



ORGANIZATIONAL JUSTICE AND ITS ROLE IN ACHIEVING JOB EMBEDDEDNESS THROUGH LEADER HUMILITY- AN INVESTIGATION INTO THE VIEWS OF A SAMPLE OF THE AL-HAKIM GENERAL HOSPITAL NURSING STAFF

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Article history:	Abstract:
Received: 22 nd March 2023 Accepted: 23 rd April 2023 Published: 24 th May 2023	The current research aims to identify the role of the dimensions of organizational justice (distributive justice, procedural justice, interactive justice) in achieving job embeddedness through the mediating role of the leader's humility variable, by analyzing the direct and indirect correlation and influence relationships between the research variables, for the data obtained by the questionnaire. distributed to a sample of nursing staff at Al-Hakim General Hospital, as (268) questionnaires were distributed, and (252) correct survey forms were obtained, i.e. with a recovery assess of (95%), and they were analyzed by the developed statistical software (SPSS.26), as well as the statistical program (AMOS.24). Theoretical results showed that there is a knowledge gap to explain the relationship between Organizational Justice (OJ) and job embeddedness (EMJ) in the presence of leader humility in organizations in general and among a number of nursing cadres in Al-Hakim General Hospital in particular, and the applied results showed a positive and significant effect between organizational justice (OJ) and job embeddedness (EMJ) in the presence of leader humility, and the study recommended emphasizing The elements of justice in an organization through managers' dedication to enhancing employees' sense of justice, which reflects positively on their behavior within the organization, and the need to pay attention to the concept of job embeddedness by the organization because of its effects Positive for the individual, which is reflected in his sense of belonging and his desire to stay through making maximum effort in job performance.

Keywords: organizational justice, job embeddedness, leader humility, nursing staff at Al-Hakim Hospital

INTRODUCTION

Recent studies have indicated that attracting and retaining valuable employees is among the most important issues organizations face. And employee replacement costs be greater than the departing employee's compensation. Additionally, he thinks that social capital, which is a resource that is increasingly being acknowledged as a crucial component for success in today's firms, is created through interpersonal connections that are made between people inside and outside of the organization. When a valuable employee quits the organization, the social network is disrupted and likely some social capital follows them. Hence, policies that favor the retention of one firm may not be helpful for another. Aligning corporate strategy, workforce, culture, and processes (such as selection, performance evaluation, and remuneration) is the main problem (LEE et al., 2006, p:316).

It is generally understood that business enterprises are economic enterprises Occasionally tacitly, other times outright. This 'logical' viewpoint has influenced how many businesses interact with their staff (Ashforth & Humphrey, 1995). For instance, a lot of companies place a lot of emphasis on the standard exchange of money for the accomplishment of concrete duties. These tasks are frequently properly characterized by job analyses, and the supervisor formally evaluates them. It is not unexpected that leader humility is anticipated to be correlated with favorable results for followers, leaders, and organizations given the role of humility in effective leadership theories. For example, Stronger relationships, improved follower trust and learning, and stronger relationships are all facilitated by leaders who are humble and admit their ignorance. Because of genuine value for others and accurate self-evaluation, they are more likely to encourage others and engage



in participatory leadership, which in turn is greater likely to be associated with excellent follower results (Burak Oc et al.2015,p70).

1- RESEARCH METHODOLOGY

1-1- Research problem

The modern trends of business organizations seek to acquire intellectual capital as a competitive advantage through which organizations can compete and achieve their organizational goals, especially profit and social and moral responsibility. Therefore, these organizations seek to study the behavior of workers to identify the most important negative psychological and social factors affecting it and how to address them to ensure satisfaction Accordingly, the current research tries to shed light on organizational justice and its role in achieving job embeddedness through the humility of the leader. On this basis, the research problem is embodied in a basic question:

Does organizational justice contribute to achieving job embeddedness through the leader's humility?

In light of this, the research problem seeks to answer the following questions:

1. What is the concept of job embeddedness?
2. What is the concept and reality of organizational justice in the researched organization?
3. Does the management of the researched organization realize the importance of organizational justice?
4. To what extent can organizational justice contribute to achieving job embeddedness through leader humility?

1-2- Research objectives

In light of the research problem and its questions, the main objective of the current research is to diagnose and analyze the relationship between organizational justice, job embeddedness, and leader humility. Through this objective, a number of the following sub-goals can be indicated, which the research seeks to achieve:

1. Analyzing and diagnosing the reality of organizational justice, job embeddedness, and leader humility in Al-Hakim Hospital under study.

2. Statement of the nature of the relationship between the leader's humility and job embeddedness in the hospital under study.

3. Determining the nature of the relationship between organizational justice and job embeddedness through the humility of the leader in the hospital under study.

4. Seeking to come up with a set of proposals for the application of organizational justice in achieving job embeddedness through the humility of the leader in organizations in general and the hospital in particular.

1-3- The importance of research

The importance of research is highlighted by:

1. The importance of the research stems from its presentation of a hypothetical model that takes into account the nature of the relationship between three variables (organizational justice, job embeddedness, and leader humility).

2. The variables (organizational justice, job embeddedness, and leader humility) are among the important variables that directly affect the environment of contemporary business organizations.

3. To determine how organizational justice affects business in its dimensions in achieving job embeddedness through the role of leader humility as a mediating variable in the relationship.

1-4- Scheme of hypothetical research

The default search schema includes three groups of variables:

1. The independent variable: (organizational justice): it includes (distributive justice, procedural justice, and interactive justice) (Ambrose et al, 2007), (Ismail, 2014).

2. The mediating variable: (leader's humility): it includes (transcendence, self-awareness, and openness) (Owens et al., 2013).

3. The dependent variable: (functional implication): includes (identification with the organization, identification with society, sacrifice related to society, links to the organization, and links to society) (2014, Özçelika & Cenkci)





Figure (1) The hypothetical scheme of the research

1-5- Research Hypotheses

Depending on the relationships shown by the hypothetical scheme in Figure (1) above, the current research addressed the following hypotheses, namely:

1. **The first main Organizational justice significantly influences (H1)** the leader's humility.
2. **The second main hypothesis (H2):** The leader's humility has a major effect on job embeddedness.
3. **The third main hypothesis (H3):** There is a positive and significant impact relationship between organizational justice and job embeddedness through leader humility.

2- LITERATURE REVIEW

2-1- Concept of Organizational justice

Organizational justice means the fairness of the method used by the manager in dealing with working individuals on the human and functional levels (Karriker & Williams, 2009: 114). Or is the perception of justice in the workplace by working individuals (Al-Otaibi, 2003: 343). From the viewpoint of (Byrne, 2003: 3), it is the tendency of working individuals to compare their situation with that of their other colleagues at work, and it is also the extent to which working individuals feel fair treatment in their jobs and the impact of this on organizational outputs. The concept of organizational justice is one of the modern administrative concepts, and there is no doubt about the need for the business sector to study such concepts due to their increasing importance. Studies have shown that the importance of organizational justice stems from its impact on many organizational variables, the most important of which are: Employees exhibit organizational citizenship behaviors (OCBs), such as acting altruistically toward others, preferring

more toward customer service, supporting people and paying attention to their requirements. Scientists have empirically supported this type of internal-external relationship, so even modest increases in customer loyalty can result in sizable increases in profitability (Cropanzano et al., 2007: 39). Supporting individual trust as well as: Trust is the willingness of one party to be open to the activities of the other party in the belief that the other party will carry out their duties in a particular way. According to Gilbert and Tang (1998), organizational trust is a sense of confidence and support from the employer. (McCauley & Kuhnert, 1992). Finally, work performance: since justice in the workplace predicts the effectiveness of workers' performance of their duties, despite this, it is present more in field settings and less in university tests, in the study of Cropanzano et al. (2002) and the study of Rupp and Cropanzano (2002) looking at whether Moderators have handled impartiality in their interactive reports. The bond between the leader and the followers improved when they did. This positive interaction in turn inspires workers to perform at a greater level in the workplace (Cropanzano et al., 2007: 40).

2-2- Dimensions of Organizational justice: Dimensions of Organizational justice

To measure organizational fairness, the scale created by Niehoff and Moorman (1993) was employed. Distributive justice, procedural justice, and interactional Justice is the three dimensions of the scale (Ismail 2014: 89):

1. **Distributive justice:** It is the case of employees evaluating the organization through the fairness of the distribution of the resources received (Rego & Cunha, 2006: 6). It also means the fairness of the distribution of rewards, or that it is the awareness of workers that the outputs they receive are fair and are represented in (increased wages, promotion, and bonuses). He



describes it (fett et.al, 2010: 57) as the fairness of outputs or returns obtained by the working individual.

2. In terms of how fairly fees, promotions, financial capacity, working conditions, performance evaluation, and other factors are determined and measured, procedural justice is defined as the degree of fairness in the methods, procedures, and policies used in these processes. administration of justice with operations within the organization, methods, applications, and results (Celik & Sariturk, 2012: 361).

3. Interactional justice: It means the way management behaves towards employees, which is mainly related to the way managers deal with them following respect and credibility (Rego & Cunha, 2006: 8). Bies and Moag (1986) bring about a fresh expansion of the concept of fairness by paying attention to the necessity of interpersonal behavior during the job application and the importance of displaying respect and worth to employers. They have described this view as interpersonal justice. Given that people's perceptions of justice are so varied, they emphasized the significance of this aspect of justice. based on interactions between people within the organization and not in decision-making processes (Celik & Sariturk 2012: 362).

2-3- The concept of leader humility

Despite the recent interest, There is considerable debate about the validity of humility in the scientific literature. According to the Oxford English Dictionary, humility is characterized as "the quality of having a humble outlook or low self-importance" and is equated with feelings of discontentment, inferiority, dependency, and poor worth. et al., 2015, p. 2 (Owens). While some research has included more modern perspectives on humility, it has switched to treating humility as something desired rather than a disadvantage. The leader's humility consists of three factors: 1) There are three components to the leader's humility: 1) acknowledging mistakes and limitations 2) developing models for learning 3) emphasizing contributions and strengths (Burak Oc et al., 2015, p. 69). Many leadership theories claim that humility is a vital trait of good leadership. For instance, leaders who are aware of who they are and who are aware of and value the abilities of others are more likely to display traits associated with service leaders. The importance of humility in bottom-up leadership processes has also been noted. For example, humble leaders are more likely to motivate candor They are more receptive to the ideas and suggestions of their followers and are aware of their strengths, all of which eventually

translate into followers who have an impact on the processes of leadership (Burak Oc et al).

2-4- The importance of leader humility

It is not unexpected that leader humility is believed to be connected with favorable results for followers, leaders, and organizations given the importance of humility in effective leadership theories. For instance, humble leaders who admit their ignorance can build stronger bonds and increase follower learning and confidence. They are more likely to lend support to others and take part in participatory leadership because they have high regard for others and a realistic assessment of their abilities. This, in turn, increases the likelihood that follower outcomes will be favorable. According to reports, these leaders are better able to recognize and react to potential external opportunities and risks. And finally, humble leaders can inspire followers to adopt a learning-oriented attitude, view setbacks as opportunities for improvement, and as a result, acknowledge how their efforts increase job satisfaction and follower engagement (Owens & Hekman, 2012; Owens et al., 2013). That humble leaders (1) are more receptive to criticism (2) recognize their shortcomings or errors (3) have an open mind and a desire to learn from others (4) accept people as their own, with their strengths and weaknesses (5) do not require special training, To manipulate others, the team is very likely to adopt the above behaviors, increasing levels of psychological safety. Which makes the teams more psychologically secure and with higher educational capabilities, (2017, p:5-6) Gonçalves & (Brandão):

2-5- The dimensions of leader humility

In contrast to a set of behaviors that leaders can establish, humility-based views define consideration as an innate virtue or result of a stable personality, according to Owens and Herkman (2012). Additionally, humility is a benefit or virtue that has numerous facets and certain behavioral patterns. Humble people are aware of their limitations, do not invoke self-centeredness, do not focus on themselves, prefer not to stand out in the group, and can assess personal characteristics more accurately than the abilities of others. The elements of a leader's humility were discussed (Brando & Gonçalves, 2017, p.4), and they included the following dimensions:

1- Transcendence: transcendence (the ability to see oneself accurately)

Complexity opens the door to the possibility of a larger reality, and we contend that forbearance can be seen as preferable for recognizing something greater than oneself. Out of this acceptance comes an awareness of



one's small place in the vast scheme of things, as well as an appreciation for others and the knowledge that other people have merit.

2- self-awareness (evaluating the strengths and contributions of others)

The ability to recognize one's talents and weaknesses—that is, to view others in a more favorable and appreciating light—is a crucial component of humility.

3. Openness (receptivity to new concepts)

Implicit in knowing one's weaknesses is awareness of one's limitations or imperfections. Humility involves knowing that there are things beyond one's control. This refers to being humble, to be open to new ideas and ways of knowing, and thus humility also involves a willingness to learn from others (advice, learning, and feedback) (Morris et al., 2005, p:1331-1332).

2-6- Concept Job Embeddedness

The embeddedness of work is a term used to describe the broad aspects that affect employees' decisions to stay at their employment and is especially pertinent to the reasons why employees wish to remain in their current positions. It also emphasizes the elements that connect people to their places of employment, organizations, and society. In general, the idea revolves around establishing a connection between employees and the company and society, helping them adapt to both, as well as figuring out how much they will give up if they leave the company.

Three crucial characteristics of job embeddedness—conformity, engagement, and sacrifice—come into play if the employee anticipates suffering significant personal losses as a result of leaving his job.

The organizational aspect and the social dimension are the two distinct sections that analyze these three dimensions. In contrast to job synergy, which measures a person's commitment to their job, social connectivity measures a person's commitment to their community. Depending on variables like shifting work or circumstances, an employee's age, or the size of the business, these six aspects' effects may fluctuate. Employees with high job integration have relationships that are healthy and suitable, and they are more aware of what they would lose if they quit their positions (Akgunduz & Sanli, 2016).

Links are any formal or unofficial connections between a person and an organization. He contends that employees' conformity increases in direct proportion to their involvement in their organization, community, and other work groups. If employees discover that their values or ambitions align with their jobs or communities, they will feel at ease working for the

company. While the material costs or psychological advantages that can be lost if workers quit their jobs are referred to as sacrifice. These factors have to do with the institution and society in which the person lives. The forces of attachment to the organization should be taken into account rather than the forces of leaving if the employees have no other employment when they decide to quit the company (Hashim et al., 2015, p:243).

2-7- Dimensions Job Embeddedness

Our intensive one-on-one interviews, focus groups, and surveys of thousands of people helped us build a theory of employee retention that we refer to as job embeddedness. This theory is based on the findings of prior research. Job embeddedness encompasses a wide range of factors that affect an employee's choice to stay on in their current job. These impacts include things that happen at work, like devotion to coworkers, the fit between one's talents and the demands of the job, and community service projects that the company sponsors. It also takes into account non-work-related elements including responsibilities to one's family, friends, and community. In conclusion, work embeddedness outperforms the most well-known psychological explanations (such as job satisfaction and organizational commitment) as a predictor of critical organizational outcomes like employee attendance, retention, and performance.

We think there are many different ways in which a person might contribute significantly to the job, depending on internal and external conditions. How closely the job resembles or is compatible with other facets of their life, including important areas of the job How tightly a person is connected to other individuals or groups or other activities What do they give up when they quit: Perks, rewards, and other features of the job that you value, including a secure or enjoyable workplace. Congruence, bonds, and sacrifice are the names of these dimensions.

Conformity is described as an employee's perceived level of comfort or compatibility with a company and its surroundings. This idea contends that an employee's personal values, professional aspirations, and long-term objectives must "fit in" with the corporate culture of major organizations and the requirements of his current position (such as required knowledge, abilities, and skills). The individual will also think about how effectively he blends into society and the environment. According to the job, there is a larger likelihood that an employee will feel both professionally and personally linked to the company the better the fit (Mitchell et al., 2006, 319).



Links are connections—whether formal or informal—between an employee and other groups or individuals. (, & Sanli,). According to job embeddedness, a variety of themes connect an employee and his or her family to a social, psychological, and financial network that encompasses work, non-work friends, groups, the community, and the physical area in which they live. The perceived cost of the psychological or physical gains that the organizational change forfeits are represented by sacrifice. For instance, quitting a company may lead to personal losses (such as losing touch with friends, initiatives that are personally relevant, or privileges) (Choi RN, 2015, p:2).

It will be more difficult for a person to end employment with the company the more they must give up when they leave. Examples include non-importable benefits like stock options or defined benefit pensions as well as possible trade-offs made by leaving a company like job security and promotion prospects. Employees may find it tough to leave a desirable and secure community. It stands for all of the psychological and non-psychological factors that contribute to an employee's continued employment (LEE et al., 2006, p. 320–223).

3- THE PRACTICAL SIDE

The questionnaire, which was based on a five-point Likert scale from strongly disagree to strongly agree to

determine the respondents' answers, was the primary tool utilized to gather the data for the current study. A matching quality test employing a set of methodologies represented by (apparent validity, constructive validity, and reliability) is necessary given the significance of the measurement instrument in any study that uses the Empirical Approach as a method.

3-1- Response rate

The researcher directly distributed (268) questionnaires to a random sample of nursing staff at Al-Hakim General Hospital for the period (from 4/6/2023 to 5/6/2023), and after (252) questionnaires were retrieved, it was discovered that the number of survey responses valid for statistical purposes came to (932) questionnaires, with a response rate of 35%. This was done to ensure the sample's credibility in accurately and accurately reflecting the study community.

3-2- Describe the demographic factors of the respondents:

The current research questionnaire was distributed to some respondents who are characterized by some demographic factors specified (gender, age, educational attainment, place of work, and number of years of service). (2) A description of the demographic factors of the respondents from the nursing staff at Al-Hakim General Hospital.

Table (2) Description of a sample of nursing respondents at Al-Hakim General Hospital

Gender									
					Male		Female		
155		64.9%			84		35.1%		
the total					239				
the age									
30 and under		31-40		41-50		51-60		60 and over	
82	34.3%	77	%32.2	44	%18.4	23	%9.6	13	%5.4
the total					239				
Social Situation									
Married					single				
167		69.87%			72		30.13%		
the total					239				
Years of service									
1-5 years		old 6-10 years		old 11-20 years		old 20-21 years		old 31-40 years old	
30	13%	65	27%	75	31%	36	15%	33	14%
the total					239				

Source: Prepared by the researchers.



3-3- The validity and reliability of the study measurement tool:

Reliability refers to making sure that the answer is the same in the case of re-application of the tool on the same sample at a different time and means the breadth of the study scale and the stability of the results. The value of the stability of the scale ranges between zero and the correct one. The stability coefficient was used using (Alpha Cronbach), which studies indicate that it is acceptable with values

greater than 70% to be statistically accepted in administrative and behavioral research (Nunnally & Bernstein, 1994), while the credibility standard proves that the paragraphs measure the main purpose for which they were set. It is acceptable with values greater than 70%. After conducting the application of the test, it became clear that all axes gave acceptable results individually and collectively, as shown in Table (3).

Table (3) The research scale's coefficient of validity and dependability

Dimensions	The number of paragraphs	The coefficient of stability	The coefficient of honesty
organizational justice (OJ)	12	94.1%	97.0%
Distributive justice (DJ)	4	89.7%	94.7%
Procedural justice (PJ)	4	84.6%	92.0%
Interactive Justice (IJ)	4	89.7%	94.7%
Functional Embedding (EMJ)	14	95.7%	97.8%
Conformance with Organization (FWO)	4	89.2%	94.4%
Fit Society (FWS)	3	87.9%	93.8%
Sacrifice	3	84.7%	92.0%
Links (LWOS)	4	85.2%	92.3%
Leader Humility (LHU)	9	92.3%	96.1%
Override (OVE)	3	86.2%	92.8%
self-awareness (SCO)	3	79.4%	89.1%
Openness (OPE)	3	91.2%	95.5%

The researcher compiled where it comes from based on SPSS's reports.²⁶

3-4- Descriptive statistics/description, diagnosis, and analysis of study variables data

The researcher tries to identify the reality, level, and importance of the study variables (organizational justice (OJ), job embeddedness (EMJ) and leader humility (LHU)) among the nursing staff at Al-Hakim General Hospital, in the light of the answers of (239) observations, and the researcher adopted the arithmetic mean for their answers about the paragraphs of each dimension, their percentages, and their standard deviation, as well as the relative weight (relative importance), for each paragraph of the questionnaire, whether at the sub-level or the level of the dimensions or the main variables researched, and the researcher relied on the five-point Likert scales in surveying the opinions of the sample.

3-4-1- Descriptive analysis of the organizational justice variable (OJ):

According to the results of Table (4), the paragraph came (that my job burdens and duties are

inappropriately compared to my colleagues), with an arithmetic mean of (3.15) at a high level, with a standard deviation of (1.079), while the paragraph came (when the manager makes an organizational decision related to my work, he deals with me With all kindness and respect) in the last sequence, the mathematical mean was 2.54, the standard deviation was 1.032, and which is less than the hypothetical mean of (3), and this means that the nursing staff at Al-Hakim General Hospital pays moderately to good attention to organizational justice procedures.

In order The coefficients of skewness and flatness (Kurtosis) will determine whether the study's data have a normal distribution or not, and according to Wegner (2013), there is no set rule to determine the values of the coefficients of flattening or torsion as a maximum or minimum. A rough formula that can be used states that any torsion or flattening value is between (1.96: -1.96).

Since there are no missing values and all values for the torsion and flattening coefficients are near zero,



Table (4) demonstrates that all values are valid for analysis. Organizational Justice (OJ) variable - the

independent variable is normally distributed.

Table (4) Descriptive analysis of the paragraphs of organizational justice dimensions (OJ)

code	Paragraphs	Mean	S. D	Arr	Skewness	Kurtosis
dj1	My job duties and duties are inappropriately compared to my colleagues	3.15	1.079	1	.052	-.925
dj2	The wages I receive do not match my qualifications	2.79	1.013	6	.414	-.587
dj3	Eligibility for promotion in the department in which I work is based on merit	2.92	1.054	3	.386	-.682
dj4	The department's management distributes incentives to those who are entitled to them in a fair manner	2.78	1.034	7	.676	-.288
pj1	The administrative procedures applied in the department are fair	2.80	1.016	4	.621	-.247
pj2	My officials are keen to anticipate the work situation before making work decisions	2.97	1.020	2	.338	-.592
pj3	The department's management provides fair solutions to grievances and complaints	2.56	.989	11	.826	.284
pj4	The department's administration allows room for objection to the decisions it takes	2.59	.974	9	.680	.229
ij1	The Board's management adopts a democratic approach to dealing with employees	2.58	1.070	10	.866	.064
ij2	When the manager makes an organizational decision related to my work, he deals with me with all kindness and respect	2.54	1.032	12	.830	.183
ij3	When my direct boss makes a decision related to my job, he explains the rationale behind his decision	2.80	1.061	5	.528	-.357
ij4	Inform me of the official and social events that are held in the Council before they are held	2.60	1.027	8	.811	.082

Based on the findings of the program (SPSS.V.26), the researcher accomplished the source.

Table (5) displays the outcomes for the variable Organizational Justice (OJ) following the statistical indicators reflected in: (arithmetic mean, standard deviation, and percentage). It is evident that the aforementioned the variable has a significant impact on the results.

It received an average response since the standard deviation, which measures how much the values deviate from the arithmetic mean, was (.80380) and

the arithmetic mean was (2.75)., with a percentage of 55.1%), where the distributive justice (DJ) ranked first because it obtains The highest values, while Interactive Justice (IJ) ranked last because it gets the lowest values, and this means that there is a moderate interest in the components of organizational justice among the nursing staff at Al-Hakim General Hospital, and here comes a presentation of the most important results related to the sample's responses regarding



each dimension of the variable (Organizational Justice (OJ):-

Table (5) Descriptive analysis of dimensions of organizational justice (OJ)

variable and dimensions	Mean	S. D	The importance of the ratio	C.V	Arrangement	Skewness	Kurtosis
Distributive justice (DJ)	2.91	.91341	58.2%	31.4%	1	.278	-.560
Procedural justice (PJ)	2.73	.82736	54.6%	30.3%	2	.763	.487
Interactive Justice (IJ)	2.63	.91607	52.6%	34.8%	3	.868	.349
organizational justice (OJ)	2.75	.80380	55.1%	29.2%		.798	.265

Based on the findings of the program (SPSS.V.26), the researcher accomplished the source.

2-4-3-Descriptive Analysis of the Job Embeddedness Variable (EMJ):

According to the results of Table (6), paragraph (sac3) came in the first sequence (If I moved away from where I live, I would miss the neighborhood.), with an arithmetic mean of (2.94) at a high level, with a standard deviation of (1.087), while paragraph (fws1) (Sports, outdoor activities, cultural events, and the arts) in the final sequence, with an arithmetic mean of (2.55), with a standard deviation of (1.031), which is lower than the hypothetical mean of (3), The nursing team at Al-Hakim General Hospital gives the job embeddedness procedures (EMJ) moderate to good attention.

Given that there are no missing values and that all values for the torsion and flattening coefficients are close to zero, table (6) demonstrates that all values are valid for analysis. As a result, the functional embedding orientation variable (EMJ), the dependent variable, has a regularly distributed set of texts.

Table (6) Descriptive analysis of the dimensions of the functional embedding variable (EMJ):

code	Paragraphs	Mean	S. D	Arr	Skewness	Kurtosis
fwo1	The majority of my objectives will be accomplished if I stick with my current organization.	2.55	.937	13	.665	.174
fwo2	I believe there are tremendous chances for me to continue working with my organization.	2.59	1.061	12	.848	-.054
fwo3	In this mission, I have a great deal of freedom to achieve my objectives.	2.61	1.067	11	.723	-.063
fwo4	My abilities are effectively put to use at work.	2.77	1.001	5	.501	-.118
fws1	Sports, outdoor activities, cultural events, and the arts are all prevalent in the area where I live.	2.55	1.031	14	.901	.051
fws2	I genuinely enjoy living here.	2.68	1.045	7	.645	-.187
fws3	My current location is advantageous to me.	2.68	1.088	8	.719	-.265
sac1	It will be really difficult for me to leave my hometown.	2.62	.997	10	.833	.295
sac2	My buddies who don't work would be missed if I were to withdraw from society.	2.92	.999	2	.390	-.515
sac3	I would miss my neighborhood if I were	2.94	1.087	1	.295	-.898



	to move away from where I currently reside.					
lwos1	At	2.90	1.022	3	.378	-.575
lwos2	The majority of my objectives will be accomplished if I stick with my current organization.	2.74	1.032	6	.528	-.497
lwos3	I believe there are tremendous chances for me to continue working with my organization.	2.68	1.046	9	.765	-.174
lwos4	In this mission, I have a great deal of freedom to achieve my objectives.	2.87	.972	4	.512	-.204

Based on the findings of the program (SPSS.V.26), the researcher accomplished the source.

As it is evident from Table (7) that the aforementioned variable, "job embeddedness (EMJ)," produces outcomes based on statistical indicators reflected in: "arithmetic mean," "standard deviation," and "percentage,"

It received an average response since the standard deviation, which measures how much the values deviate from the arithmetic mean, was (.82728, and the arithmetic mean was (2.7225).

, with a percentage of 54.4%), where the sacrifice (SAC) ranked first because it obtained the highest Values, while conformity with the organization (FWO) ranked last because it gets the lowest values, and here comes a presentation of the most important results related to the sample's responses concerning each dimension of the variable (functional implication (EMJ): -

Table (7) Descriptive analysis of the dimensions of job embeddedness (EMJ)

variable and dimensions	Mean	S. D	The importance of the ratio	C.V	Arrangement	Skewness	Kurtosis
Conformance with Organization (FWO)	2.6297	.88487	52.6%	33.6%	4	.790	.300
Fit Society (FWS)	2.6374	.94705	52.7%	35.9%	3	.829	.186
Sacrifice	2.8257	.89964	56.5%	31.8%	1	.642	.050
Links (LWOS)	2.7971	.84710	55.9%	30.3%	2	.625	.101
Functional Embedding (EMJ)	2.7225	.82728	54.4%	30.4%		.886	.519

Based on the findings of the program (SPSS.V.26), the researcher accomplished the source.

3-4-3-Descriptive analysis of the leader's humility variable (LHU):

According to the results of Table (8), item (sco2) came in the first sequence (this person often appreciates others for their qualities), with a high-level arithmetic mean of (3.05) and a standard deviation of (.976), while item (ove1) came (seeks to understand others' perspectives) This individual actively seeks feedback, even if it is required) in the final sequence, with an arithmetic mean of (2.74) and a standard deviation

(.951) that is lower than the fictitious mean of (3), and this indicates that the nursing staff at Al-Hakim General Hospital pays the Good Humble Actions Leader (LHU) average attention.

Where table (8) demonstrates that all values are valid for analysis because there is no missing value and the values of the torsion and flattening coefficients are near to zero, indicating a normally distributed distribution over all paragraphs of the LHU variable, the intermediate variable.

Table (8) Descriptive analysis of the dimensions of the leader's modesty variable (LHU):

code	Paragraphs	Mean	S. D	Arr	Skewn ess	Kurtosis
ove1	This person deliberately seeks criticism, even when it's required. When he is unaware of	2.74	.951	9	.620	-.270



	how to perform something, this individual admits it.					
ove2	This individual accepts when others are more knowledgeable and skilled than they are.	2.82	.939	5	.590	-.202
ove3	This person deliberately seeks criticism, even when it's required. When he is unaware of how to perform something, this individual admits it.	2.76	.951	8	.789	-.157
sco1	This person notices the strengths of others	2.77	.971	7	.643	-.105
sco2	This person often praises others for their strengths	3.05	.976	1	.400	-.564
sco3	This person expresses gratitude for the distinctive contributions made by others.	2.91	1.061	3	.547	-.791
ope1	This person is open to picking up knowledge from others. They are receptive to other people's viewpoints.	2.95	1.013	2	.452	-.679
ope2	This person is receptive to suggestions from others.	2.87	1.038	4	.482	-.676
ope3	This person expresses gratitude for the distinctive contributions made by others.	2.82	10.00	6	.631	-.472

Based on the findings of the program (SPSS.V.26), the researcher accomplished the source.

It is evident from Table (9) that the findings for the variable "Leader Humility (LHU)" are related to the statistical indicators given in: "arithmetic mean, standard deviation, and percentage."

It was successful because the arithmetic mean was high (2.8536), with a standard deviation of (.7817), which denotes how far the values deviate from the

arithmetic mean., with a percentage of 57.1%), where self-awareness (SCO) came in the first place because it obtained the highest values, while overrun (OVE) came last because it gets the lowest values, and here comes a presentation of the most important results related to the sample's responses concerning each dimension of the variable (leader humility (LHU): -

Table (9) Descriptive analysis of the dimensions of leader humility (LHU)

variable and dimensions	Mean	S. D	The importance of the ratio	C.V	Arrangement	Skewness	Kurtosis
Override (OVE)	2.7741	.83855	55.5%	30.2%	3	.738	.195
self-awareness (SCO)	2.9079	.84454	58.2%	29.0%	1	.720	-.033
Openness (OPE)	2.8787	.93818	57.6%	32.6%	2	.640	-.429
Leader Humility (LHU)	2.8536	.77817	57.1%	27.3%		.924	.391

Based on the findings of the program (SPSS.V.26), the researcher accomplished the source.

3-5- Testing the correlations of the study parameters:

This section of the study focuses on a statistical presentation that allows for testing and analysis of the correlations between the research variables. (organizational justice (OJ) - the independent variable, with its three dimensions: distributive justice (DJ), procedural justice (PJ), interactive justice (IJ),), - The

mediator variable is leader humility (LHU), with its three dimensions (Overreach (OVE), self-awareness (SCO), and openness (OPE)) and job embeddedness (EMJ), and the dependent variable has dimensions with four dimensions (identification with the organization (FWO), identification with society). (FWS), Sacrifice (SAC) and Links (LWOS). It is as follows:

Table (10) Matrix of Correlation Relationships for Research Variables

P J	IJ	FWO	FWS	SAC	LWO S	OVE	SCO	OPE	OJ	EMJ	LHU
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PJ	Correlation by Pearson	1	.821**	.720**	.715**	.740**	.711**	.685**	.566**	.443**	.925**	.780**	.629**
	(2-tailed) Sig.		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
IJ	Correlation by Pearson	.821**	1	.831**	.797**	.773**	.781**	.725**	.627**	.441**	.919**	.860**	.664**
	(2-tailed) Sig.	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FWO	Correlation by Pearson	.720**	.831**	1	.819**	.786**	.824**	.770**	.683**	.489**	.838**	.926**	.720**
	(2-tailed) Sig.	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
FWS	Correlation by Pearson	.715**	.797**	.819**	1	.789**	.810**	.756**	.684**	.499**	.797**	.927**	.719**
	(2-tailed) Sig.	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SAC	Correlation by Pearson	.740**	.773**	.786**	.789**	1	.813**	.754**	.663**	.478**	.802**	.916**	.702**
	(2-tailed) Sig.	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	0.00
LWOS	Correlation by Pearson	.711**	.781**	.824**	.810**	.813**	1	.791**	.673**	.477**	.793**	.929**	.719**
	(2-tailed) Sig.	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00
OVE	Correlation by Pearson	.685**	.725**	.770**	.756**	.754**	.791**	1	.721**	.511**	.761**	.830**	.825**
	(2-tailed) Sig.	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00
SCO	Correlation by Pearson	.566**	.627**	.683**	.684**	.663**	.673**	.721**	1	.838**	.638**	.731**	.958**
	(2-tailed) Sig.	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00
OPE	Correlation by Pearson	.443**	.441**	.489**	.499**	.478**	.477**	.511**	.838**	1	.460**	.526**	.889**
	(2-tailed) Sig.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00
OJ	Correlation by Pearson	.925**	.919**	.838**	.797**	.802**	.793**	.761**	.638**	.460**	1	.873**	.689**
	(2-tailed) Sig.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00
EMJ	Correlation by Pearson	.780**	.860**	.926**	.927**	.916**	.929**	.830**	.731**	.526**	.873**	1	.774**
	(2-tailed) Sig.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00
LHU	Correlation by Pearson	.629**	.664**	.720**	.719**	.702**	.719**	.825**	.958**	.889**	.689**	.774**	1
	(2-tailed) Sig.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

Based on the findings of the program (SPSS.V.26), the researcher accomplished the source.

And through the data of the correlation matrix, it became clear that there is a high and positive correlation between all dimensions and the main and subsidiary variables.

3-6- Testing impact hypotheses

In this paragraph, the results of testing the impact hypotheses will be discussed successively:

3-6-1- The first main hypothesis (H1): Testing the impact of the organizational justice axis (OJ) on the leader humility axis (EMJ). The researcher

designed a structural model to test the following hypotheses:

There is an effect of organizational justice (OJ) on the axis of leader humility (EMJ). As the following figure shows the structural model designed and proposed by the researcher:

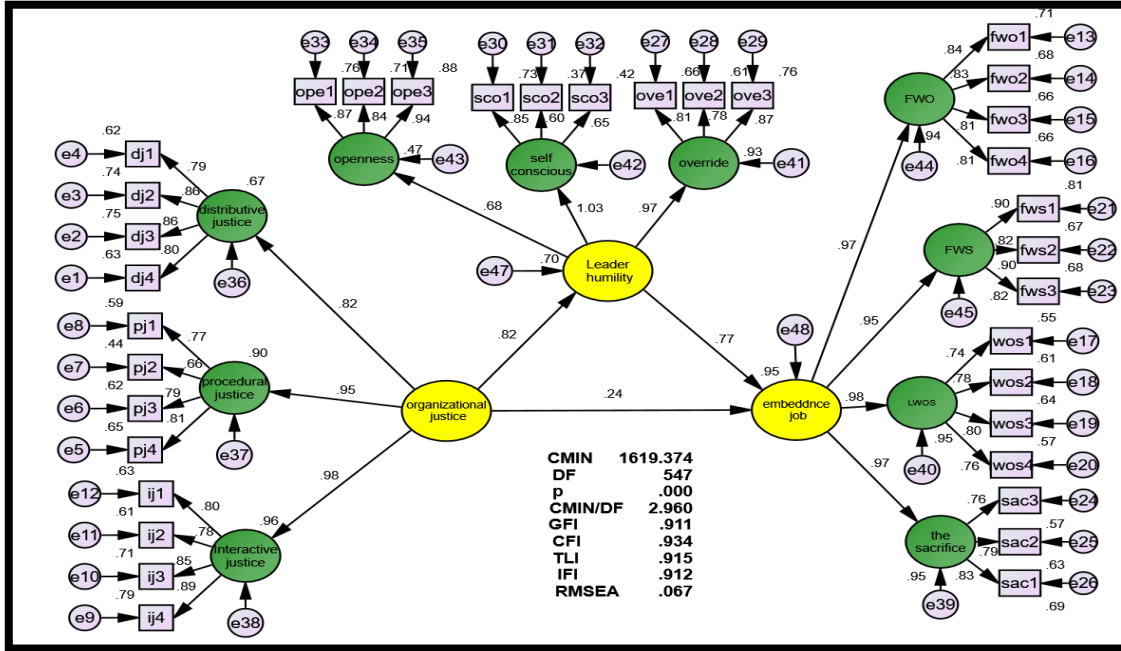


Figure (2) regression model between organizational justice and job embeddedness through the mediating role of leader humility

The following table includes the results obtained by the researcher from the statistical analysis related to the criteria for accepting or rejecting the impact model:

Table (11) The effect between organizational justice and job embeddedness through the mediating role of leader humility

Path	Standard rating	standard error	critical value	R ²	Sig.
organizational justice <---- Leader humility	0.821	0.091	18.329	0.701	00.00
Leader humility <---- Job embeddedness	0.766	0.042	11.100	0.948	00.00
organizational justice <---- Job embeddedness	0.241	0.065	1.435	0.15	0.110
organizational justice --> Leader humility <--> Job embeddedness	0.628	0.026	56.154	0.742	00.00
How much improvement has the humility of the leader brought about?					
organizational justice --> Leader humility <--> Job embeddedness	0.387	0.039	9.851	0.592	00.00

The source was prepared by the researcher based on the outputs of the (AMOS.V.24) program.

The results of the above table indicate that the axis of organizational justice in the axis of the leader's humility has a direct, direct, significant effect at a level of significance of 5%, as the value of the effect reached (0.821), and with a critical rate of (18.329), which is a significant value because the p-value was equal to zero and therefore it is less From the level of significance of 5%, and from it, we conclude that there is a direct effect relationship, in other words, the increase in the value of the axis of organizational justice by one unit leads to the

axis of the humility of the leader by (0.821), in addition to that organizational justice explains (70.1%) of the variation in the humility of the leader. As for the remaining percentage (29.9%), it is due to other variables that are not included in the study model, and this means that the greater the organizational justice through the fact that the administrative procedures applied in the department are characterized by justice, and the department management distributes incentives to those who are fairly entitled to them, the management of the



council adopts the democratic approach in Dealing with the staff as the leader increases the humility towards the workers at Al-Hakim Hospital.

3-6-3- The second main hypothesis (H2): Examining the impact of the leader's humility axis on the job embeddedness axis

The results of the above table demonstrate that the axis of the leader's humility in the axis of job embeddedness has a direct, direct, significant effect at a level of significance of 5%, where the value of the effect was (0.766), and with a critical rate of (11.100), which is a significant value because the p-value was equal to zero and therefore it is less From the level of significance of 5%, and from it, we conclude that there is a direct effect relationship, in other words, that the increase in the value of the axis of the humility of the leader by one unit leads to the axis of job embeddedness rising by (0.766), in addition to that the humility of the leader explains (94.8%) of the variation in job embeddedness. As for the remaining percentage (5.2%), it is due to other variables that are not included in the study model, and this means that the greater the leader's humility through self-awareness towards his employees, and his democratic openness to their opinions and problems, the greater the job embeddedness of the cadres working in Al-Hakim Hospital.

3-6-3- The third sub-hypothesis (H3) (There is a statistically significant effect of organizational justice on job embeddedness through leader humility.).

The above table shows that the more the cadres working in Al-Hakim Hospital realize the importance of organizational justice through the fair distribution of wages and salaries, the principle of reward and fair punishment, and the hospital administration adopts the

democratic approach in dealing with employees with the presence of the leader's humility, the more job embeddedness improves through increasing social and organizational ties, and the desire Individuals make sacrifices and concessions in return for their survival and continuity in the hospital, in other words, increasing organizational justice with the leader's humility by one unit leads to an improvement in job embeddedness by one standard weight of (0.628), with a critical value (56.154) and a standard error (0.026).

The results of the above table also show that organizational justice contributes to explaining an amount of (0.742) of the variation in job embeddedness with the leader's humility, while the remaining value is due to factors not included in the study.

Based on the foregoing, it can be said that the results of the above table show that the leader's humility contributed to improving the strength of the relationship of the influence of organizational justice in job embeddedness, as the results show an improvement of (0.387) in the standard estimates, and this was accompanied by a decrease of (0.039) in the standard error, and the events of An improvement in the critical value amounted to (9.851), meaning a decrease in the amount of risk that can improve the company's ability to improve its job embeddedness.

The saturation values of the independent variable, organizational justice, the mediating variable, the humility of the leader, and the dependent variable, job embeddedness, showed a saturation ratio greater than (0.40), as well as its significance, as shown in the above figure. Greater than (0.40) and that it was significant, and the matching quality standards were compared, and they were all in conformity with the conditions

Table (12) standard indicators of conformity Quality

Indicator		The general rule (Goodness of fit)
.1	X2 percentile and degrees of freedom df	less than 5
.2	Comparative Fit Index (CFI)	CFI>0.9
.3	Conformity Quality Index (GFI)	GFI>0.9
.4	Torquer Lewis Index (TLI)	TLI>0.9
.5	Approximate Root Mean Square Error (RMSEA) Index	0.9<RMSEA>0.5
Standard regressive weights (regressive saturations)		Regressive weights for paragraphs greater or equal to (0.40)

The source was prepared by the researcher based on Hair et al. (2010).

4- CONCLUSIONS AND RECOMMENDATIONS

4-1- Conclusions:

This paragraph summarizes the most important conclusions that the researcher reached by translating



the applied and statistical results that he reached through the practical side, and they were the following:

1. The interest in the components of organizational justice (distributive justice, procedural justice, interactive justice) ranged from average to good, as most of the respondents' answers to most of the paragraphs were neutral to agree, and this indicates the strength of the average interest in organizational justice among the nursing staff at Al-Hakim General Hospital
2. Availability of job embeddedness components among the nursing staff at Al-Hakim General Hospital, where most of the study sample's answers agreed, and this gives a positive indicator.
3. Distributive justice regenerates resources by providing adequate returns for resource investments. Perceived equity resulting from consistency in job effort – trade reward enhances employee self-confidence, promotes feelings of control over career and promotes pleasant emotional states that employees are unwilling to sacrifice.
4. The availability of the dimensions of the leader's humility among the nursing staff at Al-Hakim General Hospital towards the leaders in the hospital, where most of the answers of the study sample agreed, and this gives a positive indicator.
5. It is clear from the analysis of the correlations between organizational justice and job embeddedness that it was high, positive, and significant. This indicates that the more attention is paid to the components of organizational justice among the nursing staff at Al-Hakim General Hospital, the more this leads to the promotion of job embeddedness.
6. It is evident through the analysis of the correlation between organizational justice and the humility of the leader was high, direct, and significant, and this indicates that more attention is given to the components of organizational justice among the nursing staff at Al-Hakim General Hospital, the more this leads to strengthening the humility of the leader towards the hospital staff.
7. It is clear from the analysis of the effective relationships between organizational justice and job embeddedness that it was high, direct, and significant. This indicates that the more attention is paid to the components of organizational justice among the nursing staff at Al-Hakim General Hospital, the more this leads to the promotion of job embeddedness.
8. It is evident through the analysis of the effective relationships between organizational justice and the humility of the leader, it was high, direct, and

significant, and this indicates that more attention is given to the components of organizational justice among the nursing staff at Al-Hakim General Hospital, the more this leads to strengthening the humility of the leader towards the hospital staff.

9. It is clear through analyzing the effect relationships between organizational justice and job embeddedness in the presence of the leader's humility, it was high, positive, and significant, and this indicates that more attention is given to the components of organizational justice among the nursing staff at Al-Hakim General Hospital, the more this leads to strengthening the job embeddedness among workers in the presence of the leader's humility attitude of hospital staff.

4-2- Recommendations

1. The organization must emphasize the dimensions of organizational justice through the commitment of managers to deepen the sense of justice among employees, which reflects positively on their behavior within the organization.
2. The organization should be keen to work seriously in supporting the factors that activate job embeddedness because of its positive effects in the long run by enhancing trust by building a common vision with employees about its practices and goals.
3. The need to pay attention to the concept of job embeddedness by the organization because of its positive effects on the individual, which is reflected in his sense of belonging and his desire to stay through exerting maximum effort in job performance.
4. The importance of encouraging employees to participate in professional meetings and dialogues to present proposals and opinions on decisions related to their work in the organization.
5. The organization should pay attention to the concept of the humility of leaders, as it leads to motivating followers to develop a learning orientation, to view challenges as opportunities for growth, and then to recognize their work, which leads to an increase in the participation of followers and their job satisfaction.
6. The presence of humble leaders in the organization emphasizes the importance of an organizational climate for learning and experimentation, where its followers feel free and confident in testing their approaches to solving future problems, thus promoting an increase in organizational creativity.

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