Organizational justice and its role in institutional excellence (Applying to Super Omdr Co. Ltd. (Sudan as a model)

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Abstract :

The study aims to identify organizational justice and its role in achieving institutional excellence, and the impact of its dimensions of distribution, dealing and procedures in achieving that distinction. To verify the validity of the hypotheses, the researcher followed the descriptive analytical approach, where he described the topic and analyzed the results of the questionnaire for the case under study, using some statistical methods. It was concluded that there is a positive statistically significant relationship between the dimensions of organizational justice and the achievement of institutional excellence. One of the most important results of the study is the existence of credibility in dealing and the exchange of respect between management and workers, but rather enabling workers to participate in decision-making, which reflected positively on the company's excellence.

One of the most important recommendations is to emphasize the need to improve the financial compensation for employees in exchange for excellence. And the need to enhance the workers' sense of fairness in assessing their needs and efforts when implementing organizational procedures for work.

Keywords: organizational justice, achieving institutional excellence.

العدالة التنظيمية ودورها في تحقيق التميز المؤسسي
(بالتطبيق على سيوبر أم در المحدودة- السودان أنموذجاً)

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المستخلص:

تهدف الدراسة إلى التعرف على العدالة التنظيمية ودورها في تحقيق التميّز المؤسسي، وأثر ابعادها المتمثلة في التوزيع والتعامل والإجراءات في تحقيق ذلك التميّز.وللتحقق من صحة الفرضيات أتبع الباحث المنهج الوصفي التحليلي حيث وصف الموضوع وتحليل نتائج الاستبيان للحالة موضوع الدراسة، باستخدام بعض الوسائل الاحصائية وتم التوصل الى ان هنالك علاقة ذات دلالة إحصائية موجبة بين ابعاد العدالة التنظيمية وتحقيق التميز المؤسسي. ومن أهم نتائج الدارسة وجود مصداقية في التعامل وتبادل الاحترام بين الإدارة والعاملين بل تمكين العاملين من المشاركة في اتخاذ القرارات مما انعكس إيجاباً على تميّز الشركة. ومن أهم التوصيات التأكيد على ضرورة تحسين المقابل المادي للعاملين نظير التميّز. وضرورة تعزيز شعور العاملين بوجود عدالة في تقدير احتياجاتهم وجهودهم عند تطبيق الإجراءات التنظيمية للعمل.

الكلمات المفتاحية: العدالة التنظيمية، تحقيق التميز المؤسسي. شعور العاملين

Introduction

The topic of organizational justice has received great attention from most researchers in the field of management. Because of its critical importance in raising institutional performance to the level of excellence, in terms of management and employees.

The historical origins of the idea and concept of organizational justice go back to the egalitarian theory that emerged in the last twentieth century. Which is based on a basic premise that indicates that individuals working in a sector are interested in measuring the extent of justice that they have obtained according to the nature of the tasks assigned to them, the methods used to achieve them, and how the administration or the employer evaluates the efforts they make compared to their colleagues in the same department, or in departments other than work or in similar establishments.

Local, regional and global experiences of applying models of excellence in institutional performance are one of the most effective means to achieve a qualitative leap in the performance level of public, charitable and private sector institutions in terms of

providing services to customers and their contribution through models of excellence in accordance with international best practices. Institutional excellence standards are based on the existence of a clear strategy In the institution, it is managed by a leadership team with the help of qualified employees through organized operational processes, in addition to building partnerships that are in the long-term interest, and institutions that seek to achieve this on the ground put mechanisms distributed on four main axes, whose work is to provide the means and infrastructure Creativity, enabling the employee to propose, discuss and implement an innovative idea through institutional forums. Excellence usually aims to achieve all the results that interest and delight all those concerned with the facility, as well as the ability and willingness to measure and identify the current needs and future expectations of customers.

Research problem:

The human element is one of the most important axes of success for institutions in achieving their goals, and in light of the decline in the level of justice within institutions due to bias, lack of objectivity and variation in procedures followed in human resources departments, organizational justice has become a requirement for all individuals working in institutions in general to ensure stability in the work environment. Creating the optimum climate to ensure justice in distribution and procedures, and thus achieving institutional excellence. Accordingly, the research problem can be formulated in the framework of the following questions:

1. To what extent does the application of distributive justice affect the achievement of institutional excellence?
2. Can fairness in procedures achieve institutional excellence?
3. To what extent can fairness in dealings contribute to achieving institutional excellence?

Research aims:

The research aims to achieve the following:

1. Analyzing the relationship between the dimensions of organizational justice and institutional excellence.

2. Knowing the impact of justice in distribution and procedures on achieving institutional excellence.

3. Knowing the relationship between justice in dealing and achieving institutional excellence.

. Research Hypotheses:

The researcher seeks to prove the following main themes: There is a statistically significant relationship between organizational justice and achieving institutional excellence.

The following topics are divided into:

1. There is a statistically significant relationship between justice in distribution and achieving institutional excellence.

2. There is a statistically significant relationship between justice in procedures and achieving institutional excellence.

3. There is a statistically significant relationship between justice in dealing and achieving institutional excellence.

research importance:

The importance of this research stems from the following points:

1. The lack of Sudanese writings made in the field of studying the relationship between organizational justice and institutional excellence.

2. Reaching proposals for implementing organizational justice to ensure institutional excellence.

3. Opening horizons for researchers and scholars to continue studying the extent to which organizational justice is applied in Sudanese institutions.

Research Methodology:

– The researcher followed the descriptive analytical method, and the statistical method to analyze the data of the study.

Previous studies:

– The study of Al-Saud and Suzan Sultan (2009) aimed to identify the level of organizational justice among the heads of academic departments in the official Jordanian universities, and to

show its relationship to the organizational loyalty of faculty members. (A member of the Jordanian full-time faculty members holding a PhD degree. The results of the study indicated that the level of organizational justice among the heads of academic departments was high, and it was found that there is a positive, direct, statistically significant relationship between the practice of the heads of academic departments of organizational justice and job satisfaction among faculty members.

– The study of Kumar and Giri and Kumar, (2009) aimed to identify the "effect of age and experience on job satisfaction and organizational commitment." of private and public organizations operating in the banking and telecommunications sectors in India. The study found that job satisfaction and organizational commitment differed significantly across the different career stages of employees. The study found that job satisfaction and organizational commitment are greater for older workers than for younger workers. Also, job satisfaction and organizational commitment differed significantly depending on the employees' work experience. and that more experienced workers on the job have higher job satisfaction and organizational commitment.

– oo Bajouda's study (2010) aimed to identify the reality of the application of organizational justice in its dimensions in public education schools, and to identify the differences in the sample's response to the degree of organizational justice. The study relied on the descriptive survey method, and the questionnaire was used as a main tool for the study, and it was applied to a sample of (970) female teachers from different public education schools in the holy city of Makkah. The results of the study showed that the application of organizational justice in its axes (procedural, distributive, evaluative) came to a medium degree. The interactive justice axis was the highest among them, as it came with a high degree.

The study of Kürad (2010), aimed to determine the perceptions of public secondary school teachers about organizational justice and whether these perceptions differ according to some variables. It was clear from the results of the study that teachers had positive perceptions of organizational justice in secondary schools, with their perceptions varying according to age, seniority and number of students, and they were not affected by gender, educational background and the number of teachers in the school.

A study on Saeed Al-Hasna (2019) aimed to identify the degree of organizational justice practice among school leaders in Bisha governorate and organizational loyalty from the teachers' point of view, which is attributed to the number of years of experience, educational stage and specialization. It was applied to a sample of (402) teachers, and the study followed the descriptive approach, and the results revealed that the degree of organizational justice in the field of moral justice is very high, and it was found that there were no statistically significant differences. The study revealed a high degree of organizational justice, organizational loyalty, motivating teachers and improving the attractive work environment.

organizational justice:

The term organizational justice is mainly due to the theory of justice or equality, which was the result of research efforts carried out by a senior psychological researcher at GE Company in a city in New York State, (Jeff Stacey Adams), during the decade of the sixties of the last century when he published His article tagged (Towards Understanding Justice) in the Journal of Abnormal and Social Psychology in its October issue since 1963 AD (Mohammed Al-Jayousi, 2008, pg. 13).

According to Al-Qaryouti, this theory links the individual's degree of motivation with his sense of the unfairness of the incentive system followed in the institution or organization in which he works." Absolute, and in general, the theory sees that people are

affected in their behavior by the relative rewards they receive or wait for, whereby the individual measures the degree of justice by comparing the efforts he makes (inputs) in his work to the returns (outputs) he obtains with similar work and the same conditions. The theory of justice includes three basic steps from a practical point of view, which are (Amani Youssef Al-Bakkar, 2012, p. 21):

1- Evaluation.

2 The comparison.

3- Behavior.

Evaluation includes measuring inputs such as (merit, education level, skills, effort) and outputs (material returns, promotions, appreciation, respect, etc.), while behavior is the outcome of an individual's awareness of the relationship between evaluation and comparison, when a person realizes that the situation is unfair and seeks to modify it. Through certain actions at work (Bandar Karim Abu Tayeh, 2012, p. 18).

They are the following behaviours:

1. Changing the work input (example: reducing the effort).
2. Demanding a change in remuneration (example: an increase in wages).
3. Leaving the situation (eg: leaving work).
4. Changing points of comparison (example: self-comparison with different workgroup).
5. Relative modification of the comparison (for example: the justification of unfairness as a temporary matter and will be resolved in the future) (Qasim Nayef Alwan, 2007, p. 44).

The conclusion in this theory is that the individual feels justice as a result of what he obtains and what he offers with what others obtain and what they offer.

Justice from an Islamic Perspective:

Justice lies in the fact that it is an Islamic value that has a high position in Islamic law. Justice is the first objective and a sol-

id foundation for building Islamic law (Ibn Manzur, 1994 AD, p. 347). Therefore, we find justice as one of the beautiful names of God, and an attribute of the Messenger, may God bless him and grant him peace. And justice in Islamic law is an obligatory obligation, and not just a "right" of the rights that its owner can waive. لاق And it is an obligatory duty on the guardians, among the rulers and rulers towards the subjects, the Almighty said: "God commands you to render trusts to their owners, and if you judge between people, you judge with justice. God is a blessing that He admonishes you with. God is all-hearing, all-seeing." (An-Nahl: 90). And justice is not limited to members of the Muslim community only, but it also extends to being just with the enemies, as the Most High said: "O you who believe, be upholding for God, witnesses for justice, and do not let the animosity of people prevent you from not being just." The table: 8.

Resist, for God is Aware of what you do" (An-Nisa: 135).

Accordingly, the evidence for the necessity of justice in Islam is abundant, and the status of justice is exceptionally high (Abu Taher Majd al-Din Muhammad ibn Yaqoub Bel Shirazi, 1999 AD, p. 471).

Organizational justice in administrative thought:

The concept of fairness was used in the first research precursors in the organizational field, by describing the role of integrity and fairness in different work environments and the ways in which employees determine their transactions in an objective and free from bias. Contemporary administrative thought has benefited from expanding its view of the concept of justice through the theories of exchange and theses presented by sociologists and employed in a scientific way to achieve administrative and organizational goals. For the rewarding behavior for them through comparisons between the work they provide and what they obtain, while Peter Mello) his theses were talking about the impact of ex-

change on social life with its components of broad and diverse human relations between individuals and dealt with the justice of attitudes in this context (Mahmoud Al-Obaidi, 2011 AD, p. 65).

Organizational justice is known in English with the term (Justice Organizational), which is the employee's interest in comparing him with his colleagues at work, and also defined as a type of individual or collective awareness of labor laws by recognizing professional rules and feeling that they are applied fairly to all employees. It is also defined as the keenness of the public administration to enhance the sense of justice among employees, by applying equality in dealing with them, which contributes to influencing their job behavior (Rolls John, 2009, p. 37).

Historically, the concept of justice is closely related to law and legitimacy, and the word "Jus" in Latin means the same as the word law, and the word derives from the word "Justitia", although the term "Justice" is used in legal circles more From its use in other circles, it is not used today as a legal term primarily, but rather as an ethical, administrative and educational term (David Hospers, 2012AD, p. 50).

The concept of organizational justice according to the psychological and cognitive approach as a field of psychological research that focuses on the realization of fairness in the workplace, and some studies believe that it represents the perception of justice by individuals through the classification of the views of employees and their sense of it within the organization, and according to some, they view organizational justice as a collective realization of practice justice. On the part of the responsible administration in the organization towards the individuals working in it, so it occupies a very important place among the priorities of the administration, because it reflects positively or negatively on the outcomes of individuals such as satisfaction, trust, and others, and then on the organizational outputs such as high productivity. (Asmaa Taha Al-Shakurji, 2008 , p. 42).

Karrikar & Williams study adds that organizational justice represents the way in which the individual judges the fairness of the method used by his boss in dealing with him at the functional and human levels. organizational outputs. On the other hand, some defined the term organizational justice as the collective perceptions of justice practices by senior management and decision-makers in the work environment towards employees, and its position within their priorities; Which may be reflected positively or negatively on work outcomes related to employee satisfaction, trust, and loyalty; Consequently, the productive outputs, and then came a study by (Karrikar Williams) that classified organizational justice as the way individuals judge the justice of the style of employers, or decision-makers in their dealings at the functional and human levels; Therefore,organizational justice in general has acquired an importance of an exceptional type in institutions, regardless of the entrance to the definition adopted for it. Organizational justice can be defined as the level of awareness of the worker of the state of fairness and equality of treatment and the various actions taken by the management of the institution, and compared with the efforts made by the worker. And the returns generated from it, in a way that contributes to achieving the goals of the institution (Fatima Al-Zahraa Aissat, 2016 AD, p. 78).

Objectives of organizational justice:

Justice aims to achieve the following:

1. Making the behavior of the human resource within its conditions within the framework of a single organization. The worker who feels the presence of organizational justice cannot change his behavior in terms that do not serve his organization. His sense of the justice of management in its dealings and distribution, and in how it applies to various procedures and work decisions, strengthens his feelings towards it and develops the spir-

it of belonging to her.

2. Organizational justice illustrates the reality of the distributive system of salaries and wages in the organization, through distributive justice.

3. Studying the organizational environment and the prevailing organizational climate in the organization, and here the role of justice in transactions emerges.

4. It leads to actual control and empowerment in the decision-making process, and procedural justice is an important dimension in this aspect.

5. Determining the quality of follow-up, control and evaluation.

6. To highlight a system of social, moral and religious values among individuals, and to determine the ways of interaction and moral maturity of the members of the organization in how they perceive and perceive the common justice in the organization (Ayman Ahmed Al-Omari, 2010 AD, pg. 562).

Importance of Organizational Justice:

The concept of organizational justice is one of the modern administrative concepts in the literature of Arab administrations in general, and there is no doubt about the need of the Arab business sector to study such concepts due to their increasing importance and positive impact on the interest of business and the development of organizations. Organizational justice can be perceived through the following indicators, which demonstrate its importance from several different angles:

1. Organizational justice illustrates the fact that the distributive system of salaries and wages in the organization relates to the concept of distributive justice.

2. Organizational justice leads to actual control and empowerment in the decision-making process, and the jus-

tice of procedures is one of the most important aspects of organizational justice.

3. Organizational justice leads to determining the quality of the follow-up, control and evaluation system and the ability to activate the roles of feedback in a way that ensures the quality of the sustainability of organizational processes and the achievements of members in the organization.

4. It is considered one of the most important ways of interaction and moral maturity of the members of the organization in how they perceive and visualize the overall justice in the organization.

5. It affects the motives of the working individual to increase the rewards and returns of the group and not the individual, as the justice of the procedures is a means of spreading the spirit of the group, because fair procedures and fair treatment send a message to the individual that the group values each individual in it.

6. Organizational justice contributes to limiting and decreasing the behavior of idleness, deviation and hostility towards society and organizations as a result of the absence of justice (Ibid, p. 42).

Principles of Organizational Justice:

In order for organizational justice to be complete, it is necessary to know its principles, which are: equality; It is represented in equal opportunities in all its aspects between individuals working in the institution. Moral; These are straightforwardness, integrity, honor, honesty, sincerity, and honesty. accuracy and correction; The two are that all decisions and procedures in the organization are based on accurate and clear information, and can be corrected in cases of discovery of non-conformity. Adhere to all fair procedures and decisions, especially with regard to fair treat-

ment and due remuneration based on laws and standards. Participation, which means that all individuals working in the organization have the right to participate in decision-making. These principles can be clarified in the following points:

1. Respecting the workers' views, ie, the senior management should listen to the workers' opinions and discuss their points of view.
2. Neutrality ie standing at the same distance from all employees.
3. Application compliant with business rules.
4. Enabling employees to appeal decisions and seek redress using appropriate procedures.
5. Enabling workers to solve their problems as quickly and comprehensively as possible (Namaa Jawad Al-Obaidi, 2012, p. 69).

Dimensions of organizational justice:

1. Equity in distribution:

Justice in distribution is defined as the management's or employer's awareness of the necessity of distributing tasks equally between employees and workers in the facility, and this contributes to affecting the quantity of work outputs and leads to its increase, and improves the performance of all individuals within the work environment. Justice in distribution depends on three basic rules: Which:

a. Equality: It is based on the theory of equality and the concept of organizational justice. Equality seeks to maintain the distribution of rewards to employees in a fair and equal manner, with the need for everyone to understand the reasons on which equality is applied, for example: employees who join their work on holidays, are given compensation Financial in return for their additional work (Titat Ali Belghazouki, 2014, p. 118).

B. Quality: It is the rule that depends on the application of fair equality between all individuals in the facility, regardless of

their origins, races, or any other characteristics that distinguish them. .

c. Need: It is an appreciation of the employees' needs while enhancing their sense of justice by appreciating each other's circumstances, such as: an employee doing the work of his colleague who suffers from a health problem, then it is possible that this employee will take a leave instead of the time he allotted to complete the work of his colleague (Reference Previous, p. 119).

2.Justice in Proceedings:

Justice in procedures is defined as the feeling of employees that the actions taken by the administration towards them are done in a fair manner, that is, employees of equal rank are given the same salaries, and each of them receives a financial or moral reward in exchange for additional work, and this contributes to enhancing the sense of applying justice. in organizational procedures.

3.Fair dealing:

Justice in dealings is an extension of justice in procedures. It refers to the manner in which the administration deals with employees, which depends directly on the reversal of the nature of organizational justice applied in the facility, and includes a set of transactions such as credibility, trust, mutual respect, and other means that help to enhance interaction between individuals.

Reasons for interest in organizational justice:

The interest in organizational justice goes back to many reasons: the most prominent of which is the abandonment of destructive organizational policies based on bureaucracy and feelings of injustice and threat among workers, and the adoption of other ethical policies characterized by organizational justice and organizational support in order to ensure organizational continuity and effectiveness in the long term, and attention to organizational justice is due to the presence of a challenge In seeking to reduce or prevent anti-social behaviors of employees resulting mainly from

the absence of organizational justice (Asmaa Taha Al-Shakrji, aforementioned reference, p. 76).

Given the increasing importance of the issue of organizational justice, it is logical that many serious attempts will be made to apply social and human justice theories to understand the behavior of individuals within organizations. The recent years about describing the role of justice in organizations, led to the emergence of the concept of organizational justice, so the nineties of the twentieth century, which showed the pace of global changes, witnessed theories that gave an increasing interest in organizational justice. Although the concepts of justice and equality are among the most important concepts that constitute the value pillar in government administration, the interest of Western studies and research on organizational justice has largely focused on the private sector, compared to less interest in the government sector. Organizational justice is one of the important issues in the field of management, and it has received and continues to receive increasing attention through many researches and studies that have linked the realization of organizational justice to individual and organizational positive outcomes. Those studies showed the benefits of perceiving justice in a wide range of human resources topics. Organizational justice theory is concerned with individuals' perception of the justice of cases at work, and reflects the way in which the individual judges the fairness of the method used by the manager with him at the functional and human levels. Justice in general represents giving each individual what he deserves. It is the degree of achieving equality and integrity in rights and duties that express the individual's relationship with the organization. The idea of justice embodies the principle of fulfilling obligations by employees towards the organization in which they work, and confirms the required organizational trust between the two parties (Mahmoud Al-Obaidi, aforementioned reference, p. 100).

Organizational justice can also be seen as one of the important variables that have a potential impact on the efficiency of the functional excellence of employees on the one hand and on the performance of the organization on the other, and organizational justice is defined as reflecting the way in which the individual judges the justice of the method used by the manager in dealing with him at both levels. career and humanity. It also reflects both the fairness of the outputs as well as the fairness of the procedures used in distributing those outputs, and we also find that organizational justice focuses on the extent to which workers realize fair treatment in their jobs and the impact of this on many organizational outcomes (Ayman Ahmed Al-Omari, aforementioned reference, pg. 597).

Factors Affecting Organizational Justice Behavior:

Proceeding from the importance of organizational justice behavior in the life of organizations, and in search of the most important reasons behind the emergence or disappearance of this behavior, many researchers have been conducting several studies with the aim of finding an explanation for this phenomenon, as organizational justice is directly or indirectly related to A set of basic determinants, namely:

1. Job satisfaction:

Due to the importance of job satisfaction, its relationship with the concept of organizational justice has been studied, and job satisfaction generally means the positive emotional state resulting from an individual's evaluation of his work, whether with regard to the benefits he obtains, leadership style, co-workers, or the general climate (Abdul Hamid Abd Al-Fattah Al-Maghribi, 2006, p. 22). In light of this definition, many field studies were conducted to reveal the relationship between satisfaction and organizational justice.

2. Job Commitment:

There are some studies, which found a strong positive relationship between job commitment and organizational justice, and

there are studies that concluded that there is no relationship between them, but some attribute the reason for this contradiction to not taking into account the presence of other specific variables of organizational justice, as this thesis was confirmed in studies I found that there is a relationship between commitment and organizational justice, when the variables of job satisfaction and organizational justice were controlled (ibid., p. 23).

3-Administrative leadership:

Some studies revealed a strong relationship between transformational leadership and organizational justice, given that the transformational leader always motivates his employees to do more than what is expected of them, by serving as a role model for them, taking care of their needs and presenting them over his personal needs, which increases the level of trust. his subordinates; Because his words are always consistent with his actions, and in this regard he found that the employee performs voluntary practices, when the level of his confidence in his boss is high, and vice versa (Amira Rifaat Horus, aforementioned reference, pg. 57).

4. Intrinsic motivation:

Self-motivation means the individual's internal needs for achievement and self-realization, which work to motivate behavior and psychological processes. In this regard, it can be said that an employee who enjoys self-motivation is more inclined than others to practice organizational justice; This is because it contributes to satisfying his internal needs represented in achievement and self-realization.

5. Organizational Culture:

The impact of organizational culture on organizational justice comes through the extent to which it encourages or rejects this type of behavior. their behavior and actions, and vice versa.

The concept of institutional excellence:

Institutional excellence was defined as a process of self-assessment to improve the effectiveness of the organization and im-

prove its competitive position and work flexibility in it. It is a qualitative process that includes the involvement of all users in all departments of the organization to work together through understanding all activities to eliminate error and improve the process towards achieving business excellence (Jawad Al-Kharsha, Shawqi Naji, Weiss Kaser , 2008, p. 17).

Institutional excellence is also defined as the organizations' endeavor to exploit critical opportunities preceded by effective strategic planning and commitment to realizing a common vision dominated by clarity of purpose and adequacy of resources, and keenness to be distinguished for it that every action or activity of each person enhances and strengthens achievement within the organization and includes many of the work forces that make up the organization's structure (Abdul Hamid Abdul Muttalib, 2010 AD, p. 84).

Institutional excellence has been defined as the organization's continuous superiority over the best international practices in the performance of its tasks, linking with its customers and clients with relationships of support and interaction, and knowing the performance capabilities of its competitors, weaknesses and external strengths, and the surrounding environment (Hassan Al-Heddawi, 2007 AD, p. 23).

Excellence is one of the modern concepts that came to be added to a large list of terms defined by managerial thought, and it clearly has a prominent place in the theory of organizations. It is a modern management philosophy thanks to its emergence due to the emergence of organizations that took upon themselves the task of searching for the most successful ways to improve and develop the performance of organizations and reach levels that satisfy the various stakeholders in the organization and made this as the main goal of their existence (Magdi Mahmoud Khalil, 2005 AD, p. 17).

The concept of institutional excellence is at the top of the developments produced by the knowledge revolution. It is a comprehensive concept that crystallizes the main purpose of management in contemporary companies on the one hand and identifies the main feature that must be characterized on the other hand, and two basic facts emerge from it:

1. The goal of successful management is the pursuit of excellence, in the sense of achieving unprecedented results that outperform all of its competitors and even outperform itself through the logic of learning.

2. All the actions and decisions issued by the administration, and the systems and activities it adopts, must be characterized by excellence, and a complete and superior quality that leaves no room for error or deviation, and creates real opportunities for the correct and complete implementation of the works from the first time (Ali Al-Salami, 2008 AD, p.7).

It is noticeable that these two facts are two sides of the same coin, one cannot be achieved without the other, and they depend completely and completely on investing the accumulated and constantly renewed knowledge balance, and facilitating ways for organizational learning so that that knowledge is activated on the ground.

There are a number of requirements that must be met in order for institutional excellence to be achieved, and thus the organization achieves development for its human resources. These requirements include the following (Adel Mahmoud, Excellence, 2006 AD, p. 39):

1. The presence of creative individuals, management supportive of creativity and the existence of an effective communication system.

2. Building an integrated strategy (strategic planning).

3. Availability of an integrated system of policies: directing and coordinating decision-making, and achieving coherence and integration between the elements of the organization, and between them and the elements of the surrounding climate.

4. Availability of flexible organizational structures.

5. Availability of a total quality management system.

6. Availability of a system for managing excellence in terms of planning, directing, diagnosing, improving, developing and evaluating.

7. Availability of a system for assessing institutional excellence (Khaled Mamoun al-Sayah, 2002, p. 96).

Based on the foregoing, a set of opinions can be presented about what is meant by the concept of institutional excellence. For example, Al-Qaryouti defines institutional excellence as "the ability to devise methods and ideas that can receive the optimal response from employees and motivate them to invest their abilities and talents to achieve organizational goals, while Al-Nafi'i sees that excellence Institutional is "bringing up something new and useful, which may be an idea, service, commodity, process or activity that takes place within the organization, and through the distinguished behavior of the individual, he wrote change, encourage innovation, use modern methods and methods in the field of work, love experimentation and debate, and not obey orders that limit his thinking." Adaptability, flexibility and contribution to problem solving.

Institutional Excellence Factors:

There are factors of institutional excellence by defining the characteristics and attributes of (62) of distinguished American organizations, and they were as follows (Mussar Ibrahim Al-Jubouri, 2011, p. 62):

1. 1. Bias towards work by departing from bureaucratic management patterns.

2. Close relationship with customers and responding to their suggestions.
3. Allow organizational independence at work.
4. Productivity through employees by providing trust and participation.
5. Paying attention to the values of the organization.
6. Linking to the work that the organization is good at.
7. Simplicity and agility in the size of organizations and the levels of their organizational structure.
8. Effective and flexible implicit control through centralization and decentralization.

Types of Institutional Excellence:

There are many researchers who have distinguished between its types with different names. The most important of them are two types at the institutional level:

1/ Technical Excellence:

It is the distinction related to the product, whether goods or services, and related to the production technology, that is, to the basic activities of the organization that produce the goods or services.

2/ Administrative Excellence:

It is the distinction directly related to the organizational structure and the administrative process in the organization, and indirectly to the basic activities of the organization.

The researcher believes that the methods and strategies of institutional discrimination and its requirements that help management in managing the process of discrimination and working to achieve and develop it in the organization depend on early care for creators, positive reinforcement of discriminatory attempts, respect for new ideas, encouragement of self-learning opportunities, development of individual skills and training in the skills required to achieve discrimination. In excellence, enhancing self-confidence among employees, encouraging scientific methods for solving

problems, changing the characteristics of the organization, for example the organizational structure, using selection and appointment processes when hiring to attract creative individuals and placing them in the right place and other methods (Ibid, p. 66).

The importance of institutional excellence:

Also, the organizations that achieve excellence are organizations that care about the trends of development in the sense that they are trying to know the extent of their development to determine what they want to develop and remove all technical difficulties that delay the implementation of this development and that the importance of institutional excellence stems from the ability of organizations to crystallize the forces supporting excellence in organizations through achieving rates Rapid change, achieving unlimited competition, preserving place and organizational status (human forces, organizational culture and organizational structure), then growing a sense of quality and the ability to employ technology in information and innovations. The importance of institutional excellence in organizations can be stated as follows:

1. Organizations need means and methods to identify the obstacles they face as they arise (Shaker Nabil Al-Ruwaini, 2007, p. 58).

2. Organizations need a way to gather information so that they can make important decisions about human resources, such as who to promote? It is the employee who is characterized by the spirit of altruism, initiative and excellence in excellence.

3. The organization needs to develop its members on an ongoing basis, whether managers or employees, so that they can help make the organization more distinguished in terms of distinction compared to competing organizations.

4. The organization needs to provide the necessary skills for decision-making, whether an individual or a group, and to reflect on the sensitivity of the role and its importance in achieving creativity and excellence in organizations (Adel Zayed, 2003, p. 11).

The importance of excellence in management is due to the necessity of having managerial skills that are compatible with the requirements of transforming into a leadership role. The most important of these skills are:

1. Administrative skills related to how to practice various administrative processes according to the tasks and requirements of high excellence (Salah Abdul Qadir Al-Nuaimi, 1999, p. 41).

2. Behavioral skills, which are the art of dealing with individuals, knowing the motives that drive their behavior, and choosing the possible and appropriate incentives to satisfy those motives.

3. Technical skills, which are all related to the technical aspects of the work in terms of its requirements, duties, responsibilities, powers, and ways and means of developing it according to what is dictated by its modern technical requirements, management and electronic.

4. Intellectual and cultural skills in terms of openness to the outside world and knowledge of the latest findings of science and its applications in addition to the analytical ability, and the need to be familiar with global cultures, due to the large number of crises that organizations are going through (Abdul Razzaq Salem Al-Rahla, 2010 AD, p. 22).

It concludes that the issue of the distinct approach is essential to achieving the current administrative effectiveness, but more importantly in the future. Therefore, the nature of the activity practiced by the institution in light of the changing and competitive economic conditions necessitates that it adopt more creative vision in cases of reducing the risk of decisions or uncertainty of the future results of public policies in order to avoid To surprise and to understand the different connections and techniques of the state of society.

Characteristics of institutional excellence:

The characteristics of institutional excellence require the following:

1. The ability to deal with difficult business: it provides opportunities for rapid growth and learning for organizations and improvement of operations.

2. Availability of competent leadership: the ability of organizations to bear the consequences of committing mistakes, and organizations to bear crises and confront them, contributes to refining the capabilities of the organization and its distinction.

3. Extensive work experience: Distinguished organizations have experiences outside the scope of work, specifically community service, which offers many opportunities to gain distinction in excellence.

4. Training Program: The standard system prevailing in organizations for excellence activities is of less importance in relation to what is learned directly from the training opportunities that enhance the organization's excellence (Ibid., p. 25).

5. Accuracy: It is intended to enhance the accuracy of its forecasting system by choosing the best methods for performing tasks and building an internal climate that emphasizes the importance of forecasting accuracy in influencing the organization's excellence.

The broad positive concept of excellence should be based on two main entrances:

11-Multiple entry for values; This seeks to demand many types of distinction that individuals are able to perceive.

2- Entrance to the philosophy of self-accomplishment for the organization to be the object of general appreciation, and this derives from the values that the organizations believe in.

Field study:

This part includes the steps and procedures that were followed in the implementation of the field study, including a description of the study population and its sample, the method of preparing its tool, and the statistical treatments under which the data were analyzed and results were extracted. It includes the basic data that represents the essence of the research, and it consists of the axes around which the research revolves, and it consists of: The main axis:

The first axis: Distributive justice: It is the management's or employer's awareness of the necessity of distributing tasks among employees.

The second axis: procedural justice: is the feeling of employees that the actions taken by the administration towards them are done in a fair manner.

The third axis: fairness of dealing: It is an extension of justice in procedures, as it refers to the way you follow in dealing with employees.

Fourth Axis: Institutional Excellence: It is a self-assessment process that improves the effectiveness of the regulator and improves its competitive position and work flexibility.

In order to answer the questions of the study and verify its hypotheses, the mediator will be calculated for each phrase of the questionnaire, which shows the views of the study sample regarding "organizational justice and its role in achieving institutional excellence, an applied study on Super Omdr Company Ltd.", where the score (5) was given as a weight for each answer. Strongly Agree, a score of (4) as a weight for each "Agree" answer, a score of (3) as a weight for each "Neutral" answer, a score of (2) as a weight for each "Disagree" answer, and a score of (1) as a weight for each "Strongly Disagree" answer , that all of the above and according to the requirements of the statistical analysis is to convert the nomi-

nal variables into quantitative variables, and then the chi-square test will be used to find out the significance of the differences in the answers of the study sample members to the statements of each hypothesis.

the mediator:

To verify the validity of these axes, the median was calculated for the responses of the study sample members to each phrase and then to the phrases combined, the following appears:

Interpretation of the first axis: the median value for most of the answers of the study sample members for the first axis (2), and this value means that the majority of the sample members agree with what was stated in the axis of (distributive justice).

Interpretation of the second axis: The median value for most of the answers of the study sample members for the second axis (2), and this value means that the majority of the sample members agree with what was stated in the axis of (procedural justice).

Interpretation of the third axis: The median value for most of the answers of the study sample members reached the third axis (2), and this value means that the majority of the sample members agree with what was stated in the axis of (justice dealing).

Interpretation of the fourth axis: the median value for most of the answers of the study sample members was for the fourth axis (2), and this value means that the majority of the sample members agree with what was stated in the axis of (institutional excellence).

Presentation and discussion of the results of the axes in terms of the value of the chi-square:

The results below are a chi-square test for the significance of the differences for the answers of the study sample members to the axes statements, and the results below showed that there is no agreement between all the study sample members on them, as it is stated in the tables for each axis that there are neutral or disapproving individuals, and to test There are statistically significant differ-

ences between the numbers of those who agree, neutral and disagree with the above results. Chi-square test was used to indicate the differences between the answers to each of the axes' statements.

Through the test, the following explanation was found:

Interpretation of the first axis: it was found that the calculated chi-square value to indicate the differences between the numbers of agreeing, neutral and disapproving answers to what came in all the statements of the first axis (281.472a), and this value is greater than the tabular chi-square value at the degree of freedom (4) and the level of significance (1%). And the amount of (13.28), and depending on what was mentioned, this indicates the existence of statistically significant differences and at the level of significance (1%) between the answers and in favor of the answers agreeing to all the statements of the first axis.

Interpretation of the second axis: it was found that the calculated chi-square value to indicate the differences between the numbers of agreeing, neutral and disapproving answers to what was stated in all the phrases of the second axis (285,245a), and this value is greater than the tabular chi-square value at the degree of freedom (4) and the level of significance (1%). Which amounted to (13.28), and depending on what was mentioned in, this indicates the existence of statistically significant differences and at the level of significance (1%) between the answers and in favor of the answers agreeing to all the statements of the second axis.

Interpretation of the third axis: it was found that the value of the chi-square calculated to indicate the differences between the numbers of agreeing, neutral and disapproving answers to what came in all the statements of the third axis (319.340a), and this value is greater than the value of the tabular chi-square at the degree of freedom (4) and the level of significance (1%)) amounting to (13.28), and depending on what was mentioned in the above table, this indicates that there are statistically significant differences and

at the level of significance (1%) between the answers and in favor of the answers agreeing to all the statements of the third axis.

Interpretation of the fourth axis: it was found that the calculated chi-square value to signify the differences between the numbers of agreeing, neutral and disapproving answers to what came in all the expressions of the fourth axis (733.255a), and this value is greater than the tabular chi-square value at the degree of freedom (4) and the level of significance (1%).) amounting to (13.28), and depending on what is mentioned in the above table, this indicates the existence of statistically significant differences and at the level of significance (1%) between the answers and in favor of the answers agreeing to all the statements of the fourth axis.

Presentation and discussion of the results of the axes in terms of the arithmetic mean and standard deviation:

To identify the extent of the deviation of the study members' responses to each of the study variables' phrases, and to each of the main axes from its arithmetic mean, and it is noted that the standard deviation shows the dispersion in the responses of the study sample members to each of the study variables phrases, in addition to the main axes, the closer its value From zero the responses were centered and their dispersion between the scale decreased.

Through this, the following explanations were reached:

Interpretation of the first axis: through the part of the axis test as a whole, that there are statistically significant differences between the mean of the sample members and the average of the scale in favor of the sample members, where the average of the sample members was (1.9), while the average of the axis (3) "the average of the axis equals 3" where the value of (T) which amounted to (20.88) that difference as it was statistically significant in front of the level of significance (0.05) in favor of the sample members, and this means that most of them answered the axis statements with approval, which led to the conclusion that the first

axis of the study, whose statements were about: "distributive justice" Checked out.

Interpretation of the second axis: through the part of the axis test as a whole, that there are statistically significant differences between the mean of the sample members and the average of the scale in favor of the sample members, where the average of the sample members was (1.9), while the average of the axis (3) "the average of the axis equals 3" where the value of (T), which amounted to (21.38) that difference, as it was statistically significant in front of the level of significance (0.05) in favor of the sample members, and this means that most of them answered the axis statements with approval, which led to the conclusion that the second axis of the study, whose statements were about: "procedural justice" Checked out.

Interpretation of the third axis: Through the part of the axis test as a whole, there are statistically significant differences between the mean of the sample members and the average scale in favor of the sample members, where the average of the sample members was (2.0), while the average of the axis (3) "the average of the axis equals 3" where the value of (T), which amounted to (24.23) that difference as it was statistically significant in front of the level of morale (0.05) for the thief.

Table (1) summarizes the results and hypotheses

No	Axles	chi-square value
1	The first axis: distributive justice	281.472[a]
2	The second axis: procedural justice	285.245
3	The third axis: fairness of dealing	319.340
4	Fourth Axis: Institutional Excellence	733.255

It is clear from the table and according to the values of the chi-square test to indicate the differences between the answers of the study sample members to the statements related to all the axes

of the study that the fourth axis of the study was achieved in the first place depending on the largest value of the chi-square of (733.255a), followed by the achievement of the third axis in the second rank depending on the second largest The value of the chi-square test of (319.340a), followed by the achievement of the second axis in the third rank, depending on the second largest value of the chi-square test of (285.245a), and finally the achievement of the first axis in the fourth rank, depending on the largest value of the chi-square of (281.472a).

The Results:

a. There is a statistically significant relationship between justice in the distribution and achievement of institutional excellence, and the value of the chi-square was (281.472a). Significant degree (0.000) and this trait is consistent with the study of Yassin Kaseb Al-Kharshi (2006).

1. There is a statistically significant relationship between justice in procedures and achieving institutional excellence. The value of the chi-square was (285,245a). (0.000) and this feature differs with the study of Mohamed Boukleia (2011).

a. There is a statistically significant relationship between justice in dealing and achieving institutional excellence, and the value of the chi-square was (319.340a).

2.That there is credibility in the dealings between management and employees to exchange respect among themselves in a distinct manner and to enable them to participate in decision-making, which reflected positively on the general excellence of the company.

3.The development of the institutional vision and mission and the building of strategic policies was reflected in the

manner of interaction between management and employees in a positive manner, and also led to consensus and focus on practical tasks.

4. Building a culture of excellence has led to enhancing the employees' sense of justice and that they are one of the foundations for measuring the quality of excellence.

5. Human resource planning gives workers fairness in applying organizational procedures for work because of the reward and appreciation for their efforts that are consistent with rewards and promotions.

6. The feeling of the workers. Communication and dialogue with human resources contribute to an exchange of respect between employees and management, which provided an encouraging environment for creativity and contributed to the provision of distributive justice.

Recommendations

1-Paying attention to evaluating the performance of employees, improving the financial compensation, and increasing the granting of financial rewards according to the results of that evaluation.

2-Ensure the participation of employees in taking administrative decisions and organizational procedures for the company. This enhances their confidence in the existence of justice in assessing their needs and distributing tasks without any discrimination between them.

3-The need to be careful when applying penalties to employees and to avoid their arbitrariness so as not to negatively affect their performance excellence.

4-Commitment to all procedures and decisions that achieve justice, especially with regard to fair treatment in accordance with policies and regulations.

5-The company in question should follow specific policies

and methods that raise the awareness of employees of the importance of organizational justice through education, training and rehabilitation.

6-   . Conducting more studies to deepen the concept of applying organizational justice in Sudanese institutions and the extent of its impact on achieving institutional excellence.

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