

## MANAGEMENT, ORGANIZATIONAL COMMITMENT, ORGANIZATIONAL CULTURE ORGANIZATIONAL JUSTICE AND ITS RELATION TO THE PERFORMANCE LEVEL IN ADMINISTRATIVE AND GOVERNMENTAL INSTITUTIONS

*Abdalmonm Ali Barg & Yavuz Demirel*

*Research Scholar, Faculty of Management and Economics and Human Sciences, University of Kastamuono,  
Ankara, Turkey*

**Received: 25 Jun 2019**

**Accepted: 27 Jun 2019**

**Published: 30 Jun 2019**

### **ABSTRACT**

*Reflect the organization's culture, general behavior and codes of conduct that are convinced by those who work within the organization and depend on their transactions, including established rituals and practices over time to form ways of thinking, working methods, decision making, etc. the values of employees and customer behavior are expressed with the organization, the study problem is summarized in the following: ( What is the level of management, organizational commitment, organizational culture, organizational justice and its relation to the level of performance in the administrative and governmental institutions ). The organizational justice of the employees of the administrative and governmental institute, which contributes to the sense of high value, belonging and citizenship, and develop the capabilities of the staff and develop skills to maintain and benefit from them. Which contributes to the individual's sense of satisfaction and loyalty to increase the level of performance and management without these four elements and their integration leads to a significant failure in the work of the employee, can't be completed the management process in an ideal manner, the research methodology used the researcher's analytical descriptive approach. Methods of data collection through surveying and drawing conclusions and recommendations from previous studies. Organizational commitment, organizational culture, and regulatory justice play an important role in the management and increase the rate of performance and the importance of raising the rate. the level of performance in public and private administrative institutions in the era of globalization, so that employees are alerted to higher performance and increased job satisfaction and belonging to the institution, and to impose this change on the need for information systems to provide the highest level of performance and fair services of quality management services to increase the high level of development through performance that. Staff values and behavior reflect the organization. this culture has an effective impact on the performance of individuals and the overall performance of the organization, which means that the public administration is concerned with providing services and achieving the goals of all groups of society rather than a particular group of society. For private management or business administration, a direct image of the study profiles. In the above, the researchers studied a number of previous studies related to the variables of this study and the existence of many results that emphasize the importance of raising the level of performance through organizational commitment and culture and organizational and organizational justice and its role is very important in the development of management skills and increase the level of performance and*

*belonging. In addition to achieving customer satisfaction to increase sales and competitiveness.*

**KEYWORDS:** *Customer Satisfaction, Development of Management Skills*

## INTRODUCTION

The new changes that surround institutions such as globalization and freedom of movement of capital, work and information (information revolution) reflect the culture of the organization and the general behavior and codes of conduct that are convinced by those who work within the organization and adopt in their dealings, including rituals and established practices over time to form ways of thinking and ways Work, decision-making, etc. The staff values and behavior of clients with the organization are also expressed, and this culture has an effective impact on the performance of individuals and the overall performance of the organization because the dominance, sovereignty, and cohesion of the organization's culture have proved to be the main determinant For success. The last idea is that the success of the organization can depend on something other than intangible, vague and inaccurate. It is neither technical nor economic, but more widespread in the minds of individuals, values that seek the key to success, and this is culture. (Pascal Laurent: 239).

Public administration relates to government policies and the application of these policies but has nothing to do with the management of private organizations. The public administration also organizes and directs individuals within organizations to achieve certain objectives, which means that public administration is concerned with providing services and achieving the goals of all members of society rather than a particular group of society. Public administration differs from private administration or business administration, which is more likely to achieve the goals and interests of a specific segment of society. (Arab British Academy for Higher Education: 36)

Management and knowledge of methods and methods of production. Without the availability and integration of these four elements, the productive process can't be completed, and the fact that management is the most important of these elements, because people, organizations and individuals are distinguished primarily by the management component and not by the rest of the elements of production. The first example concerns communities, states, and the other belong to individuals. Take Japan, for example, which has managed to become one of the richest countries, the most advanced and paperless, a country that lacks natural resources. It imports raw materials from abroad, manufactures them, exports them to ready-to-use goods, Is very rich in natural resources, but lacks the management that can turn these resources into ready-to-use goods. at the individual level, how many individuals inherited large sums of money and wasted them in a short time, and how many individuals were raped after he did not have a dirham or a dinar.( Mohammed Ali :2011)

Subject of culture is no longer a matter of knowledge, but has become the subject of many sciences, In addition, it is a total topic, "160 definitions" and therefore exceeded the definitions presented to it It is difficult to identify and distinguish between the private sector and the other sectors related to it due to the existence of an organic, functional and organizational relationship between them Culture Organizational culture is the organization's identification card for society, and it is the constituent of personality Organization, which must be unique and distinct in the eyes of employees and customers.(Amal Mustafa Asfour:2008)

Organizational culture provides an integrated picture that reflects values and beliefs about where the organization was, what its status is now, and how it will be in the future.( Falah Hassan Adai al-Husseini: 2006)

In his book *Organizational Culture and Leadership*, the organization's culture is defined as the sum of the basic principles invented by the group, discovered or developed, while solving their problems of external adaptation, internal integration, which proved effective and then taught to new members as the best way to sense and recognize problems. Understand them. (jean francois souterain:2006)

Organizational Justice(Adams 1963) Early attempts at theorizing emerged in Adams' work, which presented the conceptual framework of the theory of organizational justice based on the justice of distribution, where the individual lives in a constant comparison between the rate of his outputs and his inputs with the outputs of others to their inputs. The imbalance and the state of imbalance to the individual's sense of tension and unease arising from the lack of equality Organizational justice reflects the degree to which employees feel fair to compare the outcome of their input inputs with the efforts of other counterparts Conditions and potentials (Mooreman: 1991)

The roots of organizational justice are rooted in the theory of equity This theory developed and developed by its first pioneer Adams 1963 (J.Stacey Adams) suggests that individuals "stimulate social justice in the rewards they receive for their achievement in this theory mainly on the extent to which an individual feels fair and fair in the treatment of the organization, compared to other individuals, Especially those belonging to one working group, justice here means equity and the latter does not necessarily mean equality. When individuals are treated equally, this does not mean that justice has been achieved because it may involve unfairness of some workers who do better than other .

The individual's understanding of organizational justice relates to the many rules that form The conceptual framework of the contents of this concept (Leventhal 1980), however Organizational justice and its sense depends on the degree of commitment or violation of the structural rules The following: - The rule of appeal is intended to have opportunities to object to decisions and review, and amend them if justified. - Ethical rule any distribution of sources according to standards and ethical principles. - The rule of representation ie the absorption of the decision-making process of the views of the relevant, so that all stakeholders are involved in making decisions that are in contact with their professional lives. - The objective non-bias rule is intended to neutralize and avoid personal interests and keep them away from the decision-making process and take it. - The rule of accuracy is to make decisions based on accurate, comprehensive and confirmed information. The rule of harmony is the fairness of the application of reward and punishment procedures to all workers and in all circumstances (Mahramah,: 2000). .

Organizational justice is one of the basic components of the organization's social and psychological structure, and as a result of the management's concern for the human feelings and relationships of its employees and their interest in their behavior that affect the effectiveness of performance, the provision of an atmosphere of organizational justice positively affects the behaviors, motivations and levels of achievement of these workers (Siddiq, p. 195: 2007)

The concept of organizational justice can explain many variables affecting Organizational behavior of employees since organizational justice reflects the way it governs During which the individual to the fairness of the method used by the manager in dealing with him at the level Career and human level. The concept of organizational justice is a relative concept, in the sense that the regulatory action Which is seen by an individual as a fair procedure that may be biased or subjective In the eyes of another individual, organizational justice is essentially determined in the light of what one perceives From the integrity and objectivity of the outputs and regulatory actions. the theme of organizational justice is an active and important topic, can be considered as an important and influential variable in public administration processes

and functions, can be considered as one of the organizational variables with a potential impact on the efficiency of the job performance of employees In organizations. Organizational justice as a value, content, and variable are significant in organizational influence, can Explain many other variables affecting the organizational behavior of employees the organization. Justice is an organizational phenomenon, because of the importance of the impact that can be achieved to be caused by a sense of justice or injustice in the workplace, where a feeling Justice workers will push them to do more in anticipation of results On the contrary, the workers' sense of injustice increases their dissatisfaction, leads to a decline in organizational performance levels, gives a low indication the level of justice in the organization, so that the positive behavior of the employees increased the organization depends on their sense of justice. Dimensions of Organizational Justice Most scholars agree that the dimensions of organizational justice are three-dimensional Main: (fairness distribution, fairness of procedures and fair transactions), but some the researchers added two other dimensions: (fairness of justice and fairness of ethics), and accordingly Organizational justice has five dimensions as follows Distributive Justice Intersectional Justice evaluation Justice Moral Justice. ( Omar Mohamed Darra: 2008)

The concept of Evaluation Justice relates to the employee's sense of integrity of the management evaluation issued to judge performance, behavior and individual

Practices, which enhances his satisfaction with the work systems, his confidence in his promotion and career growth, his performance evaluation, and Moral Justice's ethical sense of human and ethical justice Cultural and civilization values in their interaction with the prevailing climate in the Organization (Al-Fahdawi and Al-Qawtouna: 2004)

Martin describes the organizational culture as a daily behavior of formal practices such as wage levels, hierarchy building, job descriptions, and other written regulations, and also includes informal practices such as behavioral rules for staff when speaking and communicating, Social interaction behaviors such as festivals and celebrations, including jokes and rumors, and also includes physical arrangements in the work environment, including interior decoration and arrangement of offices and furniture and uniforms used to add cultural manifestations such as values that adopt A staff appointments such as respect when attendance and leave work. (Martin :2004 .)

The researcher concludes from the above on the concept and definition of organizational justice as ting the researcher as: "the understanding and understanding of workers for equity and fairness in treatment by the Organization, with regard to the results or outputs received, and the means or procedures that are followed in order to distribute those outputs, The personal treatment received by employees during the implementation of such procedures and the work required of them during the working hours, and with regard to the adequacy of information and explanations provided to subordinates on regulatory procedures and distribution of outputs .

### **Research Problem**

Through the experience of the researcher as an employee at the University of Zawia and the Director General of the Office of registration of students in the Faculty of Physical Education (Zawia), and through cooperation and events and meetings and some field visits to some administrative and governmental institutions in some universities in the Western region. Of the importance of the relationship of management to the organizational commitment and organizational justice and its relationship to raising the level of performance. To achieve this, the researcher designed a simple model for the preliminary survey, which was transferred from previous studies and distributed to a sample of 50 employees to explore

their views on the variables of the study. After analyzing the survey, the results revealed that many employees did not realize the importance of convergence between organizational commitment, organizational justice, organizational culture, management, and employee performance. Also, many public administration staff and department heads did not realize the importance of convergence between organizational commitment, organizational justice, organizational culture and the above. The researcher identified the problem of study in the following (what is the level of management, organizational commitment, organizational culture, organizational justice and its relation to the level of performance in administrative and governmental institutions.)

### **Research Importance**

The administration is no longer just laws and decisions. Organizational commitment, organizational culture, and organizational justice are the determinants of the success of administrative and governmental organizations and institutions. they are an important source of institutions, as well as one of the most important variables related to the study of organizational behavior and performance. which helps organizations achieve the ideal rate of performance. this research aims to clarify and understand the nature of the relationship between management, organizational commitment, organizational culture and organizational justice in the administrative and governmental institutions of its employees. the researcher concluded that the variables mentioned above should be the behavior and value of the highest human being. it requires a society of all, a high ethical commitment and the need to be a priority in human values. Cultures and intellectual and ideological references and the necessities of living together in a globalized world that presents complex challenges such as marginalization, distrust and a sense of low human justice .

### **Research Aims**

This research achieves the following objectives :

Strengthen organizational commitment, organizational culture and organizational justice in the performance of employees of administrative and governmental institutions, which contributes to the individual's sense of satisfaction and loyalty to increase the level of performance .

Enhancing the role of management, organizational commitment, organizational culture and organizational justice for employees of administrative and governmental institutions, which contributes to the sense of high value, belonging, citizenship and development of the employees and the development of their skills to maintain and benefit from them .

### **Research Questions**

What is the level of organizational commitment, organizational culture and organizational justice in the staff of administrative and governmental institutions, which contributes to the individual's sense of satisfaction, loyalty and belonging to increase the level of performance ?

What is the level of organizational commitment, organizational culture and organizational justice for employees of administrative and governmental institutions, which contribute to the sense of high value employees and belonging and citizenship and develop their skills in maintaining and benefiting from them to reflect in raising the level of performance and develop their skills and skills necessary to maintain and benefit from them ?

## **Definition of the most Important Terms**

### **Regulatory Justice**

Is the degree of equality and integrity in the rights and duties that reflect the relationship of the individual to the organization. the idea of justice embodies the principle of achieving the obligations of the employees towards the organization in which they work and the assertion of organizational trust between the parties (AlQatawneh:, 2003)

### **Organizational Culture**

Is a combination of values, beliefs, assumptions, standards, and expectations they are shared by an individual organization or unit and used to guide their behavior and solve their problems. (Procedural definition)

### **Previous Studies.**

#### **Gaballah Study (1991 )**

Title of the study, examine the relationship between employee confidence in performance appraisal systems, responsiveness to direct responsibility and organizational loyalty, and examines the relationship between employee confidence in performance appraisal systems, direct liability satisfaction, organizational loyalty, and standard. the results of this study showed that trust increased staff and was satisfied with the most recent evaluation of performance, and the confidence of staff in the safety and accuracy of the performance appraisal system applied to the institution positively affect the level of satisfaction with direct responsibility. affiliation and loyalty to the institution .

#### **Al-Daeij (1998) Study**

Title of the study, Test the relationship between the elements of organizational justice (distributional, procedural and operational) the study found a number of outcomes, including fair trade and sensitivity, were distributional justice at the intermediate level, but the sense of procedural justice was lacking in the intermediate level. the most variant variance in the variance the poor satisfaction is higher than the average, the daily trading fairness explained most of the discrepancies in the positive evaluation towards the supervisor or direct supervisor moreover, the results showed that procedural justice is the most important variable list In the level of organizational commitment .

#### **Al-Ajmi Study (1998)**

Title of the study is to determine the relationship between thelevel of organizational loyalty. Workers' sense of fair distribution, the fairness of procedures, integrity of transactions, the results showed that employees 'sense of fairness in transactions was higher than their sense of fairness in procedures and integrity of distribution respectively. there was also a positive and strong relationship between organizational loyalty and employees' sense of fairness and fairness. therelationship between organizational loyalty and fair distribution was weak .

#### **Lee & Yu Study (2004)**

Title of the study, of study organizational culture and organizational performance the main findings of the study are that the strength of organizational culture has an effective impact on various organizational processes and organizational performance. He also found that organizational culture can be an important source for achieving the competitive advantage of the institution and to be added value by increasing the level of motivation and contribute to the power of culture to reduce bureaucratic expenses through coordination and social control .

#### **Mohammed Ben Ghaleb Al-Awfi Study (2005)**

Title of the study, organizational culture and its relation to the organizational commitment, a field study in the form of supervision and investigation in Riyadh, the study reached a number of results, the most important: all values of organizational culture prevail in the control and investigation body to a moderate degree. there is a strong and positive relationship between organizational culture in general and organizational commitment and between the core values of organizational culture and organizational commitment. the most important values of organizational culture that affect organizational commitment in general are (justice, efficiency, difference). There is no relationship between personal characteristics and organizational culture. Characteristics of values that constitute organizational culture. there is no relationship between personal characteristics and the level of organizational commitment .

#### **Mohammed Bin Farhan Al-Shalwaid Study (2005)**

Title of study, organizational culture and its relationship to belonging, field study on King Khalid military and civilian cadres. the most important results are that the level of organizational culture in King Khalid Military College is very high. there are also differences among faculty members at the level of organizational affiliation according to the changing nature of work. there is also a positive relationship between organizational culture and organizational affiliation in all its dimensions and values. Culture of the organizational affiliation of King Khaled's military and civilian personnel .

#### **Boubaker Mansour Study (2006)**

The study found that there are differences in the level of organizational culture of the population sample according to all the variables of study (professional category) Seniority and gender), as well as a negative relationship between organizational culture and organizational misconduct

#### **Sami Ibrahim Hammad Hanouna Study (2006)**

Title of the study, Measuring the level of the organizational commitment of Palestinian university workers in the Gaza Strip the study aims to determine the level of organizational commitment among Palestinian university workers in the sector and the demographic factors at the level of their organizational commitment, such as gender, age, level of education, years of service, level of work and workplace, type of work, Gender variable and workplace level .

#### **Al-Fadhli and Al-Anzi Study (2007)**

The results of the study showed a low level of male employees' confidence in leadership management and their sense of organizational justice compared to females. While in men the reverse relationship was between academic qualification, duration of experience and sense of justice .

#### **Zahrani Abdullah (2007)**

Title of the study, Analysis of the impact of organizational culture on the performance of workers in Saudi Arabia the study showed that there is a negative relationship between five dimensions of the culture of institutional performance and efficiency. the results of the study indicate that the efficiency of performance increases with the rise of law and order, competition, strength, efficiency, and economy. the results of the study also indicate that there is no statistically significant relationship between the educational qualification and any values of organizational culture .

**Fahd Youssef (Al-Duwailah) Study (2007)**

Title of the study, the impact of organizational culture on the performance of workers in industrial companies Kuwait, the study reached several results, including that there is a significant impact on the organizational culture on the performance of workers in Kuwaiti industrial companies. an important statistical effect of culture (strength, task, role, individual) on the performance of workers in Kuwaiti industrial companies. There are statistically significant differences in the relationship between the culture of the organization and the performance of workers in industrial companies age, work experience, educational qualification, gender, average monthly income .

**Ziad Saeed Al Khalifa Study (2007)**

Title of the study, Organizational culture and its role in raising the performance of the survey of officers of the College of Leadership and employees of the Saudi armed forces, the study found the following results: Elements that reflect excellence in the performance of students in the faculty of leadership and staff, discipline in school, effort at school, cooperation with colleges, participation in the debate. there is an intermediate relationship between mission, goals, and goals as one of the organizational culture characteristics of the College of Command and Staff and the performance levels for each student, faculty, and faculty, and the existence of trust between management, faculty and students.

**Inas Fuad Nouaoui Flemban Study (2007)**

Title of the study, of the job satisfaction and its relationship with educational supervisors and educational supervisors, Department of Education in (Makkah), the researcher reached the following conclusions: Supervisors and supervisors enjoy a high degree of job satisfaction and a high level of organizational commitment. A positive relationship between job satisfaction and organizational commitment .

**Mohammed Bin Ali Bin Hassan Al-Leithi Study (2008)**

The study found a set of results, including the degree of culture of support largely from the point of view of primary school principals in the capital, and the differences were statistically significant between the responses to the sample and the study after supporting culture dimensions of the prevailing organizational culture of the director according to the educational qualifications of certificate holders Bachelor, Explain creative culture and the important role of management cultures in innovation .

**Ehab Mahmood Ayesh El Tayeb (2008)**

Title of the study organizational Culture of the Head of the School and its role in Administrative Creativity From the point of view of principals of primary education in the Holy City, the following results were obtained. there is a strong positive relationship between the availability of a good organizational environment and the level of job satisfaction among the employees of the Palestinian Telecommunications Company. there is a good level of job satisfaction among the employees of the Palestinian Telecommunications Company. there are negative trends in responses of respondents to the working conditions surrounding them .

**Samer Abdul Majeed Al - Bashabshah Study (2008)**

Title of the study Effect of Organizational Justice in the Organizational Structure of Jordanian Public Institutions, and aims to trace the impact of organizational justice in the organizational structure of Jordanian public institutions. the



results of the study showed that the perceptions of the dimensions of organizational justice came at an average level. after procedural justice, the first place was achieved in the last section. Was ranked first after organizational similarity in the first place and came after organizational loyalty in the last place where the study showed that there is a significant statistical impact to exclude organizational justice in the organizational structure .

#### **Sherifat Sharif Mohammed, Study (2009)**

The study found a series of results, the most important of which is the non-use of verbal communication, except in the case of communication at the same level or so-called horizontal communication, in relation to the relationship of disclosure between the dimensions of communication and loyalty there is also a moderate positive relationship between the dimensions of written communication, flexible communication and loyalty Organizational, and a medium-wave relationship between regional communication and organizational loyalty .

#### **Mubarak Faleh Mubarak Al - Dosari Study (2010)**

Title of the study, Work pressure and its relationship to job satisfaction A survey of workers in the border guards centers in Madinah, obtained the following results: There is a strong positive relationship between the availability of a good organizational climate and the level of job satisfaction among the employees of the Palestinian Telecommunications Company. There is a good level of job satisfaction among the employees of the Palestinian Telecommunications Company. There are negative attitudes of sample members about the working conditions that surround them .

#### **Mohammed Al-Tajina and Ahlam Ragab Al-Shawi (2011)**

Title of study the objective of this study is to determine the level of exercise of organizational justice in its three dimensions (distribution, procedures, and dealing) in the Iraqi public sector. the results of the study showed that there were differences in the opinion of the study sample due to the effect of changing age in all dimensions and in organizational justice as a whole. and that there are no differences in the views of the sample of the study because of the impact of social situation in all dimensions and in the organizational justice as a whole, and the absence of differences because of the impact of scientific qualification in all dimensions and in organizational justice as a whole, in their views on this variable. and differences in the opinions of the sample members of the study because of the impact of the level of employment in all dimensions and in organizational justice as a whole. and differences in the opinions of the sample members of the study because of the impact of the experiment in all dimensions and in organizational justice as a whole. differences from the point of view of the sample members of the study because of the impact of monthly income in all dimensions and in organizational justice as a whole .

#### **Issawi Wahba, Study (2012: 2011)**

Title of the study the impact of organizational culture on job satisfaction, the case study of the medical staff group in the general institution of the general hospital, the results of this study, organizational culture is one of the main determinants of the success or failure of organizations. the effective role of organizational culture is derived from the importance of organizational culture and functions performed. Which cause job satisfaction and lack of organizational and personal factors. Organizational culture is one of the factors affecting job satisfaction, through the influence of the moral side, the behavioral side and the physical side .

### **Ehab Farouk Mesbah Al-Ajaz study (2011)**

Title of the study the role of organizational culture in activating the application of management in the Ministry of Education in Gaza Governorate, the most important results is the existence of a statistically significant relationship between elements of organizational culture (organizational values, organizational beliefs, organizational standards, organizational expectations) and activating the application of electronic administration in the Ministry of Education and Higher Education Gaza Governorates. Employees are not allowed to make decisions about their work without reference to their direct boss in the online business environment. Employees are not honored or motivated to build and deploy e-business in the ministry. Employees are not given the opportunity to participate in the development of electronic software systems and the mechanisms they use .

### **Ibtisam Ashouri Study (2015)**

Title of the study the Organizational commitment within the institution and its relation to the organizational culture, a field study in the establishment of the office of promotion and management of the real estate in the city of Djelfa, the results of this study is a set of theoretical and field results. for theoretical outcomes, the culture of the organization is one of the most important influences on the behavior and commitment of individuals in the organization., Culture creates conditions in the organization that make individuals either ready or unwilling to adhere to the organization's goals in order to reach a general state of satisfaction or dissatisfaction .

### **Commentary and Implementation of Previous Studies**

Through the study and analysis of previous studies, they found that they dealt with many topics related to the organizational commitment, organizational culture, organizational culture and its relation to the level of performance. the study benefited from these studies in that they dealt with different samples and did not take any study of the problem of the study studied by the researcher and it has reached many important results and made many important recommendations on many topics related to the organizational commitment and organizational culture and organizational culture and its relation to the level of performance .

### **Methodology Procedures**

Research Methodology: The researchers used the descriptive analytical approach .

### **Methods of Data Collection :**

Through surveying and drawing conclusions and recommendations from previous studies .

### **View and Discuss the Results:**

#### **Through the First Question that**

What is the level of organizational commitment, organizational culture and organizational justice in the staff of administrative and governmental institutions, which contributes to the individual's sense of satisfaction, loyalty and belonging to increase the level of performance ?

Through GABALLAH STUDY (1991) the results of this study showed that confidence increased staff and was satisfied with the latest performance evaluation, and staff confidence in the integrity and accuracy of the applied positively

to the level of satisfaction with direct responsibility. Affiliation and loyalty to the institution. and Al-Ajmi study (1998) there is a strong positive relationship between organizational loyalty and employees' sense of justice and equity. the relationship between organizational loyalty and fair distribution was weak. and Mohammed Bin Farhan Al-Shalwaid (2005) there is a positive relationship between organizational culture and organizational affiliation in all its dimensions and values. Culture of the organizational affiliation of King Khaled's military and civilian personnel. and Mohammed Bin Ghaleb Al-Awfi Study (2005) the study found a number of results, the most important of which is a strong and positive relationship between the organizational culture in general and the organizational commitment and the most important organizational culture values that affect the organizational commitment in general (justice, efficiency, difference). and Ziad Saeed Al - Khalifa (2007) there is a relationship between mission, goals, and goals as one of the organizational culture characteristics of the Command and Staff College and performance levels for each student, faculty and faculty, and there is trust between management, faculty and students. and InasFuadNouaouiFlemban Study (2007) supervisors enjoy a high degree of job satisfaction and a high level of organizational commitment. A positive relationship between job satisfaction and organizational commitment. and Ehab Mahmoud Ayesh al-Tayeb (2008) there is a strong positive relationship between the availability of a good organizational environment and the level of job satisfaction among the employees of the Palestinian Telecommunications Company. there is a good level of job satisfaction among the employees of the Palestinian Telecommunications Company. there are negative trends in respondents' responses to the working conditions surrounding them. and IssawiWahba, study (2012: 2011) the results of the study, on the importance of organizational culture and the functions they perform. Causing job satisfaction and lack of organizational and personal factors. Organizational culture is one of the factors that affect job satisfaction, through the influence of the moral aspect, the behavioral side, and the physical aspect. and Ehab Farouk Mesbah Al-Ajaz (2011) The most important results is the relationship between elements of organizational culture (organizational values, organizational beliefs, organizational standards, organizational expectations) and activation of electronic management .

The results of the studied studies show the importance of organizational culture, organizational justice, organizational commitment to management, and increase the level of performance and satisfaction of employees in all public sectors in all institutions. This is the answer to the first question .

### **Through the First Question that**

What is the level of organizational commitment, organizational culture and organizational justice for employees of administrative and governmental institutions, which contribute to the sense of high value employees and belonging and citizenship and develop their skills in maintaining and benefiting from them to reflect in raising the level of performance and develop their skills and skills necessary to maintain and benefit from them ?

Al-Daeij (1998) the study found that a number of results were fair distribution at the intermediate level, but the sense of procedural justice was lacking in the intermediate level. the most varied variation. Poor satisfaction was above average, with daily trading integrity showing most of the discrepancies in the positive assessment of the supervisor or direct supervisor. moreover, the results showed that procedural justice is the most important variable list in the level of organizational commitment. and Lee & Yu (2004) study the main findings of the study are that organizational culture can be an important source for achieving the competitive advantage of the institution and adding it to value added by increasing the level of motivation and contributing to the strength of culture to reduce bureaucratic expenditures through

coordination and social control. and Boubaker Mansour (2006) the study found that there are differences in the level of the organizational culture of the population sample according to all the variables of study professional category Seniority and gender, as well as a negative relationship between organizational culture and organizational misconduct. Sami Ibrahim Hammad Hanouna Study (2006) the results of the study showed a high level of organizational commitment among the staff of the Palestinian universities, pointing out that there is a relationship between the levels of organizational commitment among workers in Palestinian universities. Al-Fadhli and Al-Anzi Study (2007) the results of the study showed the low level of male employees' confidence in leadership management and their sense of organizational justice compared to females. While in men the reverse relationship was between academic qualification, duration of experience and sense of justice. Zahrani Abdullah (2007) the study showed a negative relationship between five dimensions of the culture of institutional performance and efficiency. The results of the study indicate that performance efficiency increases with the rise of law and order, competition, strength, efficiency, and economy. The results of the study also indicate that there is no statistically significant relationship between the educational qualification and any values of organizational culture. Fahd Yousef (Al Duwailah) (2007) The study found differences in the relationship between the culture of the organization and the performance of workers in the era of industrial companies and work experience, educational qualifications, sex, and average monthly income. Ziad Saeed Al Khalifa (2007) the study found that there is an intermediate relationship between the mission and the goals and goals as one of the characteristics of the organizational culture of the College of Command and Staff and the performance levels of each student, faculty and faculty, and the existence of trust between management, faculty, and students. Samer Abdul Majeed Al-Bashabsha (2008) the results of the study showed that there is a significant statistical impact on the exclusion of organizational justice in the organizational structure. Mubarak Faleh Mubarak Al - Dosari (2010) the following results showed a strong positive relationship between the availability of a good organizational climate and the level of job satisfaction among the company's employees. there is a good level of job satisfaction among company employees. Ibtisam Ashouri study (2015) the results of this study culture create conditions in the organization that make individuals either willing or unwilling to adhere to the organization's goals in order to reach a general state of satisfaction or dissatisfaction .

The results of the previous studies show the level of management, organizational commitment, organizational culture, and organizational justice for the employees of some universities and administrative and governmental institutions, which contributes to the employees' sense of high value, belonging and citizenship and the development of their skills to maintain and benefit from them to reflect in raising the level of functional performance and this is the answer to the second question .

## CONCLUSIONS

The study found that the organizational commitment enjoyed by employees increases their loyalty towards their organization and enhances their performance. the research sought to determine the relationship and impact of the organizational commitment in terms of its dimensions (emotional commitment, normative commitment, continuous commitment) in the performance of employees in the company. Organizational culture and its impact on organizational performance and improving the level of performance. Public institutions and government departments should develop a strong organizational culture in which employees interact and deal with challenging jobs and ambition to achieve Better social cohesion, money-making, teamwork, and a strong organizational culture are usually consistent and highly consistent.

Collective control, which in turn affects staff decisions and behavior, can be said that public institutions and government departments in Libya are willing to adjust to the external environment in terms of economic changes and changes. Market environment and internal and external competition Without forgetting the prominent impact of technology and organizational decision-making to develop functional capacity, strong organizational culture usually acts as a driving force whose mission is to improve performance and raise Levels of both self-confidence and loyalty for employees on the one hand, the role of organizational justice in achieving job satisfaction is that organizational justice means the degree of equality and integrity in the rights and duties that reflect the individual's relationship with the institution. Values the principles of justice are the principle of equality, the moral principle, the principle of accuracy and correctness, the principle of commitment in individuals, the fairness of procedures and the fairness of transactions applied in the institution. the role of organizational justice in achieving job satisfaction is very important and recommends a number of recommendations most notably the introduction of the idea of organizational commitment and strong organizational culture and organizational neutrophil as something modern and reliable so as to achieve the objectives of public institutions and government departments and employees alike, and the intensification of conferences, seminars, training courses, and workshops held to strengthen the organizational commitment and the way to enhance performance to achieve performance efficiency. Organizational commitment, organizational culture, and regulatory justice play a very important role in management, increasing performance and due to the importance of raising the rate. The level of performance in public and government administrative institutions in the age of globalization, so that the attention of employees to raise the level of performance and increase job satisfaction and affiliation of the enterprise.

## **REFERENCES**

1. Al-AlaliSadiq, (2006):"*International Cultural Relations (Political and Legal Study)*", Diwan. University Publications, Algeria, pp. 61, 51, 31, 30 .
2. Al-Duaij, Hamad Saleh(1998): *The use of the individual's perception of the variables of justice in predicting certain assumptions Individual and organizational. Scientific Journal of Economics and Trade*.pp, 189-165 .
3. Kim, S. (2004). *Individual-level factors and organizational performance in government organizations. Journal of public administration research and theory*, 15(2), 245-261.
4. Ajami, RashedShabib(1998 ): *Analysis of the relationship between organizational loyalty and the sense of justice Organizational structure. Administrative Committee*, pp.71-99 .
5. Al-Qatawneh, Nashat Ahmed,( 2003): *The Effects of Organizational Justice on Organizational Loyalty, A Field Study of Administrative Bodies in the Southern Governorates, Unpublished Master Thesis, University Muta* .s
6. Amal Mustafa Asfour (2008): *Values and beliefs and their impact on the effectiveness of organizational development, first edition*, p. 22 .
7. Boubekeur Mansour (2006): "*organizational culture and its relation to organizational misconduct in the Algerian public administration, the external interests of the state in the Wilayat of the valley*", unpublished master thesis, Faculty of Arts and Social Sciences, Department of Psychology and Education Sciences, Mentori University, Constantine .,

8. *Pascal Laurent, François Bouard, (1997): « Economie D'Entreprise Tome 2 », Les Editions d'Organisation, Paris,, p239 .*
9. *Ehab Farouq Mesbah Al Ajaz, (2011): The Role of Organizational Culture in Activating Electronic Management, Master of Business Administration, Islamic University, Gaza Palestine .,*
10. *Ehab Mahmoud Ayeshe al-Tayeb (2008): The Impact of Organizational Climate on Job Satisfaction Case Study of Palestine Telecommunications Company, Master of Business Administration, Islamic University, Gaza Palestine .,*
11. *Fahd Yousef Al-Duweileh (2007): Effect of Organizational Culture on the Performance of Employees in Kuwaiti Industrial Companies, Master of Business Administration, Amman Arab University, Jordan .,*
12. *Fahdawi, Fahmi Khalifa Saleh (2005) : The Relationship of Organizational Citizenship with Transformational Change: A Field Study of the Perceptions of Government Employees in Karak City. Studies: Administrative Sciences, pp. 392-414 .*
13. *Fadhel, Fadel Sabah and Al-Anzi, (2007): Awad Khalaf: The Relationship between Organizational Justice and Some Variables Organizational and demographic aspects of government agencies in the State of Kuwait. Arab Journal of Administrative Sciences, Pp. 76-43 .,*
14. *Falah Hassan Oday Al Hussein (2006): Strategic Management Concepts - Interventions - Contemporary Processes, Dar Wael Jordan, 2nd edition, p. 22 .,*
15. *Issawi and Heiba, (2012) :The Impact of Organizational Culture on Job Satisfaction, Master of Corporate Governance, University of Abu Bakr Belqayd, Tlemcen, Algeria .,*
16. *Inas Fouad Nawawi Flemban, (2008): Job Satisfaction and its Relationship to Organizational Accreditation, Master Thesis, Department of Educational Management, Umm Al Qura University, Makkah, Saudi Arabia .,*
17. *Ibtisam Ashouri (2015) : organizational commitment in the institution and its relation to organizational culture, field study in the institution of promotion and real estate administration in the city of Djelfa, Master Thesis published, Mohammed Khaydar University - Biskra / Faculty of Humanities and Social Sciences .,*
18. *jean francois souterain, (2006) :organisation et gestion de l'entreprise, copyright éditions foucheur, paris,, p425 .*
19. *Lee, S. K. & Yu, K. (2004): Corporate culture and organizational performance. Journal of Managerial Psychology. Vol 19 .*
20. *Mohammed Al-Tathneh and Ragab Al-Shawi Dreams (no date): The Level of the Practice of Organizational Justice from the Point of View of the Employees of the Ministry of Planning and Development Cooperation in Iraq, Arab Organization for Administrative Development. [Http://www.arado.org/PublicationDetails.aspx?PubID=642](http://www.arado.org/PublicationDetails.aspx?PubID=642) .*
21. *Mohammed bin Ali bin Hassan Al – Leithi (2008):" organizational culture of the head of the school and its role in Administrative creativity from the point of view of principals Primary education in the Holy Capital "message Unpublished MA ,*

22. Faculty of Education, Department of Educational Administration and Planning, Umm Al-Qura University, Saudi Arabia., 22-Mubarak Bin Faleh Mubarak Al-Dosari, (2010):*Work Stress and its Relation to Job Satisfaction Survey Survey of Workers in the Border Guard Center in Madinah, Master of Administrative Sciences, Naif Arab University for Security Sciences, Riyadh, Saudi Arabia .,*
23. Mohammed bin Ghalib Al – Awifi (2005) :*"organizational culture and its relationship to organizational commitment, study Field in the Control and Investigation Authority in Riyadh Region, "unpublished Master Thesis, College. Graduate Studies, Department of Administrative Sciences, Naif Arab University for Security Sciences, Riyadh .,*
24. Mohammed bin Farhan Shalawi (2005): *"Organizational culture and its relationship to belonging, field study On the staff of King Khalid Military College, civilian and military, "unpublished master thesis, Faculty of Graduate Studies, Department of Administrative Sciences, Naif Arab University for Security Sciences .,*
25. Moorman, H. (.1991) : *Relationship Between Organizational Justice and Organizational Citizenship Behaviors /Do Fairness Perceptions Influence Employee Citizenship/Journal of Applied psychology,pp.845-855. 28-Mahrma, Thamer.*
26. Mohammed (2000): *The extent to which Jordanian government employees feel in my governorate Karak and Tafila with organizational justice/a field study. General Administration, pp. 319-346 .*
27. Martin, Joanne (2004) : *Organizational Culture.N. Nicholson, P. Audia, and M. Pillutla (Eds.), The Blackwell Encyclopedic Dictionary of Organizational Behavior, Second. edition, Oxford, England / Blackwell Ltd .*
28. Omar Mohamed Darra (2008): *Organizational Justice and its Relation to Some Contemporary Administrative Trends, Master Thesis, Business Administration, Faculty of Commerce, Ain Shams University, Egypt, pp 31-31 39.*
29. Sami Ibrahim HammadHanouna (2006) :*"entitled" Measuring the Level of Organizational Commitment of Palestinian University Workers in the Gaza Strip "Unpublished Master Thesis, Faculty of Commerce, Department of Business Administration, Islamic University, Gaza .,*
30. Saad Al-Khalifa, (2008): *organizational culture and its role in raising performance, Master of Administrative Sciences, Naif Arab University for Security Sciences, Riyadh, Saudi Arabia .,*
31. Samer Abdul Majid Al Bashabshah (2008) :*.Effect of Organizational Justice on the Formation of Organizational Symmetry in Jordanian Public Institutions This study aimed to identify the analysis of the impact of organizational justice on organizational symmetry in Jordanian public institutions, Jordan Journal of Business Administration, Volume 4 .*
32. SheribatSherif Mohamed, (2008) :*"Organizational Communication and its Relationship to Organizational Loyalty", a study Field on the Central Tire Corporation of the Sonlegazaz Annaba Foundation, "unpublished Master Thesis Faculty of Humanities and Social Sciences, Department of Psychology and Educational Sciences and Artofonina University Mantouri Mahmoud Constantine, Algeria .*

33. Zahrani Abdullah, (2007):*Impact of organizational culture on the performance of workers in Saudi Arabia, study PhD, unpublished doctoral thesis, Damascus University, Faculty of Economics, Department of Business Administration.*- 33-Mohammed Ali Shaiban Al Ameri (2011) : / *Importance of Management Encyclopedia of Success Skills*
34. [.http://sst5.com/readArticle.aspx?ArtID=1216&SecID=76](http://sst5.com/readArticle.aspx?ArtID=1216&SecID=76)
35. 34 -Arab British Academy for Higher Education (no date) *The concept of public administration .*
36. <http://www.abahe.co.uk/notions-public-administration.html> .
37. J.Stacey Adams (1963 ) Arab Forum for Human Resources Management <https://hrdiscussion.com/hr2189.html>
38. Arab British Academy for Higher Education (no date) *The concept of public administration.html?fontsize=130-public-https://www.abahe.uk/notions.administration*