INJUSTICE AT WORK IN MOROCCAN COMPANIES: WHAT IMPACT ON THE PERFORMANCE OF THE TEAMS?

Author: Dr. Soumaya DLIMI

Professor of Management, Faculty of Law, Economics and Social Sciences, University Hassan II, Laboratory GECIAS, Casablanca, Morocco

Abstract
Several situations of injustice and discriminations at work are present in the organization. This injustice represents a brake on team performance, especially at the level of mixed teams. Porter, Yee (2001) Cohen Charash & Spector(2002) argue in the sense that there is a link between unfair organizational treatment and the development of attitudes of disengagement from the company, lack of performance, absences repeated or departure.

It is within this framework that our research work falls, which aims to identify the determinants of discrimination at work, in different dispositional, situational or cognitive aspects, and study how can this discrimination represent a brake on the performance of the teams, with the ambition of proposing useful recommendations for the establishment of equality at work.

Keywords: Injustice at work, organizational treatment, determinant, team performance.

Introduction
When the performance of women-member of a work team-is also reduced by difficulty concentrating, memory lapses, slowing down in the execution of tasks, reflecting a loss motivation and disengagement from work. Many women may consider discrimination as psychological violence at work which affects their mental health and causes their non-performance.

Similarities between symptoms caused by workplace violence and those of burnout and stress have also been noted by several researchers (Truchot and Badré, 2003). By rebound effect, it is the economic performance of the company that is affected. The impact of psychological violence resulting in direct and indirect costs as a result of reduced productivity, increased absenteeism and sick leave, increased turnover, and increased risk of accidents. Indirectly, the structure of the company and the collective work climate are altered. Among the psychosocial factors related to workplace violence, organizational injustice against women and anger appear to play a particularly important role.

This research subject is part of a managerial issue directly related to the importance of creating spirit of organizational justice promoting the spirit of belonging and loyalty among employees and collaborators in Moroccan business, and specially, the company of Casablanca city.

If the manager has the tools for fair management and avoids discrimination between woman and men, he will be able to better understand his teams in order to manage them better. The goal is to maintain their performance. We are therefore looking for sustainable performance!

The obvious question before us is: "How can gender discrimination represent a real brake on team performance: towards a new approach to fair management".

We will focus in our study to analyze how fair management can be a lever for growth of the company, and lead to maintenance of team performance?

The methodology applied is as follows: we have chosen the epistemological posture "interpretativism", and the research approach" hypothetic deductive". The questionnaires and semi-structured interviews will be the preferred materials allowing a real analysis of the reality.

We think it useful to build on and follow the methodology of Churchill (1979), which proposes an approach allowing rigorous construction of multiple-scale questionnaire-type measurement instruments (and therefore, to identify the variables useful for understanding the object of study retain for each variable the measure generally accepted in the literature, develop a draft questionnaire, submit it to a panel of SME experts, data collection, estimate the reliability and validity of the questionnaire, calculation of the scores for each scale of the questionnaire.)

We therefore aim to follow the approach mainly used in Management Sciences (Hlady-Rispal, 2000): it is indeed the deductive model, which constitutes, in our humble opinion, a royal path of the so-called "hard" sciences. To do this, and as Wacheux (1996) states, the process of the deductive method begins with theoretical analyzes, translated into testable propositions, and then verifies them in the field, from a representative sample.

Our field of study is the Moroccan SME specially the SME of Casablanca City. Why did this land attract our attention? Quite simply, given that the SME represent 98°/° of the Moroccan economic fabric and that the Casablanca company is a real economic center. It is present in all sectors of economic activity, agriculture, industry, craft industry, building and public works, trade and finally services which include tourism, transport and financial services. Let's move on to the analysis of workplace discrimination.

1. Discrimination at work:
1.1 Multiple terminology and determinants of discriminations in the organization
Our aim is not to focus on discrimination suffered by women only, because we are aware that there are also other forms and types of discrimination suffered by men too, but they remain much less present.

We refer in this context to the Economic and Social Council which denounces the discrepancies between legal texts and realities, and explains that the figures observed have repercussions on the international rankings of Morocco in relation to questions of gender differences: 133rd out of 142 countries in 2014, whereas it ranked 129th in 2013 and 127th in 2010.

1.2 Inequality as a brake on the performance of women at work:

- **Diversity and the gender dimension as an innovative strategy:**
Diversity management can be defined as the attention and proactive efforts of managers and other employees to respond effectively to the challenges set up by the diversity of working

groups (Smolinski, 1994).

In this part, we will try to understand how women can represent a real performance lever within teams. We will begin by analyzing the concept of professional mix, as a competitive strategy, which we humbly consider as a fair management strategy. In addition, we will reflect on the place of women, as a booster for team creativity, and their role in management teams.

And finally, we will explain why the cultural diversity of women-as a strategy used by managers-can contribute positively to maintaining the performance of the teams.

Professional mix as a fair management strategy can result in the allocation of a place for women in teams. The aim of this mix is to take advantage of all the potential benefits of diversity and to limit the potential barriers to this effectiveness. Thus, to achieve better team performance, the presence of women and the intelligent management of this capital undoubtedly creates a climate able to allowing teams of large differences to work together more effectively and efficiently.

The innovative strategy of diversity management an fair management undoubtedly allows the involvement of each actor, the commitment and the feeling of satisfaction of employees, and this has a positive impact on team performance.

According to Isnard, (2003) the feminization policy allows" to widen the talent pool of the company". This approach, according to Olgiati and Shapiro (2002), maintains that the feminization policy reflects a positive image of the company with potential candidates.

Why car about this subject? Given the major concern of any business:: having a cohesive tea, and ready to face any environment, pressure, stress….Thus, thanks to the presence of women, diversity can make teamwork more effective, and performance in team will be maintained for the long term.

- **Women: factor of diversity:**

The presence of women in companies influences the performance of each player. In fact, the policy of professional diversity appeared in France as an extension of the diversity and Equal Employment Opportunities policies developed in Anglo-Saxon countries where the question of women represents a major social and political issue. The influence of the presence of women in companies, in connection with the policy of feminization of the workforce with a view to better HR management, and better team performance remains unquestionable today.

Several companies in this sens are adopting policies to feminize their workforce for better management of diversity. In the Moroccan context, Rodhain and Belghiti already consider in 2001, that women are "potential for the business" in so far as professional equality represents a real managerial interest, and assure that it is really a question of a competitive strategy.

We claim the presence of women within the team, as a " factor of diversity", by asserting in the sens that this reflection around the contribution of women to the performance of companies and teams, could lead one to believe, many, that it is inconceivable not to justify the place of women in companies and in teams, as part of the strategy of feminizing their workforce.

To better understand this concept of "diversity" as a competitive strategy, several authors support the idea that it is possible to distinguish two forms of diversity. The first is based on immediately observable and detectable attributes such as age, sex or origin. The second is a less visible form of diversity focusing on underlying attributes such as education, social background, personalities and values, seniority in organization and technical skills.

According to Thomas and Ely (1996), companies can demonstrate three attitudes towards diversity, for better management of this diversity.

-**The access and legitimacy paradigm:** Thomas and Ely assert in this case that this paradigm rests on the acceptance and the celebration of differences. This approach gives women more chance. However, it is always obvious that in many cases, women are given certain roles, services or functions in order to perpetuate the niche strategy of their business.

-**The discrimination and fairness paradigm**: the company in this case focuses more on equal treatment, strict compliance with legislation and recruitment. In this perspective if the workforce is diversified, the working methods do not change, and therefore the company does not really and fully benefit from the contribution of diversity.

- The learning and effectiveness paradigm: this approach is based on the fact that certain companies able to integrating the perspectives of all employees in the way of working of the organization, of defining the strategy, the markets, the products and the tasks.

But how can we linkthe performance of the teams to the presence of women who represent for us an innovation, "a factor of diversity, wealth and profit for the company"?

To answer this problematic question it is useful to ask ourselves some questions which we will try to answer: does the presence of women induce changes in a work tea? How the presence of women can contributes to the human performance of the company? In a context of high competitiveness, would the presence of women in a team boost or leit-motiv to make a team more efficient (and can therefore be considered as a competitive strategy)?

To answer these questions, Grant (1998) thinks that managers must be sensitive and take into account 'feminine" qualities such as communication and cooperation. He says that if women bring these qualities, they can change the business and even humanize it.

Thus we can refer to "female management", useful for any organization, less hierarchical and more participative 'Eisler, 1991; Fondas,1997; Billing and Alvesson, 2000). Indeed, gender diversity in executives would contribute to enriching the team, and Agnès Arcier (2002) in her book" The female quotient of the company" confirms " a company, by favoring a high female quotient, develops more collective intelligence, more teamwork, more employee motivation, more mastery of complexity…". The so-called "feminine" qualities would therefore be in line with the needs of businesses, because by promoting the presence of women, this diversity would allow businesses in general and teams in particular to benefit from them.

- **Management who promotes creativity within the team:**

If the woman is present within the team, the management of diversified skills will be smarter,

more conducive to team creativity. The team will thus build this strength that will allow it to cope with any pressure or competitive environment. If we rely on the marketing dimesion as a point of analysis, we will appeal to the visions of Casel, (1996) and Bender and Pigeyre, (2003). Indeed, these authors point out that the presence of women will allow the company to create a competitive advantage. Innovation would be stimulated thanks to this diversity, and customer tastes will be better perceived by a more representative workforce, which will understand their expectations.

Smolinski (1994) adheres perfectly to this idea by insisting on the fact that the presence of women will be a factor of creativity, insofar as their presence within a team allows employees to be able to better understand the decisions of buying diverse customers, and therefore having more creative teams.

For a better performance of the team and above all, to maintain this performance, the company needs creative minds! Isnard (2003) defends the idea which specifies that the diversity and the feminization of the employees, makes it possible to boost creativity and innovation and thus to distinguish on the market: key element of the sustainable and maintained performance of the teams.

Management in the feminine will be all the more intelligent if we base ourselves on one of the theories mobilized in strategy:" The theory of resource dependence". Indeed, companies that have women in their management use their resources better and take full advantage of a greater variety in decision-making. In addition, these companies are becoming more efficient and have better financial results.

- **<u>Women and their place in a management team</u>**:

Women can occupy managerial positions, if they are part of a management team, their presence is a factor likely to increase team performance (Welbourne, 1999). Why will there be sustainable performance? Because "decision-making", communication and team reflection will be encouraged.

In contrast, Shrader(1997) focused on the place of women in management, executive and administrative positions. The author affirms following a study on 200 companies, that companies employing many women in managerial positions notice a maintain of the performance of their teams, and thus, they intelligently use their potential human capital resources. We have attempted to transpose this study to the Moroccan context, and we have sought to find out if there are exact statistics on the number of women occupying positions of responsibility, but the Moroccan authorities do not currently have studies comparable to the ones that are American-wide. However, we can at least postulate through our observations and our empirical study that there is no longer a correlation link, even if correlation is not causal.

We can still affirm on the basis of our empirical study (within the framework of a symposium on gender, Ref. Bibliography) that the companies which have promoted the most women are those whose profitability is the best regardless of the measure of profitability. It is true that some of these companies were already successful, but at least we can argue that the promotion of these women did not affect their profitability.

- **Female management**:

Billing and Alvesson (2000) argue that female management is useful in helping women to break into managerial positions, but this conveys stereotypes and reproduces traditional division in the labor market.

As a result, the skills of women would be recognized in many positions, such as communications, human resources management, where "female" qualities remain essential. However, female management should not limit the career and development possibilities of women by limiting them to this or that position.
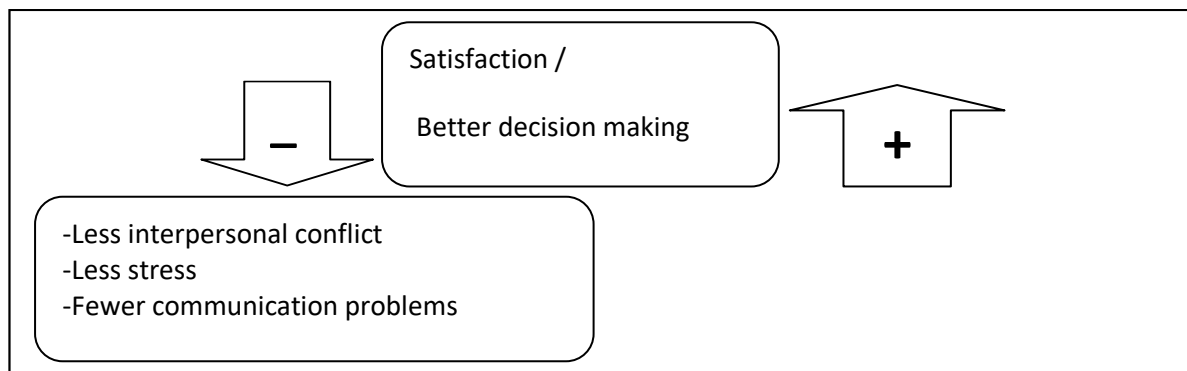
Also, some women can show feminine and masculine and feminine qualities depending on the situation, it is this good number of psychologists of which Bern (1975) tried to understand.

Companies wishing to maintain the performance of their teams will therefore focus on recruiting more androgynous manager profiles (so that an individual can be both male and female depending on the situation). Why? Quite simply because these profiles are capable of having flexible and adaptable behavior (Korabik, 1990).

According to Sargent (1998), on the one hand, men can help women become more direct, more assertive and action-oriented, on the other hand, women can provide men with skills such as listening, expressing emotions and open communication.

In the end, equitable management will perfectly meet the expectations of the company and will allow a drop in absenteeism, a decrease in turnover, and an increase in motivation and the spirit of belonging to the team, reflected by the maintaining the performance of employees as part of the team.

The impact of fair management on maintaining team performance:

Satisfaction /

Better decision making

−

+

-Less interpersonal conflict
-Less stress
-Fewer communication problems

Source: Developed by ourselves

Women and team performance:

Thus a team made up of men and women will be more efficient, despite going through the implementation or change of competitive strategies. This is what we will try to demonstrate below:

-**Role and contribution of women to team performance:**

Women undoubtedly allow a transfer of knowledge, during which one unit (a team) is affected by the experience of another (Argote et al, 2000). Indeed, the author has assimilated the

contribution of women to a strategic resource for the organization, because it allows the company to have access to additional experiences and skills, without forgetting the fact that the organization has the advantage of attracting and retaining the best talent (Kulkami, 2012).

In fact, when the woman is present in a team, she eases tensions, thanks to her diplomacy and sensitivity, creating thanks to her difference, a certain satisfaction.
According to Stahl et al (2010), this is the ability to maintain an unexpected and robust positive relationship within the teal. Stahl also points out that the diverse teams had a higher level of satisfaction than similar teams.

The team in a highly competitive context will benefit from highly motivated members who will collaborate together, and this motivation explains the positive relationship that leads to satisfaction and trust, and therefore to sustainable performance (Dlimi et al, 2015).

- **The conflict in the team:**

The conflict is likely to be present in the context of teamwork. It is generally defined as a process resulting from tension between team members due to real perceived differences. It is undoubtedly one of the most immediate challenges to team effectiveness (Puck and Pegemig, 2014). The diversity and presence of women in the team may, according to some authors, be a source of conflict in some cases. why, this is justified by the fact that teams made up of men and women will find it more difficult in the short term to manage conflicts and achieve optimal productivity in the company (Jehn and Mannix, 2001; Stahl et al, 2019; De Jong and Houten, 2014; Troser et al, 2014. Puck and Pregemig, 2014).

To avoid ambiguity, it is useful to point out that conflicts can be classified in different ways (Amason, 1996; Jehn and Mannix, 2001).

According to Amason(1996), there are two types of conflict: "emotional conflict", and "cognitive conflict". The first type is a personal and relationship conflict within the group, characterized by friction, frustrations and disputes between different personalities (Boisard-Castelluccia and Van Hoorebeke, 2010). According to these authors, this conflict situation can be very detrimental to the team's performance. It can slow her down, disturb it or represent a brake to its maintenance.

However, cognitive conflict is an opposition of ideas within the team, a disagreement relating to the content and outcome of tasks. Obviously, when we talk about a team, the presence and the effect that the female presence creates can only be positive. It often helps to avoid certain conflicts, and helps to ease tensions. John and Mannix (2001) distinguish three other types of conflicts within a team, which can have the effect of "slowing down" or not "maintaining" their performance: the relationship conflict, the "task conflict" task and the "process conflict".
The first type cited by these authors deals with personal issues, and is similar to emotional conflict (Jehn and Mannix, 2001). Task conflict is an awareness of differences in views and opinions about a task in the group. It is similar to a cognitive conflict (Jehn and Mannix, 2001). By contrast, process conflict is defined as an awareness of controversies over aspects of how the

task is to be accomplished. Thus, it is more the task-related conflicts, "cognitive conflicts", which negatively influence the performance of the team (Stahl et al, 2010).

- **Cultural diversity of women and team performance**:
 Integrating into our research work the articulation between the cultural diversity of women and the performance of the team is not a coincidence, but this point deserves special attention from us. Why? Simply because cultural diversity has become a central concern for managers, researchers and decision-makers (Sultana et al, 2013). In the context of Moroccan SME, this is a daily reality.
Therefore, the presence of team where the cultural diversity of men and women from different horizons, cultures and behaviors reigns is undoubtedly a guarantee of business development (Loth, 2009; Popescu et al, 2014).

When it comes to multicultural organization, there is richness and lasting performance (Lauring and Selmer, 2013). We choose to link the subject of cultural diversity as a competitive strategy with the performance of the teams because even in the presence of the implementation of competitive strategies or strategic change, thanks to the cultural diversity of the actors, and mainly women, this allows the sustainable maintenance of team performance.

Point (2012) qualifies cultural diversity as" a field which remains still virgin", we justify this considering the first meta-analysis which separates the effects of cultural diversity from other types of diversity, which was in 2010, therefore just very recently, by Stahl.

When we speak of a team, it is obvious that we are referring to the concept of "team", we find at the outset a human group united by a common objective; whether it's a football team, a commercial team operating on the field or the team of engineers and scientists responsible for putting a satellite into orbit, so it's all about winning together (Raynal and Chedru, 2009).

 On the other hand, following the meta-analysis of Horwitz (2007), we note that team performance is a multidimensional concept (we will devote a whole part to this point in the following pats). Indeed, it encompasses the following three levels of results: "The amount of team performance (sales volume, number of ideas, time to complete tasks), the quality of team performance (decision making, creativity and innovation, problem solving), and social integration at work.

In addition, the term culture is used to denote the national culture of a country. This choice makes it possible to exclude cultural differences between groups within the same nation such as those based on regions or social class (Hofstede, 1987).

Based on the"UNESCO world report":"cultural diversity is reduced to the diversity of national cultures". The assumption is, therefore, that people in the same country share the same thinking. Since, in anthropology, as in management, due to the difficulty of defining an outline culture, the country is often used as a substitute for culture (Popescu et al, 2014).

We link diversity to performance by referring to Congden et al, (2009), who demonstrated that the successful performance of multicultural teams is an essential factor contributing to the success of the organization.

In 1952, Kroeberet Kluckhohn identified more than 164 definitions of the word culture (Loth, 2009). The first ethnological definition of culture came from the British anthropologist Edward Brunett Taylor (1832-1917).

As a result, diversity management can be considered as a competitive strategy, because it grants the company the ability to take advantage of the advantages of professional mix, by employing a heterogeneous workforce as specified by Cascio in 1995).

The performance of the teams therefore seems reinforced by the presence of women, because it allows the emergence of creativity, innovation, and better meet the expectations of the hierarchy and that of customers (Dlimi, 2015). We will therefore have an ultimate goal: to create a positive climate in which all members can reach their maximum potential in terms of contribution to the organization and personal achievement.

1.3 Discrimination: factor of non-performance of teams:

To limit oneself to examining the phenomenon of collective discrimination within companies, moreover private, could appear as a way of focusing on a single absurdly reducing aspect compared to a more general social phenomenon at the source of deep inequalities to the detriment of certain categories of people.

Several discriminations are visible in the Moroccan context: discrimination linked to sex, age, origins or disability. They all deserve to be addressed, but we will choose for this part a much more specific focus, namely the discrimination suffered by men or women, and which lead to non-performance of the teams.

We do not wish to conceal the realities specific to the Moroccan context, and to propose theoretical and general solutions which would be unsuited to the challenges specific to Moroccan SMEs and to the categories of the population working there victims of discrimination.

To do this, taking into account the internal culture and ethics present in Moroccan SMEs, can help us understand why there is discrimination (especially based on our observations during semi-structured interviews that we conducted during the empirical study).

To better understand the impact of injustice on the performance of teams at work, it is wise to take a look at the concept of performance as a whole, which according to the literature covers three dimensions of social responsibility, namely: the economic, social and environmental dimension (Igalens, 2013). We often come across the societal dimension which sometimes merges with the legitimacy of the company (Ramanantsoa, 2012). Certain contradictions are certainly present in social performance, such as the following fact: sometimes absenteeism decreases, but turnover increases.

We are aware that performance is a representation based on mostly partial information and it is not limited to the performance of the duties and responsibilities associates with a task. Indeed, it

also includes a group of activities which are not necessarily linked to the task, but which contribute to the maintenance and enrichment of the social and psychological context of the organization.

The male or female employees forming the team react from their perceptions, and so, to anticipate, understand and modify their reaction, it is useful for any manager to grasp the elements contributing to their feeling of injustice.

If we refer to the work of Organ and his colleagues (Organ, 1977, 1988, Smith, Organ and Near, 1983), the notion of work performance has broadened to include two classes of behavior, namely performance at work-task also called intra-role performance which are part of the formal role of the employee and which condition his productivity in the strict sens of the term. We also discovered another type of social performance called extra-role performance which corresponds to organizational citizenship behaviors-which positively participate in collective performance such as courtesy and mutual aid behaviors.

Regarding task performance, several studies show that distributive justice influences work performance (Lam et al. 2002). Furthermore, Konovsky and Cropanzao (1991) emphasize in their work that only procedural justice is significantly related to the level of performance of the teams. As for Masterson et al. (2000), they demonstrate that the interactional justice of managers determines performance more strongly than the procedural dimension.

With regard to organizational citizenship behavior-OCB-, it should be emphasized that the relationship between organizational justice and OCBs is very real (Organ, 1990; Konovsky 1996; Hoobler, 2001). The manager will then have to be careful in the face of emotional disturbances in his team, to avoid any type of discrimination which may represent a brake on team performance (the objective being to maintain performance). We do not overlook the fact that the result of empirical studies and meta-analyzes support this vision by demonstrating that the perceived justice of the superior strongly determines the OCBs.

If each employee feels values, respected, and valued at their fair value, they will undoubtedly be efficient and participate effectively as part of the work team.

2. From gender discrimination to organizational justice:

2.1 The concept of organizational justice: typology inventory:
The feeling of justice refers to a subjective assessment of what is right for everyone. What is right is by definition deserved, consistent with the actions or efforts undertaken. When we look at theories of justice, the principle of merit is closely linked to the belief that the world is deeply just and that "nothing happens by chance": everyone gets what they deserve and what happens to them. This belief according to Lemer (1987) allows us to consider its social and physical environment as a stable and orderly whole over which it is possible to exercise a certain control. In the organization, women and men develop adaptive functions when they believe that favorable or unfavorable everyday events are deserved.

In fact, women and men at work, especially those with high levels of belief in world justice manage to develop coping strategies adapted to face unhappy situations. These strategies allow them to maintain an acceptable level of mental and physical well-being.

Organizational justice refers to employees perceptions of three ubiquitous considerations at work: the distributions received by the company (distributive justice), the way in which decisions are executed and implemented by formal bodies (procedural justice) and finally, the quality of the interpersonal treatment received by the superior who transmits decisions to work(interactional justice). In close interaction, these three forms influence a large number of attitudes, behaviors and emotions at work, directly or indirectly impacting the health of male and female employees.

Several empirical studies, including two meta-analyzes (Colquitt, Colon, Wesson, Porter, Yee NG, (2001) & Cohen-Charash and Spector, (2002) show moderate to high relationships between fair organizational treatment and development cooperative attitudes between colleagues showing good understanding in the teams, an emotional commitment to the company, satisfaction with the remuneration systems and practices and a state of well-being at work.

Conversely, perceptions of injustice are linked to disengagement from the company, manifested by repeated absences and intentions of turnover, non-citizenship behavior, states of stress, psychological distress, violent behavior, which requires and obliges managers today to think about the implementation of organizational justice, for better performance of their teams.

Morocco is part of a proactive approach to the search for a new model of economic development for our country, based on compliance with national and international standards and conventions. In her Majesty's Royal Speech, emphasis was placed on the need to revolutionize approaches to new boldness and clear and tangible innovation in the interest of our country.

If we refer to the Labor Code in Morocco (2004), as in several modern countries, we find a formal definition of economic equality between men and women in work in general, and in business in particular.

However, major contradictions are present, given the gap between the legal texts and the realities experiences by employees. Discrimination is present, suffered by men and women. It is true that discrimination is much more experienced by women and undoubtedly causes a slowdown in our Moroccan society. Thus in our article, it seems obvious to us to aspire towards a fight against these discriminations, and to tend towards an organizational justice.

It is true that despite a serious setback noted in 2017, realities tend towards pseudo (slow-transformations-with several attempts to orient towards an increasingly manifest equality which are multiplying, at the level of the public sector but also in the private sector.

2.1.1 Organizational justice and the feeling of injustice at work:
It should be noted that the concept of justice. Injustice crossed the history of thought in philosophy (Delaporte, 2016), then in the humanities and social sciences (Delaporte, 2016), but also in social psychology with an approach descriptive and subjective (El Akremi, 2006). This concept integrated the organizational context as an essential determinant of attitudes and

behavior at work (El Akremi, 2006).

The oldest type organizational justice (Bagger, Cropanzano and Ko, 2006), is based on the theory of equity (Adam, 1963). The main authors are Adams (1965), Blau, (1964); Crosby, (1976); Homans, 1961; Mark and Folger, (1985), Lartin (1981).
This type of justice expresses the degree of fairness perceived during the distribution and attribution of results within an organization, according to the contributions made by male and female employees (Janiczek, 2012).

-Distributive injustice:
We have found in the literature three criteria that can be used to assess the fairness or not of resource allocations, namely: equity, equality and respect for individual needs according to the context (Janiczek, d'Hoore & Vas, 2012).

In terms of equality, it implies that all members of the organization receive the same benefits regardless of their contributions (Bruna, Yanat & Tchankam, 2016). Regarding individual needs, they aim to satisfy the legitimate individual needs of people without taking into account their actual contributions (Bruna, Yanat & Tchankam, 2016).

To better understand this form of justice, it is useful to see the relationship between what a woman receives compared to a man at work, according to the efforts they deploy. When the individual assesses the balance of his compensation/ contribution ratio, he compares it with those obtained by other individuals, whether they are men or women at work. This same compensation/Contributions ration can be considered just or unfair depending on the frame of reference specific to the individual.
The feeling of inequity when there is a lack of justice in the organization can generate or at least arouse a perception or a feeling of injustice. In this sens, the manager will have to react quickly for an emotional rebalancing of his teams, since the feeling of injustice is badly lived, and this unpleasant feeling will motivate the leaders to engage in a process of restoration of equity by through different cognitive and behavioral strategies often identified to deal with the feeling of injustice. Didry (2008) proposes in this sense to modify the level of contributions or rewards, change the object of comparison, or distort reality so as to increase the level of efforts or rewards.

- **Procedural injustice**:
Procedural injustice is the equitable outcome of methods, mechanisms and processes used to determine results (Folger and Cropazan, 1998). It represents the subjective perceptions of individuals in the way in which rewards were distributed (Thibaut and Walker, 1975). These two authors point their finger at two levels of analysis: the process phase and the decision phase.

The first phase of the process is about a person's ability to control how evidence is withheld. However for the second, it includes control of the decision, which designates the person's ability to determine the actual outcome of the case (Thibaut and Walker, 1978).

If we want to better understand these visions, Thibaut and Walker clarify the question for us by considering that a decision or a decision-making process will be perceived as just if there is an opportunity to influence it. This reflects the importance of control in the perception of procedural justice, in the event that individuals react more positively to allocation decisions, even unfavorable ones, since these are based on fair procedures.

For Leventhal (1980), he proposes six criteria (also cited by a good number of authors such as: Lewicki, 1987; Foler and Skarlicki, 1999; Colquitt et al.2001; Paterson et al. 2002; Bagger, Cropanzano and Ko, 2006; Janiczed, d'Hoore & Vas, 2012) :

- Ethics, and respect for moral standards
- The representativeness of all stakeholders concerned by the decision
- The existence of an error correction mechanism
- The accuracy and completeness of the information on which the decisions were based
- The absence of bias and consistency in the application of the procedure

-Interactional injustice:

Interactional injustice refers to the quality of the interpersonal processing that individuals receive from others (Bies and Moa, 1986). In fact, several studies have treated this aspect as a social aspect of procedural justice (Tyler and Bies, 1990). Furthermore, other research has proposed different conceptions, dividing interactional justice into two dimensions: interpersonal justice and informational justice (Greenberg, 1993).

Tyler and Bies (1989) have identified five decisive criteria in the perception of the justice of the treatments in the organization: the adequate consideration of opinions, the removal of personal prejudices, the uniform application of decision-making across people and in the time, the provision of precise information concerning the decisions and the adequate explanation of the decisions. Also, several studies that we have crossed in the literature such as that of Bies and Shapiro (1988) have shown that the perception of justice is influenced not only by the procedures used to determine the results, but also by the explanations of these procedures.

As for interpersonal justice, Janiczek (2012) considers that it relates to the behavior adopted by other members of the organization (men or women) towards themselves (Paterso et al.2002; Stephens and Cobb, 1999: Folger and Skarlicki, 1999). The criteria often used to assess fair or unfair treatment according to Paterson et al. (2002) are: honesty, courtesy, respect for rights, and decency in behavior. Folger (1999) even speak of social sensitivity and takes into consideration respect and dignity (Yanat & Tchankam, 2016).

Male or female employees may even need information justice, and this is what Janiczek (2012) called "informational justice", or "explanatory/ Justifying justice (Brua, Yanat & Tchankam, 2016).

Indeed, it relates to the justification of decisions which counts for a lot for the employees, since the non-justification or the vague justification of the decisions of the decisions taken within organizations feeds a feeling of injustice often by incomprehension.

2.1.2 The consequences of injustice at work:

According to our interviews- which we will present in the following sections- any discrimination between men or women, undoubtedly leads to a non-performance of the teas. Also, it is undeniable for us at this stage that the effects of justice (whether distributive, procedural or interactional) are positive both on the organization and on the individual (El Akremi, Vandenbergue, Camercan, 2010; Yanat & Chankam, 2016).

However, several other authors and researchers have shown that feeling of injustice can lead to behaviors that have a negative impact on the well-being of employees and on the operation of the company (Greenerg, 1933; Mikula, 2001; Didry, 2008). The most visible result is a decline in performance for all employees. Men can discriminate between them, just as women can discriminate against each other and arouse a feeling of professional jealousy, which will gradually turn into a feeling of rejection, and which may go in a few cases toward violence, anger and declining profitability and efficiency.

The main concern of any manager is to maintain the performance of his teams. In this sens, the feeling of injustice at work between employees of the same sex or between men and women negatively impacts job satisfaction (Donaldson, Vallone, Ensher, 2001).

Indeed, organizational commitment (Porter, Boulian, 1974), or attitudes towards decision-makers or those in possession of any authority (Konovsky, 1989), promotes and increases initial intentions, and even considerably reduces acceptance of organizational decisions (Borckner and Wissenfeld, 1996).

In addition, discrimination and feeling of injustice can in some cases lead to acts of violence. Several leaders and managers interviewed in the case of our empirical study-which we will briefly present in the following sections-state that employee reactions to perceptions of inequity at work reveal that they frequently respond to distributive justice violations by engaging in anti(normative behaviors (such as theft or sabotage in the company (Greenberg, 1993; and Ambrose et al 2002).

Fitness pointed out in his research in 2000 that injustice is the main cause of anger in organizations.

2.2 The principle of equal pay according to the gender approach(equity and organizational justice- :

It should be noted that around the 1990s, the struggles waged against discrimination were more tangible, especially with struggles led by Moroccan feminist associations. In this context, respect for international rules, and pressure from civil society movements favorable to justice, equality and equity, seems to be increasingly becoming a new vision towards a new Morocco (Lagevin, Mendoza, 2013).

- **Fair management success strategy:**

Professional equality has undoubtedly become a hot topic. Several companies are option for the feminization strategy of their workforce. In a logic of non-discrimination between the sexes,

today we speak of equal opportunities and respect for women: therefore professional equality with decision-makers.

Thus, for management to be fair, it is obvious to strengthening training policies, qualification of women, and equalization of their career and remuneration condition, for good human resource management (Frédérique Pigeyre, 1999).

Therefore, we can dare to say that there is indeed an impact of the presence of women on team performance.

This mix is useful for better social performance. We are referring to the latter because quite simply, companies attach more and more importance to it, to even become one of the evaluation criteria. So the existence of a female management mode as we mentioned above, joins the idea of diversity for better performance.

2.3 Presentation of the survey results and Recommendation:

Our study looked at the synthesis of previous work to go directly to the verification of our deductions in the field. We were interested in the contextualization of the study, taking as an example the Casablanca SME.

We started with study research and we discovered that the researchers who looked into the study of the subject in the Moroccan context concluded that the character of diversification and heterogeneity of Moroccan culture plays in contradictions and realities present in wage experience. Based on Pascon's (1971) vision, Morocco is" composite society" and this heterogeneity of Moroccan society is also structural, through the levels and division of social classes (Pascon, 1980). Morocco is a country that often claims to be "masculine", given the power of male domination, we rather want to refer to the "masculine values' that reign in Moroccan culture. The logic of short-term opportunism and rent is raised by many authors such as El Amrani and Chebihi (2003).

Peretti and Frimousse (2006) argue in this sens that practices remain bureaucratic and planning is poorly developed. The two authors point out that "the management style at the enterprise level is characterized by traditional management based on intuition and not on strategic planning". They say that it is more" a basic organization based on an oral culture in which the formalization of methods and tools is absent".

2.3.1 Methodology:

The SME was our field of study and its choice is not random. Indeed, the Moroccan SME holds a considerable weight in the economic fabric of the countries (more than 90°/°), the SMEs play an undeniable role as much for the creation of the wealth as for the generation of employment (Edwards et al. 2005; Wolff and Pett 2006; O'Regan et al.2006). The issue of discrimination and performance in these entities then becomes one of the issues of concern to the community of Moroccan and foreign researchers in Management Sciences.

Therefore, it is obvious that the field of study that we have chosen- The SME- deserves our full attention. If we focus on developing countries, the SME forms' the backbone of the private

sector"! This category of business that contributes to the development process is vital because it generates job.

Indeed, they ensure a "better allocation of productive capacities, their development also asserts itself as a major axis of the fight against poverty and allows the reduction of economic disparities and disparities between cities and companions" Bouzid (2005).

Bouzid (1997) asserts in his work "SMEs and development strategy in Morocco" that behind all definitions, there are in fact very different realities and strategies". Many researchers recognize the interest aroused by SMEs (Torrès & al, 2008; Aldebert and Gueguen, 2013; St- Pierre & al, 2014). Indeed, SMEs occupy a primordial place in the economic landscape (Raymond & al, 2007: Breillat, 2010; Geindre and Dussuc, 2015). They represent an essential source of economic growth, dynamics and flexibility for industrialized countries as well as in emerging and developing economies (Mayrhor and Urban, 2011).

In Morocco, the SME represents 98°/° of the economic fabric (MEF, March 2015). They constitute the nerve center of the Moroccan economy with 40°/° of production, and 31°/° of exports (CNCE, 2015).

Indeed, the definition of the SME in Morocco knew an evolution going from the simplified and accelerated procedure (PSA) set up in 1972, to the charter of the SME in 2002, while passing by the pilot line mobilized in 1978, the Integrated Assistance Program (PAI), then the investment code promulgated in 1983.

For newly created companies- any company with less than two years of existence – are considered as SMEs companies which have initiated an overall initial investment program not exceeding 25 million Dirhams and respect an investment per job ration less than 250,000dirhams.

- **The SME according to the CGEM and the ANPME, vision 2015:**

The CGEM and the ANPME (Maroc PME) recently classified in 2015 the PME according to new specifications, which we will present in the table below:

The criteria to define the SME in Morocco:

Business types	Effective	Turnover	Total assets
SME	less than 200 people	Less than 175 millions of Dirhams	Less than 50 millions of Dirhams

**Source: According to CGEM/Maroc PME (2015)**

It is obvious at this stage to emphasize that the SME remains one of the appropriate vector to revive economic activity, strengthen social cohesion by fighting unemployment, and participate

in regional development.

- **Distribution of SMEs by branch of economic activity**:

Why did we choose Moroccan SME as a field of study? We justify our choice by the importance of SMEs in developing countries, which is confirmed statistically. They represent 90°/° of companies in the majority of developing countries (OECD, 2002, 2006, and 1007, Douing Business, 2014). In Morocco, the SME creates 50)°/° of jobs, contributes 20°/° to GDP, 30°/° to exports and 40°/° to production (ANPME, 2013).

Distribution of SMEs by branch of economic activity:
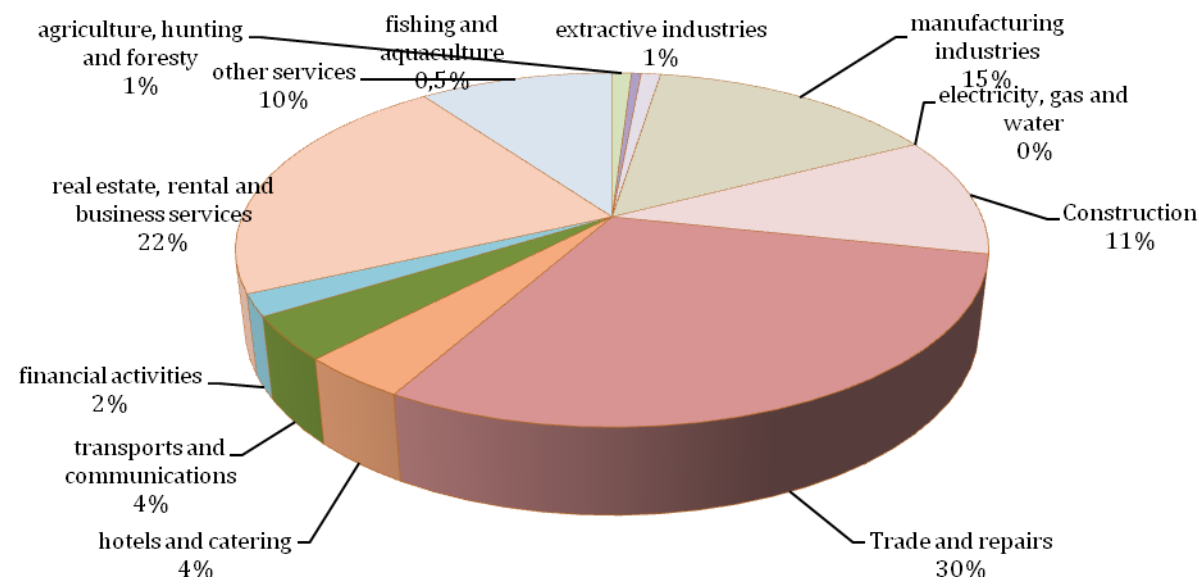
Despite their share of 15°/° in the SME population, the manufacturing industries generate the greatest added value with a contribution of 37°/°. They are followed by trade and repair activities (19°/°) and real estate and business services (13°/°).

In terms of numbers of companies, the weight of SMEs represents 98°/° of the entire national productive fabric.

However, the SME remains vulnerable given the multiple constraints it is forced to face, hence the continuous struggle of managers to maintain the performance of their teams.

- **Choice and determination of the sample**:

The sample on which we are based includes 120 Moroccan SMEs from the Greater Casablanca region given the high economic concentration in this region, and the criterion for choosing these SMEs was the workforce (between 10and 250 employees) to maintain a some consistency with our project which focuses its attention on the performance of the teams. Our study spanned from January 2018 to July 2018, and therefore our study is a reduced representation of the distribution made by the CGEM (2015) and the last report of the HCP (2015).

- **Pre-survey:**

We attached great importance to the pre-investigation phase. Therefore, we tried to constitute a global idea on the discrimination between men and women and the impact on the performance of the teams, and this by bringing us closer to professionals in business, to validate with them the different axes that have formed the basis of our semi-structured interview and our questionnaire. The qualitative phase was very useful for the success of this second quantitative study.

- **Conduct of the survey: administration and collection** :

We would like to point out that we made personal contact with the respondents and people participating in our survey, in all phases (from the pre-survey, to the pre (test, to administration, to collection). We believe that direct contact brings confidence, credibility to our survey, and above all, it allowed us to have a lot more data from respondents.

The target population was managers, directors, department head and managers (men and women). In addition, in order for the responses to be based on significant experience, only respondents with more than five years of seniority, and managing or being part of the teams, were contacted.

The 4 components of our questionnaire are as follows:
AXIS 1: identifies the types of discrimination experienced by men and women at work
AXIS 2: proposes to discover the constraints and difficulties of women in a situation of unequal management
AXIS 3: concerns the impact of this discrimination on team performance
AXIS 4: attempts to identify avenues for progress towards organizational justice.

2.3.2 Result and discussion:

Our choice focused on the workforce criterion, and we selected SMEs employing between 10 and 250 employees as previously mentioned. We consider the "size" effect to be contingent. Because it is simply a matter of basing ourselves, -to justify the criterion of the choice of our sample-on the current of research which considers size as a universal variable, predictive and a absolute importance. The sample of respondents is young, between 25 and 55 years old, so the respondents have accumulated significant experience and their answers can certainly be very useful for the validity of our research

The most marked function of respondents is the HR/ sales/ sales marketing/ communication function, and for most of our contacts, they occupy positions of high responsibility (Directors, Managers, leaders, etc.).

The profiles of the team member respondents belong to different categories (the respondents belong the different types of team):

*work team (which regularly produces a product or service)
*project team (which focuses on the creation, development or launch of a new product or service).

* Management team (which corroborate and manage the activity within the framework of interdependent units) and finally;
* Reflection teams (whose mission is to formulate proposals for improving the operation of the company).

Some respondents work and collaborate with several teams, hence the importance of their responses for our research project. They can be attached to one tem, and in parallel, they belong to another simultaneously.

For fairness in date collection, out of 120 respondents, we chose 60 men and 60 women. SPSS and NVIVO have been very useful for statistical analysis and content analysis. However, the transcription work was manual, which required a huge investment to come up with this article.

Thus, we adopted for a thematic analysis of which the coding unit is 'the key idea". We re-transcribed the data from each recorded interview and proceeded to cut the whole according to the key ideas mentioned. The ranking of the comments was made according to homogeneous categories representing the axes of our guide.

A second classification was made in order to highlight possible sub-categories of the remarks analyzed. From this, we started the analysis of the data collected by focusing on the ideas (central keys compared to those incidental, taking into account their frequency.

Among the points developed, we distinguished those which were mentioned once or twice from those which were repeated several times (on the part of several interviewees).
Also, we noted the presence of ideas just incidentally and others incidentally. Therefore, manual processing was based on:

• Studies of the number of links and concepts/ Loops/ Research of unifying themes
We have concluded that if there is organizational justice, there is mutual trust, respect, innovation, same (sex collaboration, and between men and women. This type of equitable management installed and monitored mainly by a knowledgeable manager, observer, communicator and sensitive to the behavioral changes of his employees undoubtedly leads to maintaining the performance of his teams.

Thus, if the manager manages fairly, the feeling of confidence will be installed and therefore the feeling of organizational justice will be a pledge of the maintenance of the teams. Organizational justice which tries to avoid any discrimination between men or women will be the strategy for any informed manager, in search of organizational performance. We prefer to schematize our conclusion thanks to the following diagram:

Positive impact of equitable management on maintaining team performance:
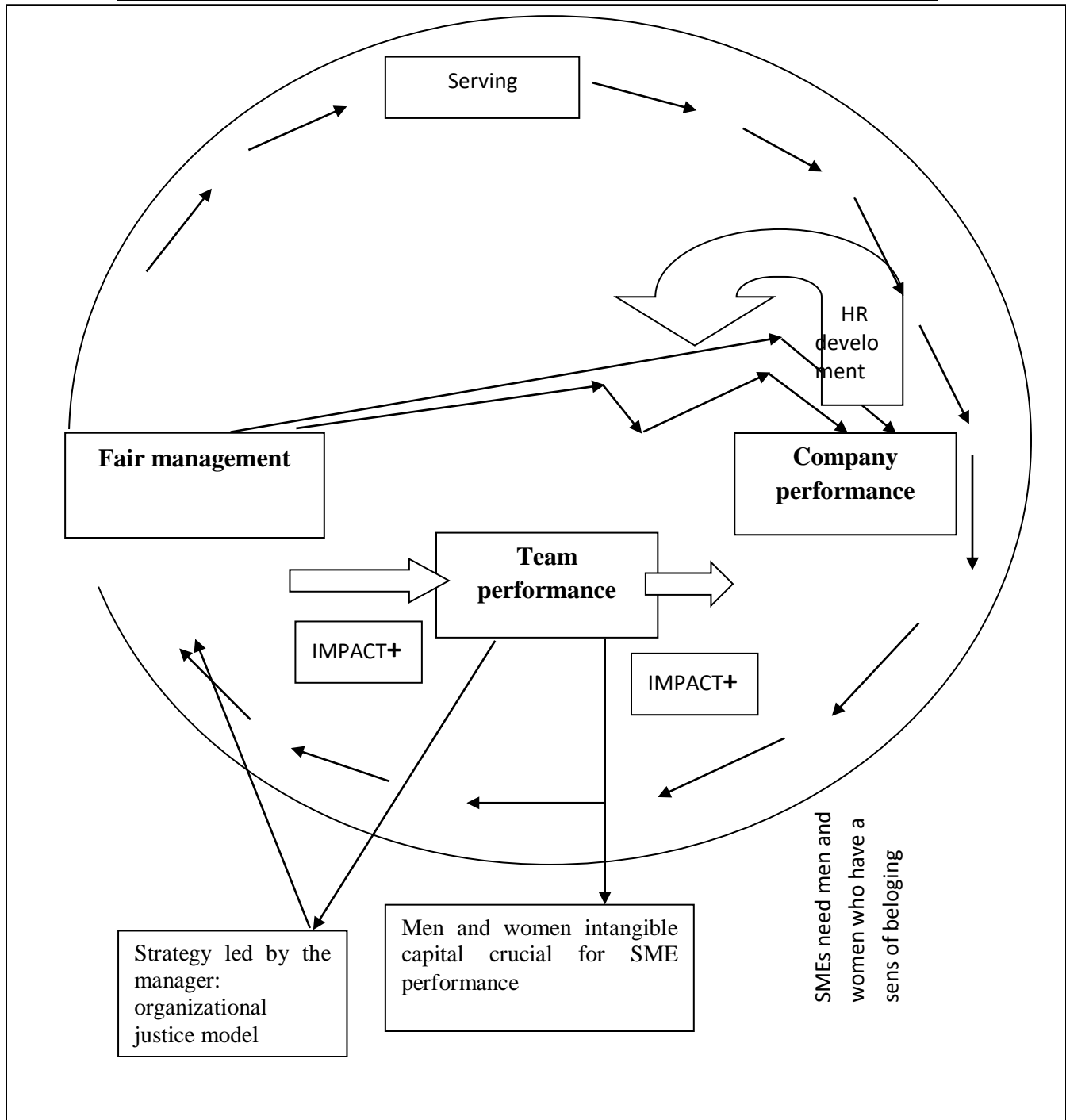

Source: Ourselves

As conclusions of employee/ managerial perceptions-men and women interviewed- we can argue that:

Interviewees attempted to identify the concept of discrimination in connection with the concept of team performance and often referred to the following:

<u>The implication at work</u> :

The installation of an organizational justice allows a better implication at work, and therefore our H1 is validated. The richness of the literature, concerning the implication at work, leads us to propose only one definition of this concept, proposed by Lapointe (1995): ' the concept of involvement in work proposes to take into account the subjectivity and the will which characterize real work and which give employees a certain autonomy."

Effect of cultural diversity on team performance:
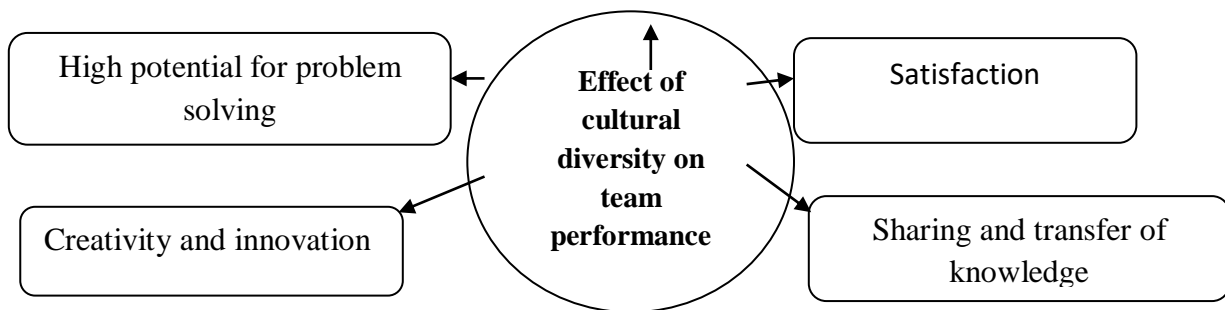
So when there is a presence of women from different cities in the kingdom, from different cultures but collaborating in the same organization, this creates greater competitiveness within the team (Gueguen, 2011). As a result, according to Frimousse (2007), the meeting of different cultures can make it possible to take the path of hybridization and interbreeding in order to reconcile the universal and the particular and to relate universes of meaning.

Also, the woman can hold the role of lever and economic stake insofar as her presence and her participation can lead the team to new forms on innovations, different from the simple commercial innovation, such as new methods or new organization of production.

When it comes to teams, and especially project teams, coordination remains one of the major problems (Royer, 2005). To better respond to our problem, we refer to the systemic approach, which provides interesting insights into the interaction, - considered as the reciprocal influence of two or more people- since it is centered on the current aspect and relationship dynamics. We will present a synthetic (not exhaustive) vision of the classification of similar sets:

Quelques « Mots clés » présents dans la majorité des réponses	Expressions/ Citations présentes dans la majorité des réponses
1. Marginalisation: cited 280 times 2. Fear: cited 120 times 3. Discrimination: cited 50 times 4. Censorship: cited 50 times 5. Injustice: cited 120 times 6. Professionnel stress: cited 200 times 7. Adaptation: cited 150 times 8. Forecast: cited 120 times	1. « Our objectif is to survive» cited 60 times 2. « Our objectif is to maintain our performance » cited 55 times 3. « Maintaining team performance is a necessity today» cited 65 times 4. « The loyalty of our teams is our priority» cited 130 times 5. « Discrimination leads to non performance, cited 70 times

Source: Ourselves

Lexicon/item/ words used by respondents around the study topic:
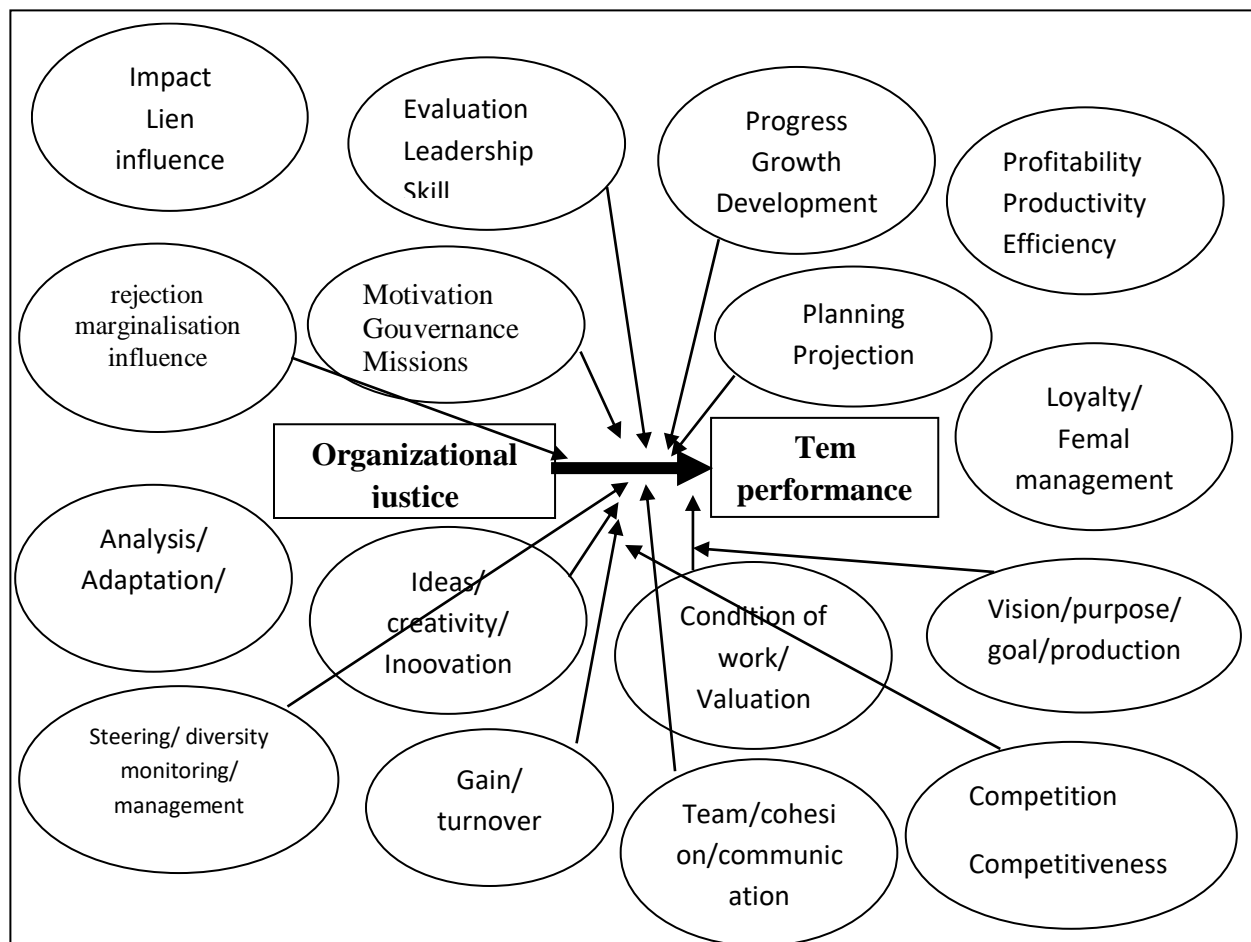
Source: Ourselves

Establishing equality between women and men in all areas is a major objective that al managers must set for themselves. Whether public policies or actions of partners, professional actors and actresses, all must mobilize for equality between employees of the same sex or between women and men.

Also, we could say that the feminization policy allows "to enlarge the talent pool of the company" Isnard, (2003). This approach, according to Olgiati and Shapiro (2002), maintains that the feminization policy reflects a positive image of the company with potential candidates.

Why care about this? Given the major concern of any business: having a cohesive team, and ready to face any environment, pressure, stress… Thus, thanks to the presence of women, teamwork more effective, and performance in team will be maintained long term.

Conclusion

So making equality between women and men effective in all workspaces of our society and overcoming social injustice is a struggle for all. Our article pointed out the need to fight against sexism, against professional inequalities, for real equality, for better performance in business.

The recommendation that emerges through our research highlights the usefulness of developing in-house diagnostic instruments that reveal existing inequalities. These tools contain up-to-date data which make it possible to identify needs and gaps in terms of team management and the injustice existing therein, in order to be able to put in place appropriate action strategies.

Diversity management therefore becomes a necessity and a guarantee of team performance, as well as the attention and proactive efforts of managers and other employees to respond effectively to the challenges put in place by the diversity of workgroups (Smolinski, 1994).

Bibliography:

1. Burlaud A.2000 ; « A la recherche d'un système de mesure des performances : application aux réseaux », in Fabbe-Costes N.Colin J ; et Paché ., Faire de la recherch en logistique et distribution ?Vuibert-Fnege :261-272
2. Casta J.F 1999, Le capital humain : dimensions économiques et managériales. Presses Universitaires d'Angers
3. Douglas, S.C. Martinko, J. (2001) Exploring the role of individual differences in the prediction of workplace aggression. Journal of Applied Psychology, 86(4): 547-559.
4. Fassina, N.E, Jones, D.A, Uggerslev, K. (2008). Meta-analytic tests of relationships between organizational justice and citizenship behavior: testing agent-system and shared-variance models.
5. Folger, R. Cropanzano, R., Goldman, B.(2005). Justice and morality. In J. Greenberg, J.A.Colquitt (Eds), Handbook of organizational justice (pp 329-354).

6. Folger, R. (2001), Fairness as denouncer, in S.W.Gililand, D.D.Steiner, D.P.Skarlicki (Eds), Theoretical and cultural perspectives on organizational justice, Greenwich: IAP.
7. G. Becker, « Human Capital, A theoretical and Empirical Analysis, with special reference to Education" 1964

8. Gosselin, A., Le Louarn, J.Y, Wils, T. (2001), Penser stratégiquement en ressources humaines, c'est faire « F.A.C.E. », *Effectif*, vol. 4, no. 5, novembre.

9. Gomes C.F., Yasin M.M., Lisboa J.V., (2004), « *A litterature review of manufacturing performance measures and measurement in an organizational context: a framework and direction for future research* », Journal of manufacturing technology management

10. Greenberg, J.(1993). The social side of fairness: Interpersonal and informational classes of organizational justice. In Cropanzzano (Ed). Justice in the workplace: Approaching fairness in human resource management, (vol.1, pp. 79-103). Mahwah, NJ: Erlbaum.

11. H. Penan (1999), « *Performance* », dans R. Le Duff, (dir.) Encyclopédie de la gestion et du management, p. 897-901, Dalloz, Paris

12. Hanks, S., Chandler, G. N. (1993). *Resource based capabilities, strategy, and venture performance*.. Frontiers of Entrepreneurship Research

13. Hatch N.W et Dyer J.H 2004, "Human capital and learning as a source of sustainable competitive advantage", Strateic Management Journal, 25, 1155-1178

14. Hassid et al., (1997), les PME face au défi de l'intelligence économique : le renseignement sans complexe, Edition Dunod.

15. Hermann SIMON et al., *La stratégie prix, 2e édition,* Dunod, Paris 2000, p.19

16. Hirigoyen M.F (1998). Le harcèlement moral : la violence perverse au quotidien. Paris : La découverte et Syros.

17. Jauvin, N. (2003). La violence organisationnelle : Parcours conceptuel et théorique e proposition d'un modèle compréhensif intégrateur/ Beauport : Equipe RIPOST.

18. Jawahar, I.M. (2002). A model of organizational justice and workplace aggression. Journal of Management, 28 (6): 811-834.

19. Le Boterf G 2000, Construire les compétences individuelles et collectives, Les Editions d'organisation, Paris

20. Le Boulaire Martine et Didier Retour, « Gestion des compétences, stratégie et performance de l'entreprise : quel est le rôle de la fonction RH ? » CERAG et Institut d'Administration des Entreprises de Grenoble Université Pierre Mendès France.