

# The Behavior of Organizational Citizenship in Palestinian Police Force between Reality and Expectations

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**Abstract:** This study 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). The study recommended taking into account the interests of employees when making decisions and involving them in formulating them, explaining their justifications, and finally, the study recommended that organizational citizenship behavior be considered an organizational value that the police seek, and to create an organizational climate in which a sense of justice prevails, given its prominent role in stability, calm and discipline at work. Thus, the elevation of the police institution and the achievement of its desired goals.

**Keywords:** Organizational Citizenship Behavior, Palestinian 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. Hence, the interest in the behavior of individuals in organizations emerged, given that motivating and developing them in a stable work environment is the basis for the success of organizations in achieving their desired goals, so it is not surprising that we find a small country like Japan that was able to rise from the war and the disasters that afflicted it within a short time thanks to their interest Behavior that motivates the individual within the organization.

Many studies and researches have dealt with the behavior of individuals within organizations as an important level in the science of organizational behavior, and among these behaviors is the behavior of organizational citizenship, which is a voluntary behavior in which the willingness to work and exert more effort than what is required and determined according to the job tasks and this behavior comes as an effect of sensing and expecting fair treatment in The organization, and an example of organizational citizenship behavior is "helping coemployees, avoiding raising complaints, not disrupting work, and ensuring the success of the organization (Al-Qahtani, 2004: 21). Hence, this study came to shed light on "determinants of organizational justice and their relationship to citizenship behavior Organizational from the viewpoint of the officers in the police force in Gaza Strip.

The study population was chosen on the understanding that the police apparatus and the various security departments it contains have an important and vital role in providing various services and dealing with different segments of the public, and it is also entrusted with security tasks that affect the stability and safety of society from external dangers and threats, despite the abundance of Various studies and research in the field of organizational citizenship, but studies are still limited, especially in the security sector as far as researchers know.

## Research Terminology

There are many terms that were used in the study, the most important of which are:

- **Organizational Citizenship Behavior:** "It is voluntary, voluntary behavior carried out by individuals in organizations that exceeds the requirements of the official role, and is not directly or explicitly covered by the official reward system, and it increases the effectiveness of performance at work in organizations" (Al-Khames, 2001: 10) .

- **The Researchers Know It Procedurally:** the extent to which officers of the police apparatus in Gaza Strip exercise additional work outside their official mandate, out of self-motivation stemming from the vitality of their conscience, without waiting for compensation, with the aim of improving the performance and reputation of the agency.

### Problem Statement

The human element represents one of the tributaries of the success of organizations and institutions in achieving their goals, and because contemporary organizations aspire to the existence of an act and behavior of organizational citizenship, especially when it comes to a sensitive and important sector such as the policing system, it was necessary to study the behavior of organizational citizenship, and this study comes to the reality of work in the organization The police, which is the largest operating security apparatus, is in the context of a state of political ambiguity and administrative and functional instability among the employees of the Ministry of Interior in its security aspect in general, and under a delicate and sensitive circumstance that the employees of the former Gaza government are going through, in terms of salaries irregularity, lack of budget disbursement and lack of Employees are fully paid, which gives an additional justification for research in this sector. Based on the aforementioned, the study is organized into several questions, and two main questions arise in it:

**Q1-:** What is the reality of the behavior of organizational citizenship in Palestinian Police Force, from the viewpoint of working police officers?

**Q2-:** Are there significant differences in the views of the officers in the police apparatus in Gaza Strip towards the components of organizational citizenship behavior attributable to personal variables (Type of Management, Marital Status, Educational Qualification, Workplace (Governorate), Age Group, Job Title, Military Rank, Years of Service)?

### 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:

**H0<sub>1</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses about organizational citizenship behavior due to personal variables (Type of Management, Marital Status, Educational Qualification, Workplace (Governorate), Age Group, Job Title, Military Rank, Years of Service).

#### And Branched From The Main Hypothesis The Following Sub-Hypotheses:

**H0<sub>1.1</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) of significance between the mean of respondents' responses about organizational citizenship behavior attributable to management.

**H0<sub>1.2</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) of significance between the averages of respondents' responses about organizational citizenship behavior attributable to the marital status.

**H0<sub>1.3</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributable to scientific qualification.

**H0<sub>1.4</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributable to the workplace (governorate).

**H0<sub>1.5</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributable to the age group.

**H0<sub>1.6</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the mean of respondents' responses to organizational citizenship behavior attributed to the job title.

**H0<sub>1.7</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributed to the military rank.

**H0<sub>1.8</sub>:** There are statistically significant differences at the level of significance  $0.05 \alpha$  between the averages of respondents' responses about organizational citizenship behavior attributable to years of service.

### Research Objectives

The objectives of the study are as follows:

1. Identifying the level of practicing organizational citizenship behavior with its components (altruism, conscientiousness, Sport Spirit, civilized behavior, politeness) through the reality of the work of officers in the police force in Gaza Strip.
2. Study and analyze the differences in the responses of officers in the police apparatus in Gaza Strip towards organizational citizenship behavior according to the diversity in the personal data of each officer in terms of: (type of management, marital status, educational qualification, workplace (governorate), age group, job title, military rank, Years of service).

### Research Importance

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

1. This study is expected to contribute to improving the level of performance and work of the security services in general and specifically the police, as it is the largest security apparatus in it, and because of its prominent role in protecting the home front and is responsible for daily contact with a large number of citizens in their daily dealings, as this study It will carry with it the weaknesses and defects of the police force in particular and the security agencies in general, as well as 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 security work.

2. The Palestinian community is clearly and significantly affected by the policies of the security services, especially the police. Because it is the basis for creating an atmosphere of security and internal stability for the country, 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 desired good service.
3. As far as the researchers know, this study is the only one that deals with the behavior of organizational citizenship in security institutions, as it opens the door for researchers and those interested to delve into the reality of behavioral and administrative studies within security institutions and organizations.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limits:** The study focused on The Behavior of Organizational Citizenship in Palestinian Police Force between Reality and Expectations.
2. **Human Limits:** The study was conducted on Palestinian police officers.
3. **Spatial Limits:** The study was conducted in Gaza Strip, State of Palestine.
4. **Temporal Limits:** The study was conducted in (2020).

### Literature Review

- 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 (Judah et al., 2010) that aimed to reveal the extent of the difference between employees in the general staff at Mansoura University, whether in the education sector, whose number is (6306), and a sample was taken from it (157), or in the sector of hospitals and specialized medical centers, and the adult (8801) A sample of (218) was taken from it about their perception of the concept and dimensions of empowerment and organizational citizenship behaviors they have. The study also aimed to determine the correlation between employee empowerment and organizational citizenship behaviors, and to determine the effect of employee empowerment on organizational citizenship behaviors, and the study concluded that there is no significant difference between staff in the cadre. The general public at Mansoura University, whether in the education sector or the hospital sector, regarding their awareness of the concept and dimensions of empowerment, as for organizational citizenship behaviors, they had a moral difference towards it, and there is a link and a moral impact between empowering employees in all its dimensions and organizational citizenship behaviors.
- Study of (Podsakoff, et al., 2009), which aimed to identify the impact of organizational citizenship behavior on some outputs related to the individual or organizational level, through a sample of (168) employees and (38) organizations operating in the United States of America. Where the impact of organizational citizenship behavior on the outputs related to the individual level was identified through (performance evaluation of employees, compensation allocations decisions, expected and actual employee turnover, and the level of absence) in addition to the impact of citizenship behavior at the organizational level through (productivity, efficiency, customer satisfaction and cost reduction) The results showed the existence of a positive correlation in both cases, as the presence of citizenship behavior leads to (an increase in the evaluation scores of the employees and affects the remuneration decision) at the individual level, but at the organizational level, it leads to (increased productivity, efficiency, customer satisfaction and lower costs).
- Study of (Al-Fahdawi and Al-Qatawneh, 2004), which aimed to know the impact of organizational citizenship behavior on transformational change among government departments employees in the Jordanian city of Karak. The results, which included (342) employees of the surveyed, were shown through the prepared questionnaire. To the high level of organizational citizenship behavior among employees, and that there is a positive statistically significant relationship between all variables of organizational citizenship behavior and transformational change, and the respondents' perceptions of the independent variable organizational citizenship came in a high degree, and the respondents' perceptions of the dependent variable of the transformational change came with a moderate degree.

### 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 in combination, which indicates the scarcity of studies similar to

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it in the local Palestinian environment in addition to the Arabic, which makes the study distinguished as it deals with a new topic It is (the behavior of organizational citizenship) within the framework of emerging and contemporary topics in the literature of business administration and 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 approach to the dimensions of organizational citizenship behavior from a different angle and were represented by patterns of citizenship behavior and its practices at the individual and organizational level, namely (altruism, civility, conscience awareness, Sport Spirit, and civilized behavior).

This study is distinguished by the fact that it benefited from the literature of previous studies and the experiences of previous researchers who dealt with vocabulary related to the current study, which supports them and strengthens its argument, so this study comes to fill the gap and shortcomings in previous studies to complete their research path to reach the best results and recommendations.

## **Theoretical Framework**

### **First - The Behavior of Organizational Citizenship**

Organizational citizenship behavior as “behavior that indirectly contributes to the success of the organization by maintaining the social order of the organization” (Ismail et al., 2012: 219). It is also the activities carried out by individuals to accomplish work indirectly in the work environment, which includes helping colleagues, maintaining and adhering to the regulations and rules of the work environment and active participation in decision-making, as well as bearing working conditions without expressing a complaint or complaining about the work (Yen, Li, & Niehoff) , 2008: 397).

### **The Five Dimensions of the Organizational Citizenship Behavior:**

1. **Altruism:** Altruism is one of the dimensions that were presented early on to organizational citizenship behaviors, and (Al-Khames, 2001) sees it as a fundamental dimension in all previous research that dealt with organizational citizenship behavior. The names that researchers gave in this dimension varied and among these names According to (Al-Zahrani, 2007: 28), “making peace,” “leading a campaign of encouragement,” “interpersonal assistance,” “facilitating others,” and “helping colleagues.” Altruism is an automatic behavior directed towards members of the organization, heads and colleagues in tasks related to work and how to accomplish it and help, and to extend a helping hand in their personal problems in addition to helping clients and clients of the organization according to (Aba Zaid, 2010).
2. **Conscientiousness:** The second dimension of organizational citizenship behavior (conscientiousness), and it is called according to (Al-Khames, 2001). Or concern for what the conscience dictates. Examples of conscientious behaviors according to (Al-Zahrani, 2007) include adherence to work schedules, attending early, not wasting time in long breaks, and less mistakes when performing tasks and carrying them out with extreme accuracy.
3. **Sport Spirit:** (Aba Zaid, 2010) believes that this dimension refers to the individual’s behavior towards accommodating the inappropriate circumstances or things that happen in the work environment without complaint or complaining, in addition to tolerance, patience and a sense of the feeling of others. Among the behaviors of Sport Spirit, according to (Al-Zahrani, 2007): Avoiding consuming time in the large number of complaints, not exaggerating matters, in addition to keeping away from areas of disagreement with others, accepting criticism with open arms and arrogance from personal offenses.
4. **Civic Virtue:** There are those who called it the “virtue of citizenship”. This dimension refers to constructive and responsible participation in managing the organization’s affairs and taking care of its destiny by attending important and informal meetings, integrating into the activities and activities of the informal organization and performing work in a manner that helps in Preserving the organization's image (Haron, 2014). Among the behaviors of civilized behavior is keenness to follow the activities of the organization with great interest, to submit proposals, contribute to improving the image of the organization, and to attend optional meetings (Al-Zahrani, 2007).
5. **Civility (kindness):** The importance of this behavior, according to (Haron, 2014), is clear in cases where the performance of work requires coordination with individuals or groups working with different names in the organization, and the consequent strengthening of the spirit of cooperation and building instead of being absorbed in Argumentative dialogues are futile and unhelpful.

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. But these patterns of behaviors, as we can see in their entirety, fall under the category of additional roles that go beyond the limits of the official role, which Katz and Kahn (1964) referred to, and therefore any of these patterns or dimensions within this framework or concept can form a new dimension within the framework The concept of organizational citizenship, which, as we mentioned earlier, is originally voluntary and optional behaviors or behaviors made by the individual out of conviction or as dictated by his conscience.

### **The Importance of Organizational Citizenship Behavior:**

In light of the great challenges that organizations face from a rapid change in the internal environment and technical and technical development in various fields, which resulted in a turbulent environment that needs an appropriate organizational climate that can cope with the external pressures imposed on these organizations, the importance of the human element came in this difficult

equation that they are facing Organizations, hence the importance of organizational citizenship behavior according to (Chien, 2003), the fact that successful organizations today see that they need the employee who performs roles outside the framework of his official duties and outside the boundaries expected of him, because this is a reflection on the effectiveness of the organization and its success. At this point, in fact, the behavior of organizational citizenship as seen (Al-Qahtani, 2004) has an impact in many aspects that ultimately lead to improving individual and institutional performance, effective time management, improving organizational relationships, developing creativity and innovation, and enhancing survival. The organization and its ability to compete and protect it from dangers, and the behavior of citizenship, according to (Al-Saud and Sultan, 2008) contributes to the flexibility of the organization's social machine and provides the necessary smoothness to work in the context of unfair situations and crises to ensure the internal balance of the organization.

Organizational citizenship behaviors in its various dimensions according to (Al-Fahdawi and Al-Qatawneh, 2004) have social implications, by supporting the organizational position and linking it with job satisfaction, organizational justice, trust and loyalty towards leadership, in addition to being based on optimizing resource utilization and rationalizing its data towards Supporting the required goals in light of the consensus between the members and the organization to support these goals.

#### **Positive Effects of Organizational Citizenship Behavior:**

The positive effects of organizational citizenship behavior in organizations are numerous, according to several (Al-Khames, 2001). (Al-Saud and Sultan, 2008), (Muhammad and Othman, 2012), (Organ, 1997) and (Podsakoff et al., 2009). It can be summarized in the following points:

1. Organizational citizenship behavior reduces the financial burden on organizations, allowing the directing of what was intended to be borne by institutions in hiring some employees to expand their services and excel in their performance.
2. The organizational citizenship behavior increases the level of enthusiasm, which is what routine work is missing.
3. The behavior of organizational citizenship affects an increase in the level of job satisfaction in working individuals.
4. The behavior of organizational citizenship enhances the level of belonging and loyalty to the organization.
5. Organizational citizenship behavior strengthens relationships between individuals and groups.
6. Citizenship behavior has a role in increasing the effectiveness, efficiency and success of performance, especially government work.
7. Organizational citizenship behavior lowers turnover of work due to the existence of affiliation and desire to remain in the organization.
8. Organizational citizenship behavior reduces problems and disputes among employees.
9. Organizational citizenship behavior results in achieving sustainable competitive advantage for organizations.
10. Organizational citizenship behavior plays a prominent role in the preparation, upbringing and training of the organization, and this is an investment of time and effort.
11. Organizational citizenship behavior raises the level of customer and customer satisfaction with the services and products provided.
12. Organizational citizenship behavior improves in the quality of services provided and the amount of work performed within the organization.
13. Citizenship behavior has clear contributions to raising the morale of employees.
14. The behavior of organizational citizenship leaves positive impressions on managers, which leads to increased opportunities for promotion and incentives thus improving the overall performance of the organization and increasing productivity.
15. This behavior reduces the scope of supervision and control, because this behavior reassures the managers about the completion of the work and the required functions in the organization.
16. The organizational citizenship behavior improves the capabilities of employees and managers to do business better through the sufficient time and flexibility resulting from this behavior for business scheduling and problem solving.
17. Palestinian Police Handbook. (2011). Publication of the General Directorate of Police, Administration and Administration Department, Gaza (Palestine).

**Second: 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 (Police Organization and Administration, 2014).

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 (Al Waqi'a Palestinian Magazine, 2005):

- 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:**

**Study Methodology:** In order to achieve the objectives of the study, the researchers used the descriptive and analytical method through which they attempt to describe the phenomenon under study, analyze its data, and the relationship between its components, opinions raised about it, the processes it includes and the effects that it produces.

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

1. **Secondary Sources:** Researchers have tended to address the theoretical framework of the study to secondary data sources, which are the relevant Arabic 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.
2. **Primary Sources:** To address the analytical aspects of the subject of the study, the researchers resorted to collecting primary data through a questionnaire as a main tool for the study, designed specifically for this purpose.

**Study Population:** It 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, after which 400 questionnaires were distributed by 25.8% of the study population, and 353 questionnaires were retrieved at 88.3. %, and appropriate sample size is at least 308.

**Study Tool:** A questionnaire was prepared on the behavior of organizational citizenship from the viewpoint of the police officer in Gaza Strip.

**The Study Questionnaire Consists Of Two Main Parts:**

**The First Section:** It is the personal and organizational data about the respondent (administration, marital status, educational qualification, workplace (governorate), age group, job title, military rank, and years of service).

**The Second Section:** It is about the organizational citizenship behavior, and it consists of 29 paragraphs, divided into 5 areas:

**The First Field:** altruism, and it consists of (6) paragraphs.

**The Second Domain:** consciousness of conscience, and it consists of (6) paragraphs.

**The Third Area:** Sport Spirit, and it consists of (6) paragraphs.

**The Fourth Field:** civilized behavior, and it consists of (6) paragraphs.

**The Fifth Domain:** civility (kindness), and it consists of (5) paragraphs.

Likert scale was used to measure the responses of the respondents 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	Great	Very Large
Class	1	2	3	4	5

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

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

1. **Honesty from the Viewpoint of the Arbitrators, "Virtual Honesty":** The questionnaire was presented to a group of arbitrators, and the researchers responded to the opinions of the arbitrators and made the necessary deletion and amendment in light of the proposals submitted. Thus, the questionnaire came out in its final form.
2. **Validate scale:**

**First: Internal Validity:** The internal consistency sincerely means the extent to which each paragraph of the questionnaire is consistent with the area 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 total degree of the same field

**Internal Consistency of the "Organizational Citizenship Behavior" Domains**

The following table shows the correlation coefficient between each paragraph of the field of "altruism" and the total degree of the field, which shows that the correlation coefficients shown are a function at a significant level of ( $\alpha \leq 0.05$ ) and thus the field is considered true to what was set to measure it.

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

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1	You help colleagues when they have a lot of workloads without waiting for anything	.707	*0.000
2	Interested in helping new employees adapt to the work environment	.727	*0.000
3	Cooperates with the manager to do his best job	.667	*0.000
4	Assist and guide clients to obtain the best service	.837	*0.000
5	The interest of work is preceded by the personal interest	.817	*0.000
6	You help out colleagues who have been absent from work	.724	*0.000

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

The following table shows the correlation coefficient between each paragraph of the field of "consciousness of conscience" and the total degree of the field, which shows that the correlation coefficients shown are a function at the level of significance ( $\alpha \leq 0.05$ ).

**Table 4:** The correlation coefficient between each paragraph of the field of "conscience awareness" and the total degree of the field

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1	You fully comply with the dates of attendance and departure from work	.742	*0.000
2	Handles with care the in-kind assets (devices and equipment) in the workplace	.776	*0.000
3	Accept continuing work beyond the official working hours when needed	.829	*0.000
4	They adhere to work regulations even in the absence of a watchdog	.679	*0.000
5	It takes care to notify the employer in advance when you are unable to come to work	.694	*0.000
6	Keen to do the work with mastery and dedication	.821	*0.000

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

The following table shows the correlation coefficient between each paragraph of the field of "Sport Spirit" and the total degree of the field, which shows that the correlation coefficients shown are a function of a significant level ( $\alpha \leq 0.05$ ) and thus the field is considered true for what was set to measure it.

**Table 5:** The correlation coefficient between each paragraph of the field of "Sport Spirit" and the total score for the field

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1	You avoid raising trivial and simple problems	.863	*0.000
2	Accept criticism openly and without complaining	.703	*0.000
3	You stand up to personal abuse	.781	*0.000
4	Accept changes and fluctuations in working conditions with open arms	.794	*0.000
5	You try to control yourself by not complaining too much	.836	*0.000
6	You are condescending about mistakes for co-employees	.701	*0.000

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

The following table shows the correlation coefficient between each paragraph of the field of "civilized behavior" and the total degree of the field, which shows that the correlation coefficients shown are a function at a significant level ( $\alpha \leq 0.05$ ) and thus the field is considered true to what was set to measure it.

**Table 6:** the correlation coefficient between each paragraph of the field "civilized behavior" and the total degree of the field

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1	Keen to improve the image and reputation of the police in front of others	.843	*0.000
2	You are interested in the success of police activities and activities even if you are not asked	.799	*0.000
3	Always present proposals and ideas that advance the work	.857	*0.000
4	She is keen on following up on business announcements and circulars	.850	*0.000
5	Interested in the future and development of the police force	.837	*0.000

6	Interested in developing your capabilities and job performance, even at your own expense	.795	*0.000
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\* Correlation is statistically significant at the significance level of ( $\alpha \leq 0.05$ )

The following table shows the correlation coefficient between each paragraph of the field of "gentleness" and the total degree of the field, which shows that the correlation coefficients shown are a function at a significant level ( $\alpha 0.05$ ).

**Table 7:** The correlation coefficient between each paragraph of the field "kindness" and the total score of the field

#	Item	Pearson Correlation Coefficient	Probability Value (Sig.)
1	Avoid interfering with the privacy of colleagues at work	.606	*0.000
2	Support and encourage colleagues in difficult times	.865	*0.000
3	The wishes and preferences of colleagues are respected and consulted before any step is taken	.760	*0.000
4	Interested in complimenting colleagues at work	.843	*0.000
5	You avoid making any decisions that overwhelm your business	.726	*0.000

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

**Second: Structure Validity:** The constructive validity is one of the measures of the validity of the tool, which measures the extent to which the objectives that the tool wants to reach are achieved, and it shows the extent to which each field of study is related to the overall degree of the paragraphs of the questionnaire.

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

**Table 8:** 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.)
Altruism	.907	*0.000
Consciousness Of Conscience	.915	*0.000
Sport Spirit	.823	*0.000
Civilized Behavior	.865	*0.000
Civility (Kindness)	.868	*0.000
<b>Organizational Citizenship Behavior</b>	.794	*0.000

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

**Reliability:** The researchers verified the stability of the study's resolution through Cronbach's Alpha Coefficient, and the results were as shown in the following table:

**Table 9:** Cronbach's alpha parameter to measure the stability of the resolution

Domain	Number Of Paragraphs	Cronbach's Alpha coefficient	Self-Honesty *
Altruism	6	0.920	0.960
Consciousness Of Conscience	6	0.925	0.962
Sport Spirit	6	0.868	0.932
Civilized Behavior	6	0.912	0.955
Civility (Kindness)	5	0.812	0.901
<b>Organizational Citizenship Behavior</b>	29	0.959	0.980

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

It is clear from the results shown in the previous table that the value of the Cronbach alpha coefficient is high for each domain, ranging between (0.812, 0.925), while it reached (0.959) for all paragraphs of the questionnaire. Likewise, the self-validity value is high for each field, ranging between (0.901, 0.962), while for all paragraphs of the resolution it reached (0.980), which means that the reliability coefficient is high.

Thus, the resolution in its final form is distributable. The researchers have made sure of the validity and reliability of the questionnaire of the study, which makes him fully confident of the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

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

Statistical treatments were performed for the data collected from the study questionnaire. (SPSS) software was used to obtain the results of the study that were presented and analyzed.

**Statistical Description of the Study Sample According To Personal and Organizational Data:**

The following is a presentation of the characteristics of the study sample according to personal and organizational data:

**Table. 10:** Distribution of the study sample according to personal and organizational data



Personal And Organizational Data		Repetition	Percentage%
Department	Provincial Police	176	49.9
	Specialized Departments	177	50.1
<b>Total</b>		353	100.0
Marital Status	Married	341	96.6
	Single	12	3.4
<b>Total</b>		353	100.0
Qualification	High School Or Less	57	16.1
	Intermediate Diploma	39	11.0
	Bachelor's	236	66.9
	Postgraduate	21	5.9
<b>Total</b>		353	100.0
Place Of Work (Province)	North Governorate	31	8.8
	Gaza Governorate	228	64.6
	Central Governorate	24	6.8
	Khan Yunis Governorate	37	10.5
	Rafah Governorate	33	9.3
<b>Total</b>		353	100.0
Age Group	Less than 25 years old	13	3.7
	From 25 to less than 35 years old	194	55.0
	From 35 to less than 45 years old	115	32.6
	From 45 to less than 55 years old	29	8.2
	55 years and over	2	0.6
<b>Total</b>		353	100.0
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 old	46	13.0
	From 15 to less than 20 years old	27	7.6
	20 years or more	17	4.8
<b>Total</b>		353	100.0

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

It is clear that 96.6% of the study sample is of their marital status, while 3.4% of their marital status are unmarried, and the researchers believe that these results are realistic and are similar to the nature of the study population in terms of ages and suitability for marriage, as the study community is from the officer class (from the rank of captain and above), The age of the officer with the rank of captain should not be less than 24 years old, and therefore most of the study sample was of those over this age, where the percentage (96.3%) of those over the age of 25 years, and this age is suitable for marriage In our conservative Muslim Palestinian society, which seeks to fortify itself by marriage, as it has implications for psychological and social stability, as well as the administrative positions that this group occupies and their financial and psychological returns qualify them for marriage.

It is also evident that 16.1% of the study sample have a general secondary education qualification or less, 11.0% have an intermediate diploma, 66.9% have a bachelor's degree, while 5.9% have a higher education qualification, and the large percentage of bachelor's holders is attributed to the fact that the study sample is of the grade. The leader and senior police officers, and this indicates that the Ministry of Interior and Police in Gaza Strip took into account educational qualification as a condition for occupying administrative and leadership positions and this is consistent with the conditions for promotion in the military ranks according to the Palestinian Security Forces Law of 2005, as the maximum military rank is for those below High school is the rank of (captain) (Ministry of Interior, Organization and Administration Authority, 2014).

And that 8.8% of the study sample work in the North Governorate, 64.6% work in Gaza Governorate, 6.8% work in the Central Governorate, 10.5% work in Khan Yunis Governorate, while 9.3% work in Rafah Governorate, and this means that the largest percentage work in the Governorate. Gaza and the rest of the percentages are distributed over the rest of the governorates of the Strip, and the Gaza Governorate is the center of the Strip, which is the largest of the governorates, and the most vital city, as it contains all government institutions, vital ministries and others. It also contains the largest population concentration in Gaza Strip, in addition to the specialized and central departments located in the governorate Gaza, or what is known as the (Police Passports) headquarters, so it is logical to find that this large percentage of the study sample are those who work in Gaza Governorate, followed by the rest of the governorates, in close proportions, according to the concentration of police officers' work in it.

And 3.7% of the study sample is less than 25 years old, 55.0% are between 25 and less than 35 years old, 32.6% are from 35 to less than 45 years old, and 8.2% are from 45 to less than 55 years old, While 0.6% are aged 55 years or over, and the researchers point out here that the age group of less than 45 years represented (91.3%) of the study sample, which means that most of the police personnel are from the youth and productive category, and this is consistent with the nature of police work that needs To the activity, vitality and physical strength, which are available in this age group, it is also noted that there is a connection and harmony with the years of service mentioned, as the police force is formed on the responsibility of a segment of young people appointed by the eleventh government after the events of 2007, and that After the government took control of the security services and various ministries, and the accompanying denial of the majority of old police employees.

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:**

For the analysis of the paragraphs of the questionnaire, a T-test was used for one sample to find out whether the average degree of response had reached the average degree of approval, which is 3 or not. In essence, the average approval score is 3, and if Sig <0.05 (Sig less than 0.05), the average opinions of individuals differs fundamentally from the average approval score of 3, and in this case it can be determined whether the average response significantly increases or decreases the degree of approval. Medium

and is 3. And that is through the test value. If the test value is positive, then it means that the arithmetic mean of the answer exceeds the average approval score, and vice versa.

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

**Analysis of the "Organizational Citizenship Behavior" Paragraphs**

**1. Analysis Of The Paragraphs In The Field Of "Altruism"**

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 "Altruism"

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	You help colleagues when they have a lot of workloads without waiting for anything	4.08	81.65	25.39	*0.000	4
2	Interested in helping new employees adapt to the work environment	4.12	82.39	29.57	*0.000	3
3	Cooperates with the manager to do his best job	4.28	85.57	8.06	*0.000	1
4	Assist and guide clients to obtain the best service	4.23	84.50	31.55	*0.000	2
5	The interest of work is preceded by the personal interest	4.05	80.97	23.71	*0.000	5
6	You help out colleagues who have been absent from work	3.78	75.67	15.36	*0.000	6
All Paragraphs Of The Field Together		4.09	81.77	26.76	*0.000	

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

From the previous table, the following can be drawn:

The arithmetic mean of the third paragraph "cooperating with the manager to perform his work in the best way" equals 4.28 (total score out of 5), meaning that the relative arithmetic mean is 85.57%, the test value is 8.06 and the probability value (sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant 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 "You help colleagues who were absent from work" is equal to 3.78, meaning that the relative arithmetic mean is 75.67%, the test value is 15.36, and the probability value (Sig) equals 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 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 4.09, that the relative arithmetic mean equals 81.77%, the test value is 26.76 and that the probability value (.Sig) equals 0.000. Therefore, the field of "altruism" is statistically significant at the level of significance ( $\alpha \leq 0.05$ ), which indicates However, the average degree of response to this field differs substantially from the average degree of approval, which is 3, and this means that there is agreement to a large degree by the sample members on the paragraphs of this field.

It is possible to infer through these results the availability of volunteer behavior and assistance to colleagues and managers without waiting for a fee, and this means that the members of the surveyed sample have altruism and offer the interest of work on the personal interest, which indicates the coherence of the class and the structure of the police apparatus and the firm belief of employees towards the concept of altruism at work.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of altruistic behavior to a large extent and with a relative arithmetic average of 82.5%. This is due to the similarity of the environment of the Palestinian local 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), (Judah et al., 2010), and (Al-Fahdawi and Al-Qatawneh, 2004), which indicated the existence of altruistic behavior to a large degree, and with relative arithmetic averages, respectively. (70.5%), (70%) and (73.3%). In general, it can be said that previous Arab studies are similar to the current study in terms of results that provide altruistic behavior to a large extent, and here it should be noted that the samples surveyed in these studies were from Educated, educated, leadership and academic cadres who are aware of this positive behavior, which intersects with this study.

**2. Analysis Of The Paragraphs In The Field Of "Conscience"**

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

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	You fully comply with the dates of attendance and departure	4.24	84.72	29.19	*0.000	4

	from work					
2	Handles with care the in-kind assets (devices and equipment) in the workplace	4.26	85.28	30.49	*0.000	3
3	Accept continuing work beyond the official working hours when needed	3.94	78.86	17.35	*0.000	6
4	They adhere to work regulations even in the absence of a watchdog	4.23	84.50	29.41	*0.000	5
5	It takes care to notify the employer in advance when you are unable to come to work	4.36	87.12	35.38	*0.000	2
6	Keen to do the work with mastery and dedication	4.45	89.03	38.83	*0.000	1
All Paragraphs Of The Field Together		4.25	84.92	41.92	*0.000	

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

From the previous table, the following can be drawn:

The arithmetic mean of the sixth paragraph "keen to perform the work with perfection and dedication" equals 4.45 (total score out of 5), meaning that the relative arithmetic mean is 89.03%, the test value is 38.83, and the probability value (Sig) equals 0.000. Therefore, this paragraph is considered a statistically significant level 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 "Accepting continuing to work beyond the official working hours when needed" is equal to 3.94, meaning that the relative arithmetic mean is 78.86%, the test value is 17.35, and the probability value (Sig.) is equal to 0.000. Therefore, this paragraph is considered a statistically significant one at a significant level. ( $\alpha \leq 0.05$ ), which indicates that the average degree of response to this paragraph has exceeded the average degree of approval, which is 3, and this means that there is agreement by the sample members for this paragraph.

In general, it can be said that the arithmetic mean equals 4.25, that the relative arithmetic mean equals 84.92%, the test value is 41.92, and that the probability value (Sig.) equals 0.000. Therefore, the field of "consciousness of conscience" is statistically significant at a level of significance ( $\alpha \leq 0.05$ ), this 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 is possible to infer through these results the availability of conscientious behavior through the general commitment and self-acceptance of work rules and procedures within the police apparatus, and this means that the members of the surveyed sample have a state of conscience even in the absence of watchdogs and computers, and this is due to moral and religious controls that govern the conservative Palestinian society. Which he draws from Islam, which exhorts the feeling of observing God in secret and in public.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of conscientious behavior to a large extent and with a relative arithmetic average of (83.1%), due to the similarity of the environment of the Palestinian local 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), (Judah et al., 2010), and (Al-Fahdawi and Al-Qatawneh, 2004), which indicated the existence of conscientious behavior to a large degree, and with relative arithmetic averages on Respectively (82.4%), (71.1%) and (75.2%), and in general it can be said that the previous Arab studies are similar to the current study in terms of the results of the availability of conscientious behavior to a large extent, and here it should be noted that the samples surveyed in these studies were From the category of educated, educated, leadership and academic staff who are aware of this positive behavior, which intersects with this study.

### 3. Analysis Of Paragraphs In The Field Of "Sport Spirit"

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 13:** the arithmetic mean and the probability value (Sig.) for each paragraph of the field "Sport Spirit"

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	You avoid raising trivial and simple problems	4.47	89.32	12.39	*0.000	1
2	Accept criticism openly and without complaining	4.06	81.25	29.39	*0.000	4
3	You stand up to personal abuse	4.03	80.69	24.28	*0.000	5
4	Accept changes and fluctuations in working conditions with open arms	3.86	77.16	19.68	*0.000	6
5	You try to control yourself by not complaining too much	4.10	82.05	25.75	*0.000	3
6	You are condescending about mistakes for co-employees	4.21	84.22	27.96	*0.000	2
All Paragraphs Of The Field Together		4.12	82.45	31.68	*0.000	

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

From the previous table, the following can be drawn:

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

The arithmetic mean of the fourth paragraph "broadly accepts changes and fluctuations in working conditions" equals 3.86, meaning that the relative arithmetic mean is 77.16%, the test value is 19.68 and the probability value (Sig) equals 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, and this means that there is agreement to a large degree by the sample members for this paragraph.

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

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

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of Sport Spirit behavior to a large extent and with a relative arithmetic average of 78.9%, due to the similarity of the environment of the Palestinian study community in addition to the fact that it was applied to the government sector.

These results differed with the study of (Muhammad, 2011), (Judah et al., 2010), and (Al-Fahdawi and Al-Qatawneh, 2004), which indicated the presence of the behavior of Sport Spirit and to a moderate degree, and with relative arithmetic averages, respectively. (62%), (64.9%), and (60.6%). The difference may be attributed to the specificity and nature of police work and the security tasks entrusted to it, which are characterized by a high degree of restraint and Sport Spirit, unlike the reality and other work environments.

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

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

**Table 14:** the arithmetic mean and the probability value (Sig.) for each paragraph of the field "civilized behavior"

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

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

From the previous table, the following can be drawn:

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

The arithmetic mean of the third paragraph "proposals and ideas that advance the work are always presented" is equal to 4.01, meaning that the relative arithmetic mean is 80.17%, the test value is 22.34, and the probability value (.Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically function at the level of significance ( $\alpha \leq 0.05$ ), Which indicates that the

average degree of response to this paragraph has exceeded the average degree of approval, which is 3, 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 4.19, that the relative arithmetic mean equals 83.83%, the test value is 39.88 and that the probability value (Sig.) is equal to 0.000. Therefore, the field of "civilized behavior" is statistically significant at the level of significance ( $\alpha \leq 0.05$ ), which It indicates that the average degree of response 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 is possible to infer through these results on the availability of civilized behavior within the police force, and this means that members of the surveyed sample have constructive participation and high responsibility in managing the police institution, and keenness to improve its reputation, and this indicates the civilized and sophisticated behaviors of the respondents.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of civilized behavior to a large extent and with a relative arithmetic average of (78.3%). This is due to the similarity of the environment of the Palestinian study community in addition to being applied to the governmental sector.

These results differed with the study of (Muhammad, 2011) and (Judah et al., 2010), which indicated the existence of civilized behavior at a sub-average degree, with relative arithmetic averages respectively (58%) and (57.1%), while it indicated A study (Al-Fahdawi and Al-Qatawneh, 2004) for the existence of civilized behavior with a medium degree, with a relative arithmetic average of (64.6%), and the difference may be due to the different conditions and nature of the environment for each study separately, in terms of awareness in the targeted sectors of academic, medical, security and others .

##### 5. Analysis Of The Paragraphs In The Field "Civility (Kindness)"

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 15:** 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 business	4.23	84.57	28.71	*0.000	2
All Paragraphs Of The Field Together		4.16	83.23	41.84	*0.000	

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

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 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) equals 0.000. Therefore, the field of "courteousness" 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 on the availability of 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 due to the fact that the police are a security apparatus and must be Civility is available in its employees to establish the required state of discipline.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of a behavior of gentleness to a large extent with a relative arithmetic average of (84.1%). This is due to the similarity of the environment of the Palestinian study community in addition to the fact that it was applied to the government sector.

These results are also consistent with the study of (Muhammad, 2011), (Judah et al., 2010), and (Al-Fahdawi and Al-Qatawneh, 2004), which indicated the existence of a behavior of civility to a large degree, and with arithmetic averages. Relatively, respectively (75.2%), (72.7%), and (76%). In general, it can be said that previous Arab studies are similar to the current study in terms of results that provide a large degree of civility behavior, and here it should be noted that the samples surveyed in these The studies were from the category of educated, educated, leadership and academic cadres who are aware of this positive behavior, which intersects with this study.

**Analysis of All "Organizational Citizenship" Items**

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 16:** the arithmetic mean and probability value (Sig.) for all "organizational citizenship" items

Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
Altruism	4.09	81.77	26.76	*0.000	5
Consciousness Of Conscience	4.25	84.92	41.92	*0.000	1
Sport Spirit	4.12	82.45	31.68	*0.000	4
Civilized Behavior	4.19	83.83	39.88	*0.000	2
Civility (Kindness)	4.16	83.23	41.84	*0.000	3
<b>Organizational Citizenship</b>	4.16	83.24	48.29	*0.000	

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

From the previous table it was found that the arithmetic mean of all organizational citizenship items is equal to 4.16 (total score out of 5), meaning that the relative arithmetic mean is 83.24%, the test value is 48.29 and the probability value (Sig) equals 0.000. Therefore, the paragraphs are considered statistically significant at the level of significance ( $\alpha \leq 0.05$ ), which indicates that the average degree of response has exceeded the average degree of approval, which is 3, and this means that there is agreement to a large degree by the sample members on the paragraphs of organizational citizenship in general.

It can be inferred through these results on the availability of organizational citizenship behavior with its various components within the police system. Conscience-conscious behavior came first and altruistic behavior in last order, and this means that the members of the surveyed sample have a firm belief in serving the country and the citizen with dedication and discipline, as this indicates The state of harmony, cooperation and bearing the responsibility that they enjoy, and this is evident and true through the services that they perform continuously to the citizen without interruption or disturbance, regardless of the different and difficult circumstances, so you find the officer or policeman performing his duty to the fullest and sacrificing his time and what he has to reach his work with consent and self-acceptance, despite the lack of The regularity of his salary and the lack of its spending, and this explains most of the organizational citizenship behaviors that are, in their essence, voluntary, subjective and protected by moral, religious and other considerations.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of organizational citizenship behavior to a large extent and with a relative arithmetic average of 81.5%. From (Muhammad, 2011), (Al-Fahdawi and Al-Qatawneh, 2004) which indicated the existence of organizational citizenship behavior to a large degree, with relative arithmetic averages respectively (73.2%), (70.5%), (70%), and (70.2%). These results differed with the study (Judah et al., 2010), which indicated the presence of organizational citizenship behavior, to a moderate degree, and with a relative arithmetic average of (67.8%).

In general, it can be said that the previous studies are similar to the current study in terms of the results of the availability of organizational citizenship behavior to a large extent, and here it should be noted that the samples surveyed in these studies were from the category of educated, educated, leadership and academic staff aware of these positive behaviors, which intersects with this study.

**Test Hypotheses of the Study:**

**H0<sub>1</sub>:** There are statistically significant differences at the level of significance  $0.05 \alpha \leq$  between the averages of the respondents' responses about organizational citizenship behavior due to personal variables (Type of Management, Marital Status, Educational Qualification, Workplace (Governorate), Age Group, Job Title, Military Rank, Years of Service).

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

**And branched from the main hypothesis the following sub-hypotheses:**

**H0<sub>1.1</sub>:** There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) of significance between the mean of respondents' responses about organizational citizenship behavior attributable to management.

**Table 17:** T-test results for two independent samples - Administration

Domain	Averages		Test Value	Probability Value (Sig.)
	Provincial Police	Specialized Departments		
Altruism	4.14	4.04	1.171	0.242

Domain	Averages		Test Value	Probability Value (Sig.)
Consciousness Of Conscience	4.25	4.24	0.054	0.957
Sport Spirit	4.16	4.09	1.051	0.294
Civilized Behavior	4.23	4.16	1.200	0.231
Civility (Kindness)	4.16	4.16	-0.011	0.991
<b>Organizational Citizenship Behavior</b>	4.19	4.14	1.020	0.309

\* The difference between the two 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 “T test of two independent samples” is higher than the level of significance ( $\alpha \leq 0.05$ ) for all domains and the overall degree of organizational citizenship behavior. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas attributable to the administration.

This is attributed to the fact that there is no difference in terms of the sense of organizational citizenship behavior in both types of departments, and this is due to the unity of thought and the compatible nature of the employees in the police system in terms of qualification and training, and this matter applies to all components of organizational citizenship behavior that indicates charity and volunteering among employees The difference in the type of their department.

**H0<sub>1,2</sub>**: There are statistically significant differences at the level of ( $\alpha \leq 0.05$ ) of significance between the averages of respondents' responses about organizational citizenship behavior attributable to the marital status.

**Table 18:** Results of "T-test for two independent samples" - marital status

Domain	Averages		Test Value	Probability Value (Sig.)
	Married	Single		
Altruism	4.09	3.94	0.666	0.506
Consciousness Of Conscience	4.25	4.17	0.501	0.617
Sport Spirit	4.13	3.97	0.796	0.426
Civilized Behavior	4.20	3.94	1.557	0.120
Civility (Kindness)	4.16	4.15	0.077	0.938
<b>Organizational Citizenship Behavior</b>	4.17	4.03	1.017	0.310

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

From the results shown in from the previous table, it was found that the probability value (Sig.) Corresponding to the “T test for two independent samples” is greater than the significance level 0.05 for all domains and domains combined together and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these domains. The domains, taken together, are attributable to marital status.

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the “T test for two independent samples” is greater than the significance level 0.05 for all domains and domains combined together and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these domains. The domains taken together are attributable to marital status.

This is due to the fact that (96.3%) of the sample individuals are married, and that is, the unmarried people are the remaining percentage, and therefore the large discrepancy in the percentages may not reflect differences for either of them, and this may be the reason for the absence of differences attributable to the marital status variable.

**H0<sub>1,3</sub>**: There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributable to scientific qualification.

**Table 19:** The results of the "one-way contrast" test - academic qualification

Domain	Averages				Test Value	Probability Value (Sig.)
	High School Or Less	Intermediate Diploma	Bachelor's	Postgraduate		
Altruism	4.24	4.10	4.04	4.21	1.279	0.281
Consciousness Of Conscience	4.26	4.30	4.23	4.27	0.225	0.879
Sport Spirit	4.14	4.11	4.11	4.28	0.457	0.713
Civilized Behavior	4.26	4.34	4.15	4.23	1.614	0.186
Civility (Kindness)	4.28	4.22	4.13	4.09	1.457	0.226
<b>Organizational Citizenship Behavior</b>	4.23	4.21	4.13	4.22	1.111	0.345

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



From the results shown in from the previous table, it was found that the probability value (Sig.) Corresponding to the test of "unilateral variance" is greater than the significance level 0.05 for all domains and domains combined together, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these domains. The fields, taken together, are attributable to academic qualification.

This is due to the fact that (83.8%) of the sample individuals are holders of intermediate educational qualifications (diploma), university and higher education, as for high school holders and below they are the remaining percentage, and therefore the large discrepancy in percentages may not reflect differences for either of them, and this may be The reason is that there are no differences attributed to the scientific qualification variable, in addition to the nature of the study variables that carry social and human dimensions that people realize with different educational qualifications.

This result differed with (Abu Jasser, 2010), which indicated that there are statistically significant differences in favor of the graduate studies campaign at the expense of the rest of the qualifications in terms of organizational citizenship behavior and conscience awareness as a component of its components, and this may be due to the difference of the study community in question.

**H0<sub>1.4</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributable to the workplace (governorate).

**Table 20:** Results of the "mono-variance" test - workplace (governorate)

Domain	Averages					Test Value	Probability Value (Sig.)
	North Governorate	Gaza Governorate	Central Governorate	Khan Yunis Governorate	Rafah Governorate		
Altruism	4.05	4.10	4.02	3.88	4.32	1.492	0.204
Consciousness Of Conscience	4.22	4.28	4.15	4.16	4.22	0.656	0.623
Sport Spirit	4.06	4.13	4.05	4.15	4.17	0.191	0.943
Civilized Behavior	4.26	4.16	4.24	4.17	4.32	0.791	0.532
Civility (Kindness)	4.08	4.19	4.31	4.04	4.09	1.507	0.200
<b>Organizational Citizenship Behavior</b>	4.13	4.17	4.15	4.08	4.23	0.541	0.705

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

From the results shown in from the previous table, it was found that the probability value (Sig.) Corresponding to the "single variance" test is greater than the significance level 0.05 for all domains and domains combined together, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these fields and domains. Taken together they are attributed to the place of work (province).

This is attributed to the homogeneous nature of the Palestinian society inside Gaza Strip, through the unity of identity and culture that the officers working in the police carry inside the Strip, in addition to the fact that they carry one burden and fall into similar working conditions.

**H0<sub>1.5</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributable to the age group.

**Table 21:** The results of the "mono-variance" test - the age group

Domain	Averages				Test Value	Probability Value (Sig.)
	Less Than 25 Years Old	From 25 To Less Than 35 Years Old	From 35 To Less Than 45 Years Old	From 45 To Less Than 55 Years Old		
Altruism	4.04	4.04	4.17	4.08	0.699	0.553
Consciousness Of Conscience	3.99	4.18	4.37	4.31	3.823	*0.010
Sport Spirit	3.96	4.08	4.22	4.13	1.331	0.264
Civilized Behavior	3.96	4.14	4.35	4.26	2.830	*0.038
Civility (Kindness)	3.98	4.13	4.21	4.23	1.230	0.299
<b>Organizational Citizenship Behavior</b>	3.99	4.11	4.25	4.22	2.972	*0.032

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

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

It was found that the probability value (Sig.) Corresponding to the “one-way variance” test is less than the significance level ( $\alpha \leq 0.05$ ) for the domains “consciousness of conscience, civilized behavior, and organizational citizenship behavior.” Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates these areas are attributed to the age group in favor of those aged from 35 to less than 45 years.

This is attributed to the fact that this age group is distinguished by maturity and intellectual maturity that drives it to give and eagerness to work, as it has low rates of absence, and is keen not to waste work.

This result is in agreement with (Abu Jasser, 2010), which indicated the existence of statistically significant differences in favor of the age group (45 to 55 years) at the expense of the rest of the age groups in terms of organizational citizenship behavior, conscience awareness and altruism as two components of its components, and this is possibly due to the congruence in the environment. Palestinian study population and being applied to the public sector.

As for the rest of the fields, it has been 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 in these areas together due to the age group.

This is attributed to the fact that (58.6%) of the sample individuals are young people under the age of 35 years, according to Table No. (20), and the remaining percentage (8.8%) is for those over the age of 45 years, and therefore the great discrepancy in the percentages has occurred. It does not reflect differences for either of them, and this may be the reason for the absence of differences attributable to the rest of the age groups, which appear mostly among young people, and it is known that this group has common denominators and characteristics that differ from other age groups.

**H0<sub>1.6</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the mean of respondents' responses to organizational citizenship behavior attributed to the job title.

**Table 22:** The results of the "unilateral variance" test - job title

Domain	Averages				Test Value	Probability Value (Sig.)
	Director Of General Administration	Director Of The Department	Head Of The Department	Other		
Altruism	4.56	4.06	4.03	4.10	6.886	*0.000
Consciousness Of Conscience	4.48	4.27	4.26	4.16	1.643	0.179
Sport Spirit	4.36	4.13	4.08	4.15	0.836	0.475
Civilized Behavior	4.37	4.16	4.22	4.14	0.897	0.443
Civility (Kindness)	4.33	4.22	4.15	4.12	0.978	0.403
<b>Organizational Citizenship Behavior</b>	4.50	4.17	4.15	4.13	2.924	*0.034

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

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

It was found that the probability value (Sig.) Corresponding to the “one-way variance” test is less than the level of significance ( $\alpha \leq 0.05$ ) for the domains of “altruism, behavior of organizational citizenship. For the benefit of those whose 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.

This result was in agreement with (Abu Jasser, 2010), which indicated that there are statistically significant differences in favor of the name of the general manager at the expense of the rest of the names in terms of organizational citizenship behavior.

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 attributable to the job title.

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

**H0<sub>1.7</sub>:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributed to the military rank.

**Table 23:** The results of the "unilateral contrast" test - the military rank

Domain	Averages			Test Value	Probability Value (Sig.)
	Captain	Major	Presenter And Above		
Altruism	4.06	4.21	4.03	1.260	0.285
Consciousness Of Conscience	4.23	4.29	4.25	0.275	0.760
Sport Spirit	4.12	4.15	4.09	0.098	0.907

Domain	Averages			Test Value	Probability Value (Sig.)
	Captain	Major	Presenter And Above		
Civilized Behavior	4.18	4.17	4.31	0.801	0.450
Civility (Kindness)	4.15	4.20	4.15	0.231	0.794
<b>Organizational Citizenship Behavior</b>	4.15	4.20	4.17	0.401	0.670

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

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

It was found that the probability value (Sig.) Corresponding to the test of "unilateral variance" is greater than the level of significance ( $\alpha \leq 0.05$ ) for the field of "fairness of procedures" and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates in this field attributed to the rank Military and for the benefit of those who are ranked Presenter and above.

This is due to the fact that (91.3%) of the sample individuals are of ranks below the presenter and 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.

**H0<sub>1.8</sub>**: There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about organizational citizenship behavior attributable to years of service.

**Table 24:** 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 Old	From 15 To Less Than 20 Years Old	20 Years Or More		
Altruism	4.35	4.06	4.07	3.93	4.20	6.492	0.319
Consciousness Of Conscience	4.35	4.24	4.18	4.29	4.31	0.341	0.850
Sport Spirit	4.28	4.13	4.08	4.11	4.13	0.207	0.935
Civilized Behavior	4.33	4.17	4.21	4.26	4.33	0.689	0.600
Civility (Kindness)	4.42	4.16	4.09	4.25	4.05	1.210	0.306
<b>Organizational Citizenship Behavior</b>	4.53	4.15	4.13	4.17	4.21	1.826	0.123

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

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

It was found that the probability value (Sig.) Corresponding to the test of "single variance" is greater than the level of significance ( $\alpha \leq 0.05$ ) for the fields and domains combined. It was found that the probability value (Sig.) Is greater than the level of significance 0.05. Statistical significance between the averages of the study sample estimates about these fields and the fields together, attributed to years of service. This is attributed to the fact that (74.5%) of the sample respondents are from the category under (10 years), according to Table (24), and they are mostly among the employees appointed by the previous Gaza government after the events of 2007, and they can be classified as relatively recent experience and share the same Attitudes at work in addition to being from the young generation who are homogeneous in the nature of thinking.

## Conclusion and Recommendations

### Conclusions

The following Results and recommendations were reached:

- The results of the study showed the availability of organizational citizenship behavior with its various components to a large extent among the surveyed sample of police officers in Gaza Strip. Conscientiousness behavior came first, followed by civilized behavior, and then civility, Sport Spirit came fourth and altruistic behavior came last, and this It means that the members of the surveyed sample have a firm belief in serving the nation and the citizen with dedication and discipline, as this indicates the state of harmony, cooperation and responsibility that they enjoy, and this is evident and true through the services that they continuously perform for the citizen without interruption or disturbance in all circumstances and their difficulties, so you find the officer or the policeman fully performs his duty and sacrifices his time and what he has to get to his work and with self-satisfaction and acceptance, despite the irregularity of his salary and the lack of its spending, and this explains most of the organizational behavior of citizenship that is in its essence voluntary and subjective and is protected by moral, religious and other considerations, perhaps, and is also due to a sense of organizational justice in general, which The study indicated a positive positive relationship between it and organizational citizenship behavior.
- The results of altruistic behavior came to a large extent among the sample surveyed of police officers in Gaza Strip, and this means the availability of volunteer behavior and assistance to colleagues and managers without waiting for an interview, and

the introduction of the interest of work on the personal interest, which indicates the cohesion of the ranks and the structure of the police apparatus and the established doctrine of employees towards the concept of altruism in the work.

- The results of the conscience-consciousness behavior came to a large extent among the sample surveyed of police officers in Gaza Strip, and this means general commitment and self-acceptance of work rules and procedures within the police apparatus, and it also indicates a state of conscience awareness even in the absence of watchdogs and auditors, and this is due to moral and religious controls that govern society The conservative Palestinian, which he draws from Islam, which urges the feeling of observing God in secret and in public.
- The results of the behavior of Sport Spirit came to a large extent among the sample surveyed of police officers in Gaza Strip, and this means that the members of the surveyed sample accept harassment without complaining and complaint, and they also seek to reduce disputes within work, and this is due to the nature of police work that requires patience, flogging and restraint, whatever it is. Circumstances.
- The results of civilized behavior came to a large degree among the sample surveyed of police officers in Gaza Strip, and this means that the members of the surveyed sample have constructive participation and high responsibility in managing the police institution, and keenness to improve its reputation, and this indicates the civilized and sophisticated behaviors of the respondents.
- The results of the civility "kindness" behavior came to a large extent among the sample surveyed of police officers in Gaza Strip, and 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 within the work, and this may be due to the police being a security apparatus. And there must be a characteristic of courtesy in its employees to establish the required state of discipline.
- The results confirmed that there were no significant differences between married and bachelors of the surveyed officers regarding the behavior of organizational citizenship and the relationship between them.
- It was found that there are no significant differences between the surveyed officers regarding the behavior of organizational citizenship, and the relationship between them is due to academic qualification or to the variable of the workplace.
- The results showed that the age group (35 to 45 years) has a higher response than other groups in terms of organizational citizenship behavior, conscience awareness and civilized behavior as two components of its components, as for the rest of the groups there are no significant differences between them towards the study variables and the relationship between them.
- The results showed that public administration directors have a higher response than other job titles with regard to organizational citizenship behavior and altruism as a component of its components. 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.
- The results showed that there were no significant differences in the behavior of organizational citizenship according to the military rank and the variable years of service.

### Recommendations

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

- Paying attention to the material and moral motivation of police work that requires special risks and difficulties (field work).
- Increase the spirit of competition among police employees and officers, through distinction and comparison between them, given that they present voluntary and charitable work and efforts outside the scope of the official mandate of the police institution, and take this into account when promotions, bonuses and leadership positions are occupied.
- Recommending that managers and the leadership of the police apparatus need 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.
- Work to strengthen contacts and informal meetings between the leadership and all administrative levels, and allow the exchange of views and substantive discussion of decisions and procedures within the police force.
- Activating the roles of public relations, to strengthen internal relations between employees by organizing trips, recreational and recreational activities, and participating in all social events for employees.
- Holding awareness and training programs to highlight the importance of informal roles at work and the practices of organizational citizenship behaviors, due to their positive and creative effects on the success of police work.
- Considering citizenship behavior as 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.
- Creating an organizational climate that adopts the presence of citizenship behavior within the police, by linking it with performance evaluation, and providing it with awards, medals, and encouraging and appreciative certificates.
- Ensure that police employees and officers feel fair, given their prominent role in stability and tranquility within the work, and thus encourage and motivate employees to work with dedication and tender to raise the police institution.

- Develop indicators to measure individual contributions related to organizational citizenship behaviors, and link them to the goals and objectives of the police force in the strategic planning process.
- Attention to the development of the human and social dimensions in managing and organizing policing, and moving away from bureaucracy, centralization and formalities, in order to create positive and self-voluntary roles in the right of performance and the elevation of the police institution as a whole.

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