

Organizational Commitment Level in Light of Employees' Perceptions of Organizational Justice and the Relationship Between Them; A Field Study at the Grain and Derivatives Mills – Ferdjioua Unit – Mila

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Abstract:

This study aims to determine the level of employees' perceptions of organizational justice, the level of organizational commitment, and the relationship between these two variables from the perspective of employees at the Grain and Derivatives Mills, Ferdjioua Unit, Mila Province. The study adopted a descriptive-analytical approach. Two questionnaires were designed: the first focused on organizational justice, while the second examined organizational commitment. The questionnaires were administered to a random sample of 61 employees. Statistical methods were employed, including the arithmetic mean, standard deviation, and Spearman–Brown correlation coefficient, using the Statistical Package for the Social Sciences (SPSS 0.25).

The study revealed that employees' perceptions of organizational justice were at a moderate level, whereas organizational commitment was found to be high. Furthermore, the findings demonstrated the existence of a statistically significant, positive, and weak relationship between organizational justice and organizational commitment, based on the perceptions of employees at the Grain and Derivatives Mills, Ferdjioua Unit, Mila Province.

Keywords: Organizational justice, distributive justice, procedural justice, interactional justice, organizational commitment.

1. Introduction

Despite the significant advancements achieved in modern technology and the integration of artificial intelligence and automation into various areas of work, the human element remains the fundamental cornerstone of organizational success. Technology itself is only a tool that holds no value without the human intellect responsible for creating, operating, and directing it toward the achievement of organizational objectives. Human resources constitute the primary source of innovation and creativity; however, the efficiency and productivity of this essential element are not achieved automatically. Instead, they are directly linked to the organization's ability to establish an organizational climate founded on trust, respect, and fairness.

Therefore, organizational justice has emerged as a central concept in contemporary management thought and one of the most significant foundations underlying the success and sustainability of organizations. It constitutes the basis for creating a positive, healthy, and stable work environment that motivates

employees to contribute their maximum efforts and creativity. Organizational justice directly affects employees' behaviors and attitudes through their evaluation of the relationship between their inputs, including effort, years of service, and skills, and the outcomes they receive in terms of salaries, promotions, rewards, and recognition, in addition to the procedures through which these decisions are formulated and the nature of interpersonal treatment associated with them.

When employees perceive fairness in the allocation of rewards and promotions, transparency in decision-making procedures, and respect and equity in interpersonal interactions, such perceptions enhance their satisfaction, commitment, and loyalty toward the organization. Furthermore, the perception of justice within the workplace contributes to reducing several negative organizational phenomena, including conflicts, employee turnover, absenteeism, and other related challenges. Consequently, organizational justice represents a strategic mechanism for attracting and retaining qualified employees, as competent individuals are unlikely to remain in an organization that does not value their contributions or ensure fair treatment. Accordingly, justice should not be viewed solely as an ethical principle but rather as a managerial investment that improves productivity and strengthens employees' commitment.

Organizational commitment represents one of the most important indicators reflecting the effectiveness of an organization's human resource management practices. It refers to the psychological and emotional relationship that connects employees with their organization. Organizational commitment is expressed through three dimensions: affective commitment, which represents the highest level of commitment and refers to employees' emotional attachment to the organization, their sense of belonging, and pride in being part of it, motivating them to voluntarily exert efforts toward achieving organizational goals; continuance commitment, which results from employees' awareness of the material and psychological costs associated with leaving the organization, leading them to remain not necessarily because of emotional attachment but due to the perceived absence of better alternatives; and normative commitment, which develops from a sense of obligation and moral responsibility toward the organization as a result of the support and benefits it has provided.

Therefore, organizational commitment plays a crucial role in improving productivity and job performance, as committed employees tend to exert additional efforts and demonstrate a collaborative spirit to achieve organizational objectives. It also contributes significantly to reducing employee turnover and absenteeism, thereby minimizing the costs associated with continuous recruitment and training processes. An organization seeking innovative and committed employees must first respect their humanity and ensure fairness in their treatment. Accordingly, the research problem of this study can be formulated through the following questions:

- What is the level of employees' perceptions of organizational justice at the Grain and Derivatives Mills, Ferdjioua Unit?
- What is the level of organizational commitment among employees at the Grain and Derivatives Mills, Ferdjioua Unit?
- Is there a statistically significant relationship between the dimensions of organizational justice and the level of organizational commitment among employees at the Grain and Derivatives Mills, Ferdjioua Unit?

2. Research Hypotheses:

- The level of employees' perceptions of organizational justice is moderate at the Grain and Derivatives Mills, Ferdjioua Unit.
- The level of organizational commitment among employees at the Grain and Derivatives Mills, Ferdjioua Unit is moderate.
- There is a statistically significant relationship between the dimensions of organizational justice and organizational commitment among employees at the Grain and Derivatives Mills, Ferdjioua Unit.

3. Study Importance:

This study derives its significance from highlighting two fundamental variables in human resource management: organizational justice and organizational commitment, particularly in the context of technological development, where the human element has become the true competitive advantage that cannot be replaced. The role of organizational justice in strengthening employee loyalty and reducing absenteeism and turnover contributes to enabling organizations to establish a stable and positive work environment. Therefore, understanding the relationship between these two variables represents a managerial necessity for ensuring employees' commitment and loyalty and achieving organizational objectives.

Accordingly, this study aims to identify the level of employees' perceptions of organizational justice, the level of organizational commitment, and the relationship between these two variables among employees at the Grain and Derivatives Mills, Ferdjioua Unit.

4. Study Objectives:

- To identify the level of employees' perceptions regarding the dimensions of organizational justice at the Grain and Derivatives Mills, Ferdjioua Unit.
- To determine the level of the dimensions of organizational commitment among employees at the Grain and Derivatives Mills, Ferdjioua Unit.
- To identify the relationship between the dimensions of organizational justice and organizational commitment among employees at the Grain and Derivatives Mills, Ferdjioua Unit.

5. Study Terminology:

5.1 Organizational Justice:

Organizational justice is defined as the value resulting from employees' perceptions of the fairness and objectivity of procedures, outcomes, and interpersonal treatment within the organization in which they work (Saadoun & Yahiaoui, 2020, p.5).

Therefore, organizational justice can be understood as the extent to which employees perceive fairness between their inputs and outcomes and the comparison established between them, in addition to the degree of transparency and clarity of the adopted policies and decisions, as well as employees' perceptions of the respect demonstrated by supervisors through their interactions with them.

5.2 Distributive Justice:

Distributive justice refers to employees' perceptions of fairness regarding the outcomes they receive in relation to their inputs. Employees are not only concerned with the amount of outcomes obtained but also with the extent to which these outcomes are considered fair (Jouda et al., 2012, p.412).

Therefore, distributive justice refers to the extent to which employees perceive fairness in the allocation of salaries, promotions, and incentives in relation to their efforts, skills, qualifications, and abilities, as well as in comparison with other employees.

5.3 Procedural Justice:

Procedural justice refers to the extent to which individuals perceive the procedures and processes used in determining rewards as fair (Dwidar, 2011, p.186). Therefore, procedural justice represents the extent to which employees perceive transparency and clarity in the procedures and policies adopted for determining outcomes (rewards).

5.4 Interactional Justice:

Interactional justice refers to employees' perceptions of fairness in the treatment they receive from the organization (Al-Saud & Sultan, 2009, p.195).

In other words, interactional justice reflects the extent to which employees perceive respect and appreciation from their supervisors, in addition to receiving explanations and justifications regarding the decisions made.

5.5. Organizational Commitment:

Organizational commitment refers to the strength of an individual's identification with, involvement in, and attachment to their organization. It represents a state of loyalty and an internal feeling expressed through the individual's willingness to exert a high level of effort with the aim of enhancing organizational effectiveness (Abarem & Bougandoura, 2019, p.87).

Therefore, organizational commitment reflects employees' feelings of belonging, loyalty, and strong attachment to the organization, their willingness to remain within it, and their continuous efforts to achieve its objectives.

6. Previous Studies:

6.1 Study by Bounqab Mokhtar (2021)

This study aimed to analyze the nature of the relationship between organizational justice and organizational commitment among temporary university lecturers in Algerian universities. The study adopted a descriptive-analytical approach supported by an inductive approach. The study sample consisted of 231 temporary lecturers.

The study reached several significant findings, including:

- The level of organizational justice, across all its dimensions, and organizational commitment among temporary lecturers in Algerian universities was found to be moderate.
- A statistically significant positive correlation was identified between organizational justice and organizational commitment among temporary lecturers in Algerian universities.

6.2 Study by Atoui Karima (2024):

This study aimed to examine the relationship between organizational justice and organizational commitment among employees of the Algerian Water Company – Annaba Unit – and to investigate the impact of demographic factors on the study variables. To achieve the study objectives, the descriptive-analytical approach was adopted, and a questionnaire was developed to measure the research variables. The study sample consisted of 80 male and female employees.

The study reached several findings, including:

- A relationship exists between distributive justice and the level of organizational commitment at the Algerian Water Company, Annaba Unit.
- A relationship exists between procedural justice and the level of organizational commitment at the Algerian Water Company, Annaba Unit.
- A relationship exists between interactional justice and the level of organizational commitment at the Algerian Water Company, Annaba Unit.

3.6. Study by Salami Mounira et al. (2024):

This study aimed to identify the impact of the application of justice on employees' organizational commitment at Setram Company in Ouargla. The study adopted the descriptive-analytical approach, conducted interviews with company managers, and administered a questionnaire to a random sample of 60 employees.

The findings revealed a moderate level of both organizational justice and organizational commitment within the studied organization. The study also demonstrated the existence of a statistically significant relationship between the dimensions of organizational justice (distributive, procedural, and interactional) and organizational commitment. However, the impact of organizational justice on organizational commitment was weak, indicating the presence of other factors that contribute to strengthening organizational commitment. Moreover, no statistically significant differences were found in employees' organizational commitment according to personal characteristics (gender, age, educational qualification, and years of experience).

Commentary on Previous Studies

Three previous studies addressing the dimensions of organizational justice and organizational commitment were reviewed. These studies shared similarities with the present study regarding some variables, objectives, the use of questionnaires as a research instrument, and certain statistical methods applied for data analysis. However, they differed from the current study in several respects. Not all previous studies relied solely on the descriptive-analytical approach; for example, **the study by Bounqab Mokhtar (2021)** also incorporated the inductive approach, whereas **the study by Salami Mounira et al. (2024)** additionally relied on interviews. Furthermore, differences were identified regarding the nature and size of the samples, some of the statistical techniques used, and the spatial and temporal contexts in which these studies were conducted.

7. Methodological Procedures of the Study:

7.1. Study Boundaries

7.1.1. Spatial Boundaries:

The study was conducted at the Grain and Derivatives Mills, Ferdjioua Unit, Mila Province.

7.1.2. Human Boundaries:

The study involved workers at the Grain and Derivatives Mills, Ferdjioua Unit, Mila Province.

7.1.3. Temporal Boundaries:

The study was conducted during September 2025.

7.2. Research Method Used:

Given that this study aims to identify the relationship between organizational justice and organizational commitment from the perspective of workers at the Grain and Derivatives Mills, Ferdjioua Unit, Mila Province, the descriptive-analytical method was considered the most appropriate approach. This method is among the commonly used research approaches for describing phenomena within a specific period, based on the collection, classification, processing, and accurate analysis of facts and data in order to obtain scientific findings that can be objectively interpreted (Obeidat et al., 1999, p.44).

7.3. Study Population and Sample

Study Population:

The study population consisted of workers at the Grain and Derivatives Mills, Ferdjioua Unit, Mila Province, with a total of 202 employees.

Study Sample:

The sample represents a segment of the study population from which field data are collected. It constitutes a subset of the overall population, comprising a group of individuals who represent the population under investigation (Zouati, 2002, p.191).

Considering that samples are categorized into different types, the sample selected for this study was a random sample representative of the original population. A proportion of 30% was adopted to determine the study sample according to Roscoe's method for sample size estimation. This method is considered one of the procedural criteria used to determine an appropriate sample size and achieve a normal distribution of the studied phenomenon. Accordingly, the study sample consisted of 61 workers.

7.4. Data Collection Tools:

The researcher relies on various techniques for collecting data and information related to the phenomenon under investigation. The selection of an appropriate technique or instrument depends on the nature of the research topic and the objectives to be achieved.

Among the data collection instruments adopted in this study was the questionnaire.

7.4.1. Questionnaire:

A questionnaire is defined as a set of written questions prepared to obtain information or respondents' opinions regarding a specific phenomenon or situation (Aliyan & Ghanem, 2002, p.82).

This study relied on two questionnaires: the first was designed to measure organizational justice, whereas the second was developed to assess organizational commitment.

The methodology adopted for developing these questionnaires was based on the theoretical framework, previous studies, and relevant scientific references. The organizational justice questionnaire consisted of 22 items distributed across three dimensions as follows:

The first dimension: Related to distributive justice and including statements from 1 to 6.

The second dimension: Related to procedural justice and including statements from 7 to 15.

The third dimension:

Related to interactional justice and including statements from 16 to 22.

The second questionnaire, which addressed organizational commitment, consisted of 12 items.

Each item in the two questionnaires was based on the following response alternatives: Yes, Sometimes, and No.

The psychometric scale adopted for measuring the constructs addressed in the two questionnaires was the Likert scale for attitude measurement. Accordingly, the response options for each questionnaire item were divided into three categories: (Yes, Sometimes, No), with corresponding scores of (1, 2, 3).

7.4.2. Psychometric Properties of the Questionnaire

• Face Validity:

Validity refers to the extent to which a test or instrument measures what it was designed to measure. The researcher relied on this type of validity in the study to verify the credibility of the questionnaire. To establish the validity of the questionnaire, it was submitted to a group of professors specialized in occupational psychology at Abdelhamid Mehri University, Constantine 2, for guidance and evaluation. They were asked to provide their opinions regarding the clarity of the research instrument items and the extent to which they belonged to the intended dimensions, as well as to suggest adding or deleting some items.

After reviewing the experts' feedback, some items were removed, and other statements were reformulated. The final version was developed based on the opinions of the evaluators, which constituted evidence of the questionnaire's face validity.

• Content Validity:

Where:

Content validity is considered one of the most commonly used types of validity. This type of validity is calculated according to the following steps:

- Calculating the validity of each item separately according to the statistical formula proposed by Lawshe, which is expressed as follows (Munchinsky, 2012, p.178):

$$CVR = \frac{N_1 - N_2}{N}$$

N1: Number of experts who considered that the item measures the intended behavior.

N2: Number of experts who considered that the item does not measure the intended behavior.

N: Total number of experts.

- The values obtained for all items were summed and then divided by the number of items. The resulting value represents the overall content validity coefficient of the organizational justice scale, which reached **0.88**.

The overall content validity coefficient for the organizational commitment scale reached **0.95**.

Since these values are higher than **0.60**, it can be concluded that both questionnaires effectively measure what they were designed to measure.

• Questionnaire Reliability

To verify the reliability of the questionnaire, the internal consistency coefficient of the questionnaire dimensions was calculated using Cronbach's Alpha coefficient. After applying the instrument in its preliminary form to a sample of 8 individuals, the reliability value was obtained as shown in the table below.

Table No. 01: Cronbach's Alpha Reliability Coefficient of Organizational Justice

Questionnaire	Dimensions	Items	Cronbach's Alpha Coefficient
Organizational Justice	Distributive Justice	1, 2, 3, 4, 5, 6	0.74
	Procedural Justice	8, 9, 10, 11, 12, 13, 14	0.88
	Interactional Justice	15, 16, 17, 18, 19, 20, 21	0.78
Questionnaire as a whole	All items	All items	0.92

Source: Based on the outputs of the SPSS software.

- Based on Table No. (01), it can be observed that the Cronbach's Alpha coefficient value reached **(0.92)**, indicating that the questionnaire has a very high level of reliability.

The reliability of the organizational commitment questionnaire was also verified using Cronbach's Alpha coefficient as follows:

Table No. 02: Cronbach's Alpha Reliability Coefficient of Organizational Commitment

Questionnaire	Items	Cronbach's Alpha Coefficient
Organizational Commitment	From 1 to 12	0.74

Source: Based on the outputs of the SPSS software.

- Based on Table No. (02), it can be observed that the Cronbach's Alpha coefficient value reached **(0.74)**, indicating that the questionnaire has a high level of reliability.

7.5. Statistical Methods Used for Testing the Study Hypotheses:

To answer the research questions, the collected data were statistically processed using the Statistical Package for the Social Sciences (**SPSS 0.25**). Accordingly, the following statistical procedures were extracted:

7.5.1. Arithmetic Mean:

After collecting the necessary data related to the questionnaire dimensions, the responses were entered and coded using SPSS. The software calculated the arithmetic means according to the dimensions and items, where arithmetic means determine the tendency and concentration of respondents' opinions around one of the three scores of the Likert scale used to measure attitudes.

The three-point Likert scale was adopted in order to interpret the arithmetic means. To determine the length of the categories of the three-point Likert scale, the range was calculated by subtracting the lowest value from the highest value of the scale ($3 - 1 = 2$), and then dividing the range by the highest value of

the scale ($2 \div 3 = 0.66$). Afterwards, this value was added to the value of the scale (1) to determine the upper limit of this category. Accordingly, the category intervals were established as presented in the following table:

**Table No. 3: Interpretation of the Practice Level of Functional Empowerment Dimensions
According to Workers' Opinions**

Category	No	Sometimes	Yes
Arithmetic Mean	0.66–1.66	1.67–2.33	2.34–3
Degree of Practice	Low	Moderate	High

Prepared by the researcher

7.5.2. Standard Deviation:

It was used to provide a general overview of the extent of dispersion of workers' opinions (the minority) around the average of all opinions (the majority).

7.5.3. Spearman–Brown Correlation Coefficient:

The Spearman–Brown rank correlation coefficient was used to determine the correlation relationship between the dimensions of organizational justice and organizational commitment. This coefficient is applied when dealing with descriptive data expressed in the form of ranks (ordinal level of measurement), using the SPSS 0.25 software.

8. Presentation and Discussion of the Study Results:

8.1. Presentation of Results in Light of the Hypotheses:

8.1.1. Presentation of the Results of the First Hypothesis Stating That:

The level of employees' perception of organizational justice is moderate at the Grain and Derivatives Mills, Ferdjioua Unit.

Table No. (4): Arithmetic Mean and Standard Deviation of Organizational Justice Dimensions

Dimensions	Arithmetic Mean	Standard Deviation	Workers' Perception Level of Organizational Justice	Rank
Distributive Justice	2.14	0.77	Moderate	2
Procedural Justice	2.00	0.79	Moderate	3
Interactional Justice	2.24	0.69	Moderate	1
Organizational Justice as a Whole	2.12	0.75	Moderate	

Source: Based on the outputs of the SPSS software.

Statistical Interpretation

Based on Table No. (4), which illustrates the responses of the sample members to the items measuring the dimensions of organizational justice, it can be observed that the respondents' evaluations of these dimensions fell within the second category (**1.67–2.32**), with an arithmetic mean of (**2.12**), corresponding to the response option "Sometimes" at a moderate level. The standard deviation reached (**0.75**), indicating variability in the responses of the sample members regarding these dimensions.

The level of workers' perceptions of organizational justice differed according to its dimensions. The interactional justice dimension ranked first, with an arithmetic mean of **2.24**, reflecting a moderate level

and falling within the second category (“Sometimes”), with a standard deviation of **(0.69)**, indicating variation in workers’ responses.

The distributive justice dimension ranked second, with an arithmetic mean of **2.14**, representing a moderate level and corresponding to the second category (“Sometimes”), with a standard deviation of **(0.77)**, reflecting dispersion in workers’ opinions.

The procedural justice dimension ranked third, with an arithmetic mean of **2.00**, representing a moderate level and falling within the second category (“Sometimes”), with a standard deviation of **(0.79)**, indicating variability in workers’ responses.

8.1.2 Presentation of the Results of the Second Hypothesis Stating That:

The level of organizational commitment is moderate among workers at the Grain and Derivatives Mills, Ferdjioua Unit.

Table No. (5): Arithmetic Mean and Standard Deviation of Organizational Commitment

Questionnaire	Arithmetic Mean	Standard Deviation	Level of Organizational Commitment
Organizational Commitment	2.47	0.70	High

Source: Based on the outputs of SPSS software.

Statistical Interpretation

Based on Table No. (5), which presents the responses of the sample members to the items measuring organizational commitment, it can be observed that the respondents’ evaluations fall within the third category **(2.33–3)**, with an arithmetic mean of **(2.47)**, corresponding to the response option “Yes” at a high level. The standard deviation reached **(0.70)**, indicating variability in the responses of the sample members regarding organizational commitment.

8.1.3 Presentation of the Results of the Third Partial Hypothesis Stating That:

There is a statistically significant relationship between the dimensions of organizational justice and the level of organizational commitment at the Grain and Derivatives Mills, Ferdjioua Unit.

To determine the nature of the correlation between the dimensions of organizational justice and organizational commitment from the perspective of the study sample, the Spearman–Brown correlation coefficient was applied at a significance level of **(0.05)**. Although the strength of the correlation relationship between the variables was not predetermined, the relationship was analyzed according to the following model:

Table 6: Interpretation of the Nature of the Correlation Relationship

Source: (Bouhafs Karim, 2006, p.213)

Correlation Coefficient Value	+1	0.80	0.50	0	-0.50	-0.80	-1
Nature of Relationship	Positive	Positive	Positive		Negative	Negative	Negative
Strength of Relationship	Strong	Moderate	Weak		Weak	Moderate	Strong

Table 7: Correlation Relationship Between Organizational Justice and Organizational Commitment

Relationship	Spearman Value	Sig	Significance Level
Organizational Justice and Organizational Commitment	0.46	0.00	0.05

Source: Outputs of the SPSS software.

Statistical Interpretation

The results presented in the above table indicate that the Spearman–Brown correlation coefficient for the third hypothesis, which assumes the existence of a statistically significant relationship between organizational justice and organizational commitment according to the study sample, reached **(0.46)**. This value indicates the existence of a weak positive relationship, as the correlation coefficient **R** ranges between **(0 and 0.50)** according to the classification presented in Table No. (06).

Since the significance level ($\alpha = 0.05$) is higher than the probability value (**Sig = 0.04**), it can be concluded that there is a statistically significant relationship at the **0.05** significance level between organizational justice and organizational commitment from the perspective of workers at the Grain and Derivatives Mills, Ferdjioua Unit. Therefore, the hypothesis stating that there is a statistically significant relationship between organizational justice and organizational commitment from the perspective of workers at the Grain and Derivatives Mills, Ferdjioua Unit, is confirmed.

8.2 Discussion of Results in Light of the Hypotheses

8.2.1 Discussion of the First Hypothesis:

The level of employees' perceptions of organizational justice is moderate at the Grain and Derivatives Mills, Ferdjioua Unit.

Based on Table No. (4), the findings indicate that the level of employees' perceptions of organizational justice at the Grain and Derivatives Mills, according to the study sample, is moderate. This reflects a state of partial satisfaction among employees, accompanied by the perception that certain aspects still require further improvement. The dimensions of organizational justice were ranked according to employees' perceptions as follows: interactional justice ranked first, followed by distributive justice, whereas procedural justice occupied the last position.

The higher ranking of interactional justice indicates that employees perceive a certain level of respect and appreciation in their direct interactions with management. It also reflects the existence of a degree of transparency, clarification, and explanation regarding some organizational decisions. Regarding distributive justice, the findings suggest that the allocation of outcomes, including salaries, promotions, incentives, and rewards, is perceived as relatively acceptable; however, employees may still perceive the existence of certain aspects of inequality.

In contrast, the lower ranking of procedural justice represents a significant indicator, as it suggests that employees perceive the procedures and criteria adopted in decision-making processes as requiring greater levels of fairness, transparency, and participation. Accordingly, the findings of this study are consistent

with the results of Bounqab Mokhtar's study (2021) and Salami Mounira et al.'s study (2024), which both reported that employees' perceptions of the dimensions of organizational justice were at a moderate level. Based on these findings, the studied organization demonstrates an acceptable level of fairness in interpersonal relationships and treatment, as well as a relatively satisfactory system for distributing salaries and rewards. Therefore, attention should be directed toward strengthening procedural justice by developing clear and objective criteria and encouraging employee participation in decision-making processes to enhance the overall level of organizational justice.

Consequently, employees' perceptions of organizational justice at the Grain and Derivatives Mills are moderate; therefore, the first hypothesis of the study is confirmed.

8.2.2 Discussion of the Second Hypothesis:

The level of organizational commitment is moderate among workers at the Grain and Derivatives Mills, Ferdjioua Unit.

Based on Table No. (5), the study results indicate that the level of organizational commitment among workers at the Grain and Derivatives Mills, Ferdjioua Unit, is high and not moderate as assumed in the second hypothesis. This reflects the existence of a strong relationship between employees and their organization through their feelings of belonging and loyalty, as well as their adoption of organizational goals and values. Employees perform their duties based on personal willingness rather than obligation, which indicates the presence of affective commitment.

Furthermore, employees' awareness of the costs associated with leaving the organization, whether material or psychological, encourages them to remain and continue working within it. In addition, there is a sense of moral obligation and responsibility toward the organization resulting from social values and the benefits employees receive from the organization.

In general, the high level of organizational commitment across all its dimensions represents a positive indicator of workforce stability, reduced turnover rates, increased productivity, and enhanced loyalty, which ultimately contributes to improving organizational performance.

Therefore, the results of **Bounqab Mokhtar's study (2021) and Salami Mounira et al.'s study (2024)** showed a moderate level of organizational commitment, which differs from the findings of the current study, where the level of organizational commitment was found to be high.

Accordingly, the second hypothesis was not confirmed.

8.2.3 Discussion of the Third Hypothesis Stating That:

The level of organizational commitment is moderate among workers at the Grain and Derivatives Mills, Ferdjioua Unit.

Based on Table No. (5), the findings of the study indicate that the level of organizational commitment among workers at the Grain and Derivatives Mills, Ferdjioua Unit, is high rather than moderate as assumed in the second hypothesis. This reflects the existence of a strong relationship between employees and their organization, characterized by feelings of belonging and loyalty, as well as the adoption of organizational goals and values. Employees perform their duties based on personal willingness and commitment rather than obligation, which indicates the presence of affective commitment.

Furthermore, employees' awareness of the costs associated with leaving the organization, whether material or psychological, encourages them to remain and continue working within it. In addition, employees demonstrate a sense of moral obligation and responsibility toward the organization, resulting from social values and the benefits they receive from the organization.

In general, the high level of organizational commitment across its various dimensions represents a positive indicator of workforce stability, reduced turnover rates, enhanced productivity, and strengthened employee loyalty, ultimately contributing to improved organizational performance.

Therefore, the results of Bounqab Mokhtar's study (2021) and Salami Mounira et al.'s study (2024) revealed a moderate level of organizational commitment, which differs from the findings of the present study, where organizational commitment was found to be high.

Accordingly, the second hypothesis was not confirmed.

8.2.4 Discussion of the Third Hypothesis Stating That:

There is a statistically significant relationship between the dimensions of organizational justice and the level of organizational commitment at the Grain and Derivatives Mills, Ferdjioua Unit.

Based on Table No. (7), the results indicate the existence of a statistically significant, positive, and weak relationship between organizational justice and organizational commitment according to the perceptions of workers at the Grain and Derivatives Mills, Ferdjioua Unit. Furthermore, an increase in employees' perceptions of fairness within the organization contributes to an increase in their level of commitment. However, this relationship remains limited and relatively weak.

This finding indicates that organizational justice represents one of the factors contributing to enhancing employees' commitment within the studied organization; nevertheless, it is not the sole or determining factor influencing this commitment. The weak relationship suggests the existence of other variables that may have a more substantial role in developing organizational commitment, such as the nature of work, working hours, leadership style, promotion opportunities, and financial incentives. These factors may motivate employees to remain attached to their jobs regardless of their perceptions of organizational justice.

Therefore, enhancing organizational justice contributes to strengthening employees' commitment; however, it is insufficient on its own to achieve a high level of organizational commitment, which requires consideration of other variables and influencing factors.

The results of the present study are consistent with the findings of Bounqab Mokhtar's study (2021), Salami Mounira et al.'s study (2024), and Atoui Karima's study (2024). All previous studies confirmed the existence of a relationship between organizational justice, with all its dimensions, and organizational commitment. However, they differ from the current study in that previous studies did not determine the direction and strength of the relationship between organizational justice and organizational commitment, whereas the present study demonstrated a positive but weak relationship between the two investigated variables.

Accordingly, the third hypothesis has been confirmed.

Conclusion

Within the framework of the findings obtained from the present study, organizational justice appears to constitute a fundamental factor influencing employees' behaviors and attitudes toward the organization. However, its impact does not occur independently but rather interacts with other organizational and psychological factors.

The results revealed that employees' perceptions of organizational justice were at a moderate level, with interactional justice representing the strongest dimension. This reflects the management's ability to establish relationships based on respect, trust, and transparency, thereby contributing to the creation of a relatively positive work environment.

Distributive justice ranked second, indicating an acceptable level of satisfaction regarding the allocation of outcomes. However, certain perceptions related to inequality remain among employees. Conversely, the lower ranking of procedural justice represents an aspect requiring further consideration and attention, as it indicates that employees perceive the procedures and policies adopted in decision-making processes as lacking sufficient clarity, participation, and fairness. Over the long term, this situation may contribute to the development of a general perception of injustice.

Despite the moderate level of perceived organizational justice, organizational commitment was found to be high across all its dimensions. This finding confirms that commitment is not determined exclusively by perceptions of justice but is influenced by several other factors, including the work environment, leadership style, organizational culture, incentives, and other related factors.

The study also demonstrated the existence of a statistically significant, positive, and weak relationship between organizational justice and organizational commitment according to the perceptions of workers at the Grain and Derivatives Mills, Ferdjioua Unit. This indicates that improving employees' perceptions of justice contributes to strengthening organizational commitment, although to a limited extent. The weakness of this relationship may be attributed to the presence of other mediating factors that exert a greater influence on shaping employees' commitment.

Therefore, it can be concluded that the organization possesses committed human resources. Consequently, it is necessary to strengthen all dimensions of organizational justice, maintain existing strengths, and address identified weaknesses. Such efforts will contribute to developing commitment based on genuine satisfaction and conviction, thereby ensuring the stability of human resources.

Recommendations:

- Clarify procedures and criteria and establish transparent regulations regarding promotions and rewards to ensure that employees have a clear understanding of them.
- Involve employees in decisions affecting them and take their opinions into consideration before implementing any changes.
- Provide training programs for managers and organize courses focused on communication skills and respectful interpersonal interactions.
- Ensure consistency between employees' inputs and received outcomes by reviewing salary and reward systems.
- Develop a strong organizational culture and recognize employees' achievements.

- Invest in human resources and provide continuous training and development opportunities.

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