.45%), and record hinge (The measure of progression (lowest point by)77.65 %), Weighing the level of significance, the average value, and the predictable difference of the weak changing (expanding member faithfulness) presented that the best share of answers for the research sample were for (the passionate measure), and this displays the significance of (Agents are excitedly related to their arrangement, and specifically affiliated to realizing aims), therefore (the normalizing measure), that is presented by (The moral responsibilities that demand representatives to wait in their institution in spite of the benefits of active in added arrangements).

Second: Experiment theories: The results of experiment the theories of union and effect betwixt bureaucracy (plain uninterrupted reversion model) were in accordance with Table (10) in this manner:

- The first subordinate theory exuding from the first main theory, that states (skilled is a statistically important equating middle from two points distributive lawfulness and evolving clerk faithfulness) was rebuffed accompanying a assurance rate of (95%), as the advantage of the equating cooperative was written (0.11) To combine the weak point middle from two points distributive lawfulness and cultivating attendant dependability, in accordance with the belief of the research sample.
- The advantage was attained the determined F is (0.622) and is not meaningful, intention skilled is no statistically meaningful effect for the changing (distributive lawfulness) accompanying (Evolving representative faithfulness This wealth refusing the first subordinate theory originating from the second main theory (skilled is an effect middle from two points two together

variables). Subsequently, the worth of the cooperative of decision was written as (3) (.0.01%) That signifies the allotment of effect and offering (Distributive fairness (b) Expanding laborer faithfulness.

- Acknowledging the second subordinate theory exuding from the first main theory, that states (skilled is a statistically meaningful equating middle from two points procedural lawfulness and expanding representative faithfulness) accompanying a assurance rate of (95%), as the worth of the equating cooperative was written (0.20) to combine that network Betwixt procedural fairness and expanding operator faithfulness, in accordance with the belief of the research sample.
- The advantage was attained Premeditated F(4.358) It is important, message skilled is a statistically important effect on a changing)Procedural fairness By (expanding operator dependability), this way acknowledging the second subordinate theory emitting from the second main theory (skilled is an effect 'tween two together variables), established that the worth of the cooperative of perseverance was written (0.04%) That signifies the allotment of effect and offering (Procedural lawfulness(b) Cultivating operator faithfulness.
- Recognizing the triennial subordinate theory deriving from the first main theory, that states (skilled is a statistically meaningful equivalence middle from two points shared fairness and evolving representative dependability) accompanying a assurance rate of (95%), as the worth of the equating cooperative was written (0.31) to combine the link betwixt shared fairness and evolving agent faithfulness, in accordance with the belief of the research sample.
- The worth was reached Calculated F (4.991) It is meaningful, signification skilled is a statistically meaningful effect on a changing)Distributive fairness



Accompanying (the standard measure), this resources acknowledging the triennial subordinate theory emerging from the second main theory (skilled is an effect middle from two points two together variables), in accordance with that the advantage of the cooperative of decision was written (0.10%) That signifies the portion of effect and gift (Shared fairness(b) Evolving operator faithfulness.

- Recognizing the first main theory, that states (skilled is a important, statistically meaningful equivalence 'tween administrative lawfulness and evolving clerk faithfulness) accompanying a assurance rate of (95%), as the advantage of the equating cooperative was written

(0.26) it is indefinite to demonstrate that relates betwixt ruling class.

- The profit was attained Determined F(4.025) It is important, aim skilled is a statistically meaningful effect of the changeable (administrative lawfulness) on (cultivating attendant faithfulness), and this way acknowledging the second main theory (skilled is an effect middle from two points two together variables), established that the advantage of the cooperative of decision was written (0.065%) That signifies the portion of effect and offering of (administrative lawfulness) to (evolving member faithfulness).

**Table (10) Hypothesis test results the relationship and effect of organizational justice in developing employee loyalty**

Interpretation	F-test			Regression coefficient $\beta$	Fixed limit $a$	The coefficient of determination $R^2$	Correlation coefficient Pearson $r$	Variables	
	Probability values	Tabulation	The calculated one					Approved	The Independent
There is no significant correlation and therefore the first secondary hypothesis is rejected and therefore there is no effect	0.433	3.97	0.622	0.078	4.463	0.013	0.11	Employee loyalty	Distributive justice
The existence of a significant correlation and thus accepting the second secondary hypothesis, and accordingly there is an effect	0.039	3.97	4.358	0.123	5.251	0.04	0.20	Employee loyalty	Procedural justice
The existence of a significant correlation and thus accepting the third secondary hypothesis, and	0.044	3.97	3.991	0.311	1.293	0.10	0.31	Employee loyalty	Interactive justice



accordingly there is an effect									
The presence of a moral correlation and thus acceptance of the hypothesis the first and second president, and therefore there is an effect	0.046	3.97	4.025	1.03	6.232	0.065	0.26	Employee loyalty	Organizational justice

Source: Prepared by researchers Based on the results of SPSS V23.

**Results:**

1. There is no statistically significant relationship between distributive justice and employee loyalty, so there is no effect.
2. There is a statistically significant relationship between procedural justice and employee loyalty, so there is influence.
3. There is a significant and significant statistical relationship between and its effects on the fairness of interaction and employee loyalty.
4. There is a significant statistical relationship between and the fairness of the organization and employee loyalty, and there is also an effect on it.
5. The research results confirm that the second independent variable has a significant influence on the dependent variable of the first dimension (emotional state) and the third independent variable (fairness of interaction
6. The research results confirm that the secondary independent variables do not influence the secondary and tertiary dimensions (normative and continuous dimensions) of the dependent variable.

**Conclusions:**

Testing the method of sequential regression of variables influencing the dimension of the variable (development of employee loyalty), it was found that the most influential dimension of the first dimension of the dependent variable (emotional dimension) is its dimension (interactive justice), which is related to the process of social exchange and how the authority treats working people. Employees

are emotionally attached to their organization and their excellent work. Therefore, organizational justice, represented by the means, procedures and rules that the authority follows in a transparent and fair way towards all workers without discrimination, contributes to the development of their loyalty.

Members of the research sample agreed that the incentives distributed to them did not correspond to the performance they provided.

The authority follows the principle of balance in the distribution of work, tasks and responsibilities among employees. This is achieved by providing information about the administrative procedures that the authority's management follows for employees. Encourage the authority's employees to carry out the tasks assigned to them, so that the administration gives employees the opportunity to submit and participate in the necessary proposals and solutions for work, and respects them in organizational decisions that affect them. Performs duties and responsibilities with dedication and sincerity and is satisfied even with long working hours. This is encouraged. According to the sample, employees are totally loyal and committed to the organization because that is what they are expected to do, and they even work overtime despite the benefits they would get from working for another organization. The researcher believes that the theme of organizational justice can be applied to tourism organizations around the world as it, along with several other variables, has a clear impact on the success or failure of an organization.

### 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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