

The Impact of Leader Justice on Job Performance in Economic Organizations: A Case Study of the National Entrepreneurship Support and Development Agency (NESDA) in Chlef

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Abstract:

This study aims to identify the effect of the leader justice on job performance through a field study conducted at the National Entrepreneurship Support and Development Agency NESDA in Chlef through a study applied to the employees of this agency. This study was based on the descriptive analytical method and the Statistical Package for the Social Sciences (SPSS) program, which was used to analyze questionnaire data on a sample of 35 agency employees.

The results of the study concluded that: there is an effect of leader justice on the increase in job performance of employees of the National Entrepreneurship Support and Development Agency NESDA “in Chlef, through the terms of supervision, motivation and team work building.

Accordingly, The study concluded with a set of recommendations, the most important is to focus on motivation, whether it is material or moral, in addition to consolidation the group spirit at work because of their importance in raising the job performance of employees.

Keywords: leader justice, Job Performance, Supervision, Motivation, Teamwork building

I. Introduction

Leadership is one of the most important topics in organizational management and an essential element for various activities in both public and private organizations. This is especially true with the growth in activities, size, and complexity of organizations, as well as the interconnection of relationships among their members. As a result, there has been a radical change in many old administrative concepts and practices, in addition to fierce competition leading to the discontinuation of some economic organizations due to their failure to keep pace with new developments and administrative mismanagement, which in turn leads to numerous conflicts among individuals working in organizations, thus affecting their performance at its lowest levels.

Furthermore, all these situations require the search for quick and deep solutions that restore the organization's position in the markets. This entails returning individuals' functional performance to its natural state or improving it. Indeed, such a task is only achieved under the guidance of a mature, fair, and just leadership that applies the concept of Leader Justice. It also aims to solve both the problems and obstacles faced by organizations and achieving their goals. Similarly, The importance of Leader Justice lies in its ability to optimally utilize the organization's capabilities and resources in enhancing functional performance. This is done through the practice of effective and fair leadership methods and approaches among employees within the organization. Improving and enhancing the functional performance of individuals within organizations helps them progress and excel, gaining a high competitive position and capability regardless of their activity type.

Since the organizational development and sustainability stem from intensive efforts by effective management leadership, with a fair leader at the helm responsible for elevating and enhancing individual performance through impactful methods that influence them, the research problem becomes apparent in the main issue we pose through the following fundamental question:

What is the impact of the Leader Justice on improving the performance of employees at the NESDA agency in Chlef?

This question is divided into the following sub-questions:

- Is there a statistically significant impact at the level of significance ($\alpha = 0.05$) on the supervision style dimension in raising the level of job performance among employees of the NESDA agency in Chlef?
- Is there a statistically significant impact at the level of significance ($\alpha = 0.05$) on the team building dimension in raising the level of job performance among employees of the NESDA agency in Chlef?
- Is there a statistically significant impact at the level of significance ($\alpha = 0.05$) on the motivation dimension in raising the level of job performance among employees of the NESDA agency in Chlef?

As answers to the abovementioned research questions, this study was conducted with respect to the following main hypothesis:

There is a statistically significant effect at the significance level ($\alpha = 0.05$) of Leader Justice on job performance among workers of the NESDA agency in Chlef.

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This main hypothesis is further sketched out into the following sub-hypotheses:

- There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between supervisory style and the increase in job performance levels at the NESDA agency in Chlef.
- There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between team building and the increase in job performance levels at the NESDA agency in Chlef.
- There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between motivation and the increase in job performance levels at the NESDA in Chlef.

The importance of researching the impact of Leader Justice on job performance is evident in the following points:

- Leader Justice plays a fundamental role in all administrative tasks, ensuring effectiveness and efficiency to achieve organizational goals.
- Leader Justice is a significant topic in researchers' studies and works, as it is evident in most management, psychology, and sociology literature.
- The fluctuating behaviors of individuals and their lack of stability make studying individual behavioral characteristics, whether they are leaders or subordinates, highly important. This is crucial for providing sufficient data and information to leaders about their employees, understanding and coordinating tasks and efforts, and aligning them with the organization's overall objectives.
- Understanding the extent to which Leader Justice influences the performance of employees in the studied institution, NESDA.

The study aims to explore the concepts of Leader Justice and job performance to achieve a set of objectives, including:

- Understanding the concepts of Leader Justice, job performance and identifying their significance for administrative work in the studied institution.
- Identifying the differences and variations between the concepts of leader and managerial leadership and the most commonly used leadership styles. This may assist leaders in Algerian institutions in developing and enhancing their leadership skills by utilizing research findings and recommendations in this field.
- Identifying the skills and characteristics that exceptional leaders must possess to efficiently and effectively carry out their tasks, thereby positively impacting the employees' performance.
- Attempting to establish the relationship between the study variables of Leader Justice and the employees' job performance
- Highlighting the role of Leader Justice in motivating and stimulating employees' drive to perform their tasks and enhance their job performance.

In this study, a descriptive-analytical methodology is adopted to break the concept of Leader Justice down into its parts, focusing on its role in effecting job performance. Further, the research paper was sketched out into two sections: a theoretical framework in

which we relied on study tools such as desk research, encompassing literature from books, master's dissertations, doctoral thesis, journals, and electronic sources while the second one is a practical part in which we utilized study tools represented by questionnaires. Additionally, we employed the inferential statistical approach, utilizing the SPSS statistical software, to analyze and process questionnaire data.

Moreover, an existing literature review is provided in this section pertaining to this research fundamental topic, which is the impact of Leader Justice on job performance. The purpose of this literature review is to identify the gaps in the current research, explore theoretical frameworks, and highlight key findings. In order to lay the groundwork for our own study, the following previous studies are presented as follow:

❖ (Neetu Choudhry, 2011) “Impact of Organizational Justice on Organizational Effectiveness”

Scholars have given Organizational Justice significant attention and made it a prevalent topic in the realm of industrial organizational psychology. However, there has been limited exploration concerning the fundamental consumption that Organizational Justice (henceforth, OJ) contributes to organizational effectiveness. Accordingly, this paper attempts to determine how Organizational Justice improve organizational effectiveness by enhancing job satisfaction and organizational commitment. Firstly , various theoretical frameworks explaining the impact of OJ on organizational effectiveness are provided. Secondly, the distinction between the two forms of Organizational Justice, namely Distributive and Procedural Justice, is presented. Moreover, few exciting studies pertaining to organizational effectiveness is provided to substantiate this relationship. This research paper aims to enhance the comprehension of the OJ of employees within organizations. Finally, the implications of these findings are discussed.

❖ (Ammar, K., 2015). "The Impact of Managerial Leadership on Employee Performance in Economic Organizations." Master's thesis.

This study aimed to identify the effect of managerial leadership on employee performance, as well as to identify the personal variables affecting employees' responses to the impact of managerial leadership on job performance. The findings revealed a statistically significant positive relationship between managerial leadership and the level of job performance.

❖ (Zehir & Gokhan, 2015) "the effect of organizational justice perception of employees on individual and firm performance in transformational leadership context".

This article primary goal is to show how employees' perceptions of three-dimensional Organizational Justice influence both individual and firm performance within the context of transformational leadership. Therefore, the study's findings reveal that not only employees' perceptions of distributive justice positively affect individual performance in insurance companies, but they also contribute positively to firm performance. In addition, the impression of Organizational Justice is significantly enhanced by the implementation of transformational leadership style. Besides, the research did not find evidence supporting the

notion that the application of transformational leadership has a positive impact on the individual and firm performance of employees

- ❖ (Ammar, F., 2017). "The Impact of Perceived Organizational Justice on Satisfaction of Basic Psychological Needs at Work." Research Paper.

This study's objective is to identify the perceived influence of Organizational Justice on the satisfaction of basic psychological needs at work. Multiple regression analyses were conducted on a sample of 453 employees. Thus, the study reached several findings, including that the dimensions of Organizational Justice are positively linked to satisfaction needs. On the other hand, the degree of correlation varies greatly depending on the type of need for the employees, and for this reason, the practices of justice are so inescapably necessary to the satisfaction of basic needs that some forms of justice have more explanatory power than others.

- ❖ (Tayyaba Akrama, 2020) The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing ,

This study aims to identify the effect of Organizational Justice on the innovative work behavior of employees within the Chinese telecommunications sector while also analyzing the mediating role of knowledge sharing between the independent and dependent variables. A dataset comprising responses from 345 employees working in the Chinese telecommunications industry was collected to test the study hypotheses. Thus, confirmatory factor analysis suggested a good model fit, while the structural equation model provided a significant and positive effect of Organizational Justice on employee innovation, work behavior, and knowledge sharing. It additionally demonstrated that the association between employee innovative work behavior and organizational fairness is enhanced by information sharing. Based on its findings, the study further offers managerial and practical consequences.

- ❖ (Noha Osman Abdel Magid Mohamed Arbab, 2022), "The Impact of Transformational Leadership on Employees Performance - A Study of Kofti Foodstuff Company in Khartoum." Research paper

This study attempts to investigate the connection between transformational leadership and employees' performance in Kofti Foodstuff Company. A questionnaire was used to collect data from the study population represented by employees of Kofti Foodstuff Company. Thus, The study concluded that there is a relationship between transformational leadership in all its dimensions and employees' performance.

- ❖ (Imam & Malik, 2023), "The Impact of Leader Justice and Relationship Quality on Promoting Organizational Citizenship Behavior: An exploratory study in a number of Basra government hospitals".

This study employed questionnaires and personal interviews with a sample size of 360 employees. The study concluded that there is a positive impact of both Leader Justice and relationship quality on organizational citizenship behavior, and there is a positive correlational relationship between Leader Justice and relationship quality.

- ❖ (Ornella & Bernard, 2022), "Perception of Organizational Justice and Organizational Citizenship Behaviors among Employees of the Gabonese Public Sector."

This research paper aims to determine whether employees' citizenship behaviors depend on how they perceive Organizational Justice through a questionnaire distributed to 160 men, women, executive managers, and performance artists in a Gabonese public company. The questionnaire consisted of 39 items, measuring organizational justice using Colquitt's scale (2001) and citizenship behaviors through the organizational structure scale by Charbonnier, Silva, and Russell (2007). Thus, the findings revealed that there are various forms of the impact of justice on organizational citizenship behaviors.

- ❖ (Diallo, 2022), "The Contribution of Organizational Justice to the Overall Performance of Socially Responsible Enterprises: A Study of the Banking Sector in Mali." PHD Thesis

This study aims to shed light on the methods that allow corporate social responsibility to contribute to company performance. Therefore, this work is part of the dynamics of reconciling organizational justice and company performance as a timely topic and current and future strategies for companies. Hence, the study concludes that there is a relationship between organizational justice and performance by giving workplace well-being a mediating role.

- ❖ (Nihal Muhammad Alaa, 2023), "The Role of Trust in the Leader as a Mediating Variable in the Relationship between Leadership Style and Organizational Commitment - An Applied Study on the Egyptian Pharmaceutical Sector."

395 employees of pharmaceutical businesses from the public, private, and foreign investment sectors were surveyed for this study article. As a result, the investigation produced the following findings: Every leadership style and workers' devotion to the organization are strongly correlated. Additionally, there is a substantial mediation relationship between organizational commitment and leader trust as well as between leadership style and leader trust. In fact, it has been found that one mediating factor in the relationship between organizational commitment and leadership style is trust in the leader. The research strongly recommends the importance of supporting trust in the leader.

- ❖ (Boumesbah Nabil), "The Impact of Perceived Organizational Justice on Organizational Citizenship Behaviors."

The purpose of this research paper is to test the impact of perceived organizational justice on employee citizenship behavior at work. Additionally, the study was conducted on a sample of 465 employees from four companies. Hence, the study revealed the following: there is an impact of organizational justice, with statistically significant effects observed for procedural justice and distributive justice, while distributive justice has a lesser impact on employee citizenship behavior during work.

The current study stands out from previous research in the following ways:

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- Most previous studies have focused on management leadership in its broad sense, leadership patterns, a certain type of leadership, such as transformative leadership, or another type of justice: organizational justice and its impact on staff performance, organizational behavior, or their relationship to social responsibility.
- A single study indicated that the concept of leader justice is associated with its impact on relationship quality, not on job performance but on organizational citizenship behavior, and also mentioned its effect on trust in the leader as a mediating variable between leadership style and organizational commitment. Conversely, the current study primarily focused on leader justice and its impact on employees's performance in organizations.
- All previous studies did not show a direct relationship between leader justice and job performance.
- The current study is a continuation of the previous studies by focusing on an important characteristic of leaders, namely leader justice, and its impact on job performance in organizations and in a sector different from the sectors mentioned in the previous studies.

II. A Theoretical Framework of Leader Justice and Job Performance

The concepts of leader Justice and job performance are considered important variables that must be theoretically understood before examining and clarifying their relationship in the institution under study.

1. Leader Justice : we noted that the term of leader justice is rarely used but it remains a great importance for leading individuals. Greenberg (1987) is the first who use the concept of justice in the theory of justice . (Farahbodet, al 894: 2012). This theory witnessed partial success at its beginning when it was used to explain different forms of different behaviors (Lee , 2000:18). After that it took on an integrative dimension on the theories of motivation (Jones and George 2012: 160). Equity theory argues how to motivate working individuals to make contributions to work in exchange for what they get the necessary results (Schermerhornet al 2010,117). Since leaders want working individuals to their contribute in inputs such as (effort, specific job behaviors, skills, knowledge, time, and experience), as these inputs affect job performance and ultimately affect organizational performance (Judge and Robbins, 2013: 220). In return, the working individuals are empowered to obtain extrinsic outcomes, such as pay and job security) and intrinsic outcomes, such as a sense of accomplishment when doing a good job or pleasure when doing interesting work. (Jones and George,2012: 160)

- 1.1 Definition: The leader's justice has become one of the organization's fundamental and permanent values (Konovvsky, 2000: 489). The reason for this is that commitment to justice and treating employees with love and respect leads employees to practice formal and informal behaviors and refrain from practicing deviant work behaviors (Deluge: 317: 1994).

Leader justice is one of the fundamental and necessary values for the success and sustainability of an organization. The behaviors and actions of the leader are what encourage and motivate individuals, thereby driving them towards achieving the organization's goals. This is because dealing with employees fairly, impartially, with love, respect, and appreciation leads employees to engage in both formal and informal behaviors that benefit the organization and refrain from deviant behaviors. The focus in the concept of justice should be on how to motivate individuals within the organization to provide assistance to work and, in return, receive fair and just external outcomes such as wages, job security, promotions, and most importantly, the sense of accomplishment when performing well or when their work is interesting.

The importance of Leader Justice lies in the undeniable fact that the application of justice is a natural human need and necessity. Therefore, organizations are increasingly concerned with employees' perceptions of justice. This may be attributed to the connection between Leader Justice and satisfaction, as well as positive behaviors. By contrast, justice's absence can lead to negative outcomes.

Therefore, Leader Justice is considered one of the fundamental administrative principles of leadership because promoting justice among individuals ultimately leads to essential and spontaneous motivation of employees, driving them to perform their tasks more effectively.

In addition to another type of justice, which is widely discussed in studies, Organizational Justice (Ornella & Bernard, 2022, pp. 129-144) has emerged as a principle closely related to organizational development or organizational change strategy. It appeared in the 1960s through numerous studies aiming to highlight its correlation with specific behaviors. According to Steiner & Roland (2006) or Folger & Cropanzano (1998), expectations regarding Organizational Justice refer to the rules and social norms set by the company at the distribution level.

Its dimensions constitute the components of Leader Justice based on the fact that leader Justice manifests in Organizational Justice through implicit partial justices, which according to (Al-Imam & Hamza Malik, 2023, page 32), include the following:

- Distributive justice: Fairness in the outcomes and rewards received by employees.
- Procedural justice: Fairness in the procedures and processes used to determine outcomes and operations such as promotions and performance evaluations.
- Interactional justice: Considered an extension of procedural justice, it refers to the management's behavior towards individuals, such as behaving with credibility, respect, and personal relationships that connect company individuals.

1.2 Administrative Leadership and justice leader :

It is necessary to define the concept of administrative leadership and its relationship with the leader and their justice:

Administrative Leadership

Leadership is essential for an organization in all administrative domains. Administrative leadership encompasses several concepts, including the extent of a

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manager's ability, leveraging their responsibility, authority, influence, skills, or methods to impact and gain the trust of subordinates. It also involves motivating them, directing them, and communicating with them. In addition, it requires providing guidance and vision so that they can perform their roles and duties in the organization to achieve predefined objectives with maximum possible effectiveness and efficiency. (Hendrian et al., 2019)

It is also defined as the ability of the manager to influence individuals and guide them in a manner that earns their respect, loyalty, and fosters a spirit of cooperation among them towards achieving a common goal. (Zehir & Gokhan, 2015)

Therefore, administrative leadership is the activity practiced by the leader in the realm of decision-making, issuing orders, and supervising individuals by utilizing their official authority. This is achieved by approaching them, gaining their trust, influencing them, and earning their trust with the aim of achieving the set objectives.

An administrative leader is defined as "an individual who possesses a set of characteristics, skills, and abilities that enable them to influence others, motivate them, and drive them towards achieving common goals." (Al-Imam & Hamza Malik, 2023)

The importance of administrative leadership lies as follow:

- Through leadership, the manager translates goals into results. Without effective leadership, productive elements become inefficient and ineffective.
- An organization cannot effectively deal with external environmental variables without proper administrative leadership, regardless of how these variables impact the organization's goal achievement path.
- Leadership is the source of the leader. It is the leader's responsibility to direct efforts towards goal accomplishment by positively and appropriately influencing the employees' behavior. Astute and wise leadership unifies efforts and energies to confront rapid developments in various fields, especially in the technological field, all aimed at improving the quality of services and goods and satisfying customers.

2. Job Performance

There are various concepts and definitions of job performance and some definitions can be mentioned, including "the level of achievement and execution of tasks comprising an individual's job. Thus, it illustrates how the individual meets the job requirements. There is often confusion and overlap between the concept of performance and effort, as each has an independent meaning. Effort refers to the energy expended to accomplish the tasks required in the job, while performance is measured based on the results achieved by the individual while performing their tasks." (Zehir & Gokhan, 2015)

Job Performance consists of three basic elements:

- The individual: Refers to the knowledge, skills, interests, values, attitudes, and motivations possessed by the individual.
- The job: Refers to the requirements, information systems, and communications demanded by the job.
- Organizational environment: Refers to the work climate, resource abundance, administrative systems, and organizational structure.

3. The Impact of Selecting Administrative Leaders on Job Performance

The leader is considered the primary element influencing job performance and its evaluation. This is achieved through selecting the appropriate and effective leadership style from the various styles available, given the significant impact of leadership style on performance. This impact can be summarized as follows:

3.1. The Impact of the Democratic Leader on Job Performance

The democratic leader's style in any organization relies on involving subordinates in goal-setting, designing plans, policies, programs, and decision-making. This provides them with the opportunity to identify problems and express their opinions, contributing their suggestions on all matters affecting their working conditions. This, in turn, creates determination and resolve in them to achieve the goal. Thus, the participatory style leads to motivating employees and driving them to dedicate themselves to performance. Hence, the democratic leader's style is an effective approach to achieving greater efficiency and effectiveness in performance. (Diallo, 2022)

Choosing the democratic style in the organization clarifies the roles of the leader and individuals as follows: (Amar Fall, 2017)

- ⇒ Leader encourages individuals to compete and cooperate, shares opinions on what needs to be done, commits to group goals, and leaves the group free to distribute work among its members. The leader remains objective in praising and criticizing individuals.
- ⇒ Individuals feel the importance of their assistance and the positivity of social interaction. They choose work companions and tasks they desire based on their abilities and preferences, leading to greater cohesion and solidarity. Their morale is typically high.

Consequently, the effects of choosing the democratic style on workers' performance are evident through the following: (Amar K., 2015, page 107)

- Group members cooperate with their leader and among themselves, accepting each other.
- Negative criticism among group members decreases, and acceptance of others' opinions increases.
- The leader's opinion is discussed in an atmosphere of freedom, security, and mutual trust.
- There is an increase in constructive suggestions that find their way into discussion and implementation.

All these effects create a conducive environment for thinking, creativity, and innovation for the benefit of the organization

3.2. The Impact of the Autocratic Leader on Job Performance

The use of the autocratic leadership style is characterized by not involving employees at various management levels in goal setting, planning, decision-making and other processes. This creates a gap between management leadership and employees, leading to a

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weakened sense of responsibility and teamwork spirit, and a failure to achieve organizational goals. Consequently, this results in lower performance levels among employees due to their feeling of insignificance resulting from not participating in setting the required goals or proposing solutions to the problems they encounter in their performance. This has a direct and negative impact on the overall performance of the organization. (Diallo, 2022)

This style relies on explaining the relationship between the leader, the individuals, and the prevailing social climate as follows: (Al-Skarneh, 2014)

- The leader: They determine the work policy entirely, dictate their steps and areas of activity, assign specific tasks to each individual, issue numerous orders that contradict the group's desires, and prioritize ensuring members' obedience. They may even foster division within the organization and minimize communication among its members to serve their personal interests.
- The individuals: They follow the steps blindly, without knowing the full plan, and have no freedom to choose their work companions. If the leader is absent or steps down, it can lead to a severe crisis that may result in the group's dissolution or a decrease in their morale.
- Social behavior: The social climate is characterized by the following:
 - ⇒ Dominance of aggressiveness, partisanship, increased competition, entertainment, and indifference.
 - ⇒ Individuals feel inadequate and helpless, relying more on the leader.
 - ⇒ Mutual trust is absent among some individuals, and between them and the leader.
 - ⇒ Decreased morale and feelings of frustration, along with frequent conflicts among members.

The psychological effects resulting from autocratic, dictatorial leadership manifest as follows:

- Fear, anxiety, and dissatisfaction with the leadership.
- Indifference and lack of concern for the work.
- The behavior of subordinates becomes artificial.
- Leads to confusion and fear in the workplace.
- eliminate employees' creativity

3.3. The Impact of the Laissez-Faire Leader on Job Performance

The reliance of an organization on a laissez-faire (or chaotic) leadership style implies wasting time on tasks and activities that may extend for hours, which are not beneficial for the job but rather negatively impact the performance of employees and consequently the overall performance of the organization. The effects of this leadership style on the leader's impact on individuals' performance in the organization include:

- Wasting time and overlapping tasks, leading to duplication of efforts.
- Neglecting important aspects of job performance.
- Lack of enthusiasm and motivation among employees results in failure to harness their potential and neglect of their core job responsibilities.

All of the above leads to employees feeling dissatisfied due to a lack of clearly defined responsibilities and encouragement to work effectively, thereby negatively impacting their job performance and the overall organization's performance.

III. Case Study on the Impact of Leader Justice at the National Entrepreneurship Support and Development Agency (NESDA) in Chlef on the Job Performance of Employees at the Agency

Before delving into the details of the study conducted in this agency, we provide a brief definition of the National Entrepreneurship Support and Development Agency (NESDA) Chlef Province branch.

1. Overview of the National Agency for the Support and Development of Entrepreneurship (NESDA)

The National Agency for Youth Employment Support (henceforth, ANSEJ) is known as a public institution established in 1996 charged with encouraging, supporting, and accompanying the establishment of enterprises. This agency is directed to unemployed youth with business ideas, enabling them to create their own businesses. It also guarantees support through the stages of establishment and development for these enterprises. The agency is concerned with projects whose total cost does not exceed 10 million dinars. It primarily assists young project owners with project creation and business strategy through providing support and specialized training. (www.mdipi.gov.dz, 2020)

ANSEJ, previously under the supervision of Ministry of Labor and Employment, was formally transferred to the Ministry of Small and Medium Enterprises, Startups, and the Knowledge Economy. This came pursuant to Executive Decree No. 20-110, dated May 5, 2020, published in Issue No. 27 of the Official Gazette. (ALGERIE PRESSE SERVICE, 2020)

Moreover, in Issue No. 70 of the Official Gazette, an Executive Decree was published, reorganizing and changing the name of the National Agency for Youth Employment Support (ANSEJ) to the "National Entrepreneurship for Support and Development Agency (NESDA), as stated in Executive Decree No. 20-329 of November 22, 2020, which amends and supplements Executive Decree No. 96-296 of September 8, 1996, establishing the National Agency for Youth Employment Support and determining its statutes, and changes its name. (ALGERIE PRESSE SERVICE, 2020)

In addition to the tasks specified in its founding law, the agency is also charged with implementing every measure that would allow the external resources allocated to finance the creation of activities for the benefit of young people to be allocated and used within the specified timeframes, in accordance with the applicable legislation and regulations. It also works to prepare a national card for activities that can be created by young entrepreneurs and updated periodically in cooperation with the various concerned sectors.

Regarding the qualification requirements for project owners, the project holder must meet a number of conditions to benefit from the granted privileges, namely:

- The individual's age must range between 18 and 55.
- They must possess a certificate or professional qualification and/or have recognized cognitive skills through a certificate or any other professional document.

- They must participate in the training provided to them through entrepreneurship development centers.
- They must provide a personal contribution in the form of private funds at a level meets the specified minimum.

The types of funding available for the agency are presented as follows:

- Self-financing: Where the project owner provides 100% of the investment amount.
- Dual financing: Where both the project owner and the agency provide 50% of the investment amount.
- Triple financing: Where the project owner contributes an amount ranging from 5 to 15% of the investment value, the agency provides 15 to 25% of the amount, and the bank covers 70% of the total investment amount.

In July 2023, its designation code was changed from the French language "Agence Nationale d'Appuit et de Developpement de l'Entrepreneuriat"(ANADE) to the English language " National Entrepreneurship Support and Development Agency"(NESDA).

2. Method and Tools

After the theoretical overview of Leader Justice and job performance and the relationship between them using the descriptive approach, we will address in this section the methodology used and both the population and the study sample.

2.1. Methodology: The study aims to determine the nature of the impact of Leader Justice on employees' job performance. Therefore, the descriptive analysis method, considering it the optimal approach for this type of study.

2.2. Population and study Sample: The comprehensive survey method was used to determine the research population and sample. The research population in this study consists of all employees with varying responsibilities within the NESDA agency in Chlef. The sample in this case is the same as the study community, consisting of 37 staff working with the agency, but the actual number of completed questionnaires is 35.

3. Construct Validity (Internal Consistency Reliability)

To obtain construct validity, i.e., the internal consistency reliability of the questionnaire items, we calculated Spearman's correlation coefficients using SPSS between each statement of the questionnaire axes and all the statements included in the axis. The following results were obtained:

Table (01): Correlation Coefficient between each Statement of the Leader Justice

No.	The Statement	Correlation Coefficient
1	The leader distributes tasks to the employees credibly	0.60**
2	My leader makes sure to implement their instructions meticulously	0.62**
3	The leader continuously updates employee training programs	0.37*
4	The leader cares about the employees' opinions regarding his behaviors and actions	0.33**
5	The leader requires all employees to meet certain performance levels	0.37*
6	The leader trusts the employees' ability to handle responsibility	0.59**

7	The leader relies on a command style in dealing with employees	0.53**
8	The leader values teamwork	0.71**
9	The leader encourages the team participation in decision making	0.80**
10	The leader divides large tasks into smaller ones	0.41*
11	Colleagues unite together to confront any problem that threatens their solidarity and cohesion.	0.41*
12	Individuals select each other when forming a work team to perform a specific task	0.59**
13	The leader's treatment of all employees is characterized by justice	0.80**
14	The leader directs the group's work with the aim of improving performance	0.35*
15	The promotion system in place is characterized by transparency	0.71**
16	The leader provides all the necessary facilities to carry out the work	0.63**
17	The rewards and compensation for work-related risks are satisfactory compared to my work	0.82**
18	I feel safe and secure in my work	0.83**
19	There is a sense of comfort accompanied by satisfaction regarding the nature of the relationship between me and my co-workers	0.85**
20	There is justice in the way the leader deals with all workers	0.87**

Source: Prepared by the researcher based on SPSS outputs.

** the correlation is statistically significant at the significance level of $\alpha=0.01$.

* the correlation is statistically significant at the significance level of $\alpha=0.05$

It is evident from Table (01) that all correlation coefficients for the Leader Justice theme are statistically significant at the significance levels of $\alpha=0.01$ and $\alpha=0.05$. This is an indicator of the reliability of the internal consistency of the Leader Justice theme.

Table (02): Correlation Coefficient between each Statement of the Job Performance

Job Performance		
No.	The Statement	Correlation Coefficient
21	Encouragement from your leader motivates you to efficiently complete your work	0.64**
22	Not delegating authorities hinders improving your job performance	0.60**
23	The level of interaction between me and my leader is strong, which has pushed me to increase my performance	*0.40
24	Working in a team enhances performance	**0.59
25	The work team members exchange experiences and skills among themselves.	**0.65
26	The team turns difficult and complex tasks into simple ones	**0.68
27	Employee awareness of their performance evaluation results contributes to their development and improvement of their tasks	**0.70
28	Promotion is based on merit and eligibility to improve performance	**0.57
29	The leader's treatment with justice motivates me to raise my level of performance	**0.59
30	Justice in the performance evaluation system has encouraged employees to improve their job performance	**0.76

Source: Prepared by the researcher based on SPSS outputs.

** the correlation is statistically significant at the significance level of $\alpha=0.01$.

* the correlation is statistically significant at the significance level of $\alpha=0.05$

It is evident from Table (02) that all correlation coefficients for the Job Performance theme are statistically significant at the significance levels of $\alpha=0.01$ and $\alpha=0.05$. This is an indicator of the reliability of the internal consistency of the Job Performance theme.

4. Stability of questionnaire items :

To ensure the stability of the questionnaire in this study, the Cronbach's Alpha coefficient was used. The scale result is statistically acceptable if the Cronbach's Alpha value is greater than (0.6), and the closer it is to (1), the higher the stability of the study tool. These results can be summarized according to the following table:

Table (03): Cronbach's Alpha Coefficient for Measuring the Stability of the Questionnaire's items

Items	Statement	Cronbach's Alpha Coefficient
Leader Justice	01-20	0.92
Job Performance	21-30	0.91
The whole questionnaire	30	0.90

Source: Prepared by the researcher based on SPSS outputs.

From table (03), we notice that the reliability coefficient, Cronbach's Alpha, is high. It reached a value of 0.92 for the leader justice theme, while for the Job Performance theme, it reached 0.91. Additionally, the questionnaire demonstrated a high level of overall stability for the study, reaching 0.90, which is a high coefficient, indicating the stability of the study's results.

Therefore, the questionnaire takes its final form and can be distributed among the sample subjects. Which gives us confidence in the questionnaire's validity and suitability for analyzing results, answering the study questions, and testing its hypotheses.

5. The Study Results Analysis

After ensuring the validity and stability of the study tool, which is the questionnaire, it was distributed to the sample subjects. 37 copies of the questionnaire were distributed, i.e., to all agency employees, and 35 usable copies were retrieved. The following table shows the number of the questionnaire distributed and retrieved copies:

Table (4): Questionnaire Copies

Distributed	Usable Retrieved	Non-Retrieved	Non-Usable
37	35	02	00

Source: Prepared by the researcher

The statistical analysis of the data from the 35 questionnaires was conducted, which forms the basis of the study results related to the practical aspect of assessing the degree of Leader Justice on the individuals' job performance at NESDA agency in Chlef.

6. Hypothesis Testing

To determine the impact of Leader Justice on job performance at NESDA agency in Chlef, we tested the following hypotheses:

6.1. Testing the First Sub-Hypothesis

“There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between supervisory style and the increase in job performance levels at the NESDA agency in Chlef”

To test this hypothesis, we used the following two auxiliary hypotheses:

- **H0:** There is no statistically significant impact between the supervision style dimension and the increase in the level of job performance at NESDA agency in Chlef at the significance level $\alpha = 0.05$
- **H1:** There is a statistically significant impact between the supervision style dimension and the increase in the level of job performance at NESDA agency in Chlef at the significance level $\alpha = 0.05$

This hypothesis was tested using items from the first dimension of supervision style (Leader Justice and Job Performance). Thus, these results can be summarized according to the following table:

Table (05): Correlation Coefficient between the Supervision style Dimension and the Level of Job Performance

Field	Correlation Coefficient R	Determination Coefficient R ²	Significance Value (Sig)
Supervision Dimension and Level of Job Performance	0.74	0.56	0,00

Source: Prepared by the researcher based on SPSS outputs.

Based on the table's results, we note that the correlation coefficient between the supervision dimension and the level of employees' job performance in the NESDA agency in Chlef is equal to 0.74. This indicates the existence of a strong influence relationship between supervision style and job performance. Additionally, the significance value is (Sig = 0.00), which is less than the significance level of ($\alpha = 0.05$). That is, we reject Hypothesis (H0) and accept the alternative hypothesis (H1), which states that there is a statistically significant impact between the supervision style dimension and the high level of job performance at the NESDA agency in Chlef.

As for the determination coefficient, which has a value of 0.56, it indicates that the Leader Justice influences the increase in the level of job performance by 56% when using the supervision dimension, whereas the remaining percentage is explained by other variables.

As a result of the above mentioned, the first sub-hypothesis is accepted, which states: "There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between supervisory style and the increase in job performance levels at the NESDA agency in Chlef."

This means that the supervision style is very important and has a significant impact on increasing the level of performance. Therefore, it is crucial to select the appropriate supervisory style for the leader that helps them influence and motivate employees to enhance their job performance. Especially considering that the proportion of the Leader Justice impact through the supervision style dimension is significant, constituting more than half of the total influence on job performance.

6.2. Testing the Second Sub-Hypothesis

"There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between team-building and the increase in job performance levels at the NESDA agency in Chlef."

To test this hypothesis, we used the following two auxiliary hypotheses:

- **H₀**: There is no statistically significant impact between the team work -building dimension and the increase in job performance levels at NESDA agency in Chlef at the significance level $\alpha = 0.05$
- **H₁**: There is statistically significant impact between the team work -building dimension and the increase in job performance levels at NESDA agency in Chlef at the significance level $\alpha = 0.05$

This hypothesis was tested using items from the second dimension of team building (Leader Justice and Job Performance). Thus, these results can be summarized according to the following table:

Table (06): Correlation Coefficient between the Teamwork Building Dimension and the Level of Job Performance

Field	Correlation Coefficient R	Determination Coefficient R ²	Significance Value (Sig)
Teamwrok-Building Dimension and Level of Job Performance	0.62	0.39	0,00

Source: Prepared by the researcher based on SPSS outputs.

Based on the table's results, we note that the correlation coefficient between the teamwork-building dimension and the level of employees' job performance in the NESDA agency in Chlef is equal to 0.62. This indicates the strong influence relationship between team building and job performance. Additionally, the significance value is (Sig = 0.00), which is less than the significance level of ($\alpha = 0.05$). That is, we reject Hypothesis (H₀) and accept the alternative hypothesis (H₁), which states that there is a statistically significant impact between the teamwork -building dimension and the high level of job performance at the NESDA agency in Chlef.

As for the determination coefficient, which has a value of 0.39, it indicates that Leader Justice influences the increase in the level of job performance by 39% when using the teamwork-building dimension, whereas the remaining percentage is explained by other variables.

As a result of the abovementioned, the second sub-hypothesis is accepted, which states:

“There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between teamwork -building and the increase in job performance levels at the NESDA agency in Chlef.”

Therefore, more attention must be paid to working in groups and forming suitable work teams in terms of their members, especially if employees are chosen to form teams with each other. This in turn will give more motivation and encouragement to perform their tasks with ease, confidence, and simplification of their complex tasks by creating integration among them, which will positively impact their performance and elevate their level of job execution. This is because working in teams has a positive effect on enhancing the level of job performance, although its influence is considered less than other dimensions of Leader Justice.

6.3. Testing the Third Sub-Hypothesis

“There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between motivation and the increase in job performance levels at the NESDA agency in Chlef.”

To test this hypothesis, we used the following two auxiliary hypotheses:

- **H₀:** There is no statistically significant impact between the motivation dimension and the increase in job performance levels at NESDA agency in Chlef at the significance level $\alpha = 0.05$
- **H₁:** There is statistically significant impact between the motivation dimension and the increase in job performance levels at NESDA agency in Chlef at the significance level $\alpha = 0.05$

This hypothesis was tested using items from the third dimension of motivation (Leader Justice and Job Performance). Thus, these results can be summarized according to the following table:

Table (07): Correlation Coefficient between the Motivation Dimension and Job Performance

Field	Correlation Coefficient R	Determination Coefficient R ²	Significance Value (Sig)
Motivation Dimension and Level of Job Performance	0.84	0.71	0,00

Source: Prepared by the researcher based on SPSS outputs.

Based on the table's results, we note that the correlation coefficient between the motivation dimension and the level of employees' job performance in the NESDA agency in Chlef is equal to 0.84. This indicates the existence of a strong influence relationship between motivation and job performance. Additionally, the significance value is (Sig = 0.00), which is less than the significance level of ($\alpha = 0.05$). That is, we reject Hypothesis (H₀) and accept the alternative hypothesis (H₁), which states that there is a statistically significant impact between the motivation dimension and the high level of job performance at the NESDA agency in Chlef.

As for the determination coefficient, which has a value of 0.71, it indicates that the Leader Justice influences the increase in the level of job performance by 71% when using the motivation dimension, whereas the remaining percentage is explained by other variables.

As a result of the abovementioned, the third sub-hypothesis is accepted, which states:

“There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between motivation and the increase in job performance levels at the NESDA agency in Chlef.”

Therefore, the agency must focus on motivation in all its forms, both material and moral, as it has a significant impact on improving performance. Every employee, regardless of their position or administrative level, appreciates receiving both material and especially moral motivation as encouragement from the institution's management and as a gesture of gratitude for their tasks performed to the best of their ability, motivating them to continue working and pushing them to further raise their level of performance.

6.4. Testing the Main Hypothesis

“There is a statistically significant effect at the significance level ($\alpha = 0.05$) of Leader Justice on job performance among workers of NESDA agency in Chlef”

To test this main hypothesis, we used the following two auxiliary hypotheses:

- **H₀:** There is no statistically significant impact of Leader Justice on job performance among workers of the NESDA agency in Chlef at the significance level ($\alpha = 0.05$)
- **H₁:** There is statistically significant impact of Leader Justice on job performance among workers of the NESDA agency in Chlef at the significance level ($\alpha = 0.05$)

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This main hypothesis was tested using items from Leader Justice and Job Performance themes. Thus, these results can be summarized according to the following table:

Table (08): Correlation Coefficient between the Leader Justice items and Job Performance

Field	Correlation Coefficient R	Determination Coefficient R ²	Significance Value (Sig)	Constant value	Beta Value
Leader Justice and Level of Job Performance	0.44	0.19	0,008	1.78	0,55

Source: Prepared by the researcher based on SPSS outputs.

Based on the table's results, we note that the correlation coefficient between Leader Justice and the level of employees' job performance in the NESDA agency in Chlef is equal to 0.44. This indicates the existence of a strong influence relationship between Leader Justice and job performance. Additionally, the significance value is (Sig = 0,008), which is less than the significance level of ($\alpha = 0.05$). That is, we reject Hypothesis (H0) and accept the alternative hypothesis (H1), which states that: there is statistically significant impact of Leader Justice on job performance among workers of the NESDA agency in Chlef.

As for the determination coefficient, which has a value of 0.19, it indicates that the Leader Justice influences the increase in the level of job performance by 19%, whereas the remaining percentage is explained by other variables.

Whenever the independent variable (Leader justice) is changed by one unit, it leads to a change in the dependent variable (job performance) by the β factor. The following equation explains the relationship between them: $1.78 + 0.55X = Y$

$$1.78+0.55(\text{Leader Justice})=\text{Job Performance}$$

That is:

Therefore, Leader Justice has a positive impact on job performance through all its dimensions of supervision style, team building and motivation. Thus, Justice must be achieved through the leader's management style, judgment, and behaviors towards the employees. However, this impact remains somewhat weak on job performance, and improving job performance and enhancing it depend on other elements.

IV. Conclusion

As a conclusion, Leader Justice is considered the basic pillar and cornerstone for the success of the organization and ensuring its continuity and sustainability in the face of intense competition and the increase in the number of organizations and their diversity. Therefore, researchers and writers have addressed the study of leader justice to define its concept and analyze the impact that a just leader leaves on the job performance of individuals in the organization.

The Leader Justice has ways and methods of influencing job performance. One of these is the supervision style and its role in determining and directing individual behavior. The

second method involves team-building and its importance in enhancing individual performance. In addition to achieving satisfaction with the incentive system applied in the organization by using and developing an integrated system of motivation, both material and moral.

To support the theoretical study of the impact of Leader Justice on employee performance with a field study, the subject was presented to one of the economic institutions, namely, the National Agency for Entrepreneurship Support and Development (NESDA) in Chlef. The results of the field research and answers to the hypotheses were presented as follows:

The results of the study regarding the sub-hypotheses:

- There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between supervisory style and the increase in job performance levels at the NESDA agency in Chlef, this confirms the validity of the first sub-hypothesis.
- There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between team building and the increase in job performance levels at the NESDA agency in Chlef, this confirms the validity of the second sub-hypothesis.
- There is a statistically significant impact at the level of significance ($\alpha = 0.05$) between motivation and the increase in job performance levels at the NESDA in Chlef, this confirms the validity of the third sub-hypothesis.

The results of the study regarding the main hypothesis:

The study found a statistically significant effect at the significance level of $\alpha = 0.05$ between Leader Justice and the level of job performance among workers of the NESDA agency in Chlef.

Through this research paper, we reached the following results:

- Leader Justice plays the cornerstone of achieving balance within economic organizations by ensuring fairness among employees, thereby enhancing their job performance and consequently achieving the organization's goals.
- Job performance constitutes the effective element that embodies the organization's tasks and achieves its goals. It is considered a double-edged sword because it involves leveraging strengths and avoiding weaknesses.
- The Organizational Leader Justice affects employees performance through monitoring performance methods and the employees' sense of organizational justice, in addition to the impact of the leadership justice dimensions on job performance.
- Leader Justice influences the increase in job performance levels through the supervision style dimension among employees at the NESDA agency in Chlef.
- Leader Justice influences the increase in job performance levels through employees team-building at the NESDA agency in Chlef.
- Leader Justice influences the increase in job performance levels through the motivation dimension among employees at the NESDA agency in Chlef.

Recommendations

Based on the abovementioned, we suggest the following recommendations:

- ✓ continuous training and development for employees to keep pace with the development taking place in the field of supporting small enterprises, especially since the agency's work is primarily linked to youth;
- ✓ Focus on motivation, as it is important in enhancing employee performance, whether material or moral;
- ✓ Focus on team-building, as it is essential to facilitating work and strengthening team spirit.
- ✓ Increasing the number of branches in municipalities and districts to facilitate the establishment of businesses for youth, especially in border and remote municipalities and shadow areas.

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