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## The Mediating Role of Strategic Planning in Strengthening the Relationship Between Organizational Justice and Organizational Development: An Applied Study in the Baghdad/Al-Rusafa Health Department

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### Abstract:

The purpose of this study is to evaluate the impact of organizational justice on organizational development using strategic planning as a mediating variable. Therefore, the main question for the problem of the current study is whether organizational justice is of great importance and can enhance organizational development strategically. As a case study, an applied descriptive and analytical study was conducted on the Rusafa Health Department in Baghdad. The study included 182 individuals in the administrative levels of the Baghdad Al-Rusafa Health Department. Questionnaires were used as a main tool for collecting and analyzing data using (SPSS) to achieve the objectives and test hypotheses of the study. This study confirms that applying Justice Theory to organizations through organizational justice topics is a basic condition for organizational development. These practices maintain the organization's reputation and thus employee retention. The results indicated that organizational justice has a significant impact on organizational development in its various dimensions through strategic planning among workers in the Rusafa Health Department.

**Paper type:** Research Paper

**Keywords:** Organizational justice, Strategic planning, Organizational development.

## **1. Introduction:**

Organizational justice requires great attention for its role and impact in the advancement of management for employees, which is considered one of the essential practical applications of organizational behavioral sciences. That is why today's successful and distinguished organizations strongly focus on organizational justice, which is the structure that determines the quality of social interactions in the workplace and is strengthened through strategic planning as one of the pillars of corporate growth and employee development, improving the individual's ability to work to the maximum extent of development. Responsibility for administrative work, investing in the competencies of employees in the organization, and determining the requirements for developing various skills (intellectual, human, administrative, and procedural). In this respect, it is firstly considered an important function as a development in the organization and one of the pillars of employee development, and secondly an important work because it focuses on managers to look at it from the perspective of the development process. Indirectly, health through the presence of work stress negatively affects development. Therefore, social support is necessary, which generates safety and stability. Strategic planning toward finding means of job security has become a success in institutions, especially large institutions, and it is an essential element in directing employees toward organizational development, which provides a positive atmosphere as a result of justice. The purpose of this study is to determine the degree of influence of organizational justice influences organizational development through strategic planning among employees in the investigated district. The research community in the AL-Rusafa Health Department is one of the formations of the Iraqi Ministry of Health in Baghdad Governorate.

The current study relied on many previous Arabic and foreign studies that included study variables and related studies.

For example, a study conducted by Abdul Amir (2019) proved relationships with recognized organizations' fairness and functional compliance through the presence of organizational trust as a variable mediator among employees of the Directorate of Education in Karbala Governorate. Data and information related to the study will be used to design questionnaires to verify the existence of the study variables. The study sample was random and consisted of 91 workers, which reflects the relationship between the main hypotheses. The secondary hypotheses: perceived organizational justice, organizational cohesion, and functional integration through trust, were adopted as a mediating variable between them. To calculate the stability factor, the researchers used the Cronbach Alpha method to measure decision stability in this study to test the simple correlation coefficient, the research hypotheses, and test the mediating role of organizational trust variables between perceived organizational justice and job definition variables., That reached a series of conclusions. Organizational justice is generally recognized at a good level, especially after distributive justice, that is, the actions of some managers are fair in dealing with subordinates and strengthening the capabilities of their employees. Al-munshi (2019) stated that he sought to identify the relationship between strategic planning and reality in public institutions and organizational development from the point of view of administrative leaders in the Jeddah Governorate.

Sajjad and Shehzad (2022) used a time series design model for a diverse sample of 225 employees from government agencies that had not been previously researched. The study addressed the main dimensions of organizational justice that the study intended: organizational perceptions. This study uses resource protection theory, also reveals the combined effects of psychological capital. Linear regression analysis performed on perceived organizational justice revealed that distributive justice is negatively related to conceptual and procedural justices but non-significant relationship with conceptual justice. The combined effects of distributive justice, which requires those in the organization to take action, have significantly modified the behavior in the organization towards perceived justice, and the interactive effects of psychological capital with interactive justice and conceptual justice were of great importance. However, the joint

effects of psychological capital with procedural justice and conceptual justice were also statistically insignificant. Ionic and Faith (2022) studied the organizational development. The study aims to contribute to understanding the effectiveness of improvement solutions applied to improve the performance of organizations. Based on a sample of 1,442 SMEs, a linear optimization model design was chosen taking into account the constraints of the Romanian organizational development model and the market value of the enterprise. In fact, as a result of more effective management actions. The research findings reveal that successful performance management is very important for the survival and success of any organization. As expected, the management of any company transcends time, and the role of the future leader is to ensure the long-term growth of shareholder wealth and the well-being and well-being of the company he or she leads. Our findings show that this model is valid and can be used to create and implement institutional change in firms. The problem of the study despite the interest of recent research in behavioral and psychological issues within the organization, due to its practical impact on the organization's success, organizational justice does not receive sufficient attention from writers and authors, especially in public institutions and the study community. Its contribution to supporting organizational development. To trace the transformation of knowledge pathways that depend on the use of knowledge and the dynamics of the organizational development process, many researchers describe this era in some interpretations, and it is essential to note that this is not the case. A study of Ammar, et al. (2022) determined the functions of the strategic plan (senior management support, communication, and staff training) in enhancing the organizational development of Salah al-Din General Hospital and Al-Bald General Hospital in the Salah al-Din Governor's Office, and secondly reveal the degree to which managers understand the importance of the College of Graduate Studies and employees and how administrative support affects change and development. It was a great experience. We also selected a random sample of hospital managers and employees surveyed and used a questionnaire as an important tool for data collection, which demonstrates an important role of senior management support in how organizations develop and keep pace with new realities. The research approach is descriptive and analytical. The study reached a series of results, there is a statistically significant relationship between top management support and organizational development with its dimensions, and the presence of a positive moral effect on the dimension of senior management support in the organizational development dimension. The purpose of the study was to arouse the interest of senior management in strategic planning and its applications. Abdel Hamid (2022) in this study sought to clarify the role of strategic planning in enhancing organizational development in Salah al-Din General Hospital and Ballad Hospital in Salah Al-Din Governorate. A random sample of hospital administrators and staff surveyed was selected. A questionnaire is an important tool used for collecting data from institutions surveyed, and the study used the descriptive analysis approach. From this study, many conclusions and suggestions emerged, most notably the existence of positive connections through dimensions of planning (supporting senior managers, communication, employee training, and organizational development). This study increases senior management's interest in applying strategic planning and its dimensions as well as suggests developing advanced executives by involving many of them in training courses and workshops learning about Arabic and foreign experiences.

As for the research conducted by (Abdal Majeed et al., 2022) on organizational justice, This study aims to determine the relationship between job performance and the practice of organizational justice in a sample of doctors in the Medical City in Baghdad, in December To achieve the research objectives, the researchers adopted a descriptive approach, and the research community identified all doctors working in the medical city. The study sample consisted of 200 people according to the gender variable. In addition to adopting the job performance questionnaire, two researchers created an organizational justice questionnaire, and after the current study confirmed the good statistical properties of the tool, two questionnaires were applied to reach the following results:

- Doctors enjoy a higher level of organizational justice.
- There are differences in organizational justice according to gender.
- Doctors have a high level of job performance.
- There are differences in job performance according to gender.
- There is an ethical relationship between organizational justice and job performance among doctors.

Al-Amir (2023) recommended clarifying the effectiveness of using strategic planning in improving the level of price innovation and helping the researched companies adopt effective strategic planning and enhance price innovation, which is the problem of the researched companies. The research on strategic planning and innovative pricing determines the extent of the company's successful commitment to rely on strategic planning. Data were collected through the distribution of questionnaires created for this purpose, and the research community is represented by Ashford Pharmaceutical Company in Baghdad. The study sample included managers and many employees in the company. The main hypotheses were developed to achieve the research purpose and results, from which four sub-hypotheses diverged. Hypotheses were tested using a set of statistical methods and tools (arithmetic mean, standard deviation, and coefficient of variation). One of the most prominent conclusions is that the companies surveyed have a strategic plan prepared by an internal professional team. However, the implementation of this plan faced a series of administrative, technical, and financial obstacles and challenges. In addition, our senior management has a good awareness and understanding of the importance of adopting the concept of strategic planning because of its role in the company's recovery from the crises and challenges that we suffer from and face.

Al-Bukhari, et al. (2023) showed the evaluation of the role of strategic planning in achieving organizational agility at the University of Maysan, the type of relationship between the two variables is also determined is represented by dimensions agility (response, ability, flexibility, and speed), The problem with the study is embodied by asking a series of questions that aim to diagnose the of the study and what is happening in it. The most important of these questions, which represent the main research question is whether strategic planning has a role in achieving organizational agility among the university study sample.

The problem with the current research is that despite the interest of recent studies in behavioral and psychological topics within the organization, because of their effective effects on the success of institutions, the topic of organizational development has not yet received sufficient attention from writers and authors, especially in public institutions and specifically in the study community, which It requires studying the topic of organizational justice and its contribution to supporting organizational development, as it is one of the topics that have become self-imposed and of interest to researchers in the field of organization theory to improve the effectiveness of institutions. There is no doubt that this leaves the question open about the importance of organizational justice and its role in enhancing organizational development through strategic planning as an intermediary variable? The formulation of research questions is considered a first step in the process of preparing it and an indicative guide to the mechanism for solving the problem to be treated. This necessarily means being guided by a set of questions upon which the proposed solutions to the research problem depend. Perhaps the basic reasons behind presenting this type of question are summed up in it being the basic guide. The research process aims to provide the desired solution to the existing problem, which is represented in the following:

- What is the nature and level of fairness of evaluation in the Rusafa Health Department?
- What is the nature and level of distributive justice in the Rusafa Health Department?
- What is the nature and level of compensatory justice in the Rusafa Health Department?
- Does organizational justice affect organizational development in the Rusafa Health Department?
- How can organizational justice contribute to organizational development through strategic planning in the Rusafa Health Department, the study population?

The importance of this study is clear in that it addresses three important variables, as it combines two important management sciences, which are organization theory, organizational behavior, and strategic management at the level of behavioral, social, and strategic studies. The variables were organizational justice, strategic planning, and organizational development. Because, most certainly, there is a lack of organizational justice at all levels and dimensions and the presence of inappropriate and bad conditions in the work environment.

## **2. Material and Methods:**

### **2.1 Study sample and description of its demographic characteristics:**

The research community is represented in the Rusafa Health Department. It is one of the Iraqi Ministry of Health formations for the Baghdad governorate. For the researchers to ensure that the sample is representative of the study community, the intentional sampling method was adopted for many Baghdad Health Departments including Al-Rusafa. The study sample consisted of 203 individuals. The researchers distributed the questionnaire form to everyone. The researchers received 182 forms valid for statistical analysis since the current study's objective is a mediating role in strategic planning to promote organizational justice and organizational development and because the research group is relatively large and there are many managers. Therefore, the study targets the community represented by every person who holds the following executive positions (department heads, division directors, and unit managers). The study population includes the Planning and Resource Development Department, Administrative, Financial and Legal Affairs Department, Inspection and Complaints Department, Audit Department, General Manager's Office, Projects and the Maintenance Services Department, and the Operations Department of the total departments for 10 sections.

### **2.2 The appropriate statistical methods for the study model:**

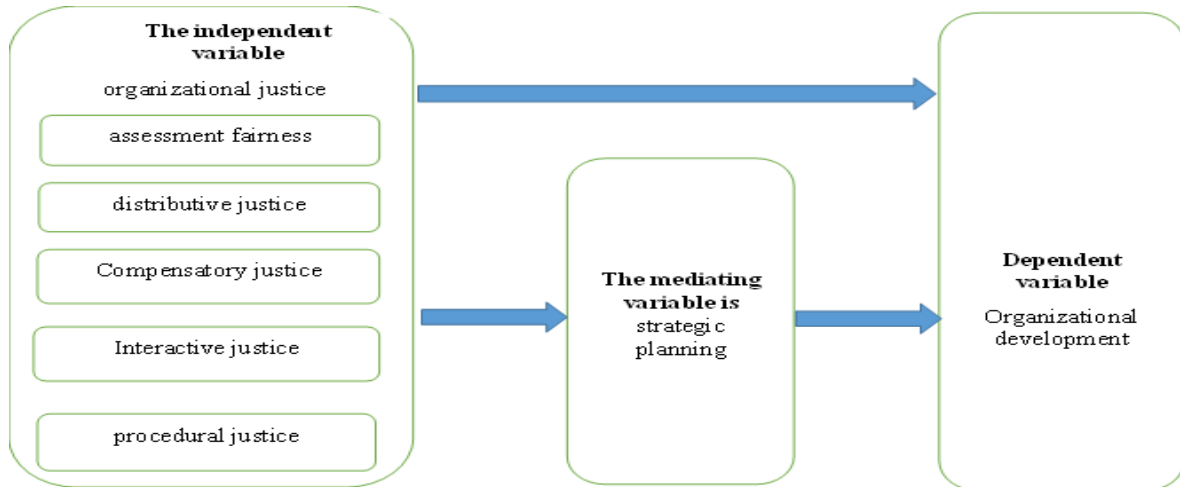
The study relied on a set of statistical methods and means for data processing, tabulation, and the responses contained in the questionnaire and in proportion to the preparation of the sample members or the researched community. The study used many statistical methods and tools to process, collect, and analyse data; and determine the number of responses, participants. The statistical and mathematical programs (SPSS) and (ANOVA) were also used as the tools used in the current study: (Al-Mashhad ani and Al-Tamimi, 2011).

- Percentage: It used to determine the element's importance (paragraph) in the data field under study.
- Arithmetic Mean: It used to find out how high or low the response level of the study individuals is to each of the statements of the essential variables of the study. In addition to that, it helps arrange the statements according to the highest arithmetic mean.
- Standard Deviation: It used to know the extent of data dispersion from its arithmetic mean. It is also valuable to arrange averages when they are equal, as the best rank is given to the paragraph with a lower standard deviation. It is also known as the square root of variance.
- **The Alpha-Cronbach coefficient:** It is a particular case of the equation (Kuder and Richardson), and it is the average of the coefficients resulting from the test segmentation in different ways. Thus, it represents the correlation coefficient between any two parts of the test. This equation is used in Multiple scales and tests, not binary (Al-Tamimi, 2012).
- The Coefficient of Determination:  $R^2$  refers to the effect of the independent variables' contribution on the dependent variable's behaviour and is measured as a percentage. The value of the coefficient is between zero and 1, and whenever the coefficient of determination is close to 100%, it indicates a good choice of the model.
- T-Test: It is one of the stages of statistical inference where the credibility of the researcher's assumptions about the value of the fundamental parameters of the community is judged.
- Simple Liner Regression: A statistical method that describes the effect of the independent variable on the dependent variable.

• **F-Test:** - Used to measure the statistical significance of the trend in the regression equation

### 2.3 The study form

Table 1 presents the hypothetical model of the study.



**Figure 1:** The hypothetical model of the study

**The source:** Prepared by the researchers

### 2.4 Research hypotheses:

The researchers relied on the study problem to answer a series of hypotheses as follows:

**2.4.1 H1.** There is an influence for the use of organizational justice and its dimensions on organizational development.

**2.4.2 H2.** There is an influence for the use of organizational justice and its dimensions on strategic planning.

**2.4.3 H3.** There is an influence for the use of strategic planning on organizational development.

**2.4.4 H4.** There is a significant indirect impact for organizational justice and its dimensions on organizational development through strategic planning.

### 2.5. The concept of organizational justice:

It is one of the organizational concepts that writers and researchers in organization and organizational behavior have been very concerned with, especially after realizing its importance as an influencing variable in aspects related to individuals' perceptions of fairness in the organization.

Justice is viewed from different philosophical and social perspectives. There is justice based on right and justice based on sound, while distributive justice governs the distribution of rewards and the appointment of penalties.. Equality is fundamentally essential for the common good (Nazim, 2006). It is defined by (Vanessa et al., 2019) as the members' sense of the moral validity of how to treat them, as organizational justice represents a particular criterion for how to deal with employees.

#### 2.5.1. The importance of organizational justice:

It is one of the critical and practical behavioral topics in organizations of all kinds, which can be seen as a variable of essential and influential variable in all activities and operations of management and can be viewed as behaviors with an impact that can improve the efficiency of the performance at work. The importance appears when the organization re-employs its resources to accomplish new tasks and goals, which may generate situations and situations that are beneficial to some or may harm others. It indicates the importance of organizational justice in balancing all employees' interests (Al-Mahmoud, 2007).

Most organizations focus on providing the appropriate environment for their employees to obtain distinguished performance that positively affects overall organizational performance. One of the things that can positively affect employee performance is the adoption of the principle of organizational justice when the organization deals with all its individuals (Meral et al., 2016).

### **2.5.2. Dimensions of Organizational Justice:**

There have been many classifications of researchers with a specific dimension to measure the variables of organizational justice. Perhaps this is due to cultural differences in the organization, the used procedures, and different laws. Nevertheless, they revolve around one episode. The concept of justice has been developed by studying issues of fairness and procedures that lead to distribution results. Leventhal has added six criteria to procedural justice: consistency and preventing bias, the accuracy of the information and the possibility of correction representative and ethical. Walker and Greenberg added the foundations of procedural justice related to management, leadership, decision-making, and quoting (Johnson, 2007). Through what the researchers observed from the opinions of the researchers, the dimensions of the research will be as follows:

#### **1. Fairness of evaluations:**

Evaluative justice includes procedures and systems that individuals to ensure performance are evaluated fairly and impartially which guarantees them stability and job security. The importance of evaluative justice lies in the fact that it is closely related to evaluating employee performance. Therefore, many organizations use the administrative method to indicate each individual's performance level through criteria. Performance is an essential factor for motivating and increasing the motivation of individuals towards outstanding performance through the feeling that individuals have of the fairness of management's evaluation of each of their performances away from bias. (Rhyon, 2014).

#### **2. Distributive justice:**

It has its origins in the sociological literature on distributive justice. Because distributive justice implies fairness of returns, it may have significant consequences for the regulatory environment in which returns are distributed (Ikram et al., 2016). Al-Mahmoud, (2007) defines it as referring to the perceived fairness of the outputs in the organization or the result that the employee will get from the work done.

#### **3. Compensation equity:**

The perceptions of working individuals of the principle of compensatory justice are related to the extent to which some standards include compensation for what may be caused to them in terms of damage or entitlement to them according to their contributions to the revenues obtained by their organizations. Therefore, there must be objective bases to ensure the availability of justice in the distribution of compensation among working individuals.

#### **4. Interactive justice:**

Most of the studies, especially the Arabic, have touched a scarcity in the study of interactive justice and have showed that it is interested in personal justice, which is related to respecting all employees and treating them equally. Interactional justice, whether personal or informational, is extremely important for organizations, because the presence of justice, at any stage of application and decision-making, is linked to informational justice and personal justice, thus empowering individuals to act within the work. Controlling and improving relationships with senior management are required by explaining procedures and participating in decision-making and increasing trust between working employees and the organization's management (Saunders, 2010).

## **5. Procedural justice:**

This study presented a similar shift. Considering integrity of revenue is no longer the sole determinant of the recognized fairness of an organization. Instead, the perceived fairness of the process by which those revenues are achieved is essential, and procedural justice represents the concept of fairness concerning management that relates to the procedures applied to it during decision-making (BAYARCELIK and FINDIKLI, 2016). Procedural justice refers to the perceived fairness of the process and the means used to determine the outputs of the organization. In addition, it is more related to the assessment of systemic and institutional features (Heung et al., 2017).

### **2.6. The concept of strategic planning:**

This concept has emerged recently, especially at the beginning of the last century, as a new style of planning and management to face the changes that have taken place in the world. It contains many concepts that have been developed in 19 fields (Nunez, 2008). It is defined as a set of directed plans that help the administration achieve its path, take advantage of the opportunities surrounding it, and confront the restrictions, threats, and risks. It is exposed to achieve its strategic goals while ensuring the implementation of specific plans and programs. Fred, (2018) indicated that the bridge between where the organization is now and where it wants to be in the future or the process leading into the future.

#### **2.6.1. The importance of strategic planning:**

The importance of strategic planning lies in the benefits that accrue to the organization that uses it (Hamdan and Idris, 2007). Its importance comes from the interest of strategic planning in the changes that occur in strategic capabilities and tasks. Thus, the importance of strategic planning comes through (Al-Ghalbi, 2007):

- Strategic planning provides organizations with their main thought (theme), and the importance of thought is evident in forming and evaluating goals, plans, and policies.
- Since strategic planning is a product of strategic management, it works to anticipate some issues that may occur inside and outside the organization. It thus develops the necessary strategies to deal with those issues.
- Because strategic planning is a product of strategic management and one of the most important foundations of strategic management is the participation of all organization members in the administrative process, it contributes to training all cadres on the planning process.
- As a result, strategic planning assists prepare staff for higher administrative levels.
- Planning is a communication channel for all organization members, facilitating overcoming the problems facing them and the problems facing the organization.
- It helps to set standards for monitoring and evaluating performance.

#### **2.7. The concept of organizational development:**

An administrative function that aims to increase the organizational efficiency of the organization through a comprehensive study of the organization in all its aspects and the creation of new and consistent organizational patterns at the level of the organization as a whole that enables it to move gradually from the existing situation to the target situation during a specific period, and also enables it to face the requirements of economic, social and informational change (Aqili, 2005). Organizational development is defined as activities aimed at improving the organization's ability to solve problems and self-renew through a comprehensive change in the general climate, playing the role of managing change and focusing on enhancing work group effectiveness through external components designed to stimulate new concepts among our team members (Daft, 2016).



### 2.7.1. The importance of organizational development:

The reason we value organizational development so much is that it is rooted in the modern-day reality that surrounds us in the era of continuous and rapid changes and developments, not only at the level of the general environment but also at the level of the environment of the organization, both private and public, and in its various aspects, Therefore, in practical terms, it is considered a positive program, as its purpose and goal is to develop the organization's performance through its various components and elements, and thus improve it and move it from one stage to another. (Al-A daily, 2013).

AL- Quran, (2015) mentions some of the advantages of organizational development represented in the following:

- Organizational development provides a planned strategy aimed at achieving organizational change.
- It works to improve the process of participation in organizational processes between management and employees.
- Organizational development focuses on specific methods to support and develop better performance.
- It relies on a set of human values and beliefs to make the most of the availability of human capabilities.
- It is organized to improve working relations between the various sectors, units, individuals, and work groups.
- It depends on scientific methods aimed at improving organizational efficiency.

### 3. Discussion of Results:

The current study deals with the issue of the statistical presentation for analysis, interpretation, and applied research results. These results and presentation of the arithmetic means of the scale items, their standard deviations, the coefficient of difference, the maximum and minimum response, level, and the relative importance.

#### 3.1 The statistical description of the samples:

We show in Table 1 the arithmetic means, standard deviations, answer scores, and the relative importance of the main variables.

**Table 1:** Means, standard deviations, response score, and relative importance of the main variables

The variable	Arithmetic mean	Standard deviation	The coefficient of difference	Relative importance
1- Organizational justice	3.78	0.93	24.60	the third
2- Strategic planning	54.1	30.7	17.79	the first
3- Organizational development	84.0	0.81	19.86	the second

Source: prepared by the authors based on the statistical program (SPSS v25).

Based on the data contained in the above table, the strategic planning variable ranked first. The arithmetic mean is 4.15, the deviation is 0.73, the coefficient of difference is 17.79 the arithmetic mean is 3.78, a standard deviation is 0.93, and a coefficient of difference 24.60 with a degree of relative importance according to the answers of the research sample and the general arithmetic mean for the organizational development variable is high (4.08) and a general standard deviation (0.81).

### 3.2 Analyze the effect hypotheses:

The research model must determine the effect level to study the presence of significant effects of the research variables. The following is the analysis of the effects of the research variables and the interpretation of the statistical effects as follows:

The first hypothesis:

Table 2 tests the first hypothesis, which states that there is an effect between the two variables in the sample

**Table 2:** The impact of organizational justice dimensions on organizational development

The dependent variable	Link R	R2	F-Value	The significance levels Sig	DF		degree of impact		T-Value	The significance level
Organizational development	0.843	0.711	86.594	0.000	Regression	84.617	assessment fairness	0.418	4.909	0.000
							distributive justice	0.586		
					Residuals	34.396	Compensatory justice	0.251	3.320	0.001
					The total	119.014	Interactive justice	0.259	3.230	0.001
							procedural justice	0.276	3.592	0.000

The source: It is prepared by the authors based on the statistical program (SPSS v25).

It is noted in the previous table that the regression coefficient values for the dimensions of justice (evaluation, distribution, compensation, transactions, and procedural) have a significant on development, as the importance of the regression coefficient lies in all dimensions of justice, and it was less than 5%, which indicates the presence of the impact.

Second hypothesis:

Table 3: shows that there is an effect between the two variables in the sample.

**Table 3:** The influence of global justice in planning

The dependent variable	Link R	R2	F-Value	The significance levels Sig	DF		degree of impact		T-Value	The significance level
Organizational development	0.775	0.601	52.992	0.000	Regression	59.475	assessment fairness	0.373	3.731	0.000
							distributive justice	0.416		
					Residuals	39.507	Compensatory justice	0.218	1.623	0.006
					the total	98.982	Interactive justice	0.265	2.810	0.006
							procedural justice	0.265	2.931	0.004

The source: It is prepared by the authors based on the statistical program (SPSS v25).

The table above shows that the regression values for the dimensions of justice (evaluation justice, distributional justice, compensation justice, transactional justice, procedural justice) have a significant impact on strategic planning, and the importance of the regression coefficient for all dimensions of organizational justice is less than 5%, these dimensions have a significant impact on planning. Because we accept the second assumption.

Fourth hypothesis:

There is a significant effect between organizational justice in its dimensions and organizational development through strategic planning.

Through this test below, we will extract the value of (Z-Value). We notice from the results of Table 4 that the hypothesized relationship is morally significant at the level of 1% because its value (Z-Value) was greater than 1.96. These results indicate that the indirect effects of this variable are real and significant.

**Table 4:** The Sobel test for the significance of the mediating effect

P-value	Sobel test – Z-Value	Inputs	Path
P< .01	** 5.631	1= 0.441 3= 0.589 Sa= 0.064 Sb= 0.069	<b>Organizational justice - Strategic planning - Organizational development</b>

The source: Amos results. V. 25

#### 4. Conclusions:

This section summarizes the results reached. Represent the basis for presenting recommendations that the researchers deems necessary for the researched Rusafa Health Department. In continuation of the proposed model for developing the influence among organizational justice, strategic planning, and organizational development. The study reaches several conclusions as follows:

1. The results showed that the dimensions of justice have a significant impact on the development and strategic planning of the employees of the Rusafa Health Department. That is, the higher the degree of organizational justice, the greater the organizational development and strategic planning for the members of the study sample.
2. The best level of answers in terms of arithmetic means and standard deviations by the study sample was in the organizational justice variable of the interactive justice dimension, and this confirms the keenness of the senior management in the Baghdad-Rusafa health department studied in dealing with employees with kindness and respect, as well as their participation in dialogues and meetings. At the same time, the best answers were for the study sample in terms of its variables for strategic planning, which indicate the presence of a clear and understandable message for the department under study and depend on constantly developing its goals.
3. The results showed a statistically significant effect of justice on organizational development in the Rusafa Health Department, as it was found that the higher the percentage of justice, the greater the organizational development among employees.
4. The analysis showed a significant effect between organizational justice and strategic planning by interactive justice, which refers to the interaction of management with employees in many decisions. It was found that the higher the percentage of organizational justice, the higher the ability and desire of employees to interact. We were working towards strategic planning.
5. The results of the study showed that there is a mutual relationship between organizational development and strategic planning. However, these effects were different between departments, where the strategic plan had an apparent effect, as it indicated that strategic planning had a clear impact on the dimension of encouraging organizational development among Employees, which

decreases by the amount of their lack of a sense of organizational justice, and strategic planning had positive effects on the part of employees towards a significant degree of interactive justice.

6. Hence, we find that the environment of each of the departments differs in terms of work and style depending on the administration, prevailing values, and culture among them. The study also confirmed that employees' feelings of organizational justice inevitably led to higher levels of commitment or misconduct to their jobs and colleagues in the environment in which they work.

7. It was proven through the fourth hypothesis that there is a percentage of indirect influence of organizational justice on organizational development, which is the percentage of influence mediated by strategic planning between them, and this mediation is confirmed by the significance of the tests. Which was tested through the study hypotheses.

8. Therefore, the researchers determined that one of the main reasons for the high availability of organizational justice, as well as strategic planning in health business justice settings, especially through field visits, is the urgent need for occupational safety. However, even if his job and position are not suitable for realizing his ambitions and creativity, he is forced to stay because he has a guaranteed financial income that allows him to feel secure for himself and his family. In addition to meeting the needs and obligations of his family, and this is what the study showed within the Rusafa Health Department, which was examined in general in all departments and the Planning and Resource Development Department in particular, even though employees do not suffer from organizational justice and their sense of organizational development, they are at the time They have an excellent commitment towards their departments to the strategic planning process as their profession requires it, and this may stem from their interest, skills and ability in general for the researched Rusafa Health Department and in particular in their departments, as well as considering it a professional commitment that requires employees to perform their assigned duties, as well as the possibility of achieving a certain amount of ambition towards organizational development.

#### Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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## الدور الوسيط للتخطيط الاستراتيجي في تعزيز العلاقة بين العدالة التنظيمية والتطوير التنظيمي: دراسة تطبيقية في دائرة صحة بغداد/الرصافة

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### مستخلص البحث:

الغرض من هذه الدراسة تقييم أثر العدالة التنظيمية على التطوير التنظيمي باستخدام التخطيط الاستراتيجي كمتغير وسيط. لذا فإن السؤال الرئيسي لمشكلة الدراسة الحالية هو هل ما إذا كانت للعدالة التنظيمية أهمية كبيرة يمكن أن تعزز التطوير التنظيمي بشكل استراتيجي. كدراسة حالة، أجريت دراسة وصفية وتحليلية تطبيقية على دائرة صحة الرصافة في بغداد. إذ شملت الدراسة (182) فردا في المستويات الإدارية في دائرة صحة بغداد الرصافة المبحوثة. تم استخدام الاستبيانات كأداة رئيسية في جمع البيانات وتحليلها ببرنامج (SPSS) من أجل تحقيق أهداف الدراسة واختبار الفرضيات. تؤكد هذه الدراسة أن تطبيق نظرية العدالة على المنظمات من خلال موضوعات العدالة التنظيمية يعد شروطا أساسيا للتطوير التنظيمي. تحافظ هذه الممارسات على سمعة المنظمة وبالتالي الاحتفاظ بالموظفين. أشارت النتائج إلى أن للعدالة التنظيمية أثر كبير على التطوير التنظيمي بأبعاده المختلفة من خلال التخطيط الاستراتيجي لدى العاملين في دائرة صحة الرصافة.

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: العدالة التنظيمية، التخطيط الاستراتيجي، التطوير التنظيمي.

\* البحث مستل من رسالة ماجستير