

*The executives of local administration
Between the reality of organizational justice and the stakes
of local development
-A field study-*

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Abstract ;

This study aims to know the reality of organizational justice in its various dimensions, from the point of view of executives in the local administration in the state of Ouargla, through professional organizational practices that confront them in the local administration in light of what is expected of them to contribute to the local development process and its requirements. Based on the fact that organizational justice and the nature of work relations represent a criterion that enables the interpretation and understanding of behavior and actions, on the basis that they help the stability of this institution and in harmony with its outputs, as well as work with confidence and effectiveness in performance to achieve the goals of this important and vital public service.

The study targeted the total number of executives working in the various departments of the headquarters of the province of Ouargla. By collecting data, depending on the descriptive method, using the simple observation tool and the interview form mainly. Where the study concluded that the weakness of organizational justice in its various dimensions is among the problems that impede the achievement of harmony and stability of executives, thus affecting their role in local development. Rather, it is one of the reasons for the emergence of social problems, such as corruption, bribery, etc., and it impedes the development process itself.

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1-Introduction:

The human resource occupies an important and essential place in the life of the institution, so studies have given increasing attention to it, especially the executives as social actors that have a direct impact on the reality of the institution and its work. This study came to show the importance of executives in the local development process by focusing on their professional, organizational and social reality.

2-The study problem

Paying attention to the organization's human resources, in terms of knowing the reality of work relations, professional situations, and organizational practices, is an important step for the success and stability of the organization. And based on the fact that the institution is a social structure that is governed by cultural and normative reference frameworks, in addition to the rules and legal frameworks. The category of frameworks is the basic locomotive guiding each social action by virtue of its position and role, as this social action is subject to conditions and is affected by internal and external conditions.

The local administration acts as a public institution as a main engine for local development, as its effectiveness and the success of its role are based on its human component, primarily the category of executives, and the extent of this social professional category's satisfaction with the auxiliary organizational climate and organizational practices consistent with the conditions for the success of the mission, which qualifies it to translate its actions in a manner that is consistent with the objectives of the institution in local development. This is because local development can only be achieved through local human cadres who are actively involved in achieving this endeavour, so that the human component is considered an important and essential link in the development process.

Because the problem of development is not only in the lack of material things, but mainly in the presence of the active human element and in the rational social action that achieves the conditions for development. On the basis that development does not occur in a vacuum, but rather there must be a consistent and harmonious social structure with it and social and professional groups that express the level of awareness of this reality.

In this regard, organizational justice is the mainstay in achieving organizational trust and job stability for various professional groups, especially with the category of executives who are reliable in improving public service in local administration. The awareness of employees - as they represent the production line, especially the executives - of organizational justice is one of the factors that contribute to creating a work climate that can provide the professional, social and organizational conditions that qualify the local administration to embody its tasks and role in local development.

From this standpoint, the idea of this study was crystallized, to determine the perspective of the executives on the extent to which the principles of organizational justice are embodied in the organizational and social field of the institution.

a/ The study question:

What is the level of the executives' awareness of organizational justice (distributive, procedural, and transactional) in the local administration under study, against the background

of their role, status, and stakes for achieving local development?

b/Study hypothesis:

-The awareness of the executives of organizational justice in the local administration is an essential factor for job stability.

-The job stability of executives in the local administration is a key factor in achieving development.

3-research importance:

The need to ethicize the organizational field in a way that allows achieving the effectiveness and efficiency of the institution and improving the professional and social working conditions, especially in the local administration, which represents the interface of the state at the local level. By applying the principles of organizational justice in its various dimensions, it is possible to improve the image of the institution to its internal and external audience. Thus, understanding the determinants of organizational behavior and directing it in a way that helps increase the effectiveness of the organization.

4- research aims:

- Determine the reality of organizational justice in its various dimensions at the level of the institution under study in the local administration of the state of Ouargla..

-Determine the extent of the executives' awareness of the need to apply the principles of organizational justice in various organizational practices.

-Revealing the link between the nature of organizational practice in local administration and the stakes of local development.

5-Theoretical and conceptual framework of the study:

5-1 Organizational justice:

Organizational justice crystallized as a concept, when Adams 1965 presented his theory known as the theory of justice, which received great attention at the time, which led to it being considered one of the most important theories of human behavior in organizations. This theory assumes that

individuals are aware of the relationships of dealing and exchange among them in many situations, through two steps:

Comparing their efforts and contributions against the returns or outputs they receive. Comparing the result of the first step with the contributions and returns of others.” (Caroline, 2014) In the sense that the worker in the organization compares the ratio of his job outputs and job inputs to the percentage of the outputs of other workers and colleagues at work.

a/ Justifications for justice in the institution:

Organizations are defined as competitive, conflictual, and cooperative entities. In his study of local communities in Algeria, researcher Nasser Qasimi confirmed (Qasimi, 2004) that the conflict is of the nature of the organization. This conflict results in injustice and abuse in the use of power and law. In terms of generating the desire or need for justice to achieve effectiveness and a sense of belonging to the organization. In addition to the social and professional exchange processes that take place between different individuals and between different interests and departments, so that these exchange processes continue whenever there is an equal physical and symbolic distribution among its elements.

Organizational justice is also one of the determinants of organizational behavior. Because this theory does not view the individual as an independent element from others, (Ammar, 2006) he is in a permanent social, professional, organizational relationship with others.

b/ Dimensions of Organizational Justice:

b-1 Distributive justice:

(The Keynesian theory) confirms the importance of achieving distributive justice, “that the disparity in the distribution of income leads to a lack of income for the individuals who make up the majority of the population, which reduces the effective aggregate demand that slows economic growth.” (Zainab Tawfiq Al-Sayed, 2015).

This confirms the positive relationship between organizational justice and the economic and social growth of the individual and society. The realization of distributive justice in particular and organizational justice in general is linked to the value system that determines the individual's attitudes toward things and subjects.

b-2 Procedural justice:

It is known as perceived justice about the procedures and policies used in making decisions in the workplace, and the degree of feeling generated by workers about the fairness of organizational procedures that are used in determining organizational outputs. (Namaa Jawad Al-Obeidi, 2012) meaning the extent to which the employee feels about the methods and methods of dealing with management or the direct supervisor regarding tasks and their implementation and administrative and organizational practices.

. Procedural justice depends on a set of rules to ensure the credibility of the employees and the various actors in the institution. Such as :

- The fixed method: It means applying the same procedures to all individuals without privilege for any of them over the other.
- Obliterating favoritism: it means moving away from bias and from achieving personal interest.
- Accuracy: It means that the decision-making process depends on accurate information.
- Correctability: It means providing opportunities to make adjustments to the decision-making process.
- Representation: It means that all stages of the decision-making process must represent the expectations, values and basic considerations of the individuals involved.
- Moral: It means that all decisions must take into account the values and standards accepted by individuals.” (Salam Muhammad al-Subu’, 2010).

In the sense that administrative decisions must be compatible with the culture of the institution as it is a framework that organizes the behavior of all actors and brings about the compatibility of the value system of society.

b-3 Transactional justice:

Refers to the degree of transparency of the boss in dealing with all his subordinates and the extent to which he provides clarifications and explanations necessary for the work of all subordinates, as well as treating them with respect. It also means the degree of workers' sense of the fairness of the humane and organizational treatment they receive when applying the procedures. (Maher Ali Al-Khuzai, 2013).

Where transactional justice reflects the following elements:

- The fairness of dealings reflects the quality of personal relations between the direct manager and the employees.
- The fairness of dealings reflects the amount of respect and courtesy shown by the line manager when notifying the employee of how the decision was taken.
- The fairness of transactions reflects the extent to which employees feel the fairness of the treatment with which an individual is treated when some official procedures are applied to him in the organization or his knowledge of the reasons for applying those procedures.
- The fairness of transactions relates to the quality of treatment between the individual and the decision-maker.
- The fairness of dealings reflects the degree of proper application of official procedures.” (Omar Muhammad Al-Durr, 2008).

5-2 *Local administration:*

According to the expression of the field of political and administrative sciences, it means the application of the administrative decentralization system. This is as a result of the emergence of the modern state, whose activities and services have expanded to such an extent that the matter of distributing administrative and government functions has become a matter of high priority to increase effectiveness and efficiency in providing local services to citizens. (Mohammed Mahmoud Al-Ta'amna, 2003).

In Algeria, the local administration (municipality, wilaya) is a public service institution that enjoys moral personality and financial autonomy, as stipulated in the constitution. In our study, our focus was on the state as the first institution concerned with framing the relationship of administration with the citizen and interest in local development. The Algerian legislator has defined the identity of the state institution through the text of Law 10/11 and in accordance with the constitution, as "the basic regional group, and enjoys moral personality and independent financial responsibility, and occurs according to the law."

5-3 *Executives:*

The emergence of executives as a professional category has been linked to the development of industrial and commercial institutions, where the increasing need for the work of these institutions and the increases and complexity of tasks and jobs in quantity and quality have led to the consolidation of the function of the framework within the institution, as it is scientifically and professionally qualified for that by virtue of experience (seniority) and scientific certificate (training). This happened initially in the railway sector in the period between 1880 and 1890, and this emergence was accompanied by a rapid spread of new management methods that later contributed to crystallizing the awareness of the executives of their positions as a socio-professional group." (Hassan Marani, 2006).

And "It is that category of employees that have a high level of technical and theoretical training, so that they are assigned the responsibility of framing the sector to which they belong in terms of thinking, direction, development, setting goals and following them up." (Qasemi, A Handbook of Terminology for the Sociology of Organization and Work)

The so-called cadres appeared, as a professional category, possessing scientific knowledge qualifications and professional experience (Bajaj and Allout, 2017), which makes them distinguished from the rest of the professional categories as a functionally homogeneous group. So that this professional and social category (executives) is functionally qualified to manage the affairs of the institution in its various details.

The popular proverb says, "Every country has its faults with its men," meaning that the process of local development requires the presence of a qualified human resource who carries this project and defends it.

5-4Local development:

Based on the role of the executives as social actors with a functional role in shaping and expressing social awareness and keeping pace with local development. We try to understand the local development process according to a sociological proposal centered on the human component as the basis for local development. In this regard, we address local development as a participatory social process that aims to bring about a quantum leap at the level of various local facilities and at the level of providing an infrastructure that is able to keep pace with development in all fields and be a suitable ground for making a social and economic development leap.

Local development also depends on exploiting local capabilities and investing the available primary resources in the best possible way for the benefit of local and national institutions. The idea of local

development also stems from the exploitation of intellectual capabilities and local and national expertise and the involvement of local executives in the process, in order to ensure sustainability and chances of success.

6- Research Methodology:

This study belongs to the type of descriptive studies to know the reality as it is, through specific methodological steps, and depending on the descriptive approach, in order to quantitatively and qualitatively describe the phenomenon and collect data and information to determine and evaluate the extent of awareness of the frameworks of the subject and its dimensions.

6-1 The temporal and spatial scope of the research:

The study took place during the months of April and May 2017, where after approving the request to carry out the study, we moved to the various departments of the headquarters of Ouargla Province. The state of Ouargla, 800 km south of the capital, Algiers, is considered one of the largest states in terms of area and the richest in terms of natural resources, as it has the largest oil fields, which began to be exploited by the French colonialists in 1957.

6-2The research community and its sample:

The study included the category of executives employees at the headquarters of the state of Ouargla, which numbered (45), or 6.98 percent of the total number of employees at the headquarters of the state, distributed among the various directorates, and departments.

6-3 Search tools:

We have relied on the simple observation tool through our frequent visit to the headquarters of the state of Ouargla, and by looking at the literature that dealt with the issue of organizational justice, where we were able to formulate a set of questions that affected the various indicators of the dimensions of the subject. We also mainly employed the interview form, which enabled us to get acquainted directly and present the questions face to face with the executives and record the answers, which reflects the reality of organizational justice in the field of administrative work, as we relied on closed and half-closed questions. and sociological interpretation.

6-4 Previous studies:

Results	Researcher	The study
The level of perception of justice is relied upon to predict violent behavior at work. Thus, addressing violence at work with a justice approach contributes significantly to achieving the policies and practices of managing human resources for one of its most important goals, which is stability at work and controlling relationships in it..	Rida Tir(2006)	Human resource management interests And the behavior of Algerian public administration supervisors at work
The study concluded that there is a reflection of procedural justice in the university institution on the level of organizational loyalty of the teaching staff. And that there is a strong relationship between the two variables.	Mohamed Deer(2012)	Procedural justice in the university institution and its reflection on organizational loyalty
Organizational justice has a major role in the professional movement of workers from the private industrial sector to the public sector.	Morad Ramzi 2013	The role of organizational justice in the professional mobility of workers
The results show that the level of enterprise justice is average in its three types (distributive, procedural, and transactional), and there are no differences between workers in their evaluation of this justice according to age and years of work..	Sara Zitoni)2014(	The reality of organizational justice in Algerian institutions, a field study
It was concluded that there is a statistically significant effect of organizational justice on organizational citizenship behavior, while there are no statistically significant differences in demographic factors (sex, age, years of work, and educational qualification) at the level of organizational citizenship behavior.	Ben Yahia Az Edine)2017(	The impact of organizational justice on organizational citizenship behavior: a field study in youth institutions

6-5 Comment on studies:

Studies have revealed, such as what the table above shows, that organizational justice has a fundamental role in guiding the behavior of employees in the organization, and that it has a positive relationship with many organizational variables, including loyalty, organizational stability, and the reduction of organizational conflicts and problems, as well as its relationship with developing the spirit of organizational citizenship, creativity, and improving job performance. They are essential variables that work to achieve the required effectiveness to reach the desired results from the institution as a whole. These studies included public institutions of an economic, educational and service nature, according to the approaches of different scientific fields, including administrative sciences, management, work

psychology and organizational sociology, as the concept of organizational justice is a transient concept for various disciplines in the social and human sciences. For reference, Algerian studies on the subject of organizational justice are few and far behind compared to colleagues in the Arab East. Which encouraged us to increase interest and focus the search for the reality of organizational justice in the local administration, which is one of the institutions that have a functional role in the

social, economic, political and cultural life of the whole community. The human framework plays a pivotal role in the extent of a sense of organizational justice and its reflection on the institution, its effectiveness and its role in achieving local development.

7- Presentation and discussion of the results:

Table No. (01): represents the distribution of respondents according to sociocultural variables

percentage	expression	Level	Variable
58%	26	Mal	Sex
42%	19	feminine	
18%	8	(30-26)	Age
31%	14	(35-31)	
35.5%	16	(40-36)	
6.5%	3	(45-41)	
9%	4	-46) (	
37.5%	17	Celibate	marital status
2.5%	01	divorced	
60%	27	married	
6.5%	3	secondary	Educational level
93.5%	42	university	
62%	28	(10-2)	Experience
31%	14	(20-11)	
7%	03	-21) (	

Proceeding from the fact that understanding and interpreting actions and behavior is based above all on controlling the actor and defining his characteristics and the factors that were behind the formation of his personal and social identity. The table above shows the socio-cultural characteristics of the research community, as it shows that (58) percent constitute the male component, compared to an expressive percentage representing (42) percent for the female component, meaning there is a balanced presence between the two sexes in the local administration, and reflects a qualitative leap for the female component in breaking into the field of work in management and administrative action, which had no presence, especially in the local community that views women's work outside the field of education and health, with a kind of reservation

And if we look at the professional category, it also reflects an important professional shift, as the presence of the female sex was limited to secretarial work and administrative editing, while we find, as shown in Table No. (01), classified within a high professional category, as executives from the ranks of administrative administrators to higher, which is the result of the improvement in the educational level, as the table highlights, that the percentage of (93.5) percent of those with university degrees as they told us through the oral interview (Bachelor, Master, State Engineer). In a

way that can help improve the level of work of the institution and the quality of administrative action, especially if it is followed by a program of continuous and qualitative training and cycling, to achieve the integration of the frameworks to achieve professionalism and improve performance.

Table No. (01) also shows that the percentage of (62) percent is new to the local administration, ranging from two to ten years, and it is the last batch of employment before it stopped due to the financial crisis and the collapse of oil prices. We also find that (31) percent have seniority and experience of more than ten years working in the local administration. In the sense that there is a reservoir of field knowledge that can contribute to the production and reproduction of the administrative model and its culture if the factors of organizational formation are available, such as formal and informal organizational communication, training courses, internal seminars and meetings between the various professional groups.

Table No. (01) on the age indicator also shows that (84) percent of the age is less than forty years, meaning a youthful element that is full of vitality and in a stage that is capable of investment, guidance and benefit from the process of organizational upbringing if appropriate conditions exist. The social stability factor plays a fundamental role in the employee's ability to integrate, become effective and administratively creative. The above table confirms that (60) percent of the married category, while (37.5) percent of the single category. And if we know that their ages range from 26 years and above, which reflects the delay in the age of marriage for Algerian society, and is due to various reasons, including the preference to continue studying among females, and the search for work among males.

By presenting this socio-cultural data to the study community, we can say that it possesses qualified elements to form a socio-cultural awareness, which helps it to understand and comprehend the professional reality and organizational practices of the institution, and its potential as effective frameworks in the local development process.

Table No. (02) shows the respondents' answers to questions about distributive justice.

Percentage	Expression		Indicator	Variable
24.5%	11	yes	- Feeling a fair distribution of promotion and training opportunities.	distributive justice
75.5%	34	No		
15.5%	7	yes	- Grants and bonuses are matched to individual efforts.	
%84.5	38	No		
29%	13	Yes	-Matching the distribution of privileges with all colleagues.	
71%	32	No		
17.5%	8	Yes	Material and moral incentives for the employee according to his initiatives.	
82.5%	37	No		
33.5%	15	Yes	-Imposing equitable penalties on everyone.	
67%	30	No		
0%	0	yes		
100%	45	No		

Table No. (02) highlights a set of indicators that show the extent to which organizational justice is applied in the organizational field and the quality of organizational practices, which have a

significant impact on work relations and employee perceptions of professional and social reality and the organizational climate in general. The respondents, with a frequency rate of (75.5%), expressed that they do not realize that there is an equitable distribution of opportunities for promotion and training in the institution. The issue of promotion in grade and position occupies great interest and is sensitive to various professional groups, as it plays a pivotal role in the professional mobility among employees. We have noticed memorandums announcing opportunities for promotion in the position for executives, from the category of administrative administrator, chief administrative administrator and consultant administrator.

We also point out that we have encountered short-term training operations for the benefit of executives in the local administration of the eastern states of Algeria, supervised by the Administrative Training Center. These are important operations that should expand to include the organization of seminars and local study days to address issues related to work methods and how to address local development problems and ways to bring investment in the state.

We also find in Table No. (02), a high percentage of (84.5) percent who told us about the mismatch of grants and bonuses, or what is known as the yield grant that is paid every three months, with the effort that some people make, meaning the feeling that there is an imbalance between outputs and inputs. And some (71) percent went to the consideration that there is no fair and equitable distribution among colleagues in the rating for the calculation of performance. While (29) percent stated that there is a fair distribution among all in calculating the yield, according to the well-known legal rules.

The respondents add to our question whether there is material and moral motivation for individual initiatives and the appreciation of individual or collective effort among employees, as the respondents told us with a high frequency (82.5%) that they did not notice that there is encouragement or mention according to the individual or collective effort, but rather you may find the matter passing unnoticed. The issue of wages and material privileges among the respondents occupies a central place among their interests, and in light of it they form their perceptions of work and the institution as a whole. And by virtue of the comparison that the employee makes between himself and his colleagues within the same institution, and also compared with other institutions in the same sector or other sectors, whether public or private.

Where the respondents unanimously expressed (100) percent, that the local administration, as a public job sector, suffers from low wages and is considered the weakest in terms of wages at the national level, which constitutes a factor of job instability, and a motive for exploiting the area of suspicion to achieve individual strategies and personal interests and to engage in additional, parallel self-employment, in the face of the lack of employment opportunities and moving to institutions that offer acceptable wages. We have provided the Users Section with figures representing the total number of resignations that "the institution has known during a year, which amounted to 8 cases of resignation, of which 4 were four executives of the degree of engineer." (Numbers of the Users Section in the state of Ouargla).

All paragraphs of the distributive justice dimension, as indicated by the respondents' answers to our questions, as summarized in Table No. (02), confirm that it reflects the low level of distributive justice, and that the respondents are aware of this clearly and to a large extent.

Table No. (03): shows the distribution of the respondents according to their perception of the factors that interfere with the evaluation process in the institution.

percentage	expression	Factors that interfere with evaluation	the topic options
%44.5	20	-objective, and according to the law	
77.5%	35	- Personal interests, loyalties, and social relationships	
40%	18	-According to competence and individual initiative	
49%	22	-according to the mood of the first official	

The above table shows the respondents' perception, according to their reading, of the nature of the evaluation used in the institution, its background, and the factors behind it. Where 77.5 percent of the respondents expressed to us that the evaluation criteria are governed by personal factors, self-considerations, interest, loyalties and influence, which are at the core of the prevailing values in the local community based on the logic of loyalty to the party, kinship, nepotism, and customer relations, meaning (serve me, we serve you) , Which contradicts the values and logic of the organization's culture.

Among the statements that were repeated by (49) percent of the respondents confirm that the evaluation criteria are subject to the logic of the first official, who imposes his perceptions about the work and the style of management, and the employee usually anticipates when making changes at the level of senior

management the name and personality of the first official and the party he belongs to and what he imposes of new rules on (the game) or methods of managing the organizational field. We sensed this through some of the statements of the respondents, including one of them saying: "When the new official came, we noticed the commitment of all employees to daily attendance and not leaving their offices until the end of work..."

We also noticed organizational notes posted recently on the entrance doors of departments and departments (there is no special bulletin board) warning in threatening language of the consequences of recurring organizational problems, negligence and lack of discipline at work. It may be circumstantial matters that the employee gets used to, so that he faces them with strategies that the employee does automatically, expressing anticipation of what will happen in terms of changes or rotation of positions on an internal level. But in the end, it reflects an autocratic pattern that the employee has become accustomed to in the local administration and does not reflect the participatory democratic management philosophy, which has a negative impact on the ability of executives to participate and contribute to the development process and its dynamism.

However, we find in the study community another logic, which believes that there are legal rules and regulatory frameworks that govern the organizational field through administrative texts and legal controls known to everyone, as a percentage of (44.5) percent told us that administrative

procedures are carried out legally and are subject to prior and remote control. Which reflects the bureaucratic management pattern and the rules of work in the public office, derived from French law and "which depends on the authority of law and strict administrative rules that impede the implementation of any sense of community in the institution" (Francis Fukuyama, 2015). While we find in the last rank of the expression by (40) percent, it says that the evaluation process is subject to objective and rational logic according to the competence, merit, individual initiative shown by the employee and cooperation with various professional groups.

The total vocabulary dealt with in Table No. (03), and through its expression by the respondents, confirms the findings of the previous table regarding the absence of fairness and equal opportunities, and the absence of clear and fixed criteria stemming from the necessity of looking at employees as they constitute a social entity in a social exchange relationship in the institution. Also, "the workers' perceptions of distributive justice are related to the extent to which there are standards that include the distribution of revenues and resources according to the contributions of the person receiving those returns in achieving the goals of the organization, and therefore there must be objective bases to ensure fairness in the distribution of returns among workers" (Omar Al-Durr, 2008).

Table No. (04): represents the distribution of the respondents according to the answers to the procedural justice questions.

Percentage	Expression		Indicator	Variable
24.5%	11	yes	-Transparency in taking actions and decisions.	procedural justice
75.5%	34	no		
51%	23	yes	-Consultation before issuing administrative decisions.	
49%	22	no		
37.5%	17	yes	-Fairness in addressing organizational problems among all professional groups.	
62.5%	28	no		
42.5%	19	yes	-The administration offers you to make suggestions regarding the workflow.	
57.5%	26	no		
%37.5	17	yes	Acceptance of dialogue and freedom of expression.	
62.5%	28	no		
33.5%	15	Yes	Do you feel confident in the enterprise?	
67%	30	No		

Table No. (04) presents a set of phrases to measure the respondents' perception of the subject of organizational justice in its procedural dimension, where the vocabulary was distributed between rejection and acceptance in varying proportions. In the foreground, we find the index of transparency in decision-making, at the core of the respondents' interest. Where he expressed its absence by (75.5) percent, compared to (24.5) percent who believes that the administration deals clearly in the manufacture of administrative action. And transparency in the expression of (Millory,

2003) "since the needs of business management institutions today are more than ever before for managers who know how to create a social architecture of openness, and transparency management is increasingly seen as a mandate in the seriousness of managers in subjecting society's requirements to a greater amount of shared responsibility." (Nabil Muhammad al-Khanaq, 2018) in the sense of giving room for participation in the industry of administrative action and considering executives and various professional groups as partners in the process. And "Transparency represents an entry point for setting ethical standards and an institutional work charter because of the confidence it leads to, as well as helping to discover corruption." (Al Rajhi, 2014)

Consultation and participation in decision-making is one of the values of modern management philosophy, which allows employees to see the reality of his organization and participate in its present and future, thus strengthening the horizontal relationship between the organization's community. The respondents were divided on this subject, as (51) percent indicated that there is an open space between the administration and its executives, while (49) percent expressed the absence of this mechanism in the management of the local administration. The respondents, with a percentage of (42.5%), expressed that the administration offers them proposals and perceptions about workflow, methods, methods, and possible

methods to improve work relations in various departments and departments, which is one of the necessities of working in institutions related to local development.

Although there are expressions on the part of the respondents who believe that (the game is closed), and that there is a monopoly of opinion and participation is limited to (the close ones), as this trend was expressed by (57.5) percent, which is a significant percentage that confirms the state of division and monopoly. This is also reflected in the percentage of (62.5) percent of the respondents who expressed to us the absence of freedom of expression and the absence of dialogue mechanisms, such as expanded meetings and trade union pluralism, where we noticed the absence of a meeting room for workers, and that meetings occur between heads of departments in the office of the director and rarely expand to include all frameworks. This prevents the formation of organizational awareness and common values that help build the harmonious and cooperative social entity of the institution.

The absence of regular meetings between the various actors in the organization, the ambiguity of the procedures and the lack of reliance on an effective organizational communication system constitute a field for sowing mistrust among the components of the organization's society, as "developing trust in the organization can be important assets in the logic of sustainable social exchange between the employee and his organization." (Sylvie Guerrero et Olivier Herrbach, 2009)

As the respondents expressed (67%) that they feel mistrust as a result of the absence of clear standards for work and evaluation. In contrast, (33.5) percent expressed to us that trust is necessary and that they feel that, especially with their colleagues from the same interest and with their direct management, while it decreases with colleagues from other departments and departments at the wilaya headquarters. Due to the wide land area on which the wilaya headquarters sits (Ouargla), we noticed the distribution of directorates and departments far from each other, which hinders communication and interaction. Some directorates occupy a modern headquarters and modern office equipment, while others suffer from constraints in their offices, the old headquarters, and its incompatibility with the requirements of comfortable work.

The above table has shown a number of data expressed by the respondents confirming, in a moderate percentage, the existence of indicators of procedural justice in the local administration, despite the need to increase interest in strengthening the relationship between executives and senior management through participation in the making of administrative action and knowledge of how to assess, open the way for dialogue and exchange ideas, and improve horizontal and vertical organizational communication.

Table No: (05), representing the distribution of respondents according to the answers to the questions of transactional justice.

Percntage	Expression		Indicators	variables
40%	18	Yes	-The administrator pays attention to my suggestions.	transactional justice
60%	27	No		
53.5%	24	Yes	-Distinguishing between colleagues in implementing decisions	
46.5%	21	No		
49%	22	Yes	-A sense of mutual recognition at work.	
51%	23	No		
33.5%	15	Yes	-Information and data are published permanently among all employees.	
66.5%	30	No		
28.5%	13	Yes	-Participate in extended management meetings.	
71.5%	32	No		
15.5%	7	Yes	-The communication system allows everyone to be informed immediately of all that is new in the work.	
86.5%	38	No		
53.5%	24	Yes	-By virtue of the expertise and experience that you possess, do you think that it is appreciated and respected?	
46.5%	21	No		

Table No. (05) highlights the issue of the institution's dealings with various professional groups, specifically with the executives, as they represent the production line, where the importance of improving the working relationship according to the transactional justice approach is evident, achieving more cooperation, interaction and participation in decision-making. As "participation means that the individual participates with his mind and his emotions, and therefore participation motivates individuals to contribute to taking positions, and unleashing energies in presenting ideas." Participation also encourages acceptance of responsibility and increases the degree of organizational loyalty of individuals" (Suzanne Akram Sultan, 2006). The respondents stated (40) percent that there is an interest on the part of the official in the suggestions made by the executives, while we find a larger percentage that does not see this and it represents (60) percent, meaning that there are preferences between executives and discrimination in dealing as shown in the table above.

Which was evident in the expressions of the respondents that there is a kind of favoritism and discrimination between the executives, as this trend was expressed by (53.5) percent. We also find a clarification of the matter through the mutual recognition index, where the respondents were divided between the presence of recognition by (49) percent, and the denial of it by (51) percent. It should be noted that we accidentally found a letter of thanks in the name of Mr. Wali of the state

published at the entrances to the reconciliation addressed to the executives and the various workers praising their efforts in the success of an administrative process.

The issue of confession is one of the main variables in the field of humanities and social philosophy in general, as Nancy Fraser says, "Recognition is a remedy for injustice, and recognition in its general

significance is only a form of justice." (Zawawi Boughura, 2012) with the recognition spread of a sense of pride in the work and the institution. In this regard, the German school is superior to the French school in the field of labor relations, as reliance on the social dimension at work is one of the characteristics of the German school, "which makes workers feel belonging not only to their social class, but to their industry, their company, and their administrative apparatus as well." (Francis Fukuyama, 2015).

In this regard, we asked the question from another angle to see if the respondents feel respect and appreciation, especially for those who have long experience and seniority in the field of local administration, and we found that 53.5 percent expressed respect, recognition and appreciation among colleagues and senior management, which encourages them to offer more and offer their experience towards their new colleagues in the profession, and also helps to transfer organizational values between different professional groups. Despite the weakness of the official organizational communication, as highlighted by Table No. (05), which reveals the weakness of the mechanism for distributing and disseminating information, with a high expression rate of 86.5 percent.

One of the executives told us that the website of the state of Ouargla was working effectively, but it is no longer so and its information has not been updated permanently. The respondents also stated about the weakness of direct meetings represented in expanded meetings to discuss work relations and various individual and group issues openly, in order to reduce the spread of rumors and anxiety at work and the spread of organizational problems.

Table No. (06): represents the distribution of respondents according to their perception of the quality of work relations in the institution.

percentage	Expression	Nature of working relationships	the topic options
31%	14	Professional, cooperative...	
64.5%	29	bureaucracy,	
42.5%	19	Conflict, mutual interests, personal and social relationships.	

Table No. (06) produces a set of trends that prevail in the work relations with the founder and the local administration, as perceived by the respondents, as it was divided into three trends that dominate the quality of organizational practices, the professional situation, and the organizational climate. as follows :

- A trend that describes work relations as professional, and cooperation prevails between the various departments, as this trend was expressed by the respondents by (31) percent.
- A trend that describes the quality of work relations with the local administration and the bureaucracy in dealing between the various interests, and adherence to legal rules and administrative procedures. This makes relations formal, limiting opportunities for creativity and initiative, transforming the organizational climate into a boring routine, as an indicator of the vulnerability to the spread of various organizational problems. This trend was expressed by a larger group of respondents. (64.5) percent, which is prevalent in most of the Algerian public administration, and expresses the weakness of the organizational culture and the control of the organizational field over the joints of the administration.
- A trend that describes the relations within the local administration with the predominance of mutual interests, personal relationships, loyalties, and nepotism, or (Ben Amis) in the local expression, as this trend was expressed by (42.5) percent, which are factors that have social and cultural backgrounds rooted in the cultural imagination of the local community and from the residues of the colonial period, and were established after independence in the local administration through the practices of the remnants of the French administrative system. It was also the partisan and political experience after independence, which was characterized by the control of one party, as it allowed the emergence of clientelistic and tribal relations and the logic of loyalties, in the face of the absence of an organizational culture, as a result of the absence of mechanisms and factors that help to form common values and standards according to the rules of rationalization.

8- General Conclusion:

After our presentation and analysis of the various data and data recorded from the field reality and the nature of work relations in the local administration in the state under study, as expressed by the study community of executives working in the various interests and departments of the state of Ouargla and through the observations we collected, where we found :

- A weak level of organizational justice, distributive, procedural and transactional in the administration local. And that the frameworks' awareness of the applications of organizational justice was uneven from one dimension to another. As we recorded an agreement among the various respondents that distributive justice constitutes a black point in the local administration on the basis of its association with achieving upward professional mobility in terms of wages and its links to bonuses, promotion in position, grade, training, and assumption of tasks and responsibilities, which is directly reflected in the nature of the employee's relationship with the institution and his perceptions of working in the local administration.
- Where the dimension of distributive justice plays a pivotal role in achieving loyalty to the institution and the desire to hold onto the position and accumulate privileges and aspire towards job promotion. In order to enhance its social role and position at the level of the

societal ladder, as a social group that has a status and an important role in local development.

-And if the weakness of distributive justice is accompanied by individual reactions and strategies carried out by the employee, taking advantage of the area of suspicion, as expressed by Michel Crozi, to achieve material gains, which can help the employee to adapt to the situation. . Procedural justice, as shown through our presentation and analysis of the data of this dimension, showed that the pattern of bureaucratic management, as stated in Table No. (06), made the

organizational field exercise a compelling authority, according to which the administrative rules and procedures turned from a means of achieving harmony and cooperation into a goal in itself. Which constitutes a hindrance to every individual or collective initiative, and opens the way for mistrust. And work according to heterogeneous values and standards according to the nature of mutual relations, loyalties and individual strategies.

-The data of transactional justice, according to Table No. (05) and (04), indicate that there is a sense among the study community of the importance of the transactional justice dimension in terms of respect, appreciation and mutual recognition. Sociocultural variables have contributed to the study community in terms of the study variable and experience as a symbolic capital that has an effective weight in business relations with the institution. These variables have worked to achieve a sense of recognition and appreciation, especially that they represent the elite of the organization despite their numerical weakness, as they constitute a homogeneous professional and social group, and have a fundamental role in the process of organizational upbringing and form organizational values according to the philosophy of modern management.

-The weakness of official communication, both vertical and horizontal, with the local administration, constitutes an obstacle to achieving transactional justice that contributes to the production of values of cooperation, integration and effectiveness to improve the outputs of the administrative institution as it is an open system for the local community. We have recorded that the weakness of organizational justice in its various dimensions was a cause and result of a cultural pattern that has historical roots and an extension of the local culture of the traditional society, which still adheres to values and standards that depend on the logic of loyalty, fanaticism, clan, and customer relations that were produced by the historical conditions that the local community went through, which were reflected and moved towards the management institutions. Local authority as an extension of the authority and at the same time the local community. Which contradicts -the values and requirements of local economic development and the conditions for building institutions on the basis of rationality in the conduct.

-The working conditions of the local administration as a public institution compared to economic institutions are known to be weak in terms of wages and privileges. This prompts

workers to adopt individual practices, methods and strategies to cover the differences, which negatively affects the nature and quality of public service and the institution's outputs.

-Therefore, the study recommends the need to rely on and work on applying the rules of organizational justice as an organizational social philosophy, which can contribute to enhancing job stability as well as helping to form a positive mental image of the local administration institution among the internal and external public, enabling the latter to play its functional and constructive role. In the dynamics of sustainable local development.

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