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The effect of hidden spatial bias "implicit evaluative localization" in the evaluation of employee performance in human resource management - a sociological approach

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Abstract:

- **Objective of the study:** It seeks to highlight the effect of hidden spatial bias "implicit evaluative localization" As a new original concept in urban sociology and human resource management, this concept describes the hidden, overt mechanism used by human resource management to evaluate employee performance, and the study focuses on how a factor's geographic location and socio-spatial status can change formal and informal job evaluation criteria, sometimes losing their objectivity. In human resource management assessments, and the extent to which this bias plays a role in perpetuating and reproducing urban segregation.

- **Curriculum:** The study adopted a descriptive, analytical and comparative approach, employing multiple tools that combine theoretical sociological analysis with a review of critical literature in the fields of urban sociology and human resource management, as well as documentary analysis of reports of relevant international organizations.

- **Importance:** This study acquires its importance from the fact that it establishes a complex field of knowledge linking urban sociology and the science of human resource management. in the near absence of specialized Arabic studies in urban sociology in Algeria or another Arab country that address hidden spatial bias "implicit evaluative localization" as an independent variable influencing organizational justice.

- **Research Tools:** This study relied on content analysis and a critical approach to organizational discourse, investing the theoretical frameworks of Pierre Bourdieu (spatial capital, and habitus) and Henry Le Lefebvre (space production) to identify the theoretical gap that the new concept fills.

- **Key question:** How does the hidden spatial bias" implicit valuation localization "in urban settings reshape their human resource performance appraisal system and what mechanisms perpetuate organizational inequality based on geo-social affiliation?

- **Key findings:** Studies have shown that the hidden spatial bias of "implicit evaluative localization" is a hidden but effective variable in evaluating employee performance in human resources management policies, manifested in three levels: unconscious bias of resident supervisors and managers based on the employee's address of residence, and the disparity of training and promotion opportunities according to geographical distribution, as well as the reproduction of the socio-spatial hierarchy within formal organizational structures.

Keywords: Hidden spatial bias "implicit evaluative localization", performance appraisal, habitus, human resources, organizational justice, spatial capital, organizational inequality.

1. First, the introduction:

Contemporary social thought is witnessing a growing interest in the concept of space as a productive social structure of relationships rather than merely an engineering framework for human interaction, in the context of the transformation of the urban environment from acute spatial differentiation and inequality in the distribution of opportunities, especially when it comes to the human resources policy system.

The geographical affiliation of the worker within the city, and the consequent social and economic symbolism, is a hidden variable in a system of performance evaluation that deludes neutrality and objectivity. It actually reproduces social hierarchies based on spatial location. The debate about the fairness of employee performance evaluation is no longer limited to formal stated criteria such as productivity, efficiency, achievement of goals, or punctuality. In recent decades, studies of critical organizational sociology have revealed hidden layers of bias that influence the judgments of supervisors and human resource managers, ranging from gender, ethnicity and age bias (Acker, 2006; Castilla et al., 2008) but what has not received sufficient theoretical attention in this context is the spatial dimension of the evaluative bias, that is, how an employee's residential address—and the stereotypes associated with his neighborhood—can play a silent but effective role in shaping his performance reports, without explicitly mentioning it in any official document.

In urban sociology, there are well-established concepts such as "spatial stigma" (Wacquant, 2008) that describe how residents of certain neighborhoods are perceived as perverse or dangerous, and the "**habitus**" (Bourdieu, 1984), which explains how residents internalize patterns of behavior belonging to their own residential spaces. There is also literature such as "**population discrimination**" (Massey & Denton, 1993) which hinders the access of certain groups to certain neighborhoods or places. But these concepts, while valuable, do not accurately capture the following phenomenon: A spectrum that uses space as an independent variable after the employee has already got the job, and unannounced within a process that evaluates performance itself? Through a dual theoretical location combining the contributions of urban sociology and human resource management, based on a critical sociological approach that revises classical tools for performance evaluation in light of the spatial (residential) dimension, its importance derives from the wide knowledge gap in the Arabic literature and the weak academic interest in spatial bias as a determinant of institutional or organizational evaluation outcomes.

1.1. Problem of study:

My problems with the study revolve around the fundamental question: How does hidden spatial bias restore "implicit valuation localization" in urban settings to form a system that evaluates human resource performance and what mechanisms perpetuate organizational inequality based on geo-social affiliation?

A number of sub-questions arise from this main question:

- What sociological mechanisms does hidden spatial bias operate in "implicit evaluative localization" in unconsciously guiding residents' judgments?
- How does urban geographical distribution contribute to varying opportunities for professional development and career advancement?
- Are urban space structures reproducing organizational inequality under the guise of objective assessment methodologies?
- What are the possible powers in human resource management policies to reduce the effects of hidden spatial bias "implicit evaluative localization"?

1.2. Importance of study:

The importance of the study is manifested at two complementary levels:

First, at the theoretical level, the study contributes to the construction of an integrated conceptual framework that allows understanding of the structural relationship between social geography and organizational justice, and opens new avenues for criticism of performance appraisal methodologies from an urban sociological perspective.

At the applied level, the study provides a scientific response to the growing demands for equity and fairness in urban work environments, which is reflected in the design of human resource management policies and institutional training programs on awareness of hidden spatial bias and "implicit evaluative localization".

1.3. Objectives of the study:

- Elucidating the concept of hidden spatial bias "implicit evaluative localization" and its sociological origins in the context of the urban environment
- Analysis of mechanisms of hidden spatial bias "implicit evaluative localization" in shaping HR performance evaluation judgments.
- Monitoring the implications of the urban spatial hierarchy on opportunities for advancement and professional development.
- Propose scientific recommendations for reforming the performance appraisal system from the perspective of organizational justice.
- Contribute to bridging the knowledge gap in specialized Arabic literature.

1.4. Methods and research tools:

The study adopts a descriptive, analytical and comparative approach, supported by a critical approach based on three procedural tools: theoretical literature in the fields of urban sociology and human resource management, analysis of the

documentary content of the reports of international organizations and human development reports, also conceptual and **hermeneutic analysis in the light** of Pierre Bourdieu (Bourdieu_Pierre, 1980, p. 88) and the **theory of space production at Lefebvre** (Lefebvre, 1991, p. 26)

2. Second: Theoretical and conceptual framework:

2.1. This research is based on three main theoretical strands of urban sociology:

- **First:** Bourdieu's theory of social space, where he explained that a dwelling place is not merely a geographical location but a symbolic sign of all the social capital of the individual (Bourdieu, 1984, p.124), argued that people's judgments about one another are based primarily on an implicit inference from where a person lives.
- **Second:** David Harvey's work on flexible accumulation shows that state and municipal authority over urban space has gradually been transferred to large private corporations (Harvey, 1989, p. 71)
- **Third:** Sam Wakman's work on implicit bias proved that more than 90 % of human bias is implicit and completely unconscious (Greenwald & Mahzarin R. Banaji, 1995, p. 8)

2.2. Conceptual aspects:

- **Spatial bias:** Spatial bias is defined in sociological literature as a systematic tendency – conscious or unconscious – to make varying evaluative judgments toward individuals or groups on their geographical affiliation or position in the urban spatial hierarchy. This concept is organically linked to what Bourdieu calls "spatial capital", i.e., the physical symbolic asset that an individual gains or loses by virtue of his or her geographical position in the urban system (Bourdieu, 1993, p. 124).

Edward said (said, 1978, p. 54) distinguished in his colonial context between dominant space, which is the basis for understanding spatial bias as an extension of power relations in space, and in the contemporary urban context, this distinction is manifested in the geographical separation between high-end neighborhoods with sophisticated infrastructure and good public facilities. marginal popular neighborhoods that suffer from neglect and double marginalization material and symbolic.

Tilly (Tilly, 1998, p. 7) argues that social inequality is of a taxonomic-binary nature that reproduces itself through internal structural mechanisms, including spatial discrimination based on the objectification of geographical differences and their transformation into invisible organizational roots. From this perspective, spatial bias in human resource valuation is a reflection of deeper social inequality rooted in urban space divisions.

- **Hidden spatial bias " implicit evaluative localization":** This concept is considered a new hidden social-administrative mechanism that is based on projecting the morphological and symbolic characteristics of the employee's residential neighborhood to assess his professional competence, so that the employee is judged not by what he actually accomplished, but by what his place of residence means in the mind of the evaluator

The spatial characteristics of a residential neighborhood (such as distance from the center, economic level, population density, and urban reputation) fall on the provisions of efficiency, discipline, productivity, and eligibility for promotion, without any official document or written evaluation standard.

2.3. This concept has three fundamental characteristics that distinguish it from others:

- Institutional invisibility:

There is no trace of spatial standards in the performance appraisal regulations or HR manual.

- **cover practice:** The concept works in the institutional unconscious area, during calendar interviews or filling out forms, without authorization.

- **Evidence immunity:** It is difficult for the affected employee to prove discrimination because he does not have a document linking his residential address to his assessment.

- **Performance evaluation:** Human Resources Management indicates that performance evaluation is not a completely neutral science, but is influenced by several subjective factors. Studies have documented a " aura effect" in which a general impression on an employee influences the evaluation of all aspects of their performance. (Thorndike, 1920) "gender bias" in which women are rated lower than men in the same performance (Heilman, 2001) and " racial bias" in which racial origins influence judgments (Kraiger & Ford, 1985) but these literature concerned the demographic or psychological characteristics of the employee and did not address the place as a biased variable.

- **Spatial Stigma:** In urban sociology developed the concept of " spatial stigma" Wacquant (2008) to describe how poor or marginalized neighborhoods are stigmatized as dangerous or degraded, and how their residents suffer discrimination in the labor and housing market. However, this concept focuses on the recruitment stage (whether or not the residents of this marginalized neighborhood are employed) rather than the post-employment performance appraisal stage. Spatial stigma may be known and socially documented while implicit evaluative localization operates in an undeclared institutional setting.

In an important analytical study (Clapham, M. M., & Schornell, 2016) he asserted that demographic and geographic factors are more deeply shaping performance evaluations than organizations officially recognize, as prejudices about an employee's residential area are a hidden window of institutional bias.

(Habitus): Bourdieu (1984) sees habitus as a system of behaviors, tastes and attitudes embedded in the body, which the individual acquires through upbringing in a particular social space, in a spatial context in which the inhabitants of different neighborhoods can develop different habitus. while implicit evaluation does not necessarily assume that the employee has devised a living culture, it assumes that the evaluator (the human resources manager) is the one who projects his spatial perceptions on the employee regardless of the actual behavior of the employee.

- **Residential discrimination:** (Massey & Denton, 1993) how ethnic minorities are preventing residents of high-end neighborhoods through discriminatory practices in the housing market. However, this concept is about housing deprivation, not job performance evaluation after obtaining housing

3. Theoretical origins:

- **First: Lefebvre's theory of space production:** Space in the theory of Henry Lefebvre is a socially productive dialectical structure rather than a neutral circumstance, as Lefebvre distinguishes between three intersecting levels of space: (Ducted space) spatial practices, (perceived space) space representations, and (lived space) representative spaces (Lefebvre, 1991, p. 33) this conceptual triad is an analytical tool for understanding how urban spatial distinctions are transformed into mental representations and then into discriminatory organizational practices in the city space, with its acute socio-economic divisions, that not only produces disparities in services and opportunities, it also creates cognitive illusions that integrate spatial quality with the human quality of its inhabitants. Here, the address of the residence becomes a symbolic identity that often precedes and overshadows the identity of functional competence. This view complements Zukin (Zukin, 1995, p. 291) which points out that the spatial hierarchy of cities inevitably reflects the management of the institutions operating within these spaces.

- **Second: Bourdieu's capital and its transformations in the spatial context:** Pierre Bourdieu developed the concept of "**capital**" in its various forms – economic, cultural, social and symbolic – to analyze the mechanisms of reproduction of social inequality. In the context of the current study, the concept of capital acquires fundamental spatial dimensions. The employee from a neighborhood with a marginal low spatial status enters the regulatory space carrying a deficit of symbolic capital and reflecting its spatial deficit, which negatively affects the way residents deal with it and their expectations of it (Bourdieu_Pierre, 1980, p. 20).

Bourdieu employs the **Habitus** concept as the system of socially formed preparations and perceptions that unconsciously guide individual practices (Bourdieu, 1990, p. 53) from this angle, the resident's spatial bias can be understood as a manifestation of **social heterotrophy** that internalizes and reproduces spatial discrimination in the organizational field in the form of implicit evaluative localization, often without rising to the level of critical consciousness.

4. Third: Urban spatial bias – dimensions and levels:

4.1. First: Spatial excellence in the structure of the Algerian and Arab city: Algerian and Arab cities in general suffer from severe spatial disparities that reflect inherited and new socio-economic structures, while central and high-end neighborhoods attract good services and infrastructure, educational facilities and excellent health, marginal neighborhoods and new cities suffer from systematic neglect that redraws the boundaries of opportunities according to a geographical map rather than a map of competencies.

In this context, the address of the residence becomes an identity card with symbolic class and cultural connotations, far beyond its original postal function. The fact that the employee has lived or lives in a neighborhood or in a "village" roundabout does not only express a geographical location, but also releases a series of automatic mental intelligence in the minds of his colleagues and previous opinions, which may carry additional weight of his competence and seriousness unrelated to his actual performance. This is what Giddens calls implicit inference in everyday social practice.

4.2. Second, spatial bias in the organizational context:

- **Resident (Chair-Manager):** where the resident subconsciously often employs his mental stock of stereotypes associated with geographical regions in forming his first impressions of the employee and studies in social neuroscience have proven that the human brain performs initial, peek assessments within 200 milliseconds based on hobby signals, including geographic region. the place of belonging is thus filtered (Fiske, S. T., & Taylor, 2017, p. 167).

- **Policies and procedures:** Organizational level spatial bias is reflected here in formal and informal policies that restrict equal opportunities such as: Transport and extension requirements that favor residents in certain areas or the distribution of training and incentives according to undeclared socio-geographical calculations (Pager & Shepherd, 2008, p. 181)

- **Organizational field:** the structural level refers to the way in which social networks are formed within the organization according to the lines of place. the employee coming from an empowered area naturally has stronger social connections than the stronger decision-makers, which translates into more guidance, flexibility in evaluation and opportunities for advancement (Lin, 2001, p. 59)

4.3. Third: The intersection between urban geography and efficiency standards:

Efficiency is spatially constructed and redefined: This approach proceeds from the fundamental premise that the concept of efficiency in an organizational context is not a neutral objective construct, but a social construct imbued with the logic of cultural and spatial dominance. The prevailing definition of professional competence presupposes cultural, communicative and behavioral patterns associated with dominant social classes inhabiting privileged neighborhoods, transforming compliance with these patterns into an unspoken criterion for positive evaluation. (Wacquant, 2008, p.43) this is a finding from the study of Credit and his colleagues (Krieger, Waterman, and ..., 2008, p. 312) that employees from neighborhoods with low social capital are exposed to a pattern of chronic social stress caused by the double effort to overcome negative stereotypes associated with their geographical region, which is reflected negatively on their actual level of job performance and the spatial bias becomes a self-fulfilling prophecy

5. Fourth: Geographic stigma and its impact on assessment:

Loykar developed the concept of regional stigma, which refers to the social stigma attached to a population solely because of their residence in marginalized and symbolically ostracized neighborhoods, extending from the general social space to the closed organizational space. many researchers in the labor market have documented the phenomenon of excellence in

employment from the address of the same residence even in the absence of any direct interaction with the candidate. (Wacquant, 2008, p. 43) in the French context, the classic Baker study (taste for Discrimination) revealed a preference for discrimination. Some employers refuse to employ neighborhood-based talent simply to preserve the symbolic image of the organization in the eyes of their social network, which represents the most surprising and dangerous spatial bias. In a KMEC study (Kmec, 2011, p. 457) of Chicago maternal workers, performance ratings were **18%** lower for workers living in low-income neighborhoods even with equal productivity.

In the Baker et al. (Baker, Canvin, & Berzins, 2019, p. 1127) study of **200** employees in London showed that implicit spatial bias explains **22%** of the variance in performance ratings, especially in jobs requiring professionalism. In a study (Li, Wenning, & Morrow-Jones, 2013, p. 12), slum dwellers in Columbus, Ohio get **32%** lower ratings in the public sector even with equal actual performance.

In Arab studies, we find a study (Bouguebs, Cemmaili, & Boulahdid, 2025, p. 2714) that examined urban inequality in Algeria and confirmed that marginalized areas (**68%**) document the extent of service deprivation in marginal neighborhoods in marginal neighborhoods compared to planned neighborhoods. it has a direct impact on the psychological and social well-being of the population and therefore it can also be concluded that the population suffers from unemployment and difficulty in accessing the workplace or finding work.

6. Fifth: Mechanisms of implicit spatial bias in the practice of performance evaluation:

Based on previous theoretical conceptions, spatial bias acts as an upper layer of prejudice mounted above classical racial and class biases whose mechanisms are embodied in three key moments:

6.1. Cultural appropriateness bias: In the practice of contemporary human resources, the concept of "cultural fit" is often presented as a criterion of choice. Here spatial perception plays a role; researchers suggest that the concept of "convenience" often translates to whether our colleagues enjoy having lunch with this person? This creates a bias against candidates coming from culturally or class-different neighborhoods or cities because their spatial difference is read as a cultural difference that does not fit into the team spirit based on the consumption pattern of the middle/upper class.

- In the age of hybrid work, a new form of spatial bias has emerged: Researchers from remote neighborhoods or those with poor infrastructure (such as Internet outages or busy transportation) face mental expectations of inflexibility. managers subconsciously give higher ratings to employees who are located near headquarters or live in high-end neighborhoods whose services are supposed to support productivity. this can be called the " symbolic proximity economy."

6.2. Influence of the social stereotype: Media and public policies produce narratives about neighborhoods (such as describing a particular neighborhood as "dangerous" or a quiet one these stereotypes are used as a cognitive shortcut by recruiters during the assessment process.

7. Sixth: The geographical digital divide and its implications for performance capabilities: In light of the rapid digital transformation of urban organizations, a new dimension of spatial bias linked to the digital divide is emerging, it is noted that employees from marginal urban areas often suffer from poor exposure to digital and technological infrastructure since the stages of upbringing and education, which is reflected in their technical skills. there is a performance gap that may be charged at the expense of individual competence, when at its core it is a domain structural gap. (Castells, 2002, p. 248)

8. Seventh: Inequality in opportunities for professional development and promotion

8.1. Distribution of training opportunities according to geographical logic:

The empirical evidence accumulated in the human resources literature indicates that there is a systematic disparity in the distribution of training opportunities and professional development programs, in part following socio-geographical lines. internships are often organized in geographical locations that place an additional burden on staff from remote areas, while in some programs there are criteria that implicitly favor those associated with the dominant neighborhood networks (Moretto, 2019, p. 34) . (Carlsson, Reshid, & Rooth, 2018) they found that increasing commuting time due to living in marginal areas reduces the likelihood of getting a response from employers by 25% for every 30 additional minutes. Since promotion essentially presupposes a job, these findings confirm the pivotal role of the geographic region in shaping the career path from the outset, paving the way for the assumption of a similar, albeit unconsidered, impact on promotion opportunities.

8.2. The critical Theory and Space Production of Henry Lefebvre and Edward Soha:

The qualitative shift occurred with the French philosopher Henri Lefebvre, who in his book the Production of Space (1974) rejected the idea of space as a neutral stage and asserted that space is produced socially, an instrument of control and power. Edward Soha followed him with the theory of "spatial justice" explaining that injustice is embodied in space and that unequal access to facilities, services and opportunities creates geographic inequality spatial bias. in human resources evaluation is a product of this mechanism: the manager who performs the evaluation evokes " imaginary space" for the employee coming from a distant suburb as a long travel distance that means lack of commitment, late work, chronic fatigue. Coming from a high-end neighborhood means psychological stability regardless of what it is. **9. Spatial social capital and organizational networks of influence:**

Social capital is one of the most important intermediate variables between the spatial location and the possibilities of promotion organization, the employee who lives in a high-end neighborhood is automatically intertwined in social networks that include many decision makers in his institution or in the broader economic system. this results in informal channels of information, support and guidance that remain blocked from the popular neighborhoods (Lin, 2001, p. 98) ,

which some researchers call location rent that is, the additional social return that an individual earns from living in an area with a high spatial social status, which is not included in the file of the official employee but is actively employed in the corridors of the organizational decision (Broadly, 1974)

Pierre Bourdieu develops the concept of habit (Habitus) (Bourdieu, 1986, p. 243) to include adaptation to urban space: An employee who lives in high-end neighborhoods has a habit that is compatible with the culture of large companies (such as wearing formal clothes, mastering languages, a network of professional relationships). while residents of a suburban or marginal neighborhood are seen as having a popular habit that does not fit the institutional fit of Bourdieu, this is not an individual bias but rather the result of the accumulation of "spatial capital" (Bourdieu, 1990, p. 126).

9. Eighth: Reproduction of the socio-spatial hierarchy in organizational structures:

- **First: The organization as a spatially social space:** it is not possible to analyze civilizational labor organizations in isolation from the spatial environment in which they grow and feed from their cultural and social aspects, the organization is not an independent island, but a social field in the Bourdieuse sense that reproduces in its construction or reproduces in its internal hierarchical structures the tensions and features present in the wider urban environment, and this is reflected in the implicit organizational adaptations the transformation of outer geographical space into an inner social space (Bourdieu, 1984, p. 101)

Reproduced in the form of authoritarian hierarchies and symbolic distinctions, ethnographic studies in urban work environments show that informal conversations about neighborhoods and residential areas form a hidden social fabric within the organization that fosters sub-group affiliation and entrenches spatial discrimination under the guise of cultural affinity or social harmony (Vaughan, 1996, p. 204)

- **Second: The geographical glass ceiling concept:** is a critical extension of the concept of the gender glass ceiling in the human resources literature, and refers to the invisible barriers that prevent or prevent the access of staff from marginalized geographical areas to senior leadership positions regardless of its efficiency from objectivity. these barriers operate through mechanisms such as implicit cultural harmony requirements, informal requirements for participation in the dominant class lifestyle and institutional biases in the design of paths of advancement. (Morrison, 1992, p. 31)

Lewis Wirth (Wirth, 1938, p. 8) added the "urban as a way of life" dimension, asserting that the density and diversity of the population leads to the fragmentation of social relations and the creation of stereotypes about the other. For the heirs of the supervisor at work, the employee is not assessed as an active individual but as an inhabitant of an area (x) which explains spatial bias. (Wirth, 1938, p. 12)

- **Third: Organizational justice in the face of spatial bias:** Organizational justice theory includes three classical dimensions (distributive justice, procedural justice, and interactive justice). Distributive justice is broken when rewards and opportunities are distributed on an undisclosed spatial basis, procedural justice is broken when formal evaluation mechanisms involve structural biases, and reactive justice is broken when the evaluator's treatment of employees is followed by spatial judgments. (Greenberg, 1990, p. 400)

11. Results:

Through critical sociological analysis and in-depth review of the literature, the study reached a number of conclusions that can be summarized as follows:

- The analysis proves that spatial bias is an active variable in the performance appraisal system, operating at the **individual** (resident) **and organizational (procedural) and structural levels** (the composition of networks of influence and belonging within the organization) and the seriousness of this bias is that it hides behind the vocabulary of objectivity and efficiency and is difficult to monitor and prove in the absence of accurate measurement mechanisms.

- **Regional stigma and its self-fulfilling prophecy** the hidden spatial bias of "**implicit evaluative localization**" through the regional stigma mechanism generates chronic social pressure on employees from marginalized areas, thereby weakening their actual performance and thus perpetuating circular prejudice that is difficult to break without conscious and deliberate institutional intervention.

- **The hidden spatial bias of "implicit evaluative localization"** results in systematic disparities in access to training, promotion and participation in organizational networks of influence, not because of inefficiencies but because of location rents that give employees from dominant regions undeclared cumulative advantages that deepen over time.

- **The hidden spatial bias "implicit evaluative localization" penetrates the** three dimensions of organizational justice "distributional, procedural and interactive" systematically, leading to an unfair work environment that hinders optimal investment in human resources, weakens organizational affiliation and raises employment turnover rates.

- In urban organizations, invisible barriers are formed to the access of competencies from marginal areas to senior leadership positions, independent of their objective levels of efficiency and performance, which represents a huge waste of human resources and hinders institutional competitiveness.

- **A wide gap** is evident in the relevant Arabic and Algerian literature in which studies on spatial bias as a determinant of organizational justice and performance evaluation are absent, highlighting the urgent need for field research programs that test these hypotheses in specific Arab urban contexts.

12. Recommendations:

- At the organizational policy level, performance appraisal systems should be redesigned in accordance with the principles of "spatial blindness", i.e., the development of evaluation criteria that ignore every demographic information related to the employee, while retaining objective, quantifiable and qualitative criteria. adopting the principle of multi-source evaluation that integrates the opinions of colleagues, clients and subordinates with the immediate head to break the

monopoly of single evaluative authority and reduce the effects of individual spatial bias, it also establishes policies for equal opportunities in training and promotion based on the principle of positive discrimination in favor of competencies coming from areas with low social capital subject to objective and transparent criteria.

- At the level of training and awareness, integration of spatial bias awareness programs within the mandatory training plans for all residents and supervisors, with a focus on identifying the suspected spatial habitus and its mechanisms of unconscious work by developing blind interview protocols for recruitment and promotion, where files are submitted without any reference to the residential address or geographical background of the candidate.

- At the level of scientific research through the launch of integrated quantitative and qualitative field research programs that test the assumptions of hidden spatial bias in specific Algerian and Arab urban contexts with a focus on cities with severe spatial variation (such as major cities and capitals). Also develop Arabic and culturally adapted measurement tools for the concept of hidden spatial bias in organizational contexts adopt methods of reconnaissance, in-depth interviews, and analysis of human resources files, while strengthening cooperation between research laboratories in urban sociology and faculties of human resources management.

- At the public policy level, adopt urban planning that reduces geographical disparity in the distribution of services, infrastructure and educational facilities, thus reducing the socio-geographical fatwa in capital and space; with the enactment of labor legislation, discrimination based on the geographical area of housing is included among the legally prohibited forms of discrimination in employment, performance evaluation and promotion, while strengthening the role of the labor inspectorate in monitoring spatial discrimination practices in urban work environments.

Conclusion:

This study makes a sociological contribution to understanding the interrelationship of influence and vulnerability between urban hidden spatial bias and its human resource performance appraisal system, showing that this relationship is not accidental or circumstantial but rather a structural relationship that reproduces social inequality through hidden organizational mechanisms that mask objectivity to recognize this relationship structuralism and its designation is the first step toward overcoming them and this study establishes the first building blocks for a more comprehensive research project that awaits field verification and empirical application in diverse Arab urban contexts and it is hoped that this contribution will form a push toward the renewal of human resource management tools in a critical spirit conscious of the impact of place in the formation of human opportunities and the evaluation of its performance. organizational justice cannot be achieved unless the spatial dimension is internalized within its conceptual and procedural system, because geography is not merely a circumstance surrounding humanitarian action, but it is often the one who judges it first before it begins.

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