Article

The Relationship between Organisational Justice and Professional Mobility within the Industrial Organisation: A Field Study at the FERPHOS Company in Tébessa

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Abstract

This study explored the relationship between organisational justice and professional mobility at the FERPHOS Company in Tébessa. The study population consisted of 75 employees. The field research method was adopted because of its suitability to the subject's nature, and a comprehensive survey approach was employed. Data collection relied primarily on observation and the questionnaire as the primary tool.

The study yielded the following results:

1-   Distributive justice significantly discouraged employees from considering job transfers within the organisation. This dimension was pivotal in enhancing performance effectiveness, fostering organisational loyalty, and reinforcing the desire to maintain one's position.

2-   Procedural justice contributed to ensuring objective standards for promoting employees within the organisation in terms of salary, bonuses, incentives, training, and advancement. This directly influences employees' relationships with the organisation and their perceptions of work.

3-   Interactional justice plays a prominent role in the absence of employee turnover within the organisation, creating a work environment characterised by understanding, cooperation, and freedom. This, in turn, helped increase employee morale, fostered a spirit of initiative, and ultimately achieved job stability among workers.

Keywords:Career Development; Employee Turnover; Human Resource Management; Industrial Organisation; Organisational Justice; Professional Mobility; Sustainable Growth.

Introduction

In an era where organisational effectiveness is increasingly linked to the management of human resources, understanding the dynamics of organisational justice and its impact on professional mobility has become essential. Industrial organisations, as both open and closed systems, are profoundly influenced by the social environment and, in turn, play a significant role in shaping employees' career trajectories. Organisational justice—encompassing distributive, procedural, and interactional dimensions—has emerged as a pivotal factor in fostering employee loyalty, enhancing performance, and reducing turnover rates. This study investigates the relationship between organisational justice and professional mobility within the context of the FERPHOS Company in Tébessa. It seeks to determine how employees' perceptions of fairness in their workplace influence their stability, motivation, and willingness to remain within the organisation. Through a field study involving a comprehensive survey of the company's workforce, the research offers insights into how promoting justice at all organisational levels can contribute to sustainable development and competitive advantage in industrial settings.

1.1. Research Problem

Many industrial organisations operate as both open and closed systems, simultaneously influencing and being influenced by the surrounding social environment. These organisations place considerable emphasis on managing employees' career paths and the individual capacities of workers. Consequently, they have linked career paths to a social phenomenon prevalent in most industrial organisations: professional mobility. This mobility serves as a dynamic means of developing competencies. It reflects the ease of movement and change in professional status, that is, the transition of individuals from one professional position to another within the hierarchical structure. This structure consists of individuals who differ in level or professional status and occupy various ranks and positions within the hierarchical chain, allowing for movement from one professional level to another.

Since professional mobility is not merely a physical transition, it must be studied and analysed comprehensively within the context of all fields of knowledge—economic, psychological, or social. While one field of knowledge attributes professional mobility to individuals' motivations and suggests

that success or advancement in upward mobility can be achieved regardless of circumstances or social factors, another field asserts that professional mobility is linked to regulating the labour supply and the labour market. In this view, professional mobility is associated with sequences of job offers, leading to the creation of new positions and, consequently, the movement of employees from one post to another. However, professional mobility stems from a network of intertwined social factors, with an employee's professional level being influenced by multiple social variables that may either facilitate or hinder opportunities for mobility. Thus, the greater the availability of opportunities is, the greater the likelihood of professional mobility. In truth, personal motivations and workers' ability to perform their duties are essential to increasing rates of professional mobility.

When revisiting the sociological tradition of addressing the subject of professional mobility, it becomes evident that most research and studies have concentrated on measuring what is referred to as individual professional mobility. This is because the profession is linked to the behavioural aspects of the individual, such as motivation, level of ambition, intelligence, and other factors, as well as other social aspects, such as income and education. Professional mobility can thus be studied by comparing individuals' current occupations with those of their parents or by examining the professional distance between an individual's position at the beginning of their appointment and their current occupation.

Empirical observations have demonstrated that numerous variables influence the level of professional mobility among employees within industrial organisations, among which the absence of organisational justice is particularly prominent. Achieving organisational justice among employees is considered one of the significant challenges faced by modern industrial organisations because of the diversity of human resources and the differences in their cultures and knowledge backgrounds. Organisational justice plays a fundamental and significant role in employees' lives, reflecting their organisational performance through fairness and equality. It constitutes an important social value that workers perceive through various administrative evaluations. It manifests in the career path, representing an employee's flexible trajectory during their professional life. Its application is evident in the fairness of training, promotion, professional development, and other areas. The absence of organisational justice within the organisation may negatively impact employees, hindering their efforts to fulfil their assigned tasks. Consequently, this situation may lead employees to transition from one profession to another, from one department to another, or from one organisation to another, indicating that employees abandon their current jobs horizontally or vertically within the professional hierarchy.

Employees leaving their jobs has become one of the most significant challenges faced by industrial organisations. Workers exert greater control over their professional paths, leading to a diversification of forms of professional mobility, which may have complex negative or positive effects on organisational effectiveness. Regardless of the extent to which an organisation has advanced in

designing its organisational structure and production lines, implementing organisational justice values remains one of the fundamental requirements that help both individuals and the organisation adapt to change. By embodying the principle of organisational justice among employees, the organisation ensures, on the one hand, their loyalty and the effectiveness of their performance, making them more creative in their work and thereby contributing to achieving organisational objectives. On the other hand, it creates a work environment that is materially and morally comfortable, providing employees with security and job stability, thus fulfilling their aspirations and enhancing their morale and confidence in the future of their career paths. Indeed, the perception of interactional justice significantly influences employees' sense of procedural and distributive justice.

Therefore, this study seeks to examine the relationship between organisational justice and professional mobility among employees across work sectors by addressing the central research question:

Is there a relationship between organisational justice and professional mobility within the FERPHOS Company in Tébessa?

Organisational justice is considered one of the essential components of an organisation's social and organisational structure. It is also a social value whose absence may pose risks that threaten the stability of both human resources and the organisation itself.

1.2. Research Hypotheses

General Hypothesis:

There is a relationship between organisational justice and professional mobility within the FERPHOS Company in Tébessa.

Specific Hypotheses:

1.There is a relationship between distributive justice and employee job transfers at FERPHOS Company, ensuring organisational performance effectiveness.

2.Procedural justice at the FERPHOS Company contributes to ensuring objective standards for employee promotion.

3.There is a relationship between interactional justice and the creation of employee turnover at FERPHOS.

1.3. Significance of the Study

➢   This study's significance lies in its attempt to provide a theoretical framework for its variables by conceptually defining organisational justice and professional mobility and identifying their dimensions among employees.

➢   Its importance also resides in exploring the methodological and empirical approaches that have addressed the subject of the individual, the organisation, and society.

➢ Moreover, its significance is highlighted by the scarcity of studies that have examined the concept of professional mobility and its relationship with organisational justice; previous research has studied professional mobility in connection with other variables, such as occupational stress and organisational conflict, without focusing on organisational justice, which constitutes a key indicator for achieving both organisational and individual objectives and thus for attaining competitive advantage.

➢ Finally, it seeks to draw the attention of managers and decision-makers within organisations to the importance of organisational justice, whose absence may contribute to the exacerbation of numerous organisational problems.

1.4. Objectives of the Study

The present study aims to achieve the following set of objectives:

✓ To reveal the relationship between distributive justice and employee job transfers, the effectiveness of employee performance at the FERPHOS Company in Tébessa was ensured.

✓ To identify the contribution of procedural justice to ensuring objective standards for the promotion of employees at the FERPHOS Company in Tébessa.

✓ To identify the contribution of interactional justice to the absence of employee turnover at the FERPHOS Company in Tébessa.

1.5. Key Concepts of the Study

1.5.1. The Concept of Organisational Justice

Definition of Justice in Language:

Justice is derived from *adl* (fairness), the opposite of injustice. Adjusting a judgment (*'adala al-ḥukm*) means establishing it properly and setting it right; *'mandala* and *mandala* means balancing or equating. Justice (*al-'adl*) also signifies equivalence and likeness, such as equality, balance, and moderation. To deviate from a path (*'adala 'an al-Tariq*) means turning away from it and equating one person with another (*'adala ful* bifull) means treating them equally. Thus, establishing justice involves balancing two equivalents or peers (Abadi, 2010, pp. 927–928).

Justice is also one of the beauty names of Allah. The sequence of beautiful names is preceded by "Al-Ḥakam" (judge), followed by "Al-Laṭīf" (subtle, Kind). This sequential triad reflects profound wisdom in describing the meaning and concept of justice: the judge, whose rulings are final and unquestionable, must inherently embody the attribute of justice. The word *'adl* (justice), along with its verb, noun form, and derivatives, appears 28 times in the Holy Qur'an (Zayed, 2006, pp. 9–11), as in the verse: "Indeed, Allah commands justice and excellence" (Surah Al-Naḥl, verse 90), and in His saying: "When you judge between people, judge with justice" (Surah Al-Nisā', verse 8). Moreover, the life of the Prophet Muhammad (peace be upon him) and that of his rightly guided Caliphs were distinguished by justice and equality. The Prophet called for comprehensive social justice to consolidate the principle of

justice as a value and to develop and nurture it as a practice, as justice constitutes one of the most important pillars upon which every righteous society is built (Imam, 2003, p. 76).

Definition in Terminology:

Greenberg defines organisational justice as reflecting how an individual judges the fairness of the manager's approach to dealing with them at the professional and human levels (Rifaat, 2003, p. 46). Given its varied usages across different discourses in psychology, sociology, and management, the concept of organisational justice remains somewhat ambiguous and requires additional effort for clarification.

Biogrey proposed a definition in 1998 that appears to be the most general. He defined organisational justice as the perception of the fairness of exchanges occurring within the organisation, whether economic or social, involving the individual in their relationships with superiors, subordinates, colleagues, and the organisation as a social system. The nature of this relationship and the actor's perception of the quality of treatment they receive within the institution underpin the development and orientation of positive attitudes towards work, improved outcomes, and strengthened trust between employees and management. It fosters a culture of cooperation, belonging, and integration (Cyprien Delaporte, 2016, p. 16).

Operational Definition:

Operationally, organisational justice refers to recognising employees' efforts through respect, appreciation, and granting each individual their due rights on the basis of the principle that the individual within the organisation is a human being with dignity, rights, and duties in a reciprocal relationship. The individual is the foundation upon which the organisation relies to achieve its objectives. Thus, organisational justice is an organisational concept that seeks to realise integrity, objectivity, and equal opportunities among various professional groups. Therefore, organisational justice involves the management's recognition of employees' individual and collective efforts; respect for their ideas, perceptions, abilities, and experiences; and appreciation of their humanity, reinforcing employees' trust in their superiors, the organisation, and work in general.

1.5.2 Dimensions of Organisational Justice

On the basis of the previous definition and according to the literature that has addressed the subject across various fields of knowledge, discussions have focused on three main dimensions of the concept of organisational justice, namely:

1.5.2.1 Distributive Justice

The concept of distributive justice reflects employees' perception of fairness concerning the outcomes they receive, which may take the form of wages, promotions, and incentives in exchange for their work efforts. Employees do not focus solely on the number of outcomes they obtain; they also

attach importance to the fairness of these outcomes. Issues related to salaries and employees' perceptions of fairness were the subject of early studies on distributive justice (Sultan, 2006, p. 44).

The Keynesian school emphasises the importance of achieving distributive justice, asserting that disparities in income distribution lead to reduced income among the individuals who constitute the majority of the population, thereby diminishing effective aggregate demand and slowing economic growth (Al-Sayyid, 2015). This affirms the positive relationship between organisational justice and the economic and social development of the individual and society. Moreover, the perception of distributive justice, specifically organisational justice, is generally linked to the value system that shapes an individual's attitudes towards various objects and subjects.

1.5.2.2 Procedural Justice

Procedural justice refers to the perceived fairness of the procedures and policies used in decision-making within the workplace and the extent of employees' feelings regarding the fairness of organisational procedures employed in determining outcomes (Al-Obaidi, 2012, p. 81). In other words, it concerns how employees perceive the methods and approaches adopted by management or direct supervisors about tasks, their implementation, and administrative and organisational practices. Procedural justice relies on a set of rules to ensure credibility among employees and various actors within the organisation, including the following:

• Consistency: applying the same procedures to all individuals without favouring one over another.

• Bias suppression: avoiding partiality and refraining from achieving personal benefits.

• Accuracy: basing decision-making processes on accurate information.

• Correctability: providing opportunities to make adjustments to the decisions made.

• Representation:Ensuring that all stages of the decision-making process reflect the expectations, values, and fundamental considerations of the individuals concerned.

• Ethicality:Ensuring that all decisions respect the accepted values and standards of the individuals involved (Al-Subou', 2010, p. 12).

This means that administrative decisions must be compatible with the organisation's culture. The culture serves as a regulatory framework for the behaviours of all actors and must align with society's value system.

1.5.2.3 Interactional Justice

Interactional justice refers to the transparency that supervisors demonstrate in dealing with all subordinates and the degree to which they provide necessary clarifications and explanations for work for all employees and treat them respectfully. It also denotes the extent to which employees perceive

fairness in the human and organisational treatment they receive during the implementation of procedures (Al-Khuza'i, 2013, p. 37). Interactional justice reflects the following elements:

Interactional justice reflects the following elements:

❖   Interactional justice mirrors the quality of personal relationships between the immediate supervisor and employees.

❖   Interactional justice reflects the level of respect and courtesy demonstrated by the immediate supervisor when informing the employee of how the decision was made.

❖   Interactional justice reflects how employees perceive fairness in their treatment when formal procedures are applied or their understanding of the reasons behind such procedures.

❖   Interactional justice concerns the quality of treatment between the individual and the decisionmaker.

❖   Interactional justice reflects the degree to which formal procedures are applied correctly (Darrah, 2008, p. 39).

These elements go beyond merely describing the nature of the interaction between the employee and their supervisor; they extend into a sociocultural framework that fosters the creation of a working environment and professional social setting characterised by trust, mutual recognition, and cooperation. Moreover, they reflect the clarity and standardisation of administrative procedures imposed by the organisational field and the quality of professional and social relationships shaped by the organisation's cultural context.

1.5.3 Concept of Professional Mobility

Terminological Definition:

Professional mobility describes the degree of individuals' movement from one category or class to another within the same society. This movement may occur upwards or downwards along the ranks of the social hierarchy. The degree of mobility varies according to the societal model, the prevailing social structure, and society's culture. According to previous studies, the highest mobility rates are found in industrial capitalist countries, and the upward mobility rate is greater than the downward mobility rate. Some researchers consider professional mobility a safety valve, believing that it plays an important functional role as a factor of stability, offering opportunities for elites, talented individuals, and ambitious people to compete in changing and improving their social conditions (Labbassir, 2010, pp. 203-204).

Pitirim Sorokin defines mobility as "the movement of an individual or a group from one social or socioeconomic class or level to another, where such movement is associated with a change in the individual's occupational status and income. This movement may be either upwards or downwards."

Professional mobility is also defined as "the movement of the professional group itself or the movement of an individual employed in a particular profession, on the basis of a one-dimensional or hierarchical (stratified) measure of occupations, according to the prestige or status of each occupation. This stratification or hierarchy then serves as the basis for assessing the mobility that occurs. Thus, downward mobility indicates a loss of occupational prestige, whereas upward mobility signifies an increase in such prestige" (Al-Jawhari, 2009, p. 303).

Professional mobility is also defined as "an organisational phenomenon referring to the departure of some employees from the organisation in which they work to other organisations, for various reasons such as low wages and incentives or strained work relations. Professional mobility may occur within the same organisation or between its branches, within the same sector or between different sectors of economic activity, or even at the global level."

Professional mobility is "all the changes that occur to an individual in relation to work, referring to changes in position, status, field of professional activity, workplace, organisation, or transitions between different jobs or professions" (Richard Duhautois, 2012, p. 9).

Operational Definition:

Operationally, professional mobility refers to "the movement of working individuals from one job position or work centre to another, meaning the employee leaves and abandons their current job. This implies a change in their professional status, either horizontally or vertically within the professional hierarchy, leading to a change in their lifestyle and social and economic standing."

1.5.4 Types of Professional Mobility

Professional mobility is defined as the transition from one job position to another. It is classified into two types:

1.5.4.1 Internal professional mobility

Internal professional mobility refers to the transition from one job position to another within the same organisation through promotion, advancement, demotion, or maintaining the same position within the organisation's hierarchical structure. This transition may be either vertical or horizontal.

1.5.4.2 External professional mobility

External professional mobility refers to the transition from one job position to another outside the organisation where the employee previously worked. It involves moving from a position in the organisation (A) to a position in the organisation (B) and may likewise constitute vertical or horizontal external professional mobility.

1.5.4.3 Vertical professional mobility

Vertical professional mobility refers to the transition from one job position to another that differs in scientific or technical requirements, professional status, responsibilities, and financial returns

(salaries). This transition may occur upwards (upward mobility) by moving from one job position to another that is superior in status, responsibility, and financial return (salary), usually through promotion. It may also occur downwards (downward mobility) by moving from one job position to another that is inferior in status, responsibility, and financial return (salary), typically through job turnover. Job turnover involves leaving or abandoning the workplace for compulsory reasons imposed on the employee, such as dismissal, or for other reasons, such as disciplinary action. Alternatively, it may occur voluntarily, such as through resignation, changing workplaces, or leaving the job to pursue another professional activity (Khermoush, 2014, p. 83).

1.5.4.4 Horizontal Professional Mobility

Horizontal professional mobility refers to the transition from one job position to another that is equivalent in scientific and technical requirements, professional status, responsibilities, and financial return (salary). This typically occurs through job transfers to increase productivity, redistribute employees, or ensure broader familiarity with the organisation's operations (Fayrouz, 2011, p. 56).

2. Methodological Procedures of the Study

The present study was conducted in 2023 in the Wilaya of Tébessa. As the study addresses the relationship between organisational justice and professional mobility, the FERPHOS Company in Tébessa was selected, considering, among other factors, the nature of the company's activities. To achieve the study's objectives and test its hypotheses, it was necessary to adopt the field research method, also known as the social research method, as it enables the description of the effect of an independent variable on a dependent variable (organisational justice – socioprofessional mobility).

M. Angers defines it as "a method of addressing a research topic by employing research tools close to a specific community. This method allows the study of behaviour and ways of thinking. We begin by posing a question about social reality, attempt to construct it scientifically by integrating it into a specific scientific approach, and then confront this construction with reality through scientifically recognised research tools within the sociological field, in order to reach specific results" (Maurice, 2013, p. 106).

This method involves collecting as much information and facts as possible concerning the relationship between organisational justice and professional mobility among employees at the FERPHOS Company. This was achieved by attempting to reveal the relationship of influence and interdependence between the three dimensions of organisational justice and professional mobility and by seeking to analyse and interpret this relationship via several techniques.

The research population consisted of the employees of FERPHOS Company, which is estimated to be 95 workers. Owing to the limited size of the available research population and its relatively small sample size, a comprehensive enumeration method was adopted. This statistical approach is based on

the principle of including all elements of the research population, meaning that the study was conducted with all employees of the organisation.

With respect to the data collection tools, simple observation was employed during the exploratory visit, through which we observed employees' behaviours and the organisational work environment. Moreover, a questionnaire was used as the primary tool for this study. It was designed after reviewing the study literature and previous related research and was based on an exploratory survey conducted at the beginning of the study. In constructing the tool, we sought to align the study's objectives with the questionnaire's axes. Consequently, the questionnaire was divided into four sections, comprising 27 questions.

3. Sociological Processing of the Study Data

The sociological processing of the data will be conducted in light of the hypotheses, with analysis limited to highlighting the indicators adopted for measuring each hypothesis.

3.1 First Hypothesis

There is a relationship between distributive justice and employee job transfers at FERPHOS Company, ensuring the effectiveness of performance within the organisation.

This hypothesis was measured through five indicators:

- Fair distribution of tasks among employees.

- Employees transfer from one position to another within the organisation.

- Equality among employees before the organisation's internal regulations.

- Fairness and objectivity of the performance evaluation standards within the organisation.

- The decision-making process within the organisation and the extent to which it relies on accurate information.

 3.1.1 Indicator: Fair distribution of tasks among employees

On the basis of the data related to the fair distribution of tasks among employees within the same professional category, 60% of the sample responded "yes," whereas 40% responded "no."

A sociological reading of these findings reveals that the proportion of respondents who believe that tasks are distributed fairly among employees of the same category is based on competence and experience. This group perceives that the immediate supervisor allocates work on this basis and that each employee is assigned tasks according to the requirements of their position.

In contrast, the respondents who believe that tasks are not distributed relatively cited several reasons behind the absence of fairness, including favouritism, bias, weak administrative training, and a lack of coordination with employees. Some noted that those responsible for task distribution lack the necessary qualifications. Others mentioned that discrimination in the distribution of work tasks results

from poor management and the mindset of the direct supervisor. In such cases, employees feel that they have no choice but to comply with or leave the organisation.

3.1.2 Indicator: Employee Transfers from one Position to another Within the Organisation

On the basis of the data on employee transfers from one position to another within the organisation, 52% of the respondents answered "no," which is greater than the 48% who answered "yes."

A sociological reading of these percentages shows that most respondents indicated that they had not been transferred within the organisation. This was attributed to their weak performance and their lack of access to retraining programmes that would enhance their professional output. In contrast, a smaller proportion of respondents affirmed that they had been transferred from one position to another within the organisation. They explained that their transfer was corrective, as their initial appointments had not matched their qualifications and experience; however, once positions aligned with their capabilities became available, they were reassigned accordingly.

In addition, some respondents stated that their transfer resulted from conflicts and disputes with colleagues, prompting them to submit transfer requests.

Moreover, the organisation resorts to transferring employees for various reasons, often to redistribute the workforce, particularly when the workload increases. This practice aims to inject dynamism and flexibility into job assignments. Simultaneously, employee turnover resulting from dissatisfaction may create vacancies by transferring other employees within the organisation.

3.1.3 Indicator: Equality Among Employees Before the Organisation's Internal Regulations

On the basis of the data concerning whether employees are treated equally under the organisation's internal regulations, 68% of the respondents answered "yes," whereas 32% answered "no."

A reading of the data reveals that a significant proportion of respondents believe that employees are generally treated equally under the organisation's internal regulations and that there is no justification for violating these rules. This contrasts with the proportion of respondents who believe that employees are not treated equally, claiming that internal regulations are not applied uniformly to all staff members.

The latter group cited the existence of exceptions, noting that many administrative employees and individuals holding significant authority are not subject to the same enforcement of rules, particularly regarding promotions, incentives, salary deductions, and entry and exit times. They further attributed these discrepancies to practices of favouritism and preferential treatment, among other factors.

3.1.4 Indicator: Fairness and Objectivity of Performance Evaluation Standards Within the Organisation

On the basis of the data concerning the fairness and objectivity of performance evaluation standards within the organisation, 61% of the respondents answered "no," which is greater than the 39% who answered "yes."

The data indicate that most respondents stated that the organisation's performance evaluation standards are neither fair nor objective. This contrasts with a smaller proportion of respondents who believe the standards are fair and objective.

The majority attributed the perceived unfairness to the absence of a recognised system for performance evaluation through which information about employees at all levels is obtained via appropriate methods and tools to assess their abilities and competencies in the workplace.

3.1.5 Indicator: The Decision-Making Process within the Organisation and Its Reliance on Accurate Information

The data concerning the reliance on accurate information in the organisation's decision-making process showed evenly split responses: 50% of the respondents stated that decision-making relies on accurate information. In comparison, the remaining 50% stated that it does not.

A sociological reading of the data shows that the proportion of individuals who believe that decision-making within the organisation relies on accurate information is primarily based on their participation in work-related decision-making processes, representing 42% of this group. It is clear from this segment that decisions made by their organisation were based on the collection of accurate information and the effective resolution of various problems. It can also be said that this group of employees is close to decisionmakers, as they were consulted and thus owe loyalty to the organisation. Their participation in decision-making may be attributed to their seniority, experience, and qualifications, which enabled them to assert their views regarding difficult and critical decisions.

In comparison, among those who stated that they were allowed to oppose certain decisions related to their work (representing 58%), it was reported that decisions are not sufficiently subjected to scientific study by decision-makers. Instead, decisions are often issued arbitrarily and improvisationally, frequently appearing ineffective and carrying a command-driven nature that does not meet employees' aspirations.

The respondents noted that their opportunity to oppose certain decisions stems from their attempts to clarify critical issues to management, particularly major errors that might result from implementing these decisions. However, they reported that managers often ignore such objections and act according to their judgment.

This situation reinforces employees' feelings of being mere tools of production, deprived of the right to participate in decisions concerning their work or to object to them, leaving them with no choice but to comply. Consequently, employees may find themselves committing errors for which they are not responsible yet are held accountable for decisions they initially opposed.

Such circumstances can lead to feelings of frustration and foster thoughts of resignment. Moreover, if an employee persists in opposing flawed decisions, this behaviour may expose them to punitive measures, such as salary deductions or even dismissal. Employees also felt that whether or not they opposed incorrect decisions made little difference, as the decisions would inevitably be implemented owing to the authoritarian nature of the management. This, in turn, provokes employees' anger and often leads them to consider leaving the organisation.

3.2 Second Hypothesis

Procedural justice at the FERPHOS Company contributes to ensuring objective standards for employee promotion.

This hypothesis was measured through four indicators:

• Employees' perceptions of fairness in promotions within the organisation.

• Equality of opportunity among colleagues in obtaining incentives in return for efforts made.

• The objectivity of salary levels compared to those of individuals holding similar qualifications in other organisations.

• Fairness of promotions within the organisation compared with what is offered by other organisations.

3.2.1 Indicator: Employees' Perception of Fairness in Promotions Within the Organisation

The three alternatives related to employees' perceptions of fairness in promotions within the organisation revealed that the perception of fairness created cooperation among employees, which ranked first with 61.4%.

Moreover, the perception of fairness fostering cohesion among employees ranked second with 24.1%, and the perception of fairness promoting teamwork ranked last with 14.6%.

A sociological reading of the results suggests that employees' perceptions of fairness in promotion are objective and equitable. This helps prevent employee turnover and ensures job stability, enhancing the organisation's overall performance effectiveness.

3.2.2 Indicator: Equality of Opportunity among Colleagues in Obtaining Incentives in Returns for Efforts Made

On the basis of the data concerning the equality of opportunity among colleagues in obtaining incentives in return for efforts, 69% of the respondents answered "yes," which is greater than the 31% who answered "no."

The data show that a significant proportion of respondents perceive a high level of equality in the distribution of incentives relative to the efforts exerted, whereas a smaller proportion perceive inequality.

The dissatisfaction expressed by this minority of respondents regarding the distribution of incentives can be interpreted as stemming from perceptions of favouritism or from informal relationships formed through close contact, which afforded certain employees numerous privileges.

3.2.3 Indicator: Objectivity of Salary Levels Compared to Those of Individuals Holding Similar Qualifications in Other Organisations

The data concerning the objectivity of salary levels compared with those of individuals holding similar qualifications in other organisations revealed that 83% of the respondents answered "yes," which is greater than the 17% who answered "no."

A reading of the tabulated data shows that a significant proportion of respondents believe that salaries are objective compared with those of individuals with similar qualifications in other organisations, whereas a smaller proportion disagrees.

Among those who answered "no," meaning that they believe that salaries are not objective, 41.17% emphasised that their salaries do not correspond to their academic qualifications. This dissatisfaction can be attributed to the minimal number of university graduates employed in administrative and supervisory positions without abundant employment opportunities. As a result, many are compelled to accept lower-level positions that do not require high intellectual capacities or advanced educational qualifications but rather physical capabilities.

This situation led to their dissatisfaction with their work, as their qualifications exceeded the requirements of their positions, ultimately resulting in low morale. Furthermore, qualified labour is exploited by offering them meager wages.

Conversely, 29.41% of respondents stated that their salary does not correspond to their efforts, justifying this by the excessive number of assigned tasks. The declining purchasing power and rising cost of living lead employees to feel that they cannot achieve financial sufficiency, negatively affecting their circumstances.

In addition, this group believes that the salary distribution is unfair but unfair. In their view, it is unacceptable for the salaries of high-performing and distinguished employees to be equal to those of low-performing and poor-performing employees. This perception makes them feel that the organisation's management exploits their energy and effort.

Moreover, the same proportion (29.41%) affirmed another perspective, stating that their salaries are unfair compared with their job positions. They attributed this to the organisation's recruitment policy, which focuses on attracting general labour without considering educational level or

the limited number of available positions. Consequently, many degree holders are compelled to occupy lower-level positions.

3.2.4 Indicator: Fairness of Promotions Within the Organisation Compared with What is Offered by Other Organisations

The data concerning the objectivity and fairness of promotions compared with what other organisations offer revealed that 79% of the respondents answered "yes," whereas 21% answered "no."

The tabulated data show that a significant proportion of respondents perceive the promotion process within the organisation as objective and fair compared with other organisations.

In contrast, the minority who perceive the promotion process as neither objective nor fair believe that promotions are granted on the basis of favouritism, nepotism, and the serving of personal interests both within and outside the organisation.

This perception leads to conflicts and disputes, particularly when employees notice that individuals who receive promotions are not deserving. Such observations negatively affect employees who exert considerable effort but do not receive promotions, whereas others who contribute little are rewarded.

This dynamic weakens employees' spirit of initiative and diminishes their motivation, as they feel that their efforts are wasted. Consequently, such conditions may drive employees to request transfers, seek reassignment, or leave the organisation together.

3.3 Third Hypothesis

There is a relationship between interactional justice and the creation of employee turnover within FERPHOS Company.

This hypothesis was measured through five indicators:

• The prevailing work environment within the organisation.

• The presence of transparency and objectivity when applying formal procedures.

• The application of the principle of neutrality in addressing problems.

• Instances of mistreatment within the organisation.

• The reasons that drive employees to leave the organisation.

3.3.1 Indicator: The Prevailing Work Environment within the Organisation

On the basis of the data concerning the four alternatives related to the prevailing work environment within the organisation, the respondents' answers were ranked as follows:

❖ First, 43% of the respondents stated that the prevailing work environment is characterised by interaction and the exchange of opinions.

❖ Second, 32% indicated that the environment encouraged employees to exert more effort.

❖ Third, 20% described the work environment as routine.

❖ In fourth and final places, 5% of the respondents characterised the work environment as tense and conflict-ridden.

A reading of the tabulated data shows that, among the four alternatives, 43% of respondents occupied the first rank. They stated that the prevailing work environment within the organisation is characterised by interaction and the exchange of opinions. Thirty-two percent of respondents followed this in second place, indicating that the environment encourages employees to exert more effort.

This leads us to conclude that a work environment based on understanding, cooperation, and freedom contributes to increasing employees' morale and enhancing their spirit of initiative. Moreover, a professional atmosphere marked by respect and collaboration fosters group cohesion, achieving employee stability and improving organisational effectiveness.

Conversely, 20% of respondents placed the work environment in the third rank, describing it as routine, whereas 5% placed it in the fourth and final ranks, characterising it as tense and conflict-ridden.

However, the small percentage reporting a tense environment can be attributed to the repetitive nature of daily tasks for most employees and the limited variety and renewal of assignments. This may also stem from a lack of understanding among employees, given the predominantly collective nature of the work. Nevertheless, this variation and inconsistency do not necessarily imply the existence of an organisational conflict; instead, they reflect the quality of interactive relationships between the manager and employees and among employees themselves.

3.3.2 Indicator: Presence of Transparency and Objectivity When Formal Procedures are Applied

The data concerning transparency and objectivity when formal procedures are applied to employees within the organisation revealed that 78% of the respondents answered "yes," whereas 22% answered "no."

The data reveal that 78% of the respondents affirmed that the principle of transparency is upheld when specific formal procedures are applied to employees within the organisation. This is attributed to the manager's transparency, integrity, and clarity in applying these procedures while adhering to disciplinary regulations and fostering a spirit of responsibility. These practices require a high degree of skill, experience, and mutual respect between the manager and subordinates to promote a culture of administrative awareness and transparency among all employees.

Such practices contribute to creating a work environment that supports achieving the organisation's objectives and is essential in making employees feel that they are a central concern of their organisation.

Conversely, 22% of respondents stated that transparency is not upheld when specific formal procedures are applied to employees, alleging that the manager does not apply transparency but instead relies on personal and informal relationships both within and outside the organisation.

3.3.3 Indicator: Application of the Principle of Neutrality in Addressing Problems

The data concerning the principle of neutrality in addressing problems among employees within the organisation revealed that 79% of the respondents answered "yes," whereas 21% answered "no."

The data reveal that 79% of the respondents affirmed the application of the principle of neutrality in addressing problems among employees. This is reflected in the manager's reliance on neutrality without allowing personal relationships, whether formal or informal, inside or outside the workplace, to influence the handling of such issues.

The manager resolves conflicts objectively, relying on dialogue and efforts to reconcile differing viewpoints. This approach contributes to increasing employee morale and fostering positive relations, serving as an indicator of fairness in interactions and an attempt to prevent such problems from disrupting workflows or escalating into complex legal disputes.

It also demonstrates a humanitarian aspect within management, which is essential for dealing with employees and making them feel that they are a central concern of their organisation.

Conversely, 21% of respondents stated that neutrality is not applied when addressing problems among employees, alleging that management sometimes resorts to subjective methods and personal relationships to resolve issues, even at the expense of certain employees' rights.

3.3.4 Indicator: Instances of Mistreatment Within the Organisation

On the basis of the data concerning the six alternatives related to mistreatment within the organisation—namely, lack of commitment to the organisation, lack of loyalty to the organisation, absence of motivation at work, absenteeism, transfer requests, and resignation requests—the rankings were as follows:

- In first place was the alternative, "lack of loyalty to the organisation," with 25.9%.
- In second place was "lack of commitment to the organisation," with 25%.
- In third place was "request for transfer," with 16.8%.
- In fourth place was the "absence of motivation at work," with 16.8%.
- In fifth place was "request for resignation," with 8.2%.
- The sixth and final place was "request for absenteeism," with 7.8%.

The data, analysed through the six alternatives, reveal that if mistreatment becomes prevalent within the organisation, employees may experience frustration, posing a real threat to its smooth functioning, which relies on all workers' continuous and integrated efforts.

Therefore, the organisation must implement good treatment to ensure employee stability. This means recognising the employee as an essential element in achieving organisational effectiveness and preventing them from considering leaving their jobs.

This leads us to conclude that the quality of interactive relationships among employees shapes positive perceptions of one another, fostering a cohesive working group based on mutual respect and cooperation, thereby ensuring exceptional performance and ultimately contributing to the organisation's effectiveness.

3.3.5 Indicator: Reasons that Drive Employees to Leave the Organisation

On the basis of the data concerning the eight alternatives ranked according to their importance as reasons driving employees to leave the organisation—namely, lack of alignment between the position and the employee's academic qualifications, salary mismatch with academic qualifications, salary mismatch with effort exerted, lack of participation in decision-making related to work, absence of fairness in training and development opportunities, absence of fairness in incentive distribution, absence of fairness in promotions, and absence of fairness in performance evaluations—the results were ranked as follows:

❖ First, there was a "lack of alignment between the position and the employee's academic qualifications," accounting for 26%.

❖ Second was the "absence of fairness in training and development opportunities," with 24%.

❖ In third place was the "absence of fairness in performance evaluations," with 12.5%.

❖ In fourth place was "absence of fairness in promotions," with 11.5%.

❖ In fifth place was "salary mismatch with academic qualifications," with 8.3%.

❖ In sixth place was "lack of participation in decision-making related to work," with 7.3%.

❖ In seventh place was the "absence of fairness in incentive distribution," with a value of 6.3%.

❖ The eighth and final place was "salary mismatch with effort exerted," with 3.1%.

The data reveal that, on the basis of the ranking of the eight alternatives, the highest percentage—26% of respondents—considered the lack of alignment between their position and academic qualifications as the primary reason for leaving their jobs.

This group believed that their educational levels far exceeded the requirements of their assigned tasks, viewing these tasks as unsuitable for their personalities, degrading their status, and unsupportive of their psychological and intellectual needs and fundamental motivations.

Conversely, 25% of the respondents cited the absence of fairness in training and development opportunities as the second most important reason for leaving their jobs.

Similarly, 12.5% of the respondents identified the absence of fairness in evaluating their performance as the third primary reason for leaving. In comparison, 11.5% of the respondents stated that the absence of fairness in promotion constituted the fourth key reason for departure.

Promotions are regarded as important goals that employees aspire to achieve, given the advantages they confer. Furthermore, employees' perceptions of the absence of fairness in promotion may be attributed to differences in educational level and varying levels of awareness regarding the standards and criteria upon which promotions are based when adopted by organisations. Conversely, 8.3% of the respondents indicated that the fifth most important reason for leaving their jobs was the mismatch between their monthly salary and their academic qualifications, stating that their salary was lower than what they deserved on the basis oftheir qualifications.

From this, it can be inferred that as employees ascend the professional hierarchy, their sense of the value of their qualifications increases relative to their salaries, leading them to feel exploited and to perceive little distinction between themselves and those with lower qualifications, especially when salaries are equal or similar.

Moreover, 7.3% of the respondents considered their lack of participation in work-related decisions to be the sixth most important reason for leaving their jobs.

This exclusion can undermine their sense of respect and raise doubts about their competence; decision-makers' marginalisation of employees suggests a perceived lack of eligibility despite their willingness to contribute. Nevertheless, this factor has not yet become one of the most dominant reasons for their departure.

In addition, 6.3% of the respondents attributed the seventh most important reason for leaving to the absence of fairness in the distribution of incentives and rewards.

Finally, 3.1% of the respondents identified the eighth reason for leaving as the mismatch between their monthly salary and the effort exerted at work, noting that their salary was insufficient to meet their needs, necessitating a continuous search for additional income.

This situation fosters feelings of exploitation and dissatisfaction among this group, further diminishing their contentment with their work.

4. General Findings of the Study

On the basis of the analyses and sociological interpretations of the data presented in this chapter, we arrive at the final stage of this study. In light of the results obtained, it can be concluded that employees' perceptions of applying organisational justice across its three dimensions (distributive, procedural, and interactional) varied from one dimension to another.

Nonetheless, consensus among respondents was recorded on the following points:

1.Distributive justice significantly prevented employees from considering job transfers within the organisation. This dimension proved pivotal in enhancing performance effectiveness, fostering organisational loyalty, and reinforcing employees' desire to retain their positions.

2.Procedural justice ensures objective organisational employee promotion standards, including salary, bonuses, incentives, position advancement, grade promotion, and training opportunities. This, in turn, directly influences the nature of employees' relationships with the organisation and their perceptions of their work.

3.Interactional justice plays a prominent role in reducing employee turnover within the organisation. This created a work environment characterised by understanding, cooperation, and freedom, which helped increase employees' morale and enhance their spirit of initiative. As a result, collective cohesion was strengthened, leading to better job stability among employees.

4. Conclusion

The focus on human resources within an organisation's management, particularly in improving work relations, professional conditions, and organisational practices, constitutes one of the essential prerequisites for success that every organisation seeks to achieve. Organisational justice stands as its fundamental pillar, reflected in the ways and methods through which the organisation interacts with its various professional groups and addresses their aspirations to improve their professional and social conditions, as well as their need for participation, recognition, and mutual appreciation.

Employees' perception of fairness increases their level of trust in the organisation and strengthens their belief in their ability to obtain their rights. This, in turn, promotes the elevation of individual behaviours once they are reassured of the prevalence of organisational justice, thus fostering trust in the organisation, positively impacting organisational effectiveness and enhancing both individual and collective performance.

This study clearly demonstrates the prominent role of organisational justice in influencing professional mobility among employees. This reaffirms that investment in human resources remains the key to organisational success and distinction, especially when it is utilised appropriately and at the right time.

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