

# The Relationship of Organizational Justice to Civility Behavior as One of the Dimensions of Organizational Citizenship Behavior in the Palestinian Police

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**Abstract:** *This study aimed to analyze the relationship of organizational justice with the behavior of civility as one of the dimensions of organizational citizenship behavior from the point of view of the police officers in Gaza Strip. 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 so on. Above, from the study population of (1550) officers, and the study tool was distributed among the sample members in all police departments and governorates in Gaza Strip. The study found a positive correlation between organizational justice and civility behavior, and the study also found the existence of organizational justice in general in a moderate degree and the order of its determinants was 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, and the behavior of civility came To a large degree, the study also showed that there are statistically significant differences between the respondents' average response to the searched relationship due to the variables (Job Title, Military Rank, Years Of Service). The study recommended taking into account the fairness of distribution by providing appropriate and fair salaries, granting bonuses for the additional efforts exerted, and budgeting in the distribution of duties and job burdens. It also recommended that the interests of employees be taken care of when making decisions and involving them in formulating them, explaining their justifications, and finally the study recommended that civility behavior is a value. It is an organizational pursuit by the police, and the creation of an organizational climate dominated by a sense of justice, because of its prominent role in stability, calm and discipline at work, and thus the elevation of the police institution and the achievement of its desired goals.*

**Keywords:** Organizational Justice, Civility Behavior, Organizational Citizenship Behavior, Police Force, Gaza Strip, Palestine.

## Introduction

The investment of human resources is an important basis in the management of organizations and the importance of human resources lies as the soul and the driving life of the organization to carry out all the required duties and jobs. Human capital is no less important than the money invested, especially if it is employed in an appropriate manner, it will reflect on productivity and quality of performance and whatever the organization does in developing its structure Organizational without regard to the human factor; It would be a failure and a loss in general.

Many studies and research have dealt with the behavior of individuals within organizations as an important level in the science of organizational behavior. Hence organizational justice is an important theory in the study of individual behavior in the organization due to the implications of the individual's satisfaction of his needs and expectations that he aspires to, in addition to being a dimension Important for the individual's motivation towards achievement and his feeling of satisfaction and stability, and in the end we can say that organizational justice affects the individual's orientation towards achieving the goals of the organization.

Among the behaviors that are directly affected by the sense of organizational justice is the behavior of civility, and this behavior comes as an effect of sensing and expecting fair treatment in the organization, hence this study came to shed light on the "relationship of organizational justice with the behavior of civility as one of the dimensions of organizational citizenship behavior from the point of view of officers in the 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 an organizational citizenship act and 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 a basic variable for its impact on the internal work environment and its direct relationship to courteous 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 them:

**Q1-:** What is the relationship between the sense of organizational justice and the behavior of courtesy from the viewpoint of the officers in the police force in Gaza Strip?

**Q2-:** Are there moral differences in the views of officers in the police apparatus in Gaza Strip regarding the relationship between their sense of organizational justice and its relationship to civility behavior due to personal variables (job title - military rank - years of service)?

### Research Objectives

The objectives of the study are as follows:

1. Identify the level of awareness of organizational justice with its determinants (distribution justice - 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 civility behavior through the reality of the officers 'work in the police apparatus in Gaza Strip.
3. Measuring and analyzing the nature of the correlational relationship, organizational justice and courteous 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 of organizational justice with the behavior of civility as one of the dimensions of organizational citizenship behavior in the police apparatus in Gaza Strip according to the diversity in the personal data of each officer in terms of: (job title - military rank - years of service).

### Research Importance

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

1. It is expected that this study will contribute to improving the performance and work of the police apparatus, as this study will bear within it the weaknesses and flaws of the police system, 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. Which will have a clear impact on the advancement and elevation of the security work.
2. The Palestinian community is clearly and significantly affected by the policies of the police force. Because it is the basis for creating an atmosphere of security and internal stability for the country, and hence the positive impact through the high performance of the work of the security services will in turn be reflected in the local community in terms of meeting the hoped-for good service.
3. This study is considered the only one that deals with organizational justice and its relationship to courteous behavior in security institutions - to the best of researchers' knowledge - as it thus 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

In order to provide an appropriate answer to the scholarly questions raised, 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 organizational justice (distribution fairness - fairness of procedures - fairness of dealings) and the behavior of courtesy of officers working in the police force.

**Ho<sub>2</sub>:** There are statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the mean of respondents' responses about organizational justice and their relationship to civility behavior due to personal variables (job title - military rank - years of service).

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

**Ho<sub>2-1</sub>:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) level of significance between the mean of respondents' responses about organizational justice and their relationship to civility behavior attributed to the job title.

**Ho<sub>2-2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational justice and their relationship to civility behavior attributed to the military rank.

**Ho2.3:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) level of significance between the mean of respondents' responses about organizational justice and their relationship to civility behavior attributed 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 relationship of organizational justice and civility 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 (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 (distributional, 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 (Al-Emian and Al-Saudi, 2009) aimed to identify the analysis of the impact of organizational justice in improving job performance among employees in Jordanian ministries, and to achieve the objectives of the study, a questionnaire was used, for the purpose of collecting data and distributing it to the individuals of the study sample, and a sample of Its net number is (742) single, and the study reached a set of results, the most prominent of which were: Employees 'perceptions of organizational justice dimensions came in a moderate degree, and their perceptions of the level of job performance came in a high degree, and there is a significant effect of organizational justice dimensions on job performance in Employees in Jordanian ministries, and the study reached a set of recommendations, the most important of which are: The need for ministries to adopt many concepts that reflect the dimensions of organizational justice, which is reflected as a behavior in identifying the performance levels of their employees, by spreading the concepts of transparency and right and linking it to the duty, and reconsidering the methods of Evaluating performance and moving away from stereotypes and red tape, which positively affects the best performance in the organizations in which they work. The study also recommended fairness in decision-making involving employees in that.
- 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 distributional 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 (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.

#### **Commentary on Previous Studies:**

Given the aforementioned review of the similarities and differences with the current study, it appears to us that most of the previous studies did not address the variables of the current study together, which indicates the scarcity of studies similar to it in the local Palestinian environment in addition to Arabic, which makes the study distinguished as it deals with a new topic It is (the

relationship of organizational justice with civility behavior) within the framework of emerging and contemporary issues in the literature of business administration, organizations and organizational behavior in particular.

Also, some previous studies did not coincide with the current study in naming and content of the dimensions of the studied variables, as they were distinguished by their treatment of organizational justice (fairness of distribution, fairness of procedures, fairness of dealings) and their relationship to civility behavior from a different angle.

Organizational justice and its relationship to behavior of civility when it is studied in one of the important government sectors, which is the Palestinian police in Gaza Strip, adds a new touch to the touches of the missing and rare scientific research in the Arab reality, especially the local Palestinian, since the police are the largest and most important security apparatus and have great tasks and dependencies in the service of the homeland and the citizen As it is the only local study - as far as researchers know - that targeted the police force to study these variables together.

### **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.

**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."

**Civility (Courtesy):** The importance of this behavior, according to (Haron, 2014), is clear in cases where the performance of the work requires the necessity of coordination with individuals or groups working with different names in the organization, and the consequent strengthening of the spirit of cooperation and construction instead of engaging in sterile and useless controversial dialogues, and civility. It means the individual's ability to devise what is more beneficial, and from the behaviors of civility and examples: providing advice and information to colleagues, respecting colleagues' desires and their privacy, avoiding causing problems with them, and initiating contact with colleagues before taking any decision or action that affects their work.

The researchers believe that the dimensions of organizational citizenship behaviors are not limited to these five previously mentioned dimensions. Other dimensions may be added to them because the concept of organizational citizenship behavior includes multiple types of behaviors that serve and help individuals as well as the organization and its goals. However, these patterns of behaviors, as we note in their entirety, fall in the category of additional roles that go beyond the limits of the formal role, and therefore any of these patterns or dimensions that are within this framework or concept can form a new dimension within the framework of the concept of organizational citizenship, which as we mentioned earlier is in The principle is voluntary and voluntary acts or behaviors that the individual exerts out of conviction or as dictated by his conscience.

### **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	Presenter	Colonel	Dean	Major General	Total
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 "the relationship of organizational justice with civility behavior as one of the dimensions of organizational citizenship behavior in the police apparatus in Gaza Strip." The five-dimensional Likert scale was used to measure the respondents' responses to the paragraphs of the questionnaire 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.

**Steps To Build The Questionnaire:**

The researchers prepared a study tool to find out "organizational justice and its relationship to courteous behavior - from the viewpoint of the police officer in Gaza Strip."

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

1. **Truthfulness from the Point Of View of the Arbitrators "Apparent Honesty":** The questionnaire was presented to a group of arbitrators who are specialists in the field of administration and statistics. 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:** The 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. .

**Internal Consistency Of The "Organizational Justice" Domains:** The following table shows the correlation 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 significance level of ( $\alpha \leq 0.05$ ) and thus the field is considered true to what was set to be measured.

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

Equitable Distribution	Fairness Of Procedures	Fairness Of Dealings	Behavior Of Sportsmanship	Behavior of Civility
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#	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	.606	*0.000
2	.686	*0.000	2	.832	*0.000	2	.899	0.000	2	.703	*0.000	2	.865	*0.000
3	.494	*0.003	3	.726	*0.000	3	.675	*0.000	3	.781	*0.000	3	.760	*0.000
4	.427	*0.009	4	.669	*0.000	4	.749	*0.000	4	.794	*0.000	4	.843	*0.000
5	.800	*0.000	5	.904	*0.000	5	.819	*0.000	5	.836	*0.000	5	.726	*0.000
6	.817	*0.000	6	.813	*0.000	6	.884	*0.000	6	.701	*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 the correlation coefficients in all the fields of the resolution are statistically significant at a level of significance ( $\alpha \leq 0.05$ ). Thus, all the fields of the resolution are considered valid for what they were designed to measure.

**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
Civility (kindness)	.868	*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

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
Civility (kindness)	5	0.812	0.901

\* 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 from (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 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.

**Analyzing Data, Testing And Discussing Hypotheses of the Study**

This chapter includes a presentation to analyze the data and test 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 (Job Title, Military Rank, and Years of Service). Conducting statistical treatments 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 6:** Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		Repetition	Percentage%
Job Title	Director Of General Administration	14	4.0
	Director Of The Department	71	20.1
	Head Of The Department	178	50.4
	Other	90	25.5
<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 also evident that 4.0% of the study sample is based on the job title of Director of Public Administration, 20.1%, Director of Department, 50.4%, Head of Department, while 25.5% are other than that, and this indicates the flow and hierarchy of the organizational structure of the Police Authority according to the levels and ranges of balanced administrative supervision. Therefore, we find that the highest percentage of the study sample in job titles is a department head, and this percentage decreases the higher the grade of the job title, which is in line with the study sample and the distribution of the number of military ranks in each, as is consistent with that. With the nature of the organizational structure applied in the Ministry of Interior (hierarchical form) in terms of expansion from top to bottom, the public administration is the highest supervisory and administrative level in the job title, followed by the department, then the department, and so on according to the organizational structure of the police.

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.

**Analysis of the Paragraphs of the Questionnaire:** The researchers highlighted the paragraph that received the highest approval and the paragraph that received the least approval in each field of study.

#### An Analysis of the "Organizational Justice" Paragraphs

1. **Analysis of the Paragraphs of the Field "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:

**Table 7:** The arithmetic mean and the probability value (Sig.) for each paragraph of the field "Equity of distribution."

#	Item	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 the extra efforts I put in	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

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
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" equals 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. The 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 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 approval score, which is 3, and this means that there is little agreement on the part of the sample members for this paragraph.

In general, it can be said that the arithmetic mean equals 2.73, that the relative arithmetic mean equals 54.56%, the value of the test is -7.67, and that the probability value (.Sig) equals 0.000. Therefore, the field of "fairness of distribution" is statistically significant at the level of significance ( $\alpha \leq 0.05$ ) This indicates that the average degree of response to this field differs fundamentally from the average degree of approval, which is 3, which means that there is little agreement on the part of the sample 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 irregularity of salaries, 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 the 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), (Shaban, 2010), and (Al-Emian and Al-Saudi, 2009), on the existence of moderate distribution equity.

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, and 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 culture of the community regarding grants and rewards and other economic and political conditions prevailing in each of the countries, regardless of the 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 "Procedural Fairness" Paragraphs:** A 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 8:** The arithmetic mean and the probability value (Sig.) for each paragraph of the field "Justice of Procedures"

#	Item	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 concerning 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 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 an acceptable degree from the sample members for this paragraph.

The arithmetic mean of the third paragraph, "The police force allows objections to decisions that concern employees" equals 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 a statistically significant one at a level of significance ( $\alpha \leq 0.05$ ), which indicates that the average score for the response to this paragraph has decreased from the average approval score, which is 3, and this means that there is little agreement on the part of the sample members 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.

It also agreed with the study of (Al-Shehri, 2014), (Al-Atwi, 2011), (Shaban, 2010) and (Al-Emian and Al-Saudi, 2009), whose results showed the existence of procedural justice to a degree. Medium, as the results are similar to the current study for the similarity of the Arab environment with the local Palestinian community 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 level in the field of justice procedures, and this is approximately Similar to the results of this study.

3. **Analysis of the Items in the Field of "Transactional Justice":** A T-test was used to find out if the average degree of response had reached the average approval score of 3. The results are shown in the following table:

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

#	Item	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 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.

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 ( $\alpha \leq 0.05$ ), Which indicates that the average degree of response to this paragraph has exceeded the average degree of approval, which is 3, which 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 the level of significance ( $\alpha \leq 0.05$ ), this indicates that 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 on 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 fairness of dealings with a medium degree, which are as follows: (Abu Jasser, 2010), (Wadi, 2007), (Abu Tayeh, 2012), (Al-Atwi, 2011), and (Shaban, 2010). ), And (Al-Emian and Al-Saudi, 2009), and in general, most of the previous studies indicated a medium or close to high level in the field of transaction fairness, and this is close and similar to the results of this study.

#### **Analysis of All Paragraphs of "Organizational 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:

**Table 10:** the arithmetic mean and probability value (Sig.) for all "organizational justice" paragraphs

Domain	SMA	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
<b>Organizational Justice</b>	3.09	61.82	2.93	*0.002	

\* 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 equals 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 level of significance ( $\alpha \leq 0.05$ ), which indicates that the average degree of response has increased over the average approval score, 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 fairness to 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 their 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 specifics 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) and (Al-Emian and Al-Saudi, 2009), which had the averages of organizational justice arranged respectively (69.4%), (62%) and (64.8%) due to the similarity of the Arab reality with the Palestinian In terms of conditions and the incubator 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 (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 of the "Behavior of Civility."**

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:

**Table 11:** the arithmetic mean and the probability value (Sig.) for each paragraph of the field "Civility (Kindness)"

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	Avoid interfering with the privacy of colleagues at work.	4.15	82.91	25.93	*0.000	3
2	Support and encourage colleagues in difficult times.	4.27	85.31	35.61	*0.000	1
3	The wishes and preferences of colleagues are respected and consulted before any step is taken.	4.07	81.37	26.72	*0.000	5
4	Interested in complimenting colleagues at work.	4.10	82.05	25.14	*0.000	4
5	You avoid making any decisions that overwhelm your	4.23	84.57	28.71	*0.000	2

business.					
<b>All Paragraphs Of The Field Together</b>	4.16	83.23	41.84	*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 "Supports and encourages colleagues morally in difficult times" equals 4.27 (total score out of 5), meaning that the relative arithmetic mean is 85.31%, the test value is 35.61, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistical 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.

The arithmetic mean of the third paragraph "respecting the wishes and preferences of colleagues and consulting them before taking any step" is equal to 4.07, meaning that the relative arithmetic mean is 81.37%, the test value is 26.72, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant function at the level of significance ( $\alpha \leq 0.05$ ), which indicates that the average degree of response to this paragraph has exceeded the average score of 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 4.16, that the relative arithmetic mean equals 83.23%, the test value is 41.84, and that the probability value (. Sig) is equal to 0.000. Therefore, the field of "gentleness" is considered statistically significant at the level of significance ( $\alpha \leq 0.05$ ), Which indicates that the average degree of response to 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 on the paragraphs of this field.

It can be inferred through these results that there is a behavior of civility "kindness" within the police force, and this means that the respondents have an atmosphere of cooperation and harmony and are characterized by courtesy, and this indicates their preservation of stability and calm within the work, and this may be attributed to the fact that the police is a security apparatus and must be Civility is available in its employees to consolidate the required state of discipline.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of a behavior of civility, "kindness" 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 governmental sector. These results are also in agreement with the study of Muhammad (2011), which indicated the existence of a behavior of civility to a large degree. In general, it can be said that previous Arab studies are similar to the current study in terms of results that provide the behavior of civility to a large extent, and here it is worth noting The samples surveyed in these studies were educated, educated, leadership and academic cadres who are aware of this positive behavior, which intersects with this study.

**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 organizational justice (distribution fairness - fairness of procedures - fairness of dealings) and the behavior of courtesy of officers working in the police force.

**Table 12:** The correlation coefficient between organizational justice and courteous behavior among officers working in the police force

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Equitable distribution	0.013	0.402
Fairness of procedures	0.028	0.302
Fair dealings.	.165	*0.001
<b>Organizational Justice</b>	0.081	0.064

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

The previous table shows that the correlation coefficient is equal to 0.081, and that the probability value (Sig.) Is equal to 0.064, which is greater than the significance level, 0.05. This indicates that there is no statistically significant relationship between organizational justice and courteous behavior among officers working in the police force.

It can be inferred from this result that the respondents' sense of organizational justice in general is not related to conducting a behavior of civility, "kindness" as a component of organizational citizenship behavior, and this means that cooperation, harmony, stability and calm within work is not related to organizational justice, and this may be attributed to the fact that the police are A security apparatus that must have a characteristic of civility in its employees to consolidate the required state of discipline, regardless of other factors, and the behavior of civility "kindness" appears to some as an innate behavior and is not related to a feeling of justice in general, so this behavior was associated with fair dealings related to respect and courtesy Among colleagues and others; Although the link is here to a small degree.

These results are in agreement with the study (Abu Jasser, 2010), which indicated a negative statistically significant relationship between organizational justice and civility as a component of organizational citizenship behavior, due to the consistency of the environment of the Palestinian study community in addition to being applied to the governmental sector.

And it disagreed with the study (Abu Tayeh, 2012), which indicated a positive statistically significant relationship between organizational justice and civility as a component of organizational citizenship behavior, due to the relative difference between the Jordanian and Palestinian environment, and the lack of similarity between the two societies of the study.

**H<sub>02</sub>:** There are statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the mean of respondents' responses about organizational justice and their relationship to civility behavior due to personal variables (job title - military rank - years of service).

A "single-factor variance" test was used to find out if there were statistically significant differences. This test is instructive for comparing 3 or more averages.

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

**H<sub>02-1</sub>:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) level of significance between the mean of respondents' responses about organizational justice and their relationship to civility behavior attributed to the job title.

**Table 13:** The results of the "unilateral covariance" test - job title

Domain	Averages				Test Value	Probability Value (Sig.)
	Director Of General Administration	Director Of The Department	Head Of The Department	Other		
Equitable Distribution	2.88	2.74	2.73	2.70	0.299	0.826
Fairness Of Procedures	3.62	3.08	2.97	2.85	5.238	*0.002
Fair Dealings.	3.90	3.79	3.62	3.63	1.259	0.288
Organizational Justice	3.43	3.16	3.07	3.02	2.388	0.069
Civility (kindness)	4.33	4.22	4.15	4.12	0.978	0.403

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

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

It was found that the probability value (Sig.) Corresponding to the "one-way covariance" test is less than the significance level of ( $\alpha \leq 0.05$ ) for the fields of fairness of procedures. Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates about the fairness of the procedures attributed to the job title in favor of those who their job title is Director of General Administration.

This is due to the fact that directors of departments enjoy many privileges, such as furniture, office equipment, personal cars, and other privileges and allowances, and by virtue of their positions they participate in developing regulations, policies and procedures and they are responsible for their implementation, and this explains their sense of fairness of procedures more than others, and this applies to the rest of the areas in which they are Difference in their favor over others.

As for the rest of the fields, 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 in these areas due to the job title.

This is due to the fact that (70%) of the sample individuals are directors of departments and divisions, and they can be classified as middle leadership, which shares the same working conditions, privileges and homogeneity in the nature of their orientations.

**H<sub>02-2</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational justice and their relationship to civility behavior attributed to the military rank.

**Table 14:** The results of the "unilateral contrast" test - the military rank

Domain	Averages			Test Value	Probability Value (Sig.)
	Captain	Major	Presenter And Above		
Equitable Distribution	2.72	2.71	2.86	0.649	0.523
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
Civility (kindness)	4.15	4.20	4.15	0.231	0.794

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

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

It was found that the probability value (Sig.) Corresponding to the "single variance" test is less than the significance level of ( $\alpha \leq 0.05$ ) 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 in favor 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 ranks below the lieutenant colonel, 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 estimates of expecting fair treatment were in favor of officers of the rank of lieutenant colonel and above.

**Ho<sub>2.3</sub>:** There are statistically significant differences at ( $\alpha \leq 0.05$ ) level of significance between the mean of respondents' responses about organizational justice and their relationship to civility behavior attributed to years of service.

**Table 15:** 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
Civility (kindness)	4.42	4.16	4.09	4.25	4.05	1.210	0.306

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

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

It was found that the probability value (Sig.) Corresponding to the "one-way variance" test is less than the significance level of ( $\alpha \leq 0.05$ ) for the fields "distribution fairness, fairness of procedures, and organizational justice." Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates about these domains. They are attributed to the 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 fairness of 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). An inverse relationship between organizational justice and years of service, and this may be due to the difference in the particular study population, 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 ( $\alpha \leq 0.05$ ). 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 respondents are from the category under (10 years). Young people who are homogeneous in the nature of thinking.

## Conclusions

### 1. Results Of Organizational Justice:

- The results of the study showed a general feeling of organizational justice to a degree higher than the average (acceptable) among the sample surveyed of police officers in Gaza Strip, and this is a good indication of the state of justice in the police apparatus, and the results showed a variation in the order of the feeling of justice, where the fairness of transactions came first and to a large extent, It was followed by fairness of procedures to a moderate degree, and finally fairness of distribution to a small degree.
- The results of the feeling of fairness of distribution came to a small degree among the sample surveyed of police officers in Gaza Strip, and this means that there is no sense of fairness of financial outcomes and returns compared to inputs and employees of other countries in the same work, and the results of this field showed clearly in the lack of a sense of justice towards obtaining a fair reward for efforts. In addition, most of the results of this field came within this direction, except for the proportionality of the requirements and tasks of work with self-abilities and fairness of the salary scale in the service law, whose results came in an acceptable percentage.
- The results of the feeling of fairness of procedures were of a moderate degree among the sample surveyed of police officers in Gaza Strip, and this means that managers are aware of the acceptable limits of the importance of observing fairness of procedures in their practices in terms of taking decisions in an objective and clear manner within the police system, but within the controls and privacy of the work of the agency, and the results of this The field was distinguished in the sense of justice towards the law of service in the security forces, with clarity of administrative policies and regulations to a large extent, and most of the results of this field were in the middle class, with the exception of the police's permission to object to decisions related to employees, which came to a small degree.
- The results of the sense of fairness of dealings came to a large degree among the sample surveyed of police officers in Gaza Strip, and this means that the existing human relations in the police apparatus are based on respect and kindness as well as the spirit of cooperation and harmony prevailing between colleagues and managers, and the results of this field showed a distinction in the sense of justice towards the sovereignty of Team spirit and cooperation among colleagues to a large degree, and most of the results of this field came within a large degree, with the exception of the manager's treatment and lack of separation and favoritism to anyone, which was an acceptable grade..

## **2. The Results Of Civility Behavior:**

The results of the civility "kindness" behavior came to a large extent among the sample surveyed of police officers in Gaza Strip. This means that the respondents have an atmosphere of cooperation and harmony and are characterized by courtesy, and this indicates their maintenance of stability and calm at work.

## **3. The results of the relationship of organizational justice with behavior of civility as one of the dimensions of organizational citizenship behavior in the police apparatus in Gaza Strip:**

The results of the study showed that the respondents' sense of organizational justice in general drives them to carry out civility behaviors through the positive positive relationship between them, and this means that they undertake voluntary and self-motivated actions outside the framework of the official mandate and role in order to elevate the police institution and preserve its reputation, in exchange for their general sense of justice.

## **4. The results of the personal variables of the surveyed sample of police officers in Gaza Strip regarding organizational justice, courteous behavior, and the relationship between them:**

1. The results confirmed that directors of public administrations have a higher response than other job titles regarding the fairness of procedures, organizational citizenship behavior, altruism as a component of it, and the relationship in general between organizational justice and organizational citizenship and all their fields. As for the rest of the job titles, there are no significant differences between the direction of the study variables and the relationship between them. .
2. The results showed that (Lieutenant Colonel and above) has a higher response than other military ranks in terms of fairness of procedures, as for the rest of the ranks, there are no significant differences between them, the direction of the study variables and the relationship between them.
3. The results showed that the group that spent years of service ranging between (10 to 15 years) has a higher response than others in terms of distribution fairness, procedures and organizational justice in general. As for the rest of the groups, there are no significant differences between the direction of the study variables and the relationship between them.

## **Recommendations**

Based on the above from previous results, the researchers recommend a set of recommendations as follows:

- Working on fairness for police officers with regard to disbursing their salaries, by providing appropriate and fair financial payments that guarantee them a decent life.
- Paying attention to the observance of justice towards the additional efforts made by police employees and officers, and working to provide material and moral rewards for that.

- Reconsidering the policy of military promotions subject to the law of service in the Palestinian security forces, by linking promotion to indicators of efficiency and performance, and not to consider the expiration of the legal period to remain in the rank alone.
- The need for managers in the police force to pay attention to the interests of employees and officers when making decisions, including a justified explanation of decisions, and to avoid interferences and personal whims when issuing and implementing decisions.
- Adopting the participation of officers of different names, in the process of drafting decisions and drawing up rules and procedures, because this will benefit the police force through self-acceptance and respect for these decisions and rules that were formulated with the participation of all
- Considering courteous behavior an organizational value that the police seek, and working to entrench this behavior in the hearts of employees and officers by commending and honoring the right of those involved in such behaviors.

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