

# العدالة التنظيمية في إطار إدراكات العاملين (دراسة ميدانية)

الباحثة طيف نوري عبد الحميد

م. د. ناظم جواد الزبيدي  
جامعة بغداد/ كلية الادارة والاقتصاد  
قسم ادارة الاعمال

## مستخلص

( ) /

## مشكلة البحث

-1

-2

## أهمية البحث واهدافه

-

-1

-2

-3

-

-1

-2

-3



## مجتمع وعينة البحث

(%80)	(51)	(64)	
			<b>أسلوب جمع البيانات</b>
	:	:	1.
		:	2.
	:	:	_____
%27	%27		
(t)			
(184-90 :1985 )	(121 :2001 )		
(0.80)		(0.82)	
( - )		:	_____
	( split half)		
(0.67)		(Sperman-Brown)	
(124 :2001 )		(Sperman-Brown)	
	(0.79)		
		<b>الأساليب الإحصائية المعتمدة</b>	
(non parametric)			
		:	
		:(percentage)	-1
		:(Median)	-2
		:(range)	-3
		:	-4
(P-R <sup>2</sup> )	(pseudo R-square)		-5
(R <sup>2</sup> )			
		:	-6
		:(T test ) (T)	-7
		:(F)	-8



:(Simple regression coefficient)

-9

(SPSS.14)

الإدراك Perception

( )

(208-207 :1995 )

( )  
(278-277 :2000 )

(14 : 1982 )  
(1992) Kreitner  
(Kreitner & Kinicki , 1992 : 126 )

(31 :1993 )

(80 -78 :1997 )

(80 :1997 )



Schermerhorn et al. , )

(1998 : 50)

(Robbins,2000:23)

( 2000 : 278 )  
(Champoux )

( )  
(champoux , 2000 : 76 )

(Hellriegel et al, 2001: 68)

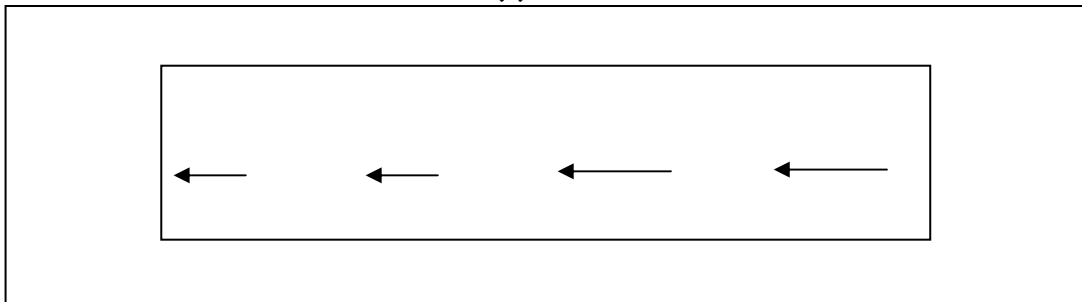
(Hersey et al.,2001:209 )

( )

(1)

( 2004 : 73 )

(1)



( 2004 : 77 )

( 2004 : 71 )



:

( - )

(Eberlin & Tatum,2008:4-5) .

:

(1982 : 20-21)

(2)

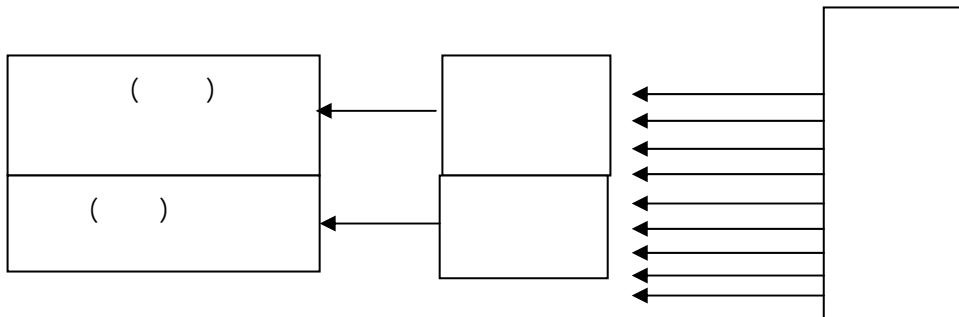
(Champoux , 2000 : 76) :

-1 :

-2 :

-3 :

(2)



(Source: Champoux , 2000: 77)



(1973) Luthans

(Luthans , 1973 : 337-338 ) :

- 1 :  
 -2 :  
 -3 :  
 -4 :  
 -5 :  
 :

( 1997 : 94 ) .

(1)

(1)

← اختيار المعلومات ← تنظيم المعلومات ← مقارنة المعلومات ← فهم المعلومات ← تفسير المعلومات	213 :1995
← ←	Schermerhorn et al., 1998:52
← ←	280 :2000
( ) ← ← ← ←	Daft & Noe, 2001: 129
← تحويل وترجمة المثيرات الى رسائل (تفسير المثيرات) ← مرحلة تحديد السلوك او الاستجابيه المناسبية	77 :2004

(Daft &amp; Noe , 2001 : 129) .

( 1997 : 82-83 ) :

- \_\_\_\_\_ :  
 -1 :  
 -2 :

( 2000 : 280-286 ) :

-1 :

( 1995 : 218-222 ) .

-2 :



	<b>Distinctiveness</b>	-1
	<b>Intensity</b>	-2
	<b>Motion</b>	-3
	<b>Size</b>	-4
	<b>Saliency</b>	-5
	<b>Repetition</b>	-6
	<b>Novelty or familiarity</b>	-7
<b>Contrast</b>		
	(226-222 :1995 )	<b>Nature</b>
	(79-78 : 2004 ) :	

-1

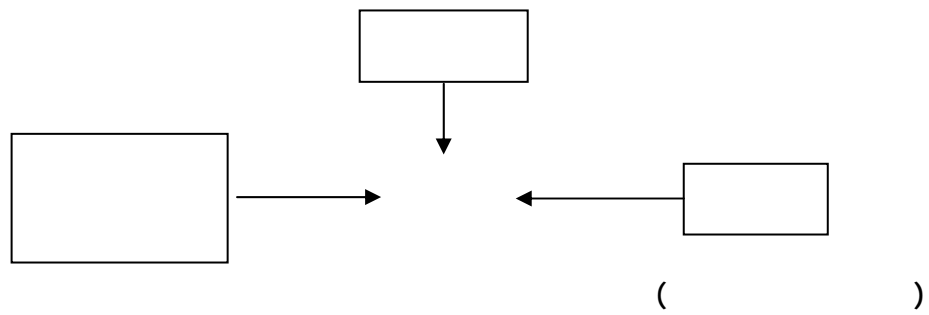
-2

-3

-4

:

(3) ( )  
(3)





:

Eberlin & tatum , 2008 .

:

(2000) Champoux .(: 3)

-

. ( )

-

( )

. (Champoux , 2000 : 77)  
(1993)

( )

( )

( )

. (47-44 : 1993 ) .

( )

.( - ) ( ) .

-

( )

.( )

(Eberlin & tatum ,2008 :4) .





(Ivancevich & Matteson , 2002 : 356) .

( )

. (Schermerhorn et al. , 1998 : 57-58)

Organizational Justice **العدالة التنظيمية**

(Adams, 1965)

(Marlin, 1981)

(Lenenthal , 1976)

(Homans, 1961)

(Lerner, 1977)

( )

. (Campbell & Finch , 2008 : 2)

.(Lilly & Virick , 2008 : 1) .

.(Peltola & et al. , 2007:2) .

. (Kivimaki et al. , 2003 : 2)

. (Suliman , 2008 : 2-3)

. (Campbell & Finch , 2008 : 2-3)

. (Fernandes & Awamleh , 2008 : 2-3)

(Schermerhorn , Jr. et al. , 1998: 11)

( )

.(Rowe et al. , 1994 : 10) .

( )



:

. (Bradley , 2008 : 4)

(J. Stacey Adams, 1963)

( )

( )

**John Rawls**

(1 :2007 )

(Champoux,2000:46):

: -1

: -2

: -3

. (Champoux , 2000 : 46 )

: .(Saunders &amp; Thornhill , 2008 : 1 )



( ) :

:

( )

-1

-2

(1998) Schermerhorn

(Schermerhorn et al. , 1998 : 11)

(2003) Kivimaki

.( )

. ( Kivimaki et al. , 2003 : 2 )

(Campbell & Finch , 2008 :2)

:

-1

-2

-3

Bies Tyler

(Campbell & Finch , 2008 : 3 )

:

-1

-2

.( ) -3

-4

-5

:



- (  
 . (Peltola & et al. , 2007 :2) .
- (2007)  
 ( Lim Teo  
 (Dentsch , 1975)  
 ( ) ( )  
 ( )  
 .(Teo & Lim,2008:2) .( )  
 Suliman  
 (Suliman, 2008 : 2-3) :  
 : -1
- : -2  
 : -3  
 - :  
 .
- (Suliman , 2008 : 2-3)  
 (2008) Saunders Thornhill
- ( )  
 . (Saunders & Thornhill , 2008 : 1-2)  
 (2008) (Lilly & Virick )
- (Bies , 2001)
- (Lilly & Virick , 2008 : 3 )  
 (2008) Tatum
- (tatum et al. , 2008 : 3)
- (2008) Wang  
 . (Wang , 2008 : 2)



:	-1
.	-2
.	-3
:	
. ( )	-1
.	-2

:

( ) .( )

. (Eberlin & Tatum , 2008 : 2).

.(Fernand & Awamleh,2008:2)

(2008) Wang

. (Wang , 2008 : 2,5 )

( )

. (Lilly & Virick , 2008 :1 )

. (Bradley,2008:2-3 )

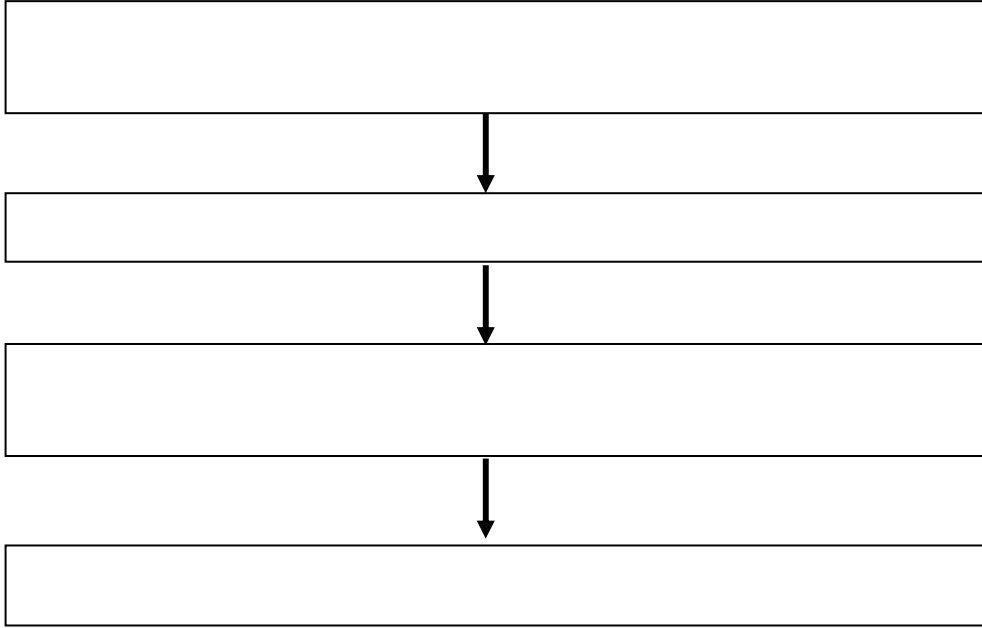


:

( Lily &amp; virick , 2008: 1)

(4) (2-1 : 2003 )

(4)



(2 : 2007 : )

**التحليل والاختبار الإحصائي**

-

(2) (3).

:

( )

(2)

:





		(4)	(3)	( )	( )
(3)					
	(%60)			( )	
		(4)	(2)	(2)	( )
	. ( )			(%40)	
		(4)	(4)	(3)	( )
	. ( )			(%80)	
(4)		(4)			( )
				(4)	
	. ( )			(%40)	
		(3)	(4)	(5)	( )
	. ( )			(%80)	
		(3)	(4)	(6)	( )
)	(%80)				
		(3)	(3)	(7)	. ( )
( )				(%60)	
		(4)	(3)	(8)	( )
	(%60)				
	. ( )				
		(3)	(4)	(9)	( )
	. ( )			(%80)	







	(4)	(3)	(10)	( )
(4) .( )	(11)		(%60)	( )
)	(%80)		(3)	( )
	(3) (4)		(12)	.( )
.( )	(3) (4)	(%80)	(13)	( )
	(4) (4)	(%80)	(14)	( )
(3)	(15)	(%80)	(4)	.( )
	( )			( )
( )	(3)			:
				:
	(4) (4)		(16)	<u>-1</u> ( )
.( )	(3) (4)	(%80)	(17)	( )
.( )	(3) (3)	(%80)	(18)	( )
(%60)				
(2)	(19)	.( )		( )
(%40)			(4)	
	(4)	( )		



	(4)	(3)	(20)	( )
(%60)				
			( )	
				<u>-2</u>
	(4)	(4)	(21)	( )
			(%80)	
	( )	(3)	(22)	( )
(%60)				
			( )	
(3)		(23)		( )
				(3)
		( )		(%60)
	(3)	(3)	(24)	( )
(%60)				
			( )	
	(4)	(3)	(25)	( )
(%60)				
			( )	
				<u>-3</u>
	(3)	(4)	(26)	( )
(%80)				
			( )	
	(4)	(4)	(27)	( )
	( )		(%80)	
(4)		(28)		( )
				(4)
			(%80)	
			( )	
	(4)	(3)	(29)	( )
(%60)				
			( )	
	(4)	(3)	(30)	( )
(%60)				
			( )	





(t) (6) (0.01)  
(0.99)  
-2

(0.176)  
(7) (t)  
(7)

(t)	(t)		
1.801	1.647	49	0.176

( ) :

(t) (7)  
)  
( )  
-3

(\*0.210)  
(8) (t)  
(8)

(t)	(t)		
1.801	33.33	49	*0.210

( ) :

(t) (8)

-4

(t) (0.261)  
(9)  
(9)

(t)	(t)		
1.801	32.66	49	**0.261

( ) :

(t) (9) (0.99) (0.01)

(t-test)

(2008) (Bradley)



## اختبار وتحليل علاقات التأثير بين متغيرات الدراسة

-1

:  
 (X)  
 (Y1)  
 (Y1)  
 (x)  
 :  

$$Y1 = a + \beta X$$
 (constant) (a)  
 (Y1)  
 (51)  
 :  

$$(0.386) + 0.718 =$$
 (10)

	(F)				
0.005	8.581	1.730	1.730	1	
		0.202	9.877	49	
			11.606	50	

(6.314) = (F) ( ) :

(10)  
 (0.01) (F)  
 (X,Y) (1.49)  
 (X) (%99)  
 (t) (a=0.718)  
 (X) (0.718) (tx=2.929)  
 (1) (X) (β = 0.386)  
 (0.386)  
 (0.80) (P-R<sup>2</sup>) (0.80) (X)  
 (%18)

:2

(X)  
 (X)  
 :  
 (Y2)  
 (Y2)  

$$Y2 = a + \beta X$$
 (constant) (a)



(X)  
(51)

(Y2)

$$(0.251) + 1.020 =$$

(11)

(11)

	(F)				
0.076	3.294	1.540	1.540	1	
		0.467	22.907	49	
			24.447	50	

(6.314) = (F) ( ) :

(F) (11)

(tX=1.815)

(X, Y2)

(a=1.020)

(X)

(1.020)

(1)

(X)

(β = 0.251)

(0.251)

(0.25)

(0.25)

(P-R<sup>2</sup>)

(%75)

)

.(

:3

$$Y3 = a + \beta X$$

(constant)

(a)

(Y3)

(51)

$$( ) (0.360) + (0.230) =$$

(12)

(12)

	(F)				
0.010	7.278	3.759	3.759	1	
		0.516	25.306	49	
			29.065	50	

(6.314) = (F) ( ) :

(F) (12)

(X, Y3)

(tX=2.698)

(t)

(0.99)

(0.01)

(X1)



$$\begin{aligned}
 & (a=0.230) \\
 & (1) \quad (X) \quad (0.230) \\
 & \quad \quad (X) \quad (\beta = 0.320) \\
 & \quad \quad \quad \quad (0.320) \\
 & (0.78) \quad (0.78) \quad (P-R^2) \\
 & (%22)
 \end{aligned}$$

%78 %25 %80

:3

$$\begin{aligned}
 & (X) \quad (Y) \\
 & \quad \quad \quad Y = a + \beta X \\
 & \quad \quad \quad (\text{constant}) \quad (a) \\
 & \quad \quad \quad (Y) \\
 & (51) \\
 & \quad \quad \quad ( \quad ) (0.403) + (0.656) = \\
 & \quad \quad \quad (13)
 \end{aligned}$$

(13)

	(F)				
0.003	9.482	2.245	2.245	1	
		0.237	11.601	49	
			13.846	50	

$$(6.314) = (F) ( \quad ) :$$

$$\begin{aligned}
 & (X, Y) \quad (F) \quad (13) \\
 & \quad \quad (tX=3.079) \quad (t) \quad (X) \quad (0.99) \quad (0.01) \\
 & \quad \quad \quad \quad (a=0.656) \\
 & \quad \quad \quad \quad (X) \quad (0.656) \\
 & (1) \quad (X) \quad (\beta = 0.403) \\
 & \quad \quad \quad \quad (0.403)
 \end{aligned}$$





(0.83)  
(%17.2)

(0.83)

(P-R<sup>2</sup>)

.

:  $\beta$

.

.

.

-

-

-

.



أ- الاستنتاجات

- 1- ( )
- 2- ( )
- 3- (%40) ( )
- (1)
- 4- ( )
- 5- ( )
- ( - - - )



## ب- توصيات ومقترحات في إطار المشكلة المبحوثة

:

-1

-2

-

-3

-4

-5

-6

-7

-8

-9

-10

( )



-11

( )

-12

-13

-14

-15

-

-

-

-



## المصادر

	:
(1993)	-1
_____ (2000)	-2
_____ (2001)	-3
_____ (1982)	-4
_____ (2004 )	-5
_____ (2007)	-6
_____ (1995)	-7
_____ (1997)	-8

1. 13-Champoux, Joseph E., (2000), organizational behavior: Essential Tenets for a new millennium, south- western college publishing – an international Thomson publishing company-ITP.
2. 14-Daft, Richard L., Noe, Raymond A., (2001), Organizational behavior , Harcourt college publishing , New York .
3. 15-Hellriegel, Don, Slocum, Jr., John W., woodman, Richard W., (2001), Organizational behavior , Ninth edition, south – western college publishing,
4. 16-Heresy, Paul, Blanchard, Kenneth H. , Johnson, Dewey E. , (2001) , Management of organizational behavior– Leading Human resources, eighth edition , prentice-Hall , Inc., New Jersey.
5. 17-Ivancevich , John M. , Matteson, Michael T. , (2002) , organizational behavior and management, sixth edition, MCGraw-Hill higher education Irwin.
6. 18-Kreitner, Robert, Kinick, Angelo, (1992), organizational behavior, 2<sup>nd</sup> edition, Irwin .
7. 19-Luthans, Fres, (1973), organizational behavior – amodern behavioral approach to management, to sho printing Co., Tokyo .
8. 20-Morgan, Clifford T., King, Richard A., Robinson, Nancy M., (1979), Introduction to Psychology, Sixth edition , MCGraw – Hill international book company , Tosho printing Co. , Ltd. Tokyo.



9. 21-Robbins, Stephen P., (2000), Essentials of organizational behavior , prntice Hall, New Jersey .
10. 22- Rowe, Alan J., Mason, Richard O., Dickel, Karl E. , Mann, Richard B., Mockler , Robert J., (1994), Strategic Management – am ethological approach, Addison –Wesley piublishing company , Inc.
11. 23- Schermerhorn , Jr. m John R. , Hunt , James G. , Osborn , Richard N. (1998), Basic organizational behavior, John Wley & Sons , Inc. , New York.
12. Bradley, Lisa M., (2008), Perceptions of justice when selecting internal and external job candidates , personnel review , vol.35 , number1 .
13. 25-Campbell, Lisa, Finch, Edward , (2008), Customer satisfaction and organizational justice , facilities , vol.26, number 7/8.
14. 26-Eberlin, Richard, Tatum, B. Charles, (2008), organizational justice and decision making , management decision , vol.43, number 7/8.
15. 27-Fernandes, Cedwyn, Awameleh, Raed, (2008), Impact of organizational justice in an expatriate work environment, management research news , vol.31 , number 11.
16. 28-Kivimaki, M., Elovainio, M., Vahtera, J., Ferrie, JE, (2003), organizational justice and health & employees : perspective cohort study , occupational and environment medicine , 60.
17. 29-Lilly, Juliana D. , Virick , Meghna , (2008) , the effect of personality on perceptions of justice , journal of managerial psychology , vol.21, number 5.
18. 30-Peltola, Erja Wiili , Kivimaki , Mika , Elovainio, Mark , & Virtanen, Marianna, (2007), organizational justice and employee perceptions on hospital management , vol.21 , number .3.
19. 31-Sanders, Mark N.K., Thornhill, Adrian, (2008), organizational justice, Trust and the management of change an expliration , personnel review , vol.36, number .3.
20. 32-Suliman, Abubakr Mohyeldin Tahir , (2008), Links between justice , Satisfaction and performance in the workplace, journal of management development , vol.26, number.4.
21. 33-Tatum, B. Charles , Eberlin , Richard , Kottraba, Carin , Bradberry, Travis, (2008), Leadership , decision making, and organization justice , management \_decision , vol,43, number.10.
22. 34-Teo, Thompson S.H., Lim, Virien K.G., (2008) .The effects of perceived justice on satisfaction and behavioral intentions on case of computer purchase, international journal of retail & distribution management , vol.29, number.2.
23. 35-Wang, Yuan, (2008), Trust, procedural justice and Decision– making style: A study collective and private enterprises in the context of China's reform ,vol.34 , number .12.