

# Determinants of Organizational Justice and Their Relationship to the Behavior of Sportsmanship and Civilized Behavior in the Palestinian Police

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**Abstract:** *This study aimed to analyze the relationship between the determinants of organizational justice and the behavior of sportsmanship and civilized behavior from the viewpoint of the officers working in the Palestinian police in Gaza Strip. The study relied on the descriptive and analytical approach, using the questionnaire, targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and (353) questionnaires were retrieved, with a recovery rate of (88.3%). And it was analyzed using the (SPSS) program. The study found a positive correlation between the determinants of organizational justice and the behavior of sportsmanship and civilized behavior. The study also found the existence of organizational justice in general with a medium degree and the order of its determinants was as follows: fairness of transactions and a large degree, followed by fairness of procedures and a medium degree, and finally, fairness of distribution was to a small degree. As for the behavior of sportsmanship and civilized behavior, it came to a large extent, as the study showed that there are statistically significant differences between the respondents' average response towards the researched relationship due to the variables (type of management, age group, job title, military rank, and years of service). The study recommended working on observing the fairness of distribution by providing appropriate and fair salaries, granting bonuses for the additional efforts exerted, and balancing the distribution of duties and job burdens, and the study also recommended considering the behavior of sportsmanship and civilized behavior as organizational values that the police seek, and the creation of an organizational climate dominated by a sense of justice, because of its prominent role in stability, tranquility and discipline at work, and thus the elevation of the police institution and the achievement of its desired goals.*

**Keywords:** Organizational Justice, Civilized Behavior, Sportsmanship Behavior, Gaza Strip, Palestine.

## Introduction

Organizational justice depends mainly on the social aspect or what is known as social comparison, where the individual compares what happens to him in the organization with others from his colleagues and the roots of organizational justice go back to (Adams, 1965) with equality, and what is meant here is distribution fairness in terms of the individual comparing his inputs from (Work and experiences) performed with what he will obtain from the outputs (wages, bonuses and privileges) compared to other colleagues. A feeling of indifference is born in the absence of distribution justice, and in addition to the distribution justice dimension, there is another dimension to the concept of organizational justice and its source is the science of law, as justice here is procedural and has two parts, the first part is procedural and structural, which means the individual's sense of fairness in structuring decisions and impartiality in determining policies and rewards. The other side includes the fairness of treatment when these procedures and laws are applied, and thus the determinants of organizational justice can be summarized in three determinants (fairness in distribution - fairness of procedures - promise Transaction Machine (Gerenberg and Barron, 2004: 177).

Among the behaviors that are directly affected by the sense of organizational justice is the behavior of civilization and sports behavior, which is voluntary behavior in which the

willingness to work and exert more effort than is required and determined according to job tasks, hence this study came to shed light on the "determinants of organizational justice and their relationship to the behavior of sportsmanship and behavior Al-Hadhari from the viewpoint of the officers working in the Palestinian police in Gaza Strip.

## Problem Statement

The human element represents one of the tributaries of the success of organizations and institutions in achieving their goals, and in light of the decline in the level of justice within organizations due to bias and lack of objectivity and with the variation of procedures and standards followed against the various human energies in general, organizational justice has become a requirement for individuals in particular and organizations in general to ensure stability in an environment Work and create the optimal organizational climate to achieve the goals of the organization, and in order to ensure positive behavior that is reflected thanks to the sense of justice in its three forms, in terms of fair distribution compared to colleagues, fair procedures, decisions and privileges, and fair treatment that the employee receives from his managers (Al-Asmari, 2013) .

And because contemporary organizations aspire to the existence of civilized action and behavior and sporting behavior, especially when it comes to a sensitive and important sector such as the policing system, it was

necessary to study the link and the relationship between the organizational justice and citizenship variables, and the researchers chose organizational justice as the basis variable for its impact on the internal work environment and its direct relationship to behavior Sportsmanship and civilized behavior. This study also comes about the reality of work in the police, which is the largest operating security apparatus, in the context of a state of political ambiguity and administrative and functional instability of the Ministry of Interior employees in its security part in general, and in light of a delicate and sensitive circumstance that the employees of the previous government of Gaza are going through, from Where the irregularity of salaries, lack of budget disbursement, and employees' lack of full salaries, which gives an additional justification for research in this sector.

### Research Questions

Based on the foregoing, the study is organized into several questions, and two main questions arise in it:

**Q1-:** What is the relationship of the sense of organizational justice (fairness of distribution, fairness of procedures, and fairness of dealings) with the behavior of sportsmanship from the viewpoint of the officers in the police in Gaza Strip?

**Q2-:** What is the relationship of the sense of organizational justice (fairness of distribution, fairness of procedures, and fairness of dealings) with civilized behavior from the viewpoint of the officers in the police in Gaza Strip?

**Q3-:** Are there significant differences in the views of the officers in the police apparatus in Gaza Strip regarding the relationship between their perception of the determinants of organizational justice and the behavior of sportsmanship and civilized behavior due to personal variables (type of administration - military rank - years of service)?

### Research Objectives

The objectives of the study are as follows:

1. Identifying the level of awareness of organizational justice with its determinants (distribution fairness - fairness of procedures - fairness of dealings) from the point of view of the officers in the police apparatus in Gaza Strip.
2. Identifying the level of practicing behavior (sportsmanship - civilized behavior) through the reality of the officers' work in the police force in Gaza Strip.
3. Measuring and analyzing the nature of the correlation between working officers' sense of the determinants of organizational justice and the behavior of sporting spirit and civilized behavior from the viewpoint of the officers in the police apparatus in Gaza Strip.
4. Studying and analyzing the differences in the responses of officers in the police apparatus in Gaza Strip towards the relationship between the determinants of organizational justice and the behavior of sportsmanship and civilized behavior according to the diversity in the personal data of each officer in terms of: (type of administration - military rank - years of service).

### Research Importance

The importance of the study is shown by the benefits that will accrue to:

1. This study is expected to contribute to improving the level of performance and work of the security services in general and specifically the police, as it is the largest security apparatus in it, and because of the daily contact with a large number of citizens in their daily dealings, in addition to the fact that the study opens horizons for security leaders and decision-makers to formulate policies And procedures that create a positive atmosphere in the administrative work environment.
2. The Palestinian community is positively affected by the high performance of the work of the security services, which in turn will be reflected in the local community in terms of meeting the hoped-for good service.
3. This study is considered one of the rare studies that dealt with the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior from the point of view of the officers working in the Palestinian police in Gaza Strip, to the knowledge of the researchers, as it opens the door for researchers and those interested to delve into the reality of behavioral and administrative studies within security institutions and organizations.

### Research hypothesis

The study seeks to test the validity of the following hypotheses:

**Ho<sub>1</sub>:** There is a statistically significant relationship at a significance level of ( $\alpha \leq 0.05$ ) between the determinants of organizational justice (distribution fairness, fairness of procedures, fairness of dealings) and the behavior of sportsmanship among officers working in the police force.

**Ho<sub>2</sub>:** There is a statistically significant relationship at a significance level of ( $\alpha \leq 0.05$ ) between the determinants of organizational justice (distribution fairness, fairness of procedures, fairness of dealings) and the civilized behavior of officers working in the police force.

**Ho<sub>3</sub>:** There are statistically significant differences at a significance level of ( $\alpha \leq 0.05$ ) between the mean of the respondents' responses about the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior due to personal variables (administration, military rank, years of service).

**From this hypothesis, the following sub-hypotheses are derived:**

**Ho<sub>3.1</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior attributed to management.

**Ho<sub>3.2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about the determinants of organizational justice and their relationship to the behavior

of sportsmanship and civilized behavior attributed to the military rank.

**H<sub>03.3</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses about the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior due to years of service.

#### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits:** The study focused on the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior.
2. **Human Limits:** The study was conducted on officers working in the Palestinian Police Authority in Gaza Strip, with the rank of captain and above, who responded by filling out the questionnaire.
3. **Institutional Limits:** The study was conducted on the Palestinian Police Service in Gaza Strip.
4. **Spatial Limits:** The study was conducted in Gaza Strip, Palestine.
5. **Time Limits:** The study was conducted in the year (2020).

#### Previous Studies

- Study of (Alhussaina et al., 2021) aimed to analyze the relationship between the determinants of organizational justice and their relationship to conscientious behavior from the point of view of officers working in the Palestinian police in Gaza Strip. The study relied on the descriptive and analytical approach, using the questionnaire, targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers. The study tool was distributed among the sample members in all departments and governorates. Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%). The existence of a positive correlation between the determinants of organizational justice and the behavior of conscience, and the existence of organizational justice in general in a medium degree and the order of its determinants is as follows: fairness of dealings and to a large degree, followed by fairness of procedures and a medium degree, and finally distribution fairness was to a small degree, while the behavior of conscience awareness came to a large extent. The existence of statistically significant differences between the respondents' averages of responding to the searched relationship due to the variables (type of administration, age group, job title, military rank, years of service).
- Study of (Abusamaan et al., 2020) aimed to identify the behavior of organizational citizenship in Palestinian Police Force between reality and expectations, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza

Strip, so it is expected that this study will contribute to improving this This aspect will be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found that the organizational citizenship behavior was largely due to all its components. The study also showed that there are statistically significant differences between the respondents' average response towards the organizational citizenship behavior due to the variables (type of administration, age group, job title, military rank, and years of service).

- Study of (Abusamaan et al., 2020) aimed to measure the reality of the determinants of organizational justice from the point of view of the police officers in Gaza Strip, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to upgrading In this aspect, to be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found the existence of organizational justice in general in a medium degree and the order of its determinants was as follows: fairness of transactions and to a large degree, followed by fairness of procedures and a medium degree, and finally the fairness of distribution was to a small degree (Type of management, age group, job title, military rank, years of service).
- Study of (Al-Madhon, 2015) aimed at identifying the effect of the determinants of good citizen's behavior in the Palestinian Police in Gaza Strip on performance. The study adopted the descriptive and analytical approach using the questionnaire and targeted a stratified random sample of (330) officers, who hold the rank of captain and above. From the study population of (1437) officers, and the study found a strong statistically significant relationship between all determinants of good citizen's behavior and performance in the police apparatus, and the arrangement came according to the

- correlation (employees' perception of the widening extent covered by their jobs, then expecting fair treatment, then employees' attitudes toward The organization), and the study showed that the performance of the officers was good, as the average performance reached (79%), and that there is an effect of all determinants of good citizen's behavior on the performance of the police.
- Study of (Al-Shehri, 2014) aimed at identifying the level of organizational justice and its dimensions (distribution fairness, procedures, transactions, evaluation and ethics), and the level of achievement motivation among secondary school teachers in Jeddah, and aimed to reveal the correlative relationship between the degree of application of organizational justice and motivation. Achievement, where the questionnaire was used as a study tool, and the questionnaires were distributed to a randomly available sample consisting of (580) teachers from the study population consisting of all secondary school teachers in Jeddah, who numbered (3732) teachers. The most important results indicated that the degree of achievement of organizational justice was (high) for the tool as a whole, where the field (moral justice) ranked first, then the field (transactional justice) ranked second, and the field (evaluative justice) ranked third, with a grade of (medium) The field (procedural justice) came in fourth place, with a rating (medium), and the field (distribution justice) came in fourth place with a rating (medium). Achievement motivation). The study recommended the following: Work on the continuity of achieving organizational justice, and improving administrative practices by school principals to achieve corrective justice.
  - Study of (Gim, et al., 2014) aimed at analyzing the effect of distribution justice and procedural justice as two independent variables on the intentions to leave work (work rotation) through emotional commitment as a mediating variable. From work-leaving behavior, a total of (226) respondents participated in all parts of Malaysia. The results showed that distribution fairness and procedures have an influential and clear relationship with emotional commitment as a mediating variable, and therefore there is an influential relationship to the rate of leaving work by emotional commitment, and the results also showed that the type of sector in which the employee works does not affect the mediation of the relationship between emotional commitment and rates of leaving work. In light of these results, the researchers recommended fair compensation and bonuses, and attention to fair distribution and procedures, as they have a clear effect on reducing job abandonment rates.
  - Study of (Lee, Kim H., & Kim Y., 2013) which aimed to identify the relationship of some determinants of organizational citizenship behavior (transformational leadership, complexity of organizational structure and organizational justice) and their relationship to organizational citizenship behavior as a mediator with (job satisfaction), as this study was conducted in Korea, the study sample reached (1100) employees from (30) companies in the Korean National Industries Complex, and the results showed a positive correlation between (procedural justice, transformational leadership, and the complexity of the organizational structure) and organizational citizenship behavior on the one hand and a positive correlation between citizenship behavior Organizational and job satisfaction on the other hand, and in this way the mediation of organizational citizenship behavior between the independent variables (procedural justice, transformational leadership, and the complexity of the organizational structure) and the dependent variable (job satisfaction), the study also showed the significant impact of procedural justice and transformational leadership on organizational citizenship behavior, with the presence of a negative correlation between organizational structure complexity and organizational citizenship behaviors.
  - Study of (Abu Tayeh, 2012) aimed to analyze the impact of employees' sense of organizational justice on the behavior of organizational citizenship in government ministries centers in Jordan, and the study assumed that there is a positive effect between organizational justice represented in its following dimensions, fairness of distribution, fairness of procedures and fairness of dealings on organizational citizenship behavior and its following dimensions Altruism, civility, mathematical spirit, civilized behavior and awareness of conscience. The questionnaire was used to collect study data and achieve its objectives and hypotheses. The results obtained from (326) respondents from employees in Jordanian ministries' centers showed that employees' sense of organizational justice in all its dimensions was above average, while the results showed an increase in organizational citizenship behavior in all its dimensions among the study sample. The results of the study showed that there is a positive effect of employees' perception of organizational justice on organizational citizenship behavior and all its dimensions. The results also showed that employees' sense of procedural justice has the largest role in influencing organizational citizenship behavior compared Along with other dimensions of organizational justice (distributive fairness, equity Transactions), and based on these results, the study recommended strengthening the values of organizational justice and organizational citizenship behavior in Jordanian government ministries.
  - Study of (Al-Sukkar, 2012) aimed to analyze the effect of distributive justice rules on increasing organizational loyalty according to the opinions of managers working in Jordanian ministries, using the descriptive analytical approach, Which amounted to (172) individuals representing the population of the study, and then the study questions were answered and their hypotheses tested, and the study reached several results, the most important of which are the following: The opinions of

- the respondents towards the rules of distributive justice were moderate, as the arithmetic average showed (2.982), The quality rule came at a medium level (3.318), then the equality rule at a medium level (3.155), and the need rule at a low level ((2,473). The study recommended, in light of the above results, the need to pay attention to behavioral and ethical studies and to promote positive aspects and maximize them among managers to improve the level of distributive justice, and enhance Organizational loyalty in Jordanian ministries.
- Study of (Al-Atwi, 2011) aimed to test the relationship between the dimensions of organizational justice (distributive, procedural and transactional) and deviant work behavior through the mediating role of the organizational integration variable, and through data collected from a sample of employees in Al-Muthanna Cement Factory that included (108) Individual researchers tested the research hypotheses, which revolve around direct and indirect influence relationships between the research variables, and the results of the research proved the validity of most of the hypotheses, as the level of organizational justice in its three dimensions was unsatisfactory and the psychological link between the organization and its employees was low, and perhaps the most important reasons for this, according to the researchers The level of employees' perception of organizational justice, and in light of these results, researchers see that the integration of employees in their organizations is not only an important factor in increasing positive volunteer work behavior, but also has an important role in reducing deviant work behavior, and accordingly he recommended a set of recommendations that benefit the reality of organizational work.
  - Study of (Muhammad, 2011), which aimed to measure the effect of organizational culture on the organizational citizenship behaviors of the General Organization for Technical Education and Vocational Training in the Kingdom of Saudi Arabia, which numbered (98) in a comprehensive inventory method, through which it is possible to identify the directions of managers in the General Organization for Technical Education and Training The professional approach towards the elements of the organizational culture prevailing in the institution, in addition to identifying their attitudes towards the dimensions and behaviors of organizational citizenship, and the extent to which the different dimensions of organizational culture influence the dimensions and behaviors of organizational citizenship in the institution under study and the nature of this relationship, and this study concluded that there is a positive statistically significant relationship. And strong between the different dimensions of organizational culture and between the different dimensions of organizational citizenship behaviors.
  - Study of (Shaban, 2010) aimed at knowing the role of organizational justice in achieving distinguished university performance among a sample of the teaching staff in the College of Administration and Economics at the University of Kufa, through a tool that includes Items representing organizational justice variables (independent variables) distributed in three areas (distributive justice) , Fairness of procedures, and fairness of interactions), in addition to 16 Items representing the variables of distinguished university performance (dependent variables) distributed into four areas: (reducing costs and increasing profits, improving quality, scientific research, community service) and the sample consisted of (43) members of The teaching staff at the College of Administration and Economics at the University of Kufa, and the results showed that all members of the research sample agree on the importance of organizational justice in achieving distinguished university performance.
  - Study of (Abu Jasser, 2010) aimed to identify the effect of organizational justice on the contextual performance dimensions of organizational loyalty and organizational citizenship among employees in the ministries of the Palestinian Authority. This study was applied to a stratified random sample of the study population of (1554) employees from Employees at the headquarters of all ministries operating in Gaza Strip, and the sample size was (311) employees of all grades and titles, and the researchers used the questionnaire to measure the study variables, and the most important results of the study were the presence of organizational justice and organizational commitment to a medium degree while the organizational citizenship behavior was high, in addition to the existence of a relationship Statistically significant between employees' perception of organizational justice and organizational commitment, and the study recommended the need to develop employees' awareness of organizational justice, reconsider the civil service law with regard to the financial aspect, and involve employees in making decisions affecting their work, and it also called for officials' interest in motivating employees and developing the relationship Character with them.
  - Study of (Wadi, 2007) aimed at identifying the level of sense of organizational justice among the employees of some Palestinian ministries in Gaza Strip. This study was applied on a stratified random sample of (652) employees who occupy leading supervisory positions from the study population, which included the largest Six ministries in Gaza Strip, and a questionnaire was designed for the purpose of collecting data and the study, and the most important results of the study were the existence of weak organizational justice in general and close to the average at 59.59%, and there is an acceptable distributive justice of 61.93%, and fair procedures with a weak degree of 59.20%, and there is

- no Fairness regarding the respondents' belief in the personal treatment they receive from decision-makers.
- Study of (Al-Fadhli and Al-Anzi, 2007), which aimed to identify the levels of a group of organizational variables (leadership's interest in employees, confidence in leadership, and organizational justice in both its procedural and transactional sides). The study also sought to verify the nature of the relationship between the organizational justice variable and a group of Personal and organizational variables (gender, academic qualification, years of service, leadership interest in employees, and confidence in management), in the governmental administration sector in the State of Kuwait, and the study sample consisted of (182) male and female employees, working in six Kuwaiti government agencies, all of which are subject to the Civil Service Law. This study resulted in a set of results, the most important of which are: low levels of recognition by male employees of leadership interest, in addition to the low confidence of male employees in management or leadership compared to female employees, the low level of male employees' sense of organizational justice compared to females, and the presence of a clear inverse relationship between qualification The scientific, experience, and individual's sense of organizational justice, as well as the variables of confidence in leadership and employee interest play the primary role at the level of perception of influence at levels of public perception Lean in organizational justice in the environment of the study sample, and procedural justice is affected by the leadership's concern for employees, in contrast to the fairness of transactions being affected by confidence in leadership in the first place, and at the conclusion of the study the researchers recommended the need to develop and generate confidence in leadership and concern for employees as this reflects on organizational justice, which has a prominent role on the efficiency of government work .
  - Study of (Judah and El-Sharbiny, 2010) which aimed to reveal the extent of the difference between employees in the general staff at Mansoura University, whether in the education sector, whose number is (6306), and a sample was taken from it (157), or in the sector of hospitals and specialized medical centers, and the adult (8801) A sample of (218) was taken from it about their perception of the concept and dimensions of empowerment and organizational citizenship behaviors they have, and the study aimed to determine the correlation between employee empowerment and organizational citizenship behaviors, and to determine the effect of employee empowerment on organizational citizenship behaviors, and the study concluded that there is no significant difference between employees. In the general staff at Mansoura University, whether in the education sector or in the hospital sector regarding their awareness of the concept and dimensions of empowerment, as for the organizational citizenship behaviors, they had a moral difference towards it, and there is a link and a moral impact between empowering employees in all its dimensions and organizational citizenship behaviors, and the study recommended the need to pay attention to the approach to empowering employees. As an entry point to enhance and develop organizational citizenship behaviors among employees, and the need to provide a stimulating climate for employees to adopt organizational citizenship behaviors through Giving them the opportunity to express their opinion before making their own decisions, and providing them with information that qualifies them to accomplish the required work efficiently.
  - Study of (Podsakoff, et al., 2009) which aimed to identify the effect of organizational citizenship behavior on some outputs related to the individual or organizational level, through a sample consisting of (168) employees and (38) organizations operating in the United States of America. Where the effect of organizational citizenship behavior on the outputs related to the individual level was identified through (performance evaluation of employees, decisions of bonus allocations, expected and actual employee turnover, and the level of absence) in addition to the impact of citizenship behavior at the organizational level through (productivity, efficiency, customer satisfaction and cost reduction) , Where the results showed a positive correlation in both cases, the existence of citizenship behavior leads to (an increase in the evaluation scores of the employees and affects the decision on remuneration) and that at the individual level, but at the organizational level, it leads to (increased productivity, efficiency, customer satisfaction and cost reduction). Future studies to understand the mechanism and reasons that make organizational citizenship behavior directly affect the outputs related to the individual and organizational level, the study also recommended the need to pay attention to this behavior and its development.
  - Study of (Lee, 2000) which aimed to identify the relationship that exists between superiors and subordinates, on the one hand, and organizational justice in its two dimensions (distribution and procedural) as a mediator of the relationship with (job satisfaction, work turnover and organizational commitment) on the other hand, through a sample that included (562) employees Of the employees in (4) hotels affiliated with a hotel and tourism company in Virginia, USA, and the most important results of the study were the existence of a positive correlation between the relations of the president with subordinates and between procedural and distributive justice, in addition to the existence of an effective and positive relationship between distributive and procedural justice on job satisfaction, and the absence of a relationship between Procedural justice and organizational commitment, and the study

recommended the need for managers to reduce employee turnover, increase job satisfaction and organizational commitment, and take better decisions against employees, with the recommendation to study sectors other than the study sector and study cultural diversity and its relationship with some study variables such as organizational commitment and organizational justice.

### Theoretical Framework

**First- Organizational Justice:** Organizational justice is an important and influencing variable in the management processes and functions, as it is seen as one of the variables related to the efficiency of job performance, as it affects the success of organizations and their ability to achieve their goals efficiently and create a stable organizational climate.

According to (Cropanzana, Bowen, & Gilliland 2007), justice contributes to increasing loyalty, trust, and job satisfaction among employees as well as developing good citizenship behavior, and generally contributing to mitigating conflict within organizations, so according to (Dundar, & Tabancali, 2012), The topic of organizational justice is with increasing attention through a lot of research and studies related to organizational behavior and the cognitive development of human resources in organizations.

**Concept and Definition of Organizational Justice:** The concept of organizational justice is a relative concept, as this concept depends to a large extent on the angle through which each individual views organizational decisions and actions within his organization (Al-Fadhli and Al-Anzi, 2007), meaning that the organizational action that an individual views on It is a fair procedure, which may be biased or subjective in the view of others, as it is determined in the light of what the individual perceives in terms of objectivity and integrity in the procedures and outputs (Shaban, 2010). Organizational justice has multiple definitions, but it does not deviate from the conceptual framework of justice in general, and among these Definitions: As (Greenberg, 1990, P401) defined it as: "It reflects the way in which the individual judges the fairness of the method used by the manager in dealing at the functional and humanitarian levels."

### Dimensions of Organizational Justice:

Organizational justice is based on two main aspects, according to (Lee, 2000), namely: fairness of the returns obtained by the employee, and fairness of procedures during the collection of these returns. Balance and correction), and balance is done by evaluating the outputs related to the employees compared to the value of the inputs in the organization, and the correction refers to the quality of decisions or actions that make them appear fair and appropriate.

Accordingly, organizational justice includes the procedural dimension as well as the distributional dimension. According to (Gim, Desa, & Mat, 2014), there is a shortage in the number of studies that dealt with the dimensions of organizational justice. There are four (fairness of distribution, fairness of procedures, fairness of dealings) in

addition to the fairness of information), but according to (Usmani, & Jamal, 2013), the main dimensions of organizational justice are (fairness of distribution, fairness of procedures, fairness of dealings), but the third dimension, which is fairness of transactions, includes (fairness of interactions and dealings).

The researchers believe that the previous three dimensions are the basis for organizational justice, and that any other dimensions are nothing more than related to the three dimensions, so this study will focus on the following dimensions (fairness of distribution, fairness of procedures, and fairness of transactions).

**1. Distribution Equity:** Most of the studies in the past and up to the year 1975 focused on distributive justice as a basic component of organizational justice (Colquit, Conlon, Wesson, Porter, & Ng, 2001). The fairness of distribution means the fairness of the outputs that the employee gets from the organization (Al-Sukkar, 2012), and thus it indicates the employees' sense of the fairness of the distribution of organizational outputs, and one of the most important things that individuals focus on in their functional outputs is to compare those outputs with the outputs of their peers in the same organization or Outside it in organizations similar to it (Abu Tayeh, 2012), and the outputs are nothing more than tangible (wages and material incentives) and intangible (such as opportunities for promotion, number of working hours, job burdens and duties) (Ince, & Gül, 2011).

From the above, we can conclude that distributive justice is a relative concept that varies according to a person's sensitivity to justice in light of the tangible resources he obtains such as (wages and material rewards) or intangible (such as promotions and work schedule) and these outputs from the resources determine the orientations and behavior of employees within the organizations and the motivation in this behavior it is the comparison or analogy with others.

**2. Fairness Of Procedures:** Research and studies indicated in its early indications to the distribution justice dimension as a primary component of the concept of organizational justice, as Thibaut, and Walker (1975) added a new dimension to the concept of organizational justice, which is known as the fairness of procedures, and this dimension is based on the processes, procedures and conditions in which the process of distributing returns and outputs takes place On employees in the organization, and according to this dimension, justice is achieved when employees take their opportunity to participate and make decisions related to determining outputs and returns (Usmani, & Jamal, 2013). According to (Greenberg, 1990), the perception of justice is through the policies and procedures used in making decisions within the organization, and (Wadi, 2007) believes that fairness of procedures is achieved when the employee has the opportunity to discuss the foundations and rules on the basis of which his performance will be evaluated.

The researchers believe that the fairness of procedures is a reflection of employees' awareness of the fairness of procedures and the structuring of decisions related to the distribution of outputs and returns. This includes the involvement of employees in respect and appreciation of their humanity, and to ensure impartiality, accuracy and realism in the measures taken against them.

**3. Fairness Of Dealings:** Transactional justice is the third dimension of organizational justice, according to Usmani, & Jamal, (2013), and (Al-Shehri, 2014). This dimension is closely related to the procedural fairness dimension, as transactional fairness is linked to the quality of the transaction received from the decision-maker and reflects the extent of implementation. Correct for formal procedures.

The researchers believe that transactional justice expresses the sense of justice generated by the employee as a human being by dealing with him with dignity and respect and opening the horizons of interaction with him by allowing him to express his opinion on the decisions and procedures issued against him, and this includes providing logical and realistic justifications about the reasons for these procedures in an objective and complete impartiality.

#### **Perceptions of Organizational Justice:**

Organizational justice is based on a set of basic and important foundations, based on a basic premise, which is the desire of employees in organizations to receive fair treatment, and focuses on the belief of the worker that he is treated in comparison with others. Requirements of motivation and motivation in organizational and administrative behavior (Al-Bashabsha, 2008). Accordingly, the essence of the social comparison process is based on the employee's perception of justice.

According to (Moorman, & Griffin, 1989), the perception of justice begins with self-evaluation and comparison and ends with acting on this evaluation, either with an impulse to continue work and act in a sound organizational behavior or the drive to get rid of injustice.

The patterns and images of behavior as a result of the decreased sense of justice according to (Al-Asmari, 2013) are represented by the following patterns, with an example of each of the patterns being summarized:

1. Change the inputs (such as: reducing the level of performance and production)
2. Changing outputs (for example, searching for a wage increase)
3. Changing the individual's perception of himself (such as the individual's assumption that others are more efficient than him)
4. Changing the individual's perception of others (for example: trying to influence others by the necessity to leave work)
5. Changing comparisons (for example: comparing himself to others who are below him, for example)
6. Leaving the position (such as: moving to another job, absence, or leaving work).

#### **Behavior of Sportsmanship and Civilized Behavior**

The challenges facing organizations in the current era require their leadership to prepare for plans and policies to woo and attract human capital and maintain it in ways that go beyond formal engagement in their routine and official work. Among those methods is the promotion of organizational citizenship behavior and the encouragement of the development of such voluntary behaviors, because of its prominent role in achieving the optimal performance of the organization with the least efforts and costs, which contributes to the outcome to achieve the competitive advantage of the organization that has these behaviors.

#### **Organizational Citizenship Behavior Concept and Definition:**

Organizational citizenship behavior is one of the administrative concepts that have not reached agreement between researchers and those interested about its name and its definition, as well as its dimensions and components. As for the name, this concept has been dealt with in the literature of management under different names according to the school of thought to which the researchers belong and in line with its principles and directions and from these names According to (Al-Saud and Sultan, 2008):

- Extra Role Behavior
- Prosocial Behavior
- Non-Mandated Behavior
- Institutional spontaneity Behavior
- Organizational Citizenship Behavior

Just as the researchers did not agree on the name of this behavior - they did not agree on its definition - so what they called inexpensive behavior (such as McAlister, 1989) believes that it is behavior that contains a set of actions and behaviors issued by an individual that cannot be considered implicitly or overtly the result of direct orders of a superior Work or attempt to fulfill the formal requirements of the job. And he means the behavior of institutional automaticity according to (Gorge, & Brief, 1992, p 313) as "the behavior that the individual performs voluntarily in addition to his specific formal role and contributes to the effectiveness of the organization."

1. **Sportsmanship:** Aba Zaid (2010) believes that this dimension refers to the individual's behavior towards understanding the inappropriate circumstances or things that happen in the work environment without complaining or complaining, in addition to tolerance, patience and a sense of the feeling of others. Among the behaviors of sportsmanship, according to (Al-Zahrani, 2010) avoiding consuming time in the large number of complaints, not exaggerating matters, in addition to keeping away from areas of disagreement with others, accepting criticism with open arms and arrogance from personal offenses.
2. **Civic Virtue:** Among the behaviors of civilized behavior, according to (Al-Zahrani, 2007) keenness to follow up the activities of the organization with great interest, submit proposals, contribute to improving the image of the organization, and attend optional meetings.



**The Positive Effects of the Behavior of Sportsmanship and Civilized Behavior:**

The positive effects of sportsmanship and civilized behavior in organizations are numerous according to many researchers (Al-Saud, Sultan, 2008; Muhammad and Othman, 2012) and (Podsakoff, N., Whiting, Podsakoff, P., & Blume, 2009).

**Third: The Palestinian Police**

It is a civil regulatory body specially trained to preserve the safety of people, implement regulations and implement state orders and instructions without prejudice to people's money, honor and personal freedoms except within the limits of the law. The organization for all its affairs and systems of work (Palestinian Police Handbook. 2011).

**The Reality of Palestinian Police Force in Gaza Strip:**

The police force in Gaza Strip faces significant challenges and difficulties that are not hidden from anyone, and despite these difficulties, the police were able to achieve great achievements, both internally in developing performance and providing various services to citizens, or at the external level by facing external threats of attacks. The repeated Israeli bombing of police sites and stations and their infrastructure and the unjust siege on Gaza Strip.

Military ranks in the police force: The police force, according to Articles (6) and (138) of the Palestinian Security Forces Law No. (8) Of 2005, consists of the following categories:

- A. **Officers:** their ranks are arranged in descending order as follows: (major general, brigadier general, colonel, lieutenant colonel, major, captain, lieutenant colonel, lieutenant).
- B. **Assistants of Police Officers:** Their ranks are arranged in descending order as follows: (First Assistant, Assistant).
- C. **Non-Commissioned Officers and Individuals:** their ranks are arranged in descending order as follows (first sergeant, sergeant, corporal, and policeman).

**Methodology and Procedures:**

The research deals with a description of the method used, the community and the sample of the study, as well as the study tool used, the method of preparing it, how to build and develop it, the extent of its validity and stability, and ends with the statistical treatments that were used in analyzing the data and drawing conclusions, and the following is a description of these procedures.

**Study Methodology:** The researchers used the descriptive and analytical approach through which it tries to describe the phenomenon under study, analyze its data, and the relationship between its components and the opinions that are raised about it, the processes it includes and the effects that it creates.

**The Researchers Used Two Primary Sources Of Information:**

- A. **Secondary Sources:** Where the researchers addressed the theoretical framework of the study to secondary data sources, which are related Arab and foreign books and references, periodicals, articles and reports, and previous research and studies that dealt with the subject

of study, and research and reading on various Internet sites.

- B. **Primary Sources:** To address the analytical aspects of the subject of the study, researchers resorted to collecting primary data through a questionnaire as a main tool for the study, designed specifically for this purpose.

**Study Population:** The target population of the study consists of officers of the police force in Gaza Strip of the rank of captain and above, whose number is 1550 officers, according to the following table:

**Table 1:** Distribution of the study population according to grade

Rank	Captain	Major	Prese nter	Colonel	De an	Majo r General	Tot al
The Number	1165	264	79	37	4	1	1550

Source: Police Service, unpublished documents, 2020

**Study Sample:** The researchers used the stratified random sampling method, where 30 questionnaires were distributed as a survey sample to ensure the validity and reliability of the questionnaire and they were excluded from the final analysis, and then 400 questionnaires were distributed by 25.8% of the study population, and 353 questionnaires were retrieved at 88.3. %, and the appropriate sample size is at least 308.

**Study Tool:** A questionnaire was prepared on “determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior: from the viewpoint of the officers working in the Palestinian police in the Gaza Strip.” The five-dimensional Likert scale was used to measure the respondents' responses to the questionnaire items according to the following table:

**Table 2:** The degrees of the five-point Likert scale

Response	Very Few	Few	Medium	Larage	Very Large
Class	1	2	3	4	5

The researchers chose the degree (1) for the response or approval with a degree of "very little", so the relative weight in this case is 20%, which is commensurate with this response.

- **Validity of the questionnaire:** The validity of the questionnaire was verified in two ways:

1. Truthfulness from the viewpoint of the arbitrators "apparent honesty": The questionnaire was presented to a group of specialized arbitrators. The researchers responded to the opinions of the arbitrators and made the necessary deletions and amendments in the light of the proposals submitted. Thus, the questionnaire came out in its final form.

**Validate Scale**

**First: Internal Validity:** Internal consistency sincerely means the extent to which each paragraph of the questionnaire is consistent with the field to which this

paragraph belongs, and the researchers calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each paragraph of the areas of the questionnaire and the overall degree of the same field.

**The internal consistency of the “organizational justice” domains:** The following table shows the correlation

**Table 3:** The correlation coefficient between each paragraph of the areas of the questionnaire and the total score for the field

Equitable Distribution.			Fairness Of Procedures.			Fair Dealings.			The Behavior Of Sports Spirit			Civil Behavior		
#	R	)Sig(.)	#	R	)Sig(.)	#	R	)Sig(.)	#	R	Sig(.)	#	R	)Sig(.)
1	.503	*0.002	1	.796	*0.000	1	.727	*0.000	1	.863	*0.000	1	.843	*0.000
2	.686	*0.000	2	.832	*0.000	2	.899	0.000	2	.703	*0.000	2	.799	*0.000
3	.494	*0.003	3	.726	*0.000	3	.675	*0.000	3	.781	*0.000	3	.857	*0.000
4	.427	*0.009	4	.669	*0.000	4	.749	*0.000	4	.794	*0.000	4	.850	*0.000
5	.800	*0.000	5	.904	*0.000	5	.819	*0.000	5	.836	*0.000	5	.837	*0.000
6	.817	*0.000	6	.813	*0.000	6	.884	*0.000	6	.701	*0.000	6	.795	*0.000
7	.682	*0.000	7	.742	*0.000	7	.826	*0.000						
8	.634	*0.000	8	.607	*0.000									
9	.770	*0.000												

\* Correlation is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

**Second: Structure Validity:** Constructive validity is one of the measures of validity of the tool, which measures the extent to which the objectives that the tool wants to reach has been achieved, and shows the extent to which each field of study is related to the total degree of the paragraphs of the questionnaire.

The following table shows that all correlation coefficients in all areas of the resolution are statistically significant at the level of significance ( $\alpha \leq 0.05$ ). Thus, all areas of the resolution are considered valid for what they are measured.

**Table 4:** The correlation coefficient between the degree of each field of the questionnaire and the total degree of the questionnaire

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Equitable Distribution.	.850	*0.000
Fairness Of Procedures.	.921	*0.000
Fair Dealings.	.747	*0.000
Organizational Justice	.777	*0.000
<b>The Behavior Of Sports Spirit</b>	.823	*0.000
<b>Civil Behavior</b>	.865	*0.000

\* Correlation is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

**Reliability:** Reliability refers to the degree to which the scale gives close readings every time it is used, or what is the degree of consistency, consistency and continuity when it is repeated at different times. The researchers verified the reliability of the study's resolution through Cronbach's Alpha Coefficient, and the results were as shown in the following table:

**Table 5:** Cronbach's alpha coefficient to measure the stability of the resolution

coefficient between each paragraph of the field of “distribution justice” and the total score of the field, which shows that the correlation coefficients shown are a function at a significant level ( $\alpha \leq 0.05$ ), and thus the field is considered true to what it was designed to measure. .

Domain	Number Of Paragraphs	Cronbach Alpha Coefficient	Self-Honesty *
Equitable Distribution.	9	0.822	0.907
Fairness Of Procedures.	8	0.898	0.948
Fair Dealings.	7	0.903	0.950
Organizational Justice	24	0.928	0.963
<b>The Behavior Of Sports Spirit</b>	6	0.868	0.932
<b>Civil Behavior</b>	6	0.912	0.955

\* Self-honesty = the positive square root of the Cronbach's alpha coefficient

It is clear from the results shown in the previous table that the value of the Cronbach alpha coefficient is high for each domain, ranging between (0.812, 0.959), while it reached (0.947) for all paragraphs of the questionnaire. Likewise, the value of self-honesty is high for each field, ranging between (0.901, 0.980), while for all paragraphs of the questionnaire it reached (0.973). This means that the reliability coefficient is high. Thus, the resolution in its final form is distributable. The researchers have made sure of the validity and reliability of the questionnaire of the study, which makes him fully confident of the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

**The Statistical Methods Used:** The questionnaire was downloaded and analyzed through the statistical analysis program (SPSS).

- **Normality Distribution Test:** The Kolmogorov-Smirnov Test was used to test whether the data follow

the normal distribution or not, and the results were as shown in Table (6).

**Table 6:** shows the results of the normal distribution test

Domain	Test Value	Probability Value (Sig.)
Equitable Distribution.	0.672	0.757
Fairness Of Procedures.	0.763	0.606
Fair Dealings.	0.606	0.856
Organizational Justice	0.601	0.863
<b>The Behavior Of Sports Spirit</b>	0.996	0.274
<b>Civil Behavior</b>	0.925	0.359
<b>All Areas Of Questioning Together</b>	<b>0.525</b>	<b>0.946</b>

It is clear from the results shown in the previous table that the probability value (Sig.) for all areas of the study is greater than the significance level 0.05. Therefore, the distribution of data for these areas follows the normal distribution, as parameter tests were used to answer the hypotheses of the study.

**The following statistical tools were used:**

1. Frequencies & Percentages: to describe the study sample.
2. The arithmetic mean and the relative arithmetic mean.
3. Cronbach's Alpha, to find out the stability of the paragraphs of the questionnaire.
4. Kolmogorov-Smirnov Test: to see if the data follow a normal distribution.
5. Pearson Correlation Coefficient: This test is based on studying the relationship between two variables. It has been used to calculate the internal consistency and structural validity of the questionnaire, and the relationship between variables.
6. A T-test in the case of one sample (T-Test) to find out whether the average degree of response has reached the average approval score of 3, increased, or less than that. And it has been used to verify the mean of the mean for each of the paragraphs of the questionnaire.
7. T-test in the case of two independent samples T-Test to see if there are statistically significant differences between two sets of independent data.
8. One Way Analysis of Variance (ANOVA) test to find out whether there are statistically significant differences between three or more sets of data.

**Analyzing data, testing and discussing hypotheses of the study**

It includes a presentation of analyzing the data and testing the hypotheses of the study, by answering the study questions and reviewing the most prominent results of the questionnaire that was reached through analyzing its paragraphs, and identifying the personal variables that included (administration, military rank, and years of service). Therefore, statistical treatments were carried out. For the data collected from the study questionnaire, the Statistical Packages for Social Studies (SPSS) program was

used to obtain the results of the study that were presented and analyzed.

**Statistical description of the study sample according to personal variables:**

The following is a presentation of the characteristics of the study sample according to personal variables:

**Table 7:** Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		Repetition	Percentage%
Department	Provincial Police	176	49.9
	Specialized Departments	177	50.1
<b>Total</b>		353	100.0
Military Rank	Captain	246	69.7
	Major	76	21.5
	Presenter	21	5.9
	Colonel	9	2.5
	Dean	1	0.3
	Major General	-	-
<b>Total</b>		353	100.0
Years Of Service	Less than 5 years	10	2.8
	From 5 to less than 10 years	253	71.7
	From 10 to less than 15 years	46	13.0
	From 15 to less than 20 years	27	7.6
	20 years or more	17	4.8
<b>Total</b>		353	100.0

It is evident from the previous table that 49.9% of the study sample work in the police governorates, while 50.1% work in the specialized departments, and the researchers attribute these results to the nature of work in the police force, which is divided into two parts, the first part: It relates to patrol and investigation work or what is related It has field policing work, and it is often concentrated in the work of (Police Governorates Administration) distributed over all the governorates of the Strip. Police stations are distributed in each district of the governorates, while the other part is related to administrative work such as: administration, organization, financial management and others, or "support departments. For fieldwork in the police apparatus, such as: the General Investigation Department and Public Relations, this part is known as (specialized departments), and through the percentages and results the distribution of the study sample is shown that closely approximates the current reality in the police apparatus in Gaza Strip.

69.7% of the study sample had a military rank of captain, 21.5% of them had a major military rank, 5.9% had a lieutenant colonel, 2.5% had a colonel, and 0.3% had a brigadier general, and according to the hierarchy of

supervisory positions in the police apparatus, the military ranks took a hierarchical form. The greater the scope of supervision, the higher the military ranks with it, and vice versa, that is, the lower the rank, the narrower the scope of supervision with it, so we find that the rank of (brigadier) was one rank due to the broad scope of supervision for this rank, while the rank of (captain) was (246) ranks. This is due to the narrow scope of supervision compared to the higher ranks, and this hierarchical flow of ranks from top to bottom, and this is similar to the reality of the study community in terms of the percentage of ranks in each of the military ranks that exist for police officers in Gaza Strip, and there is a proportionality with job titles and their occupancy.

It is also clear that 2.8% of the study sample have years of service of less than 5 years, 71.7% of years of service ranging from 5 to less than 10 years, 13.0% of years of service from 10 to less than 15 years, and 7.6% of years of service from 15 years. It is clear that the largest percentage in the study sample according to the years of service is represented by the group falling between (5 to 10) years of service, as this percentage reached (71.7%) of the total The study sample.

**Table 8:** The arithmetic mean and the probability value (Sig.) for each paragraph of the field "Equity of distribution."

#	Paragraph	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	The monthly salary is proportional to the efforts I put into my work	2.43	48.65	-8.99	*0.000	7
2	I get a fair reward for my extra efforts	1.57	31.40	-31.05	*0.000	9
3	Job burdens and duties are distributed fairly among the employees	2.92	58.41	-1.60	0.055	4
4	The demands and tasks of the work match my own capabilities	3.64	72.71	11.99	*0.000	1
5	The monthly salary is proportional to the educational qualification and the courses you have taken	2.83	56.51	-2.86	*0.002	6
6	Monthly salary is proportional to work experience	2.85	56.98	-2.54	*0.006	5
7	Salary matches those of similar effort colleagues	3.06	61.28	1.10	0.136	2
8	The Law on Service in the Palestinian Security Forces provides appropriate incentives	2.31	46.11	-11.75	*0.000	8
9	There is fairness in the salary scale according to the military ranks	2.99	59.71	-0.21	0.418	3
<b>All paragraphs of the field together</b>		2.73	54.56	-7.67	*0.000	

\* The arithmetic mean is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the previous table, the following can be drawn: The arithmetic mean of the fourth paragraph, "The requirements and tasks of work are compatible with my own abilities" is equal to 3.64 (total score out of 5), meaning that the relative arithmetic mean is 72.71%, the test value is 11.99 and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant when the level of significance is ( $\alpha \leq 0.05$ ), which indicates that the average score for the response to this paragraph has exceeded the average approval score, which is

**Analysis of the Paragraphs of the Questionnaire:** For the analysis of the questionnaire items, a T-test was used for one sample to find out whether the average degree of response had reached the average degree of approval, which is 3 or not. In essence, the average approval score is 3, and if Sig <0.05 (Sig less than 0.05), then the average opinions of individuals differs fundamentally from the average approval score of 3, and in this case it can be determined whether the average response significantly increases or decreases the degree of approval. Medium and is 3. And that is through the test value. If the test value is positive, then it means that the arithmetic mean of the answer exceeds the average approval score, and vice versa.

In order to achieve the objectives of the study, the researchers will highlight the paragraph that received the highest approval and the paragraph that received the least approval in each field of study.

**Analysis of the "Organizational Justice" Paragraphs**

**1. Analysis of the paragraphs of the field of "distribution justice"**

The T-test was used to see if the average response score had reached a median consent score of 3 or not. The results are shown in the following table:

3, and this means that there is a large degree of approval by the sample members for this paragraph.

The arithmetic mean of the second paragraph "A fair reward is obtained for the additional efforts I make" is equal to 1.57, meaning that the relative arithmetic mean is 31.40%, the test value is -31.05, and the probability value (.Sig) is equal to 0.000. Therefore, this paragraph is considered statistically significant at a significant level. ( $\alpha \leq 0.05$ ), which indicates that the average score for the response to this paragraph has decreased from the average score of 3, and this means that

there is little agreement on the part of the sample for this paragraph.

In general, it can be said that the arithmetic mean is equal to 2.73, that the relative arithmetic mean equals 54.56%, the test value is -7.67, and that the probability value (.Sig) is equal to 0.000. Therefore, the field of "fairness of distribution" is statistically significant at the level of significance of ( $\alpha \leq 0.05$ ), which It indicates that the average degree of response to this field differs substantially from the average degree of approval, which is 3, and this means that there is agreement to a small degree by the sample members on the paragraphs of this field.

The researchers attribute this to the fact that the field of distribution justice is related to the amount of bonuses, salaries and financial returns that the employee receives, and given that the study was applied in a delicate and sensitive circumstance that the employees of the former Gaza government are going through, in terms of salaries irregularity, lack of budgets disbursement, and employees' lack of full salaries, the answers were Respondents are affected to a large extent by the financial conditions they are going through, as police employees suffer, like other employees of the previous government of Gaza, from irregular salaries and lack of full salaries, and the financial deficit in the operational budgets disbursed to the police force has cast a shadow over the grants and material and financial rewards that may be granted To the employee or officer in the police force, in exchange for the exceptional services and work he provides.

These results are in agreement with the study (Abu Jasser, 2010), the results of which showed that the respondents disagreed with the field of fairness of distribution.

While the study (Wadi, 2007) indicated the existence of fair distribution according to the opinions of the surveyed at an acceptable rate, as indicated by the study of: (Al-Shehri, 2014), (Al-Sukkar, 2012), and (Al-Atwi, 2011), and (Shaban, 2010), on the existence of fair distribution of a moderate degree according to the rankings of the studies referred to.

The current study differed with each of the studies of: (Abu Tayeh, 2012), which indicated the existence of fairness of distribution with a degree above average, as well as the study of (Lee, 2000) indicated an increase in fairness of distribution.

The researchers believe that the difference in the perception of fairness of distribution among the surveyed samples is due to the nature of the study population and the circumstances surrounding it, such as: the level of public income and the community's culture regarding grants and rewards and other economic and political conditions prevailing in each country of the different type of sector to which the study is applied, whether it is general In particular, and in general, most of the previous studies indicated a medium or low level of fairness of distribution, and this approximates and matches the results of this study.

## 2. Analysis Of The Paragraphs In The Field Of "Procedural Justice"

The T-test was used to see if the average response score had reached the average approval score of 3 or not. The results are shown in the following table:

**Table 9:** The arithmetic mean and the probability value (Sig.) for each paragraph of the field "Procedures fairness"

#	Paragraph	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	Management decisions are applied to everyone without exception.	2.95	59.09	-0.68	0.248	5
2	Decisions are made for employees after adequate information is gathered.	3.08	61.70	1.60	0.055	2
3	The police force allows to object to decisions about employees.	2.59	51.86	-7.35	*0.000	8
4	The manager makes sure to consult his employees before making decisions on the job.	2.88	57.65	-1.89	*0.030	7
5	Decisions are based on the principle of impartiality.	3.04	60.74	0.67	0.253	4
6	Administrative penalties are appropriate for violations and transgressions in the agency.	3.08	61.60	1.50	0.067	3
7	The official discusses with his employees before taking any action against them.	2.89	57.77	-2.07	*0.019	6
8	The Security Forces Service Law is characterized by clarity of administrative policies and regulations.	3.35	66.93	6.03	*0.000	1
<b>All Paragraphs Of The Field Together</b>		2.99	59.70	-0.38	0.351	

\* The arithmetic mean is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the previous table, the following can be drawn:

The arithmetic mean of the eighth paragraph "The service law is characterized by security forces with clarity of administrative policies and regulations" equals 3.35 (overall

score out of 5), meaning that the relative arithmetic mean is 66.93%, the test value is 6.03, and the probability value (Sig) equals 0.000. Therefore, this paragraph is considered a function. Statistically at a significance level of ( $\alpha \leq 0.05$ ),

which indicates that the average score for the response to this paragraph has exceeded the average approval score, which is 3, and this means that there is an acceptable degree of approval from the sample members for this paragraph.

The arithmetic mean of the third paragraph "The police force allows objections to decisions that concern employees" equal to 2.59, meaning that the relative arithmetic mean is 51.86%, the test value is -7.35, and the probability value (Sig.) is equal to 0.000. Therefore, this paragraph is considered statistically significant at a level of significance ( $\alpha \leq 0.05$ ), which indicates that the average degree of response to this paragraph has decreased from the average score of 3, and this means that there is little agreement on the part of the sample for this paragraph.

In general, it can be said that the arithmetic mean equals 2.99, that the relative arithmetic mean equals 59.70%, the test value is -0.38, and that the probability value (.Sig) is equal to 0.351. Therefore, the field of "justice of procedures" is not statistically significant at a level of significance of 0.05, which indicates However, the average degree of response to this field does not differ substantially from the average degree of approval, which is 3, and this means that there is agreement of a moderate degree by the sample members on the paragraphs of this field.

The researchers attribute this result to the managers 'awareness of the acceptable limits of the importance of observing the fairness of procedures in their practices in terms of taking decisions in an objective and clear manner within the police apparatus, but within the controls and privacy of the work of the apparatus. Military, so the results related to discussion and review of decisions were medium, unlike objection to decisions, and they came below average because objection in the security services is considered a form of rebellion, as evidenced by the results of impartiality towards the laws, regulations and regulations applicable to the police because laws and regulations are generalities that

apply to everyone without Exception and bias, and in general the results of the procedural fairness field were acceptable or medium, as we mentioned.

These results are in agreement with the study (Abu Jasser, 2010), the results of which showed the respondents 'agreement to the field of fairness of procedures with a moderate degree, as well as for the study (Wadi, 2007). The researchers attribute this to the congruence in the environment of the Palestinian study community and the field of application in the sector. The year.

It also agreed with the study of (Al-Shehri, 2014), (Al-Atwi, 2011), and (Shaban, 2010), whose results showed the existence of procedural justice of a moderate degree, as the results are similar to the current study of the similarity of the Arab environment with The local Palestinian population and the fact that the samples surveyed are from the public sector. While the results differed with the study (Abu Tayeh, 2012), which showed a high degree of fairness of procedures, which the author of the study attributes to the consistency of applying laws and regulations to all employees in Jordanian ministries centers without exception, and also differed with the study (Lee, 2000), with its high results for Adalah Procedures, and the researchers attribute the lack of agreement to the difference in the study environment as it is a Western environment and applied to the private sector in the United States of America which is concerned with the fairness of systems and procedures of employers and organizations, and in general, most of the previous studies indicated a medium or nearer low level regarding the field of fairness of procedures, and this is approximately Similar to the results of this study.

### 3. Analysis Of The Paragraphs Of The Field "Transactional Justice"

The T-test was used to see if the average response score had reached the average approval score of 3. The results are shown in the following table:

**Table 10:** The arithmetic mean and the probability value (Sig.) for each paragraph of the field "Transactions Fairness"

#	Paragraph	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	Social relations are characterized by goodness among employees	3.87	77.39	17.41	*0.000	2
2	Team spirit and cooperation among colleagues prevail	3.88	77.55	18.39	*0.000	1
3	The line official is always honest and forthright in work issues	3.59	71.70	11.93	*0.000	5
4	There is a sense of fairness and fairness of the responsible in resolving disputes among colleagues	3.58	71.57	11.91	*0.000	6
5	The director is open-minded and allows for discussion and debate	3.60	71.94	10.70	*0.000	4
6	The manager's treatment is characterized by non-discrimination and favoritism	3.49	69.86	8.91	*0.000	7
7	The manager understands and takes into account the special circumstances	3.69	73.85	12.50	*0.000	3
	<b>All Paragraphs Of The Field Together</b>	3.67	73.36	16.36	*0.000	

\* The arithmetic mean is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the previous table, the following can be drawn:

The arithmetic mean of the second paragraph "Team spirit and cooperation among colleagues prevails" is equal to 3.88 (total score out of 5), meaning that the relative arithmetic mean is 77.55%, the test value is 18.39, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistical function at the level of The significance of ( $\alpha \leq 0.05$ ), which indicates that the average score for the response to this paragraph has exceeded the average approval score, which is 3, and this means that there is a large degree of approval by the sample members for this paragraph.

The arithmetic mean of the sixth paragraph "The advantage of the manager's treatment of non-discrimination and favoritism" is equal to 3.49, meaning that the relative arithmetic mean is 69.86%, the test value is 8.91, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant function at the level of significance ( $\alpha \leq 0.05$ ), this indicates that the average degree of response to this paragraph has exceeded the average degree of approval, which is 3, and this means that there is agreement to a large degree by the sample members for this paragraph.

In general, it can be said that the arithmetic mean equals 3.67, that the relative arithmetic mean equals 73.36%, the test value is 16.36, and that the probability value (.Sig) is equal to 0.000. Therefore, the field of "transaction fairness" is statistically significant at a significance level of ( $\alpha \leq 0.05$ ), which indicates However, the average degree of response to this field differs fundamentally from the average degree of approval, which is 3, and this means that there is agreement to a large degree by the sample members of the paragraphs of this field.

The researchers attribute this result to the managers and colleagues 'awareness of the importance of observing the fairness of dealings, and this is explained by the existing human relations in the police apparatus, which were based on respect and kindness according to the results. The results can also be inferred from the spirit of cooperation and harmony prevailing between colleagues and managers, and this is due to the nature of the policing system. Which is built on cooperative and disciplined teams and formations to ensure the privacy of police work, and to ensure that it proceeds to the fullest in an atmosphere free from conflicts, quarrels and disturbance of treatment.

The results of the current study are in agreement with the study (Al-Shehri, 2014), which indicated the existence of a high degree of transactional justice among secondary school principals in Jeddah with a forgotten arithmetic average of (73.6%). The researchers attribute this to the similarity of the Arab environment with the local Palestinian. The two studies were applied to a leadership class, or from the category of managers in the public sector, and not to the category of employees. The current study was applied to senior officers who occupy various administrative positions.

Whereas the following studies indicated the existence of fair dealings in a moderate degree, which are as follows (Abu Jasser, 2010), (Wadi, 2007), (Abu Tayeh, 2012), (Al-Atwi,

2011), and (Shaban, 2010). In general, most of the previous studies indicated a medium or close to high level in the field of transaction fairness, and this approximates and is similar to the results of this study.

**Analysis of All "Organizational Justice" Paragraphs**

The T-test was used to see if the average response score had reached a median approval score of 3 or not. The results are shown in the following table:

**Table 11:** the arithmetic mean and probability value (Sig.) for all "organizational justice" paragraphs

Item	SM A	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
Equitable Distribution	2.73	54.56	-7.67	*0.000	3
Fairness Of Procedures.	2.99	59.70	-0.38	0.351	2
Fair Dealings.	3.67	73.36	16.36	*0.000	1
Organizational Justice	<b>3.09</b>	<b>61.82</b>	<b>2.93</b>	<b>*0.002</b>	

\* The arithmetic mean is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the previous table, it was found that the arithmetic mean of all organizational justice items is equal to 3.09 (total score out of 5), meaning that the relative arithmetic mean is 61.82%, the test value is 2.93, and the probability value (Sig) equals 0.002. Therefore, the items are considered statistically significant at a significance level of  $\alpha \leq 0.05$ . Which indicates that the average degree of response has exceeded the average degree of approval, which is 3, and this means that there is agreement by the sample members on the items of organizational justice in general.

According to these results, there is a general feeling of organizational justice in a moderate degree and acceptable to the sample surveyed in the police system, with the difference in the order of feeling of justice, where fairness of transactions came first, followed by fairness of procedures and finally fairness in distribution.

The researchers attribute this to the fact that organizational justice is a relative concept that varies according to the position or circumstances prevailing in the internal or external environment of the organization. The low degree of fair distribution, as mentioned above, is due to the economic and political conditions that police employees are going through, like other employees of the previous Gaza government, from irregularity and lack of payment of salaries and budgets. Which negatively affected the sense of justice, in addition to the participation of most employees and employees in a feeling of job dissatisfaction with salaries, grants and wages in exchange for their efforts on the one hand and their lack of proportionality with the requirements and requirements of living life, and this does not stop at the limit of fair distribution, but goes beyond the other dimensions of justice, but according to the relationship

and its interconnectedness, Here we find that the fairness of the procedures is affected by the fairness of distribution, as the fairness of the procedures includes the procedures and decisions on which the incentives, grants, penalties and wages are structured, so it came to a moderate degree in this study, while the fairness of transactions was affected, but to a lesser extent because it has a human and social dimension related to the style of dealing, so it is logical That there be a disparity in the dimensions of organizational justice, and this disparity is due to the different concepts related to the dimensions or to a disparity The circumstances and the peculiarity of each organization.

This study agreed with the study (Abu Jasser, 2010), in terms of the overall result and the order of dimensions, which indicated the presence of organizational justice with a moderate degree, due to the conformity of the environment of the study community locally and the fact that the study was applied to public sector employees, as well as for the study (Al-Shehri, 2014) ) And (Al-Atwi, 2011), in which the organizational justice averages were ranked respectively (69.4%), (62%) and (64.8%) due to the similarity of the Arab reality with the Palestinians in terms of conditions and the incubating environment.

While the following studies agreed with the current study in terms of the overall outcome of organizational justice, but they differed in the order of dimensions, which are as follows, followed by average justice averages with a medium degree arranged as follows: (Wadi, 2007), and (Shaban, 2010).

And it differed with the study (Lee, 2000), which showed high results of organizational justice among the surveyed sample, due to the difference in the study environment as it was applied to the western environment and to the private sector.

**Analysis of the Paragraphs "Behavior of Sportsmanship and Civilized Behavior"**

**1. Analysis Of The Paragraphs In The Field Of "Sports Spirit"**

The T-test was used to see if the average response score had reached a median approval score of 3 or not. The results are shown in the following table:

**Table 12:** the arithmetic mean and the probability value (Sig.) for each paragraph of the field of "sportsmanship"

#	Paragraph	SM A	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	You avoid raising trivial and simple problems.	4.47	89.32	12.39	*0.000	1
2	Accept criticism openly and without	4.06	81.25	29.39	*0.000	4

	complainin g.					
3	You stand up to personal abuse.	4.03	80.69	24.28	*0.000	5
4	Accept changes and fluctuations in working conditions with open arms.	3.86	77.16	19.68	*0.000	6
5	You try to control yourself by not complainin g too much.	4.10	82.05	25.75	*0.000	3
6	You are condescen ding about mistakes for co-workers.	4.21	84.22	27.96	*0.000	2
	<b>All paragraphs of the field together</b>	4.12	82.45	31.68	*0.000	

\* The arithmetic mean is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the previous table, the following can be drawn: The arithmetic mean of the first paragraph "Avoid raising trivial and simple problems" is equal to 4.47 (total score out of 5), meaning that the relative arithmetic mean is 89.32%, the test value is 12.39, and the probability value (.Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically function at a significance level of  $\alpha \leq 0.05$ , which indicates that the average degree of response to this paragraph has exceeded the average score of 3, and this means that there is a large degree of approval by the sample members for this paragraph.

The arithmetic mean of the fourth paragraph "broadly accepts changes and fluctuations in working conditions" equals 3.86, meaning that the relative arithmetic mean is 77.16%, the test value is 19.68 and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant function at the level of significance  $\alpha \leq 0.05$ , this indicates that the average degree of response to this paragraph has exceeded the average degree of approval, which is 3, and this means that there is



agreement to a large degree by the sample members for this paragraph.

In general, it can be said that the arithmetic mean equals 4.12, that the relative arithmetic mean equals 82.45%, the test value is 31.68, and that the probability value (.Sig) equals 0.000. Therefore, the field of "sportsmanship" is statistically significant at the level of significance of  $\alpha \leq 0.05$ , which indicates the average degree of response for this field differs fundamentally from the average degree of approval, which is 3, and this means that there is agreement to a large degree by the sample members on the items of this field.

It is possible to infer through these results on the availability of high sportsmanship within the police force, and this means that the individuals of the surveyed sample accept harassment without complaining and complaint, and they also seek to reduce disputes within work, due to the nature of police work that requires patience, flogging and self-control, whatever the circumstances.

**Table 13:** the arithmetic mean and the probability value (Sig.) for each paragraph of the field "civilized behavior"

#	Paragraph	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	Keen to improve the image and reputation of the police in front of others.	4.55	91.08	48.47	*0.000	1
2	You are interested in the success of police activities and activities even if you are not required to.	4.14	82.74	25.75	*0.000	3
3	Always present proposals and ideas that advance the work.	4.01	80.17	22.34	*0.000	6
4	She is keen on following up on business announcements and circulars.	4.09	81.82	25.27	*0.000	4
5	Interested in the future and development of the police force.	4.26	85.13	29.32	*0.000	2
6	You are interested in developing your capabilities and job performance, even at your own expense.	4.09	81.76	21.72	*0.000	5
<b>All Paragraphs Of The Field Together</b>		4.19	83.83	39.88	*0.000	

\* The arithmetic mean is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the previous table, the following can be drawn:

The arithmetic mean of the first paragraph "keen to improve the image and reputation of the police in front of others" is equal to 4.55 (total score out of 5), meaning that the relative arithmetic mean is 91.08%, the test value is 48.47 and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant when Significance level ( $\alpha \leq 0.05$ ), which indicates that the average degree of response to this paragraph has exceeded the average degree of approval, which is 3, and this means that there is a very large degree of approval by the sample members for this paragraph.

The arithmetic mean of the third paragraph "proposals and ideas that advance the work are always presented" is equal to 4.01, meaning that the relative arithmetic mean is 80.17%, the test value is 22.34, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically function at the level of significance ( $\alpha \leq 0.05$ ), which indicates that the average degree of response to this paragraph has exceeded the average degree of approval, which is 3, and this means that there is agreement to a large degree by the sample members for this paragraph.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of the behavior of sportsmanship to a large extent, due to the similarity of the environment of the Palestinian study community in addition to the fact that it was applied to the government sector.

These results differed with the study of (Muhammad, 2011) and (Judah and El-Sharbiny, 2010), which indicated the presence of the behavior of sportsmanship to a moderate degree, and the difference may be attributed to the specificity and nature of police work and the security tasks entrusted to it, which are characterized by a high degree of control Psychology and sportsmanship, unlike reality and other work environments.

## 2. Analysis Of The Paragraphs Of The Field "Civilized Behavior"

The T-test was used to see if the average response score had reached a median consent score of 3 or not. The results are shown in the following table:

In general, it can be said that the arithmetic mean equals 4.19, that the relative arithmetic mean equals 83.83%, the test value is 39.88 and that the probability value (. Sig) is equal to 0.000. Therefore, the field of "civilized behavior" is statistically significant at the level of significance ( $\alpha \leq 0.05$ ), which It indicates that the average degree of response for this field differs substantially from the average degree of approval, which is 3, which means that there is agreement to a large degree by the sample members for the paragraphs of this field.

It is possible to infer through these results on the availability of civilized behavior within the police force, and this means that the members of the surveyed sample have constructive participation and high responsibility in managing the police institution, and keenness to improve its reputation, and this indicates the civilized and sophisticated behaviors of the respondents.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of civilized behavior to a large degree, which is due to the consistency of the environment of the Palestinian study community in addition to being applied to the government sector.

These results differed with the study of Muhammad (2011) and Judah and El-Sharbiny, 2010, which indicated the existence of civilized behavior to a lower degree.

**Test Hypotheses of the Study:**

**Ho<sub>1</sub>:** There is a statistically significant relationship at a significance level of ( $\alpha \leq 0.05$ ) between the determinants of organizational justice (distribution fairness, fairness of procedures, fairness of dealings) and the behavior of sportsmanship among officers working in the police force.

**Table 14:** The correlation coefficient between determinants of organizational justice and the behavior of sportsmanship among officers working in the police force

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Equitable Distribution.	0.014	0.398
Fairness Of Procedures.	0.086	0.053
Fair Dealings.	.175	*0.000
Organizational Justice	<b>.111</b>	<b>*0.019</b>

\* Correlation is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

The previous table shows that the correlation coefficient is equal to .111, and that the probability value (Sig.) Is equal to 0.019, which is less than the level of significance ( $\alpha \leq 0.05$ ). This indicates the existence of a statistically significant relationship between organizational justice and the behavior of sportsmanship among officers working in the police force.

It can be inferred from this result, that the sense of the respondents' sense of organizational justice in general drives them to act in the behavior of sportsmanship as a component of the organizational citizenship behavior through the positive relationship between them, and this means an increase in the degree of endurance, patience and restraint no matter what the matter comes, and this is the result of justice in general That creates a stable and comfortable working atmosphere.

It is also clear from the results that the motivation for carrying out such behavior is their sense of fairness of dealings, and this behavior has nothing to do with fair distribution and actions according to the results, and the researchers attribute this to the fact that fair distribution is based on material and other returns, which may not be a starting point for self-voluntary actions. Related to the prevailing laws and regulations, which have nothing to do with the mixing and treatment that the officer receives, so we find its clear relationship with the fairness of the dealings on which his dealings are based, such as dealing in a sporting spirit within the framework of work in exchange for the prevailing atmosphere of respect and appreciation.

These results are in agreement with the study (Abu Jasser, 2010) and (Abu Tayeh, 2012), which indicated a positive statistically significant relationship between organizational

justice and the behavior of sportsmanship as a component of organizational citizenship behavior, and this is due to the similarity of the environment of the Palestinian study community and the similarity with The Arab environment in addition to being according to the governmental sector.

It also disagreed with the result of (Lee et al., 2013), in which he indicated a positive correlation between the fairness of procedures and the behavior of organizational citizenship in general, and this may be due to the difference between the two environment and society of the two studies.

**Ho<sub>2</sub>:** There is a statistically significant relationship at a significance level of ( $\alpha \leq 0.05$ ) between the determinants of organizational justice (distribution fairness, fairness of procedures, fairness of dealings) and the civilized behavior of officers working in the police force.

**Table 15:** The correlation coefficient between determinants of organizational justice and civilized behavior among officers working in the police force

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Equitable Distribution.	0.006	0.456
Fairness Of Procedures.	.163	*0.001
Fair Dealings.	.166	*0.001
Organizational Justice	<b>.137</b>	<b>*0.005</b>

\* Correlation is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

The previous table shows that the correlation coefficient is equal to .137, and that the probability value (Sig.) Is equal to 0.005, which is less than the significance level ( $\alpha \leq 0.05$ ). This indicates the existence of a statistically significant relationship between organizational justice and civilized behavior among officers working in the police force.

It can be inferred from this result, that the sense of the respondents' sense of organizational justice in general drives them to undertake civilized behavior as a component of organizational citizenship behavior through the positive relationship between them, and this means a high level of responsibility and constructive participation in managing the police institution and preserving its reputation, and this is the product of justice. Generally, which creates a stable and comfortable atmosphere for work.

It is also evident from the results that the motivation for carrying out such behavior is their sense of fairness in dealings in the first place, and this behavior has nothing to do with fair distribution according to the results. The constant giving of the officer or policeman who performs his duty to the fullest and sacrifices his time and what he has to get to his work and with satisfaction and self-acceptance, despite the irregularity of his salary and the lack of its disbursement, and this explains most of the organizational behavior of citizenship that is in its essence voluntary and subjective and protected by moral and religious considerations, so we find its relationship clear with justice

Transactions and procedures with human and social dimensions.

These results are in agreement with the study (Abu Jasser, 2010) and (Abu Tayeh, 2012), which indicated a positive statistically significant relationship between organizational justice and civilized behavior as a component of organizational citizenship behavior, due to the similarity of the environment of the Palestinian study community and the similarity with the Arab environment. In addition to being according to the government sector.

It was also similar to Lee et al., (2013), in which he indicated a positive correlation between the fairness of procedures and the behavior of organizational citizenship.

**Ho<sub>3</sub>:** There are statistically significant differences at a significance level of ( $\alpha \leq 0.05$ ) between the mean of the respondents' responses about the determinants of organizational justice and their relationship to the behavior

of sportsmanship and civilized behavior due to personal variables (administration, military rank, years of service).

A "T-test for two independent samples" was used to find out whether there were statistically significant differences. It is a parameterized test suitable for comparing the averages of two data sets. Also, the "single-factor variance" test was used to find out if there were statistically significant differences, and this test is instructive for comparing 3 or more averages.

**From this hypothesis, the following sub-hypotheses are derived:**

**Ho<sub>3.1</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior attributed to management.

**Table 16:** T-test results for two independent samples - Administration

Domain	Averages		Test Value	Probability Value (Sig.)
	Provincial Police	Specialized Departments		
Equitable Distribution.	2.61	2.84	-3.282	*0.001
Fairness Of Procedures.	2.88	3.09	-2.762	*0.006
Fair Dealings.	3.62	3.72	-1.218	0.224
Organizational Justice	3.00	3.18	-3.026	*0.003
<b>The Behavior Of Sports Spirit</b>	4.16	4.09	1.051	0.294
<b>Civil Behavior</b>	4.23	4.16	1.200	0.231

\* The difference between the two averages is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, the following can be concluded

It was found that the probability value (Sig.) Corresponding to the "T test for two independent samples" is less than the level of significance ( $\alpha \leq 0.05$ ) for the fields "Equity of distribution, fairness of procedures, organizational justice" and thus it can be concluded that there are statistically significant differences between the averages of the estimates of the study sample About these areas are attributed to the administration for the benefit of those who work in the specialized departments.

This is due to the nature of the work in the specialized departments represented in administrative and organizational work, which has nothing to do with the field side, and this is unlike the work of the police governorates, whose work is based on investigation, interrogation and patrol work that requires physical effort and bears more pressure, and this is reflected in the officers' sense of justice compared to other in charge. In administrative work, this is evident through the fairness of distribution and procedures, as they are related to material returns, privileges and work rules.

As for the rest of the domains and domains combined, it was found that the probability value (Sig.) Is greater than the

significance level of 0.05. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas and the areas combined together attributable to the administration.

Regarding the fairness of dealings, there is no dispute in terms of feeling it in both types of administrations, and this is due to the unity of thought and the compatible nature of the workers in the police system in terms of qualification and training, and this matter applies to the behavior of sportsmanship and civilized behavior that indicates charity and volunteering among workers of all ages. The type of their department.

This result is similar to (Muhammad, 2012), which indicated that the sense of organizational justice differs according to the type of management and the nature of work in it.

**Ho<sub>3.2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior attributed to the military rank.

**Table 17:** The results of the "unilateral contrast" test - the military rank

Domain	Averages			Test Value	Probability Value (Sig.)
	Captain	Major	Lieutenant Colonel		
Equitable Distribution.	2.72	2.71	2.86	0.649	0.523

Domain	Averages			Test Value	Probability Value (Sig.)
	Captain	Major	Lieutenant Colonel		
Fairness Of Procedures.	2.92	3.08	3.30	4.863	*0.008
Fair Dealings.	3.62	3.83	3.66	2.210	0.111
Organizational Justice	3.05	3.16	3.24	2.164	0.116
<b>The Behavior Of Sports Spirit</b>	4.12	4.15	4.09	0.098	0.907
<b>Civil Behavior</b>	4.18	4.17	4.31	0.801	0.450

\* The difference between the averages is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, the following can be concluded

It was found that the probability value (Sig.) Corresponding to the test of “unilateral variance” is less than the level of significance ( $\alpha \leq 0.05$ ) for the field of “fairness of procedures.” Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates in this field attributed to the military rank and for the benefit of those who were arranged by the presenter and above.

This is attributed to the fact that this rank and what is above it is a candidate for higher administrative positions and close to decision-making, as they are like directors of departments, and by virtue of their positions they participate in developing systems, policies and procedures and they are responsible for their application, and this explains their sense of fairness of procedures more than other ranks.

As for the rest of the fields and domains combined, it was found that the probability value (Sig.) Is greater than the significance level 0.05. Thus, it can be concluded that there

are no statistically significant differences between the averages of the study sample estimates about these fields and the areas combined together attributed to the military rank.

This is attributed to the fact that (91.3%) of the sample members are of the ranks below the presenter, according to the previous table, and they can be classified as the middle leadership, in which the two ranks (captain and major) meet and share the same working conditions, privileges and homogeneity in the nature of their orientations.

This result is similar to (Al-Madhon, 2015), which indicated that the sample's estimates of expecting fair treatment were in favor of officers of the rank of lieutenant colonel and above.

**Ho<sub>3.3</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses about the determinants of organizational justice and their relationship to the behavior of sportsmanship and civilized behavior due to years of service.

**Table 18:** Results of the "single variance" test - years of service

Domain	Averages					Test Value	Probability Value (Sig.)
	Less than 5 years	From 5 to less than 10 years	From 10 to less than 15 years	From 15 to less than 20 years	20 years or more		
Equitable Distribution.	2.42	2.68	3.02	2.71	2.84	3.249	*0.012
Fairness Of Procedures.	2.81	2.92	3.30	3.07	3.00	2.956	*0.020
Fair Dealings.	3.40	3.65	3.79	3.69	3.73	0.673	0.611
Organizational Justice	2.85	3.05	3.34	3.13	3.15	1.181	*0.017
Sport spirit	4.28	4.13	4.08	4.11	4.13	0.207	0.935
Civilized	4.33	4.17	4.21	4.26	4.33	0.689	0.600

\* The difference between the averages is statistically significant at the level of significance ( $\alpha \leq 0.05$ ).

From the results shown in the previous table, the following can be concluded

It was found that the probability value (Sig.) Corresponding to the test of “unilateral variance” is less than the level of significance ( $\alpha \leq 0.05$ ) for the fields “Equity of distribution, fairness of procedures, organizational justice.” Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates about these areas are attributed to years of service

in favor of those whose years of service range from 10 to less than 15 years.

This is due to the fact that this group has relatively high experience, as they are mostly veteran police employees who remained at the top of their work after the events of 2007, and by virtue of their accumulated experience and the hierarchy of their ranks, they reached positions that qualify them for the higher leadership and to participate in the development of regulations, policies and procedures and they are responsible for their implementation, and this

explains Their feeling of fairness of procedures more than other ranks, as well as with respect to fairness of distribution and organizational justice in general in view of the experience, location and privileges obtained.

This result agreed with (Al-Sukkar, 2012), which indicated that there are statistically significant differences in favor of the experience category from (15 to 20 years) at the expense of the rest of the groups in terms of fair distribution, and this is possibly due to the similarity with the environment of the Arab study community and the fact that it was applied to managers from the sector The year.

This result differed with (Abu Jasser, 2010), which indicated that there were no statistically significant differences in favor of years of experience in terms of organizational justice, as well as with regard to (Wadi, 2007), which indicated an inverse relationship between organizational justice and years of service, possibly due to the difference in society. The sampler study, its environment, and the different study variables.

As for the rest of the fields and domains combined, it was found that the probability value (Sig.) Is greater than the significance level 0.05. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these fields and the fields combined together due to years of service. This is attributed to the fact that (74.5%) of the sample members are from the category below (10 years), according to the previous table. In addition to being from the young generation who are homogeneous in the nature of thinking.

### Conclusions

The following Results and recommendations were reached:

#### 1. Results Of Regulatory Justice:

- The results of the study showed a general sense of regulatory justice that has exceeded the medium (acceptable) in the sample of the Palestinian police officers in the Gaza Strip. This is a good indicator of justice on the police station. The results showed a difference in arranging justice where justice came First and significantly, the justice of procedures are followed and medium, and finally fair justification.
- The results of the feeling of the distribution of distribution came with a few degree of sample of officers working in the Palestinian police officer in the Gaza Strip, meaning that the lack of finances and financial returns compared to inputs and other employees in the same work, The results of this area showed clearly on the lack of justice to obtain a fair reward for additional efforts to work, and most of the results of this area, except for the requirements and functions of work with self-capacity and re-payment in the Service Act, which results in an acceptable.
- The results of the feeling of the priority of the procedures were medium in the sample of officers working in the Palestinian police officer in the Gaza Strip. But within the controls and privacy of the work of the device, and the results of this area showed an

excellence in the feeling of justice on the service law with security forces clearly policies, administrative regulations and in a great deal, Most of the results of this area are also in the middle class, except for permission to objection to the decisions concerning employees, which came with a few degree.

- The results of the feeling of transaction after the sample of the Palestinian police officers in the Gaza Strip. The feeling of justice towards the sovereignty of the team's spirit and cooperation between colleagues and a great deal, as the results of this area within the large degree, except for the treatment and incompatibility of the manager and its incomes to one, which came acceptable.

#### 2. The Results Of The Behavior Of Sports Spirit And Cultural Behavior

- The results of the Spirit's behavior were significantly in the sample of officers working in the Palestinian police in the Gaza Strip, This means that responded sample members accept harassment without grumbling and complaint as they seek to reduce differences within work, and are attributed to the nature of the policeman work that needs patience, skin and seized for themselves, no matter what circumstances.
- The results of civilized behavior were significantly at the sample of officers working in the Palestinian police in the Gaza Strip, This means that sample members have a highly constructive and responsible participation in the management of the police institution and are keen to improve their reputation.

#### 3. The Results Of The Relationship Between The Determinants Of Regulatory Justice And The Behavior Of Sports Spirit And Cultural Behavior:

- The results of the study showed that the sensation of the sample sentenced to regulatory justice is generally pushing them to carry out the spirits of sports spirit and civilized behavior through the positive impulsive relationship between them, which means that they are voluntary and self-motivation outside the formal framework of commissioning and student in order to raise its reputation, for their general sense of justice.
- The result also showed that the sensation of the sample sentenced to regulatory justice is generally associated with behaviors (sports spirit and cultural behavior), perhaps because the police are a security apparatus and must be available in the status of alkaysis (good time and behavior) in their employees to consolidate the condition of discipline required, or regard For other factors, the behavior of the Kaysa in the concept of "kindness" appears to some as human beings and may not appear when others, and this explains its not associated regulatory justice.

#### 4. The Results Of Personal Variables In The Sample-Questioned From Officers Working In The Palestinian Police Force In The Gaza Strip With Regard To The Determinants Of Regulatory Justice

**And The Behavior Of Sports Spirit, Civilized Behavior And Relationship Between Them:**

- The results showed that those working in specialized administrations feel generally more than others, and there are no significant differences between all employees, the management is the trend of the rest of the study variables and its relationship.
- The results showed that (the rank of above) has a higher response than other military ranks in relation to the proceedings, and the rest of the ranks are not moral differences between them and their relationship.
- The results showed that the category spent service years ranging from (10 to 15 years) has a higher response than others for distribution, procedures and regulatory procedures and justice.

**Recommendations**

Based on the above-previous findings, researchers recommend a phrase of recommendations as follows:

- Sharpening the spirit of compete with police officers and officers through excellence and expressions, including their submission of works and self-voluntary and charitable efforts outside the formal assignment of the police institution and took into account when promotions, bonuses and leadership occupancy.
- He created an organizational climate adopting the attendance of citizenship behavior within the police, by linking it to evaluating performance, and its delegation of prizes, appointments and certificates of encouragement and appreciation.
- Be careful to feel the staff and police officers of justice, because they have a prominent role in stability and quietness within work and thus promote and motivate staff to work with a dedication and giving to raise the police institution.
- Attention is beside the development of human and social dimensions in the management and regulation of policemen, and keep away from bureaucracy, central and communities, to create self-proof and positive volunteer floors and raise the conditional institution as a whole.

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