

# Determinants of Organizational Justice and Their Relationship to Conscientious Behavior from the Point Of View of Officers Working In the Palestinian Police Force

Ahmed I. Alhussaina<sup>3</sup>, Mohammed N. R. Abusamaan<sup>1</sup>, Mazen J. Al Shobaki<sup>2</sup>, Suliman A. El Talla<sup>3</sup>, Samy S. Abu-Naser<sup>4</sup>

<sup>1</sup>Dean of Faculty of Administrative and Financial Sciences, Israa University – Gaza- Palestine

<sup>2</sup>Department of Business Administration, the Islamic University – Gaza, Palestine.

<sup>3</sup>Faculty of Administrative and Financial Sciences, Israa University – Gaza, Palestine.

<sup>4</sup>Department of Business Administration, Al-Azhar University – Gaza, Palestine.

<sup>5</sup>Faculty of Engineering and Information Technology, Al-Azhar University, Gaza, Palestine.

<sup>1</sup>ahussaina@israa.edu.ps, <sup>2</sup>moh-mas@hotmail.com, <sup>3</sup>mazen.alshobaki@gmail.com, <sup>4</sup>Eltallasuliman@gmail.com,

<sup>5</sup>abunaser@alazhar.edu.ps

**Abstract: Purpose** - This study aimed to analyze the relationship between the determinants of organizational justice and their relationship to conscientious behavior from the point of view of officers working in the Palestinian police in Gaza Strip.

**Methodology** - The study relied on the descriptive and analytical approach, using the questionnaire, targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers. The study tool was distributed among the sample members in all departments and governorates. Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%). **Findings** - The existence of a positive correlation between the determinants of organizational justice and the behavior of conscience, and the existence of organizational justice in general in a medium degree and the order of its determinants is as follows: fairness of dealings and to a large degree, followed by fairness of procedures and a medium degree, and finally distribution fairness was to a small degree, while the behavior of conscience awareness came to a large extent. **Significance** - The existence of statistically significant differences between the respondents' averages of responding to the searched relationship due to the variables (type of administration, age group, job title, military rank, years of service).

**Recommendations** - Work to take into account the fairness of distribution by providing adequate and fair salaries, granting bonuses for the additional efforts exerted, and budgeting in the distribution of duties and job burdens, as well as recommending attention to the interests of employees when making decisions and involving them in formulating them, explaining their justifications, and creating an organizational climate dominated by a sense of justice.

**Keywords:** Determinants Of Organizational Justice, Fairness Of Distribution, Fairness Of Procedures, Fairness Of Transactions, Behavior Of Conscience Awareness, Palestinian Police, Gaza Strip, Palestine.

## Introduction

In recent times, the world has witnessed progress and development in areas of life with all its components and details, and there has recently emerged a remarkable interest in the field of administration and its development among politicians and decision-makers, considering that administrative development has become part of the renaissance of peoples and countries, in light of the decrease and scarcity of resources, and an awareness of the role of institutions and organizations in shaping the dimensions of revival and development in societies; It was imperative to manage institutions and organizations effectively and efficiently to achieve the optimum utilization of available resources.

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

Among the behaviors that are directly affected by the organizational justice sensing is the behavior of conscientiousness as part of organizational citizenship behavior. Hence, this study sheds light on "determinants of organizational justice and their relationship to conscientious behavior from the point of view of officers working in the Palestinian police."

## Problem Statement

The human element represents one of the tributaries of the success of organizations and institutions in achieving their goals, and in light of the decline in the level of justice within the organizations due to bias and lack of objectivity and with the variation of procedures and standards followed against the diverse human energies in general, organizational justice has become a requirement for individuals in particular and for organizations in general to ensure stability in an environment Work and create the optimal organizational climate to achieve the goals of the organization, and in order to ensure positive behavior that is reflected thanks to

the sense of justice in its three forms, in terms of fair distribution compared to colleagues, fair procedures, decisions and privileges, and fair treatment that the employee receives from his managers (Al-Asmari, 2013) .

Contemporary organizations aspire to the existence of an action and behavior of consciousness of conscience, especially when it comes to a sensitive and important sector such as the policing system, it was necessary to study the link and the relationship between the variables of organizational justice and the behavior of consciousness of conscience. Consciousness of conscience. This study also comes about the reality of work in the police, which is the largest operating security apparatus, in the context of a state of political ambiguity and administrative and functional instability of the Ministry of Interior workers in its security part in general, and in light of a delicate and sensitive circumstance that the employees of the previous government of Gaza are going through, from Where the irregularity of salaries, the lack of spending budgets and the lack of full salaries for employees, which gives an additional justification for research in this sector.

### Research Questions

**The problem of the study was to answer the following questions:**

**Q1-:** What is the relationship between sensing the determinants of organizational justice and conscientious behavior from the point of view of the officers in the police force in Gaza Strip?

**Q2-:** Are there significant differences in the views of the officers working in the Palestinian Police in Gaza Strip regarding the relationship between their perception of the determinants of organizational justice and the components of conscience-conscious behavior attributable to personal variables (Type Of Management, Age Group, Job Title, and Military Rank)?

### Research Objectives

This study aims to achieve the following objectives:

1. Identify the level of awareness of organizational justice with its determinants (Fairness of Distribution, Fairness of Procedures, and Fairness of Dealings) from the viewpoint of the officers working in the Palestinian Police in Gaza Strip.
2. Identifying the level of practicing conscientious behavior through the reality of the work of the officers working in the Palestinian police in Gaza Strip.
3. Measuring and analyzing the nature of the correlation between working officers' perception of the determinants of organizational justice and conscientious behavior from the point of view of officers working in the Palestinian police in Gaza Strip.
4. Study and analysis of differences in the responses of officers working in the Palestinian police in Gaza Strip towards the relationship between organizational justice determinants and awareness behavior according to the diversity of personal data.

### Research Importance

The importance of the study is shown by the benefit that will be given to:

1. It is expected that this study will contribute to improving the performance of the police apparatus, as this study will bear within it weaknesses and areas of defect, in addition to the fact that the study opens horizons for security leaders and decision-makers to formulate policies and procedures that create a positive atmosphere in the administrative work environment, which will have The obvious impact on the advancement and elevation of security work.
2. The Palestinian community is affected in a clear and tangible way in the positive impact through the performance in the work of the police, which will in turn be reflected in the local community in terms of meeting the hoped-for good service.
3. This study opens the door for researchers and those interested to delve into the reality of behavioral and administrative studies within security institutions and organizations.

### Research hypothesis

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

**H<sub>01</sub>:** There is a statistically significant relationship at a significant level of ( $\alpha \leq 0.05$ ) between the determinants of organizational justice (Distribution Fairness, Fairness of Procedures, and Fairness of Dealings) and the conscientious behavior of officers working in the Palestinian Police in Gaza Strip.

**H<sub>02</sub>:** There are statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the mean of respondents' responses about determinants of organizational justice and their relationship to conscientious behavior due to personal variables (Administration, Age Group, Job Title, Military Rank, and Years of Service).

**From This Hypothesis, The Following Sub-Hypotheses Are Derived:**

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

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

**Ho2-3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses about the determinants of organizational justice and their relationship to conscientious behavior attributed to the job title.

**Ho2-4:** There are statistically significant differences at a significant level ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about the determinants of organizational justice and their relationship to conscientious behavior attributed to the military rank.

### Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limit:** The study focused on a sense of organizational justice and its relationship to altruistic behavior in The Palestinian Police Force in Gaza Strip.
2. **Human Limit:** The study was conducted on the officers of The Palestinian Police Force in Gaza Strip, with the rank of captain and above, totaling 1550 officers under study, who responded by filling out the questionnaire.
3. **Institutional Limit:** The study was conducted on The Palestinian Police Force in Gaza Strip.
4. **Spatial Limit:** The study was conducted in the State of Palestine, Gaza Strip.
5. **Temporal Limit:** The study was conducted in the year (2020).

### Previous Studies

- Study of (Abusamaan et al., 2020) aimed to identify the behavior of organizational citizenship in The Palestinian Police Force between reality and expectations, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to improving this. This aspect will be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found that the organizational citizenship behavior was largely due to all its components. The study also showed that there are statistically significant differences between the respondents' average response towards the organizational citizenship behavior due to the variables (type of administration, age group, job title, military rank, and years of service).
- Study of (Abusamaan et al., 2020) aimed to measure the reality of the determinants of organizational justice from the point of view of the police officers in Gaza Strip, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to upgrading. In this aspect, to be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found the existence of organizational justice in general in a medium degree and the order of its determinants was as follows: fairness of transactions and to a large degree, followed by fairness of procedures and a medium degree, and finally the fairness of distribution was to a small degree (Type of management, age group, job title, military rank, years of service).
- Study of (Arqawi et al., 2018) aimed to identify the interactive justice and its impact on the organizational loyalty of the Faculty Staff in the Technical University of Palestine-(Kadoorei). In order to achieve this, the researchers used a questionnaire consisting of (22) Items where the first area (10) Items looking at interactive justice, while the second area (12) in the area of organizational loyalty to the Faculty Staff at the university, where it was distributed to (105) individuals from the study sample, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical package of social sciences. The results of the study indicated that there is a statistically significant effect at the level of significance ( $\alpha = 0.05$ ) between the interactive justice at the Technical University of Palestine (Kadoorei) at the level of organizational loyalty among the teaching staff of the university. In light of the results of the previous study, the researchers recommended several recommendations, namely, the need for the university to pay attention to the level of interactive justice at department heads and to show more democracy in the decision-making mechanisms of Faculty Staff.
- Study of (Arqawi et al., 2018) aimed to identify the effect of procedural justice on organizational loyalty from the point of view of Faculty Staff at Palestine Technical University- Kadoorei. It also aimed to identify the differences in the views of the study sample on the study variables according to the years of service. In order to achieve this, the researchers used a questionnaire consisting of (22) Items where the first area (10) Items looking at procedural justice while the Items of the second area and the number of (12) paragraph in the field of organizational allegiance to Faculty Staff at the university, (105) questionnaires were distributed on the sample of the study, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical program of social sciences (SPSS). One of the most important findings of the study was that the degree of procedural justice at the heads of departments

at Palestine Technical University- Kadoorei, from the point of view of Faculty Staff was between the medium and large, where the average arithmetic (3.65). Respondents also showed a high level of organizational loyalty (3.84). The study also showed a statistically significant effect at the level of significance ( $\alpha = 0.05$ ) for procedural fairness in achieving organizational loyalty, and the absence of differences attributed to years of experience. In the light of the results of the previous study, the researchers recommended several recommendations, the most important of which is to increase the awareness of the employees on the principles of procedural justice, to encourage adherence to them and to indicate their importance in job performance by creating systems and methods that ensure commitment to justice by raising the ability of leaders to build new policies and visions Which would promote the work of institutions.

- Study of (Arqawi et al., 2018) aimed to identify the dimensions of the interactive justice and procedural justice of the heads of departments and their relation to organizational loyalty in Palestine Technical University- Kadoorei. It also aimed at identifying some variables of the study such as gender, academic qualification, work place, years of experience, and career level. In order to achieve this, the researchers used a questionnaire consisting of three fields and 32 Items. The first field includes 10 Items related to interactive justice, while the second field includes 10 Items related to procedural justice, while the Items of the third field contains (12) paragraph related to organizational loyalty of the Faculty Staff at the university which was distributed to (105) members of the sample of the study, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical program of social sciences SPSS. The results of the study indicated that there was a high degree of response in the three fields. It also indicated that there was a statistically significant effect at the level of ( $\alpha = 0.05$ ) between the procedural and interactive justice of the department heads at Palestine Technical University- Kadoorei. The results also showed that there were no statistically significant differences at the level of ( $\alpha = 0.05$ ) between the responses of the respondents to the interactive justice and procedural justice at the heads of departments and organizational loyalty at the faculty of Palestine Technical University- Kadoorei attributed to the variable years of experience.
- Study of (Al-Shehri, 2014) aimed at identifying the level of organizational justice and its dimensions (distribution fairness, procedures, transactions, evaluation and ethics), and the level of achievement motivation among secondary school teachers in Jeddah, and aimed to reveal the correlative relationship between the degree of application of organizational justice and motivation. Achievement, where the questionnaire was used as a study tool, and the questionnaires were distributed to a randomly available sample consisting of (580) teachers from the study population consisting of all secondary school teachers in Jeddah, who numbered (3732) teachers. The most important results indicated that the degree of achievement of organizational justice was (high) for the tool as a whole, where the field (moral justice) ranked first, then the field (transactional justice) ranked second, and the field (evaluative justice) ranked third, with a grade of (medium) The field (procedural justice) came in fourth place, with a rating (medium), and the field (distribution justice) came in fourth place with a rating (medium). Achievement motivation). The study recommended the following: Work on the continuity of achieving organizational justice, and improving administrative practices by school principals to achieve corrective justice.
- Study of (Lee, Kim H., & Kim Y., 2013) which aimed to identify the relationship of some determinants of organizational citizenship behavior (transformational leadership, complexity of organizational structure and organizational justice) and their relationship to organizational citizenship behavior as a mediator with (job satisfaction), as this study was conducted in Korea, and the study sample reached (1100) employees from (30) companies in the Korean National Industries Complex, and the results showed a positive correlation between (procedural justice, transformational leadership, and the complexity of the organizational structure) and organizational citizenship behavior on the one hand and a positive correlation between behavior Organizational citizenship and job satisfaction on the other hand, and with this, the mediation of organizational citizenship behavior between the independent variables (procedural justice, transformational leadership, and the complexity of the organizational structure) and the dependent variable (job satisfaction), as the study showed the significant effect of procedural justice and transformational leadership on organizational citizenship behavior, with The existence of a negative correlation between the complexity of the organizational structure and organizational citizenship behaviors, and the study recommended the necessity of involving employees in decision-making and deepening their understanding about the goals of the organization to achieve the advancement of the organization It also recommended studying other determinants related to the individual level (such as demographic variables) and their impact on citizenship behavior.
- Study of (Al-Sukkar, 2012) aimed to analyze the effect of distributive justice rules on increasing organizational loyalty according to the opinions of managers working in Jordanian ministries, using the descriptive analytical approach. , Which amounted to (172) individuals representing the population of the study, and then the study questions were answered and their hypotheses tested, and the study reached several results, the most important of which are the following: The opinions of the respondents towards the rules of distributive justice were moderate, as the arithmetic average showed (2.982), The quality rule came at a medium level (3.318), then the equality rule at a medium level (3.155), and the need rule at a low level ((2,473). The study recommended, in light of the above results, the need to pay attention to behavioral and ethical studies and to promote positive aspects and maximize them among managers to improve the level of distributive justice, and enhance Organizational loyalty in Jordanian ministries.

- Study of (Abu Tayeh, 2012) aimed to analyze the impact of employees' sense of organizational justice on the behavior of organizational citizenship in government ministries centers in Jordan, and the study assumed that there is a positive effect between organizational justice represented in its following dimensions, fairness of distribution, fairness of procedures and fairness of dealings on organizational citizenship behavior and its following dimensions Altruism, civility, mathematical spirit, civilized behavior and awareness of conscience. The questionnaire was used to collect study data and achieve its objectives and hypotheses. The results obtained from (326) respondents from employees in Jordanian ministries 'centers showed that employees' sense of organizational justice in all its dimensions was above average, while the results showed an increase in organizational citizenship behavior in all its dimensions among the study sample. The results of the study showed that there is a positive effect of employees' perception of organizational justice on organizational citizenship behavior and all its dimensions. The results also showed that employees' sense of procedural justice has the largest role in influencing organizational citizenship behavior compared Along with other dimensions of organizational justice (distributive fairness, equity Transactions), and based on these results, the study recommended strengthening the values of organizational justice and organizational citizenship behavior in Jordanian government ministries.
- Study of (Al-Atwi, 2011) aimed to test the relationship between the dimensions of organizational justice (distributional, procedural and transactional) and deviant work behavior through the mediating role of the organizational integration variable, and through data collected from a sample of employees in Al-Muthanna Cement Factory that included (108) Individual researchers tested the research hypotheses, which revolve around direct and indirect influence relationships between the research variables, and the results of the research proved the validity of most of the hypotheses, as the level of organizational justice in its three dimensions was unsatisfactory and the psychological link between the organization and its employees was low, and perhaps the most important reasons for this, according to the researchers The level of employees' perception of organizational justice, and in light of these results, researchers see that the integration of employees in their organizations is not only an important factor in increasing positive volunteer work behavior, but also has an important role in reducing deviant work behavior, and accordingly he recommended a set of recommendations that benefit the reality of organizational work.
- Study of (Asgari, Nojabae, & Arjmand, 2011) aimed to identify the relationship of organizational justice with its dimensions (procedural, distributive, interactive, and informational) and its impact on the organizational citizenship behavior of employees at Islamic Azad University, Chalus Branch, in Iran. The study used the questionnaire to test the established hypotheses to be analyzed by the necessary statistical methods, and the sample consisted of (127) employees out of (190) employees who are the population of the study, and the results indicated that there is a statistically significant relationship between procedural justice, information justice, and citizenship behavior for employees as for distributive justice and justice. Interactivity There is no significant relationship between it and citizenship behavior, as the study indicates that distributive and interactive justice is obtained with the least weight from the viewpoint of the participants in the questionnaire, and the study concluded with a set of recommendations that contribute to supporting procedural justice by involving subordinates in decision-making and carrying out courses and activities to promote behavior Organizational Citizenship The researchers also suggested creating a clear information system that contributes to procedural justice.
- 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 (Abu Jasser, 2010) aimed to identify the effect of organizational justice on the contextual performance dimensions of organizational loyalty and organizational citizenship among employees in the ministries of the Palestinian Authority. This study was applied to a stratified random sample of the study population of (1554) employees from Employees at the headquarters of all ministries operating in Gaza Strip, and the sample size was (311) employees of all grades and titles, and the researchers used the questionnaire to measure the study variables, and the most important results of the study were the presence of organizational justice and organizational commitment to a medium degree while the organizational citizenship behavior was high, in addition to the existence of a relationship Statistically significant between employees' perception of organizational justice and organizational commitment, and the study recommended the need to develop employees' awareness of organizational justice, reconsider the civil service law with regard to the financial aspect, and involve employees in making decisions affecting their work, and it also called for officials' interest in motivating employees and developing the relationship Character with them.
- Study of (Shaban, 2010) aimed at knowing the role of organizational justice in achieving distinguished university performance among a sample of the teaching staff in the College of Administration and Economics at the University of Kufa, through a tool

that includes Items representing organizational justice variables (independent variables) distributed in three areas (distributive justice), Fairness of procedures, and fairness of interactions), in addition to 16 Items representing the variables of distinguished university performance (dependent variables) distributed into four areas: (reducing costs and increasing profits, improving quality, scientific research, community service) and the sample consisted of (43) members of The teaching staff at the College of Administration and Economics at the University of Kufa, and the results showed that all members of the research sample agree on the importance of organizational justice in achieving distinguished university performance.

- Study of (Lee, 2000) which aimed to identify the relationship that exists between superiors and subordinates, on the one hand, and organizational justice in its two dimensions (distribution and procedural) as a mediator of the relationship with (job satisfaction, work turnover and organizational commitment) on the other hand, through a sample that included (562) workers Of the workers in (4) hotels affiliated with a hotel and tourism company in Virginia, USA, and the most important results of the study were the existence of a positive correlation between the relations of the president with subordinates and between procedural and distributive justice, in addition to the existence of an effective and positive relationship between distributive and procedural justice on job satisfaction, and the absence of a relationship between Procedural justice and organizational commitment, and the study recommended the need for managers to reduce employee turnover, increase job satisfaction and organizational commitment, and take better decisions against employees, with the recommendation to study sectors other than the study sector and study cultural diversity and its relationship with some study variables such as organizational commitment and organizational justice.

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

After reviewing previous studies, we notice the scarcity of studies similar to it in the local environment, which makes the study distinguished as it deals with a new topic (determinants of organizational justice and its relationship to conscientious behavior from the point of view of officers working in the Palestinian police) within the framework of emerging and contemporary topics in the literature of business, organizations and behavior Especially regulatory.

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

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 associated with the current study, which supports them and strengthens its argument, so this study comes to bridge the gap and shortcomings in previous studies to complete their research path to reach the best results and recommendations.

#### **Theoretical Framework**

##### **First - Organizational Justice**

##### **Concept and Definition of Organizational Justice:**

The organizational procedure that an individual views as a fair procedure may be biased or subjective in the view of others, as it is determined in light of what the individual perceives in terms of objectivity and integrity in the procedures and outputs (Shaban, 2010), and defines them (Al-Bashabsha, 2008: 429) As "the degree of achieving equality and integrity in rights and duties that expresses the individual's relationship with the organization, and the idea of justice embodies the principle of fulfilling the obligations of employees towards the organization in which they work." In what he sees (Al-Atwi, 2011: 148) as "the perception of justice in the workplace through the relationship of employees to the organization or their direct boss, which ultimately affects their attitudes and behaviors at work.

##### **Dimensions of organizational justice:**

According to (Lee, 2000), organizational justice is based on two main aspects, namely: (fairness of returns obtained by the employee, and fairness of procedures during the collection of these returns). Therefore, (Abu Tayeh, 2012) believes that the employee evaluates the extent of fairness for any procedure or decision in the organization According to the principles of (balance and correction), balance is done by evaluating the outputs related to employees compared to the value of inputs in the organization, while correction refers to the quality of decisions or actions that make them appear fair and appropriate.

Accordingly, organizational justice includes the procedural dimension as well as the distributional dimension. According to (Usmani, & Jamal, 2013), the main dimensions of organizational justice are (Distribution Fairness, Fairness of Procedures, and Fairness of Dealings). However, the third dimension, which is transaction fairness, contains (fairness of interactions and dealings). The researchers believe that the previous three dimensions are the basis for organizational justice, and that any other dimensions are nothing more than related to the three dimensions, so this study will focus on the following dimensions (fairness of distribution, fairness of procedures, and fairness of transactions).

1. **Equitable Distribution:** Equity distribution means the fairness of the outputs that the employee gets from the organization (Al-Sukkar, 2012), and thus it indicates the employees' sense of fairness in the distribution of organizational outputs, and one of the most important things that individuals focus on in their job outputs is to compare those outputs with the outputs of their peers in the same organization or Outside it in organizations similar to it (Abu Tayeh, 2012), and the outputs are nothing more

than tangible (wages and material incentives) and intangible such as (promotion opportunities, number of working hours, job burdens and duties) (Ince, & Gül, 2011).

2. **Fairness of Procedures:** This dimension is based on the processes, procedures, and circumstances in which the process of distributing returns and outputs to the employees of the organization takes place, and according to this dimension, justice is achieved when workers take their opportunity to participate and make decisions related to determining outputs and returns (Usmani, & Jamal, 2013).

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

3. **Fair Dealings:** Transactional justice is the third dimension of organizational justice, and according to Usmani, & Jamal, 2013), and (Al-Shehri, 2014), Bies and Moag (1986) were the first to refer to this dimension, and this dimension is closely related to the procedural justice dimension. Where the fairness of transactions is related to the quality of the transaction received from the decision-maker and reflects the correct application of official procedures.

### **Second: The Behavior of Consciousness of Conscience**

**Conscientiousness Behavior:** It is called according to (Al-Khames, 2001), it is called "generalized compliance" at the beginning "Generalized compliance" then modified it (organ) and it was called after consciousness "Conscientiousness" or interest in what the conscience dictates, and it represents this dimension according to (Muhammad et al., 2013) the job behavior that exceeds the limits of the commitment formally specified by the organization, and also includes the employee's keenness to maximize the investment of work time and the extent of his keenness to adhere to the labor laws and restrictions. This component also refers to a subjective condition present among the employees represented by the voluntary acceptance of the rules And the organization's procedures, even in the absence of a watchdog.

#### **Positive Effects of Conscientious Behavior:**

The positive effects of conscientious behavior in organizations vary according to each of (Al-Khames, 2001). (Al-Saud and Sultan, 2008); (Muhammad and Othman, 2012) and (Organ, 1997) are as follows:

1. Conscientious behavior leads to reducing the financial burden on organizations, so that it allows directing what was intended for institutions to bear in employing some workers to expand their services and excel in their performance.
2. Conscientious behavior increases the level of enthusiasm, which is what routine work lacks.
3. Conscientious behavior increases the level of job satisfaction in working individuals.
4. Conscientious behavior enhances the level of belonging and loyalty to the organization.
5. Conscientious behavior reinforces relationships between individuals and groups.
6. 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.

### **Third: The Palestinian Police Force**

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 (The Palestinian Police Force Handbook. 2011).

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

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

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

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

### **Methodology and Procedures:**

**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, the relationship between its components, the opinions raised about it, the processes it includes and the effects that it creates.

**The researchers used two primary sources of information:**

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

**Study Population:** It is defined as all the vocabulary of the phenomenon that the researchers study, and based on the study problem and its objectives, the target community consists of officers working in the Palestinian police in the 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 to ensure the validity and reliability of the questionnaire and they were excluded from the final analysis, and then 400 questionnaires were distributed by 25.8% of the study population, and 353 questionnaires were retrieved with a percentage 88.3%, and a suitable sample size equals at least 308.

**Study Tool:** A questionnaire was prepared on “determinants of organizational justice and their relationship to organizational citizenship behavior - from the point of view of officers working in the Palestinian police in the Gaza Strip”. Likert scale was used to measure the responses of the respondents to the Items of the questionnaire according to the following table.

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

Response Class	Very Few	Few	Medium	Larage	Very Large
	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:

- 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.
- 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 justice" domains**

The following table shows the correlation coefficient between each paragraph of the fields of the questionnaire and the total score of the field, which shows that the correlation coefficients shown are a function at a significance level of ( $\alpha \leq 0.05$ ) and thus the field is considered true to what was set to be measured.

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

Equitable Distribution			Fairness Of Procedures			Fair Dealings			Conscientious Behavior		
#	R	(Sig.)	#	R	(Sig.)	#	R	(Sig.)	#	R	(Sig.)
1	.503	*0.002	1	.796	*0.000	1	.727	*0.000	1	.742	*0.000
2	.686	*0.000	2	.832	*0.000	2	.899	0.000	2	.776	*0.000
3	.494	*0.003	3	.726	*0.000	3	.675	*0.000	3	.829	*0.000
4	.427	*0.009	4	.669	*0.000	4	.749	*0.000	4	.679	*0.000
5	.800	*0.000	5	.904	*0.000	5	.819	*0.000	5	.694	*0.000
6	.817	*0.000	6	.813	*0.000	6	.884	*0.000	6	.821	*0.000
7	.682	*0.000	7	.742	*0.000	7	.826	*0.000			
8	.634	*0.000	8	.607	*0.000						
9	.770	*0.000									

\* Correlation is statistically significant at the 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 Items of the questionnaire.



The following table shows that all correlation coefficients in all areas of the questionnaire are statistically significant at a significant level of  $\alpha 0.05 \geq$  and thus all areas of the questionnaire are considered true to what they were designed to measure.

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

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Equitable Distribution	.850	*0.000
Fairness Of Procedures	.921	*0.000
Fair Dealings	.747	*0.000
<b>Organizational Justice</b>	.777	*0.000
<b>Conscientious Behavior</b>	.915	*0.000

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

**Reliability:** The consistency of the questionnaire is intended to “give the questionnaire the same results if it is re-applied several times in a row.” It also means to what degree the scale gives close readings every time it is used, or what is the degree of its consistency, consistency and continuity when repeated use at different times. 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 5:** Cronbach's alpha parameter to measure the stability of the resolution

Domain	Number Of Paragraphs	Cronbach Alpha Coefficient	Self-Honesty *
Equitable Distribution	9	0.822	0.907
Fairness Of Procedures	8	0.898	0.948
Fair Dealings.	7	0.903	0.950
<b>Organizational Justice</b>	24	0.928	0.963
<b>Conscientious Behavior</b>	6	0.925	0.962

\* 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 and the self-validity value is high, which means that the reliability coefficient is high. Thus, the researchers have made sure of the validity and reliability of the questionnaire of the study, which makes him fully confident in 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

It includes a presentation to analyze the data and test the hypotheses of the study, by conducting statistical treatments of the data collected from the study questionnaire, as the (SPSS) program was used to obtain the results of the analyzes that were presented anded.

#### Statistical Description of the Study Sample According To Personal Variables:

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

**Table. 6:** Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		Repetition	Percentage%
<b>Department</b>	Provincial Police	176	49.9
	Specialized Departments	177	50.1
<b>Total</b>		353	100.0
<b>Age Group</b>	Less than 25 years	13	3.7
	From 25 to less than 35 years	194	55.0
	From 35 to less than 45 years	115	32.6
	From 45 to less than 55 years	29	8.2
	55 years and over	2	0.6
<b>Total</b>		353	100.0
<b>Job Title</b>	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
<b>Military Rank</b>	Captain	246	69.7
	Major	76	21.5
	Lieutenant colonel	21	5.9

	Colonel	9	2.5
	Brigadier general	1	0.3
	General	-	-
<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.

And 3.7% of the study sample is less than 25 years, 55.0% are between 25 and less than 35 years, 32.6% are from 35 to less than 45 years, and 8.2% are from 45 to less than 55 years, 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 .

**Analysis of the Items of the Questionnaire:**

For the analysis of the Items 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, and if Sig> 0.05 (Sig greater than 0.05), in this case the average opinions of the individuals about the phenomenon under study does not differ In essence, the average approval score is 3, but 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 this 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 highlighted the paragraph that received the highest approval and the paragraph that received the least approval in each field of study.

**• Analysis of "organizational justice" Items**

**1. Analysis of the Items in the field of "distribution justice"**

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

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

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
---	------	-----	--------------------------	------------	--------------------------	------

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	The monthly salary is proportional to the efforts I put into my work	2.43	48.65	-8.99	*0.000	7
2	I get a fair reward for the extra efforts I put in	1.57	31.40	-31.05	*0.000	9
3	Job burdens and duties are distributed fairly among the employees	2.92	58.41	-1.60	0.055	4
4	The demands and tasks of the work match my own capabilities	3.64	72.71	11.99	*0.000	1
5	The monthly salary is proportional to the educational qualification and the courses you have taken	2.83	56.51	-2.86	*0.002	6
6	Monthly salary is proportional to work experience	2.85	56.98	-2.54	*0.006	5
7	Salary matches those of similar effort colleagues	3.06	61.28	1.10	0.136	2
8	The Law on Service in the Palestinian Security Forces provides appropriate incentives	2.31	46.11	-11.75	*0.000	8
9	There is fairness in the salary scale according to the military ranks	2.99	59.71	-0.21	0.418	3
<b>All Items</b>		2.73	54.56	-7.67	*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 fourth paragraph, "The requirements and tasks of work are compatible with my own abilities" equals 3.64 (total score out of 5), meaning that the relative arithmetic mean is 72.71%, the test value is 11.99 and the probability value (Sig.) is equal to 0.000. Therefore, this paragraph is considered a statistically significant when The level of significance is ( $\alpha \leq 0.05$ ), which indicates that the average score for the response to this paragraph has exceeded the average approval score, which is 3, and this means that there is a large degree of approval by the sample members for this paragraph.

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

In general, it can be said that the arithmetic mean is equal to 2.73, that the relative arithmetic mean equals 54.56%, the test value is -7.67, and that the probability value (Sig.) is equal to 0.000. It indicates that the average degree of response in this field differs substantially from the average degree of approval, which is 3, which means that there is agreement to a small degree by the sample members on the Items of this field.

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

These results are in agreement with the study (Abu Jasser, 2010), the results of which showed that the respondents disagreed with the field of fairness of distribution, with a relative mean of (56.9%).

While the study of: (Al-Shehri, 2014), (Al-Sukkar, 2012), (Al-Atwi, 2011), and (Shaban, 2010) indicated the existence of fair distribution in a medium degree and with a relative arithmetic average of (65.4%), (59.6%), (62%), and (63.4%), according to the ranking of the studies referred to.

The current study differed with each of the studies of: (Abu Tayeh, 2012), which indicated the existence of fairness in distribution with a degree above average and with a relative arithmetic average (76%). Likewise, a study (Lee, 2000) indicated that the fairness of distribution is high with a relative arithmetic average of (73.9%).

The researchers believe that the difference in the perception of fairness of distribution among the surveyed samples is due to the nature of the study population and the circumstances surrounding it, such as: the level of public income and the culture of the community regarding grants and rewards and other economic and political conditions prevailing in each country, regardless of the

type of sector to which the study is applied, whether it is general Or in particular, and in general, most of the previous studies indicated a medium or low level of fairness of distribution, and this approximates and matches the results of this study.

### 1. Analysis of the paragraphs in the field of "procedural justice"

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

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

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

\* 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 eighth paragraph "The service law is characterized by security forces with clarity of administrative policies and regulations" equals 3.35 (overall score out of 5), meaning that the relative arithmetic mean is 66.93%, the test value is 6.03, and the probability value (Sig) equals 0.000. Therefore, this paragraph is considered a function. Statistically at a significance level of ( $\alpha \leq 0.05$ ), which indicates that the average score for the response to this paragraph has exceeded the average approval score, which is 3, and this means that there is an acceptable degree of approval from the sample members for this paragraph.

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

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

The researchers attribute this result to the managers' awareness of the acceptable limits of the importance of observing the fairness of procedures in their practices in terms of taking decisions in an objective and clear manner within the Palestinian police officers, but within the controls and privacy of the work of the device, and this is consistent with the nature of police work, which sometimes requires the issuance of firm decisions as police officers The Palestinian quasi-military, so the results related to the discussion and review of decisions were moderate, unlike the objection to the decisions, and they came below the average because the objection in the security services is considered a form of rebellion, as evidenced by the results of impartiality towards the laws, regulations and regulations applicable to the police because laws and regulations are generalities that apply to Everyone without exception and prejudice, and in general the results of the field of justice procedures were acceptable or medium, as mentioned.

These results are in agreement with the study (Abu Jasser, 2010), the results of which showed that the respondents agreed on the field of fairness of procedures with a medium degree with a relative arithmetic average of (61.5%). The researchers attribute this to the congruence in the environment of the Palestinian study community and the field of application in the public sector.

It also agreed with the study of (Al-Shehri, 2014), (Al-Atwi, 2011), and (Shaban, 2010), whose results showed the existence of procedural justice in a medium degree and with a relative arithmetic average according to their rankings: (66.2%) and (63.4%) and (59.2%) where the results are similar to the current study for the similarity of the Arab environment with the Palestinian local area and because the samples surveyed are from the public sector.

While the results differed with the study (Abu Tayeh, 2012), which showed an increase in the degree of fairness of procedures with a relative arithmetic average of (74.4%), which the author of the study attributes to the consistent application of laws and regulations to all workers in Jordanian ministries centers without exception, and also differed with the study of (Lee, 2000), with its high results for the fairness of procedures and a relative arithmetic average of 75.7%. Previous studies indicated a medium or near low level in terms of fairness of procedures, and this approximates and resembles the results of this study.

#### Analysis of the Items of the field "transactional justice"

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

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

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	Social relations are characterized by goodness among employees	3.87	77.39	17.41	*0.000	2
2	Team spirit and cooperation prevail among colleagues	3.88	77.55	18.39	*0.000	1
3	The line official is always honest and frank in labor issues	3.59	71.70	11.93	*0.000	5
4	There is a sense of fairness and fairness of the responsible in resolving disputes among colleagues	3.58	71.57	11.91	*0.000	6
5	The director is open-minded and allows for discussion and debate	3.60	71.94	10.70	*0.000	4
6	The manager's treatment is characterized by non-discrimination and favoritism	3.49	69.86	8.91	*0.000	7
7	The manager understands and takes into account special circumstances	3.69	73.85	12.50	*0.000	3
<b>All Items</b>		3.67	73.36	16.36	*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 "Team spirit and cooperation among colleagues prevails" equals 3.88 (total score out of 5), meaning that the relative arithmetic mean is 77.55%, the test value is 18.39, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant level the significance of  $\alpha \leq 0.05$ , which indicates that the average score for the response to this paragraph has exceeded the average score of 3, and this means that there is a large degree of approval by the sample members for this paragraph.

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

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

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

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

Whereas the following studies indicated the existence of fair transactions with a medium degree, which are as follows: (Abu Jasser, 2010), (Abu Tayeh, 2012), (Al-Atwi, 2011) and (Shaban, 2010), with relative arithmetic averages according to the arrangement Studies (66%), (63%), (64.8%), and (62.6%) respectively, and in general, most of the previous studies indicated a medium or nearer high level in the field of transaction fairness, and this is close and similar to the results of this study .

#### Analysis of All Items of "Organizational Justice"

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

**Table 10:** The arithmetic mean and probability value (Sig.) For all "organizational justice" Items

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

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

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

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

The researchers attribute this to the fact that organizational justice is a relative concept that varies according to the position or circumstances prevailing in the internal or external environment of the organization. The low degree of fairness in distribution, as mentioned above, is due to the economic and political conditions that police employees are going through, including irregularity and the lack of payment of salaries and budgets, which negatively affected the feeling of Justice, in addition to the participation of most employees and workers feeling dissatisfaction with the job of salaries, grants, and wages in exchange for their efforts on the one hand, and their lack of suitability with the requirements and requirements of living life, and this does not stop at the limit of fair distribution, but goes beyond other dimensions of justice, but according to the relationship and their interconnectedness, we find here the fairness of procedures is affected by fairness Distribution, as the fairness of procedures includes procedures and decisions on which incentives, grants, penalties and wages are structured, so it came to a moderate degree in this study, as for the fairness of transactions affected, but to a lesser extent because it has a human and social dimension related to the method of dealing, so it is logical that there is a disparity in the dimensions of justice Organizational This disparity is due to the different concepts related to the dimensions or to the different circumstances and the specificity of each organization.

This study agreed with the study (Abu Jasser, 2010), in terms of the overall result and the order of dimensions, which indicated the existence of organizational justice with a medium degree and a relative arithmetic average (61.4%). For the study (Al-Shehri, 2014) and (Al-Atwi, 2011), the averages of organizational justice were ranked respectively (69.4%) and (62%) due to the similarity of the Arab reality with the Palestinians in terms of conditions and the incubating environment. While the study (Shaban, 2010) agreed with the current study in terms of the overall outcome of organizational justice, but it differed in the order of dimensions, which are as follows, followed by average justice averages with a medium degree and an average of (61.7%).

And it differed with the study (Lee, 2000), which showed high results of organizational justice among the surveyed sample with a relative arithmetic average (74.8%), due to the difference in the study environment as it was applied to the western environment and to the private sector.

#### 1. Analysis of the Items "Behavior of Conscientious Behavior"

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

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

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	You fully comply with the dates of attendance and departure from work.	4.24	84.72	29.19	*0.000	4
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
<b>All Items</b>		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" is equal to 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) is equal to 0.000. Therefore, this paragraph is considered a statistically significant level at the level of the significance of  $\alpha \leq 0.05$ , which indicates that the average score for the response to this paragraph has exceeded the average score of 3, and this means that there is a large degree of approval by the sample members for this paragraph.

The arithmetic mean of the 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 statistically significant at a significant level  $\alpha \leq 0.05$ , 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 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) is equal to 0.000. Therefore, the field of "conscientious awareness behavior" is statistically significant at a significance level of  $\alpha \leq 0.05$ , which it indicates that the average degree of response to this field differs substantially from the average degree of approval, which is 3, which means that there is agreement to a large degree by the sample members on the Items of this field.

It is possible to infer through these results the availability of conscientious behavior through the general commitment and self-acceptance of work rules and procedures within the Palestinian police officers, and this means that the members of the surveyed sample have a state of conscientious behavior 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.

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), which indicated the presence of conscientious behavior to a large extent, with relative arithmetic averages respectively (82.4%) and (71.1%). To say that previous Arab studies are similar to the current study in terms of results that provide the behavior of consciousness of conscience 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 this positive behavior, which intersects with this study.

### Test Hypotheses of the Study:

**H<sub>01</sub>:** There is a statistically significant relationship at a significant level of ( $\alpha \leq 0.05$ ) between the determinants of organizational justice (Distribution Fairness, Fairness of Procedures, and Fairness of Dealings) and the conscientious behavior of officers working in the Palestinian Police in Gaza Strip.

**Table 12:** The correlation coefficient between determinants of organizational justice (distribution fairness - fairness of procedures - fairness of dealings) and between conscientious behavior

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Equitable Distribution	0.003	0.477
Fairness Of Procedures	.194	*0.000
Fair Dealings	.267	*0.000
<b>Organizational Justice</b>	<b>.185</b>	<b>*0.000</b>

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

The previous table shows that the correlation coefficient is equal to .185, and that the probability value (Sig.) is equal to 0.000, which is less than the significance level of ( $\alpha \leq 0.05$ ). This indicates the existence of a statistically significant relationship between organizational justice and conscientious behavior of officers working in Palestinian police officers.

It can be inferred from this result, that the sense of organizational justice of the respondents in general drives them to carry out conscientious behavior as a component of the conscientious behavior through the positive relationship between them. Generally, products of justice that create a stable and comfortable working environment.

It is also evident from the results that the engine for carrying out such behavior is primarily their sense of fairness in dealings, and this behavior has nothing to do with fair distribution according to the results, and the researchers attribute that to the fact that fair distribution is based on material and other returns that may not be the starting point for self-voluntary actions, and this appears through The constant giving of the officer or policeman who performs his duty to the fullest and sacrifices his time, and what he has to reach his work and self-acceptance and consent, despite the irregularity of his salary and the lack of its disbursement, and this explains most of the organizational behavior of citizenship that is in its essence voluntary and subjective and includes moral and religious considerations, so we find their relationship clear Fair dealings and procedures with human and social dimensions.

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

It was also similar to the result of (Lee et al., 2013) in which he indicated a positive correlation between the fairness of procedures and the behavior of organizational citizenship, while (Asgari et al., 2011) indicated that there is no correlation relationship with fairness of distribution and interaction, which reinforces the result of The current study.

**Ho<sub>2</sub>:** There are statistically significant differences at a significant level of ( $\alpha \leq 0.05$ ) between the mean of respondents' responses about determinants of organizational justice and their relationship to conscientious behavior due to personal variables (Administration, Age Group, Job Title, Military Rank, and Years of Service).

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

**From This Hypothesis, The Following Sub-Hypotheses Are Derived:**

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

**Table 13:** "T-test results for two independent samples" - Administration

Domain	Averages		Test Value	Probability Value (Sig.)
	Provincial Police	Specialized Departments		
Equitable Distribution	2.61	2.84	-3.282	*0.001
Fairness Of Procedures	2.88	3.09	-2.762	*0.006
Fair Dealings	3.62	3.72	-1.218	0.224
<b>Organizational Justice</b>	3.00	3.18	-3.026	*0.003
<b>Conscientious Behavior</b>	4.25	4.24	0.054	0.957

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

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 less than the level of significance ( $\alpha \leq 0.05$ ) for the fields "Equity of distribution, fairness of procedures, organizational justice" and thus it can be concluded that there are significant differences A statistic among the averages of the study sample estimates about these fields attributed to the administration in favor of those working in the specialized departments.

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

As for the rest of the fields and the behavior of consciousness of conscience, it was found that the probability value (Sig.) is greater than the level of significance 0.05. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas and the areas combined together attributable to the administration.

Regarding the fairness of transactions, there is no dispute in terms of feeling it in both types of departments, and this is due to the unity of thought and the compatible nature of the workers in the Palestinian police officers in terms of qualification and training, and this matter applies to all components of organizational citizenship behavior that indicates charity and volunteering among workers The difference in the type of their department.

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



**Ho2-2:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses about the determinants of organizational justice and their relationship to the conscientious behavior attributed to the age group.

**Table 14:** The results of the "monolithic" 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	45 Years And Over		
Equitable Distribution	3.08	2.72	2.67	2.82	1.664	0.174
Fairness Of Procedures	3.19	2.93	3.00	3.20	1.716	0.163
Fair Dealings	3.62	3.63	3.70	3.78	0.466	0.706
<b>Organizational Justice</b>	3.27	3.06	3.09	3.23	1.158	0.326
<b>Conscientious Behavior</b>	3.99	4.18	4.37	4.31	3.823	*0.010

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

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the test of "unilateral variance" is less than the level of significance ( $\alpha \leq 0.05$ ) for the behavior of "conscience awareness". Thus, it can be concluded that there are statistically significant differences between the averages of the estimates of the study sample these fields 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 agreed 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 with regard to the behavior of consciousness of conscience, and this may be due to the similarity in the environment of the Palestinian study community and its being applied to Public sector.

As for the rest of the domains and domains combined, it was found that the probability value (Sig.) is greater than the significance level of 0.05. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas and the fields combined together due to the age group.

This is due to the fact that (58.6%) of the sample individuals are young people under the age of 35 years, according to the previous table, and the remaining percentage (8.8%) is for those over the age of 45 years, 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 attributed 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.

This result differed with (Al-Shehri, 2014) through the positive relationship between the age group and the feeling of organizational justice, and the existence of differences in favor of the group under 30 years of age in terms of justice according to the order of the two studies, and this may be due to the difference in the study population in question and its environment and the different study variables.

**Ho2-3:** There are statistically significant differences at the level of significance ( $\alpha \leq 0.05$ ) between the averages of the respondents' responses about the determinants of organizational justice and their relationship to conscientious behavior attributed to the job title.

**Table 15:** 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 Division	Other		
<b>Equitable Distribution</b>	2.88	2.74	2.73	2.70	0.299	0.826
<b>Fairness Of Procedures</b>	3.62	3.08	2.97	2.85	5.238	*0.002
<b>Fair Dealings</b>	3.90	3.79	3.62	3.63	1.259	0.288
<b>Organizational Justice</b>	3.43	3.16	3.07	3.02	2.388	0.069
<b>Conscientious Behavior</b>	4.48	4.27	4.26	4.16	1.643	0.179

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

From the results shown in the previous table it was found that the probability value (Sig.) Corresponding to the test of “unilateral variance” is less than the level of significance ( $\alpha \leq 0.05$ ) for the field of “fairness of procedures. This field is attributed to the job title in favor of those whose job title is Director of Public 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 other names in terms of organizational citizenship behavior, and this is possibly due to the similarity in the environment of the Palestinian study community and its application to the public sector.

As for the rest of the fields, it has been shown 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 attributable to the job title.

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

**Ho2-4:** There are statistically significant differences at a significant level ( $\alpha \leq 0.05$ ) between the averages of respondents' responses about the determinants of organizational justice and their relationship to conscientious behavior attributed to the military rank.

**Table 16:** Results of the "unilateral contrast" test - military rank

Domain	Averages			Test Value	Probability Value (Sig.)
	Captain	Major	Lieutenant Colonel		
Equitable Distribution	2.72	2.71	2.86	0.649	0.523
Fairness Of Procedures	2.92	3.08	3.30	4.863	*0.008
Fair Dealings	3.62	3.83	3.66	2.210	0.111
<b>Organizational Justice</b>	3.05	3.16	3.24	2.164	0.116
<b>Conscientious Behavior</b>	4.23	4.29	4.25	0.275	0.760

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

From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the “single variance” test is less than the significance level of ( $\alpha \leq 0.05$ ) for the field of “fairness of procedures.” Thus, it can be concluded that there are statistically significant differences between the averages of the study sample estimates in this field due to the military rank, for the benefit of those whose rank is Lieutenant Colonel and above.

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

As for the rest of the domains and domains combined, it was found that the probability value (Sig.) is greater than the significance level 0.05. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these fields and the fields combined together attributed to the military rank.

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

## Conclusions

The following Results and recommendations were reached:

### 1. Results Of Determinants Of Organizational Justice:

- The results showed a general feeling of organizational justice to a degree that exceeded the average among the sample surveyed of Palestinian police officers in the Gaza Strip, and this is a good indication of the state of justice that exists within Palestinian police officers. As the fairness of transactions came first and to a large degree, followed by fairness of procedures with a medium degree, and finally fairness of distribution to a small degree.
- The results of the feeling of fair distribution were to a small degree among the sample surveyed of Palestinian police officers in the Gaza Strip, and this means that there is no sense of fairness of financial outcomes and returns compared to inputs and employees of other countries in the same work, and the results of this field showed clearly in the lack of a sense of justice towards obtaining a fair reward for efforts In addition, most of the results of this field came within this direction, except for the proportionality of work requirements and tasks with self-abilities and fairness of the salary scale in the service law, whose results came in an acceptable percentage.

- The results of the feeling of fairness of procedures came to a moderate degree among Palestinian police officers in the Gaza Strip, and this means that managers are aware of the acceptable limits of the importance of observing the fairness of procedures in their practices in terms of making decisions in an objective and clear manner within Palestinian police officers, but within the controls and privacy of the work of the agency, and the results of this field showed distinction. In the sense of justice towards the law of service in the security forces, the administrative policies and regulations are clearly defined and to a large extent, and most of the results in this field were in the middle class, with the exception of the Palestinian police officers' permission to object to decisions concerning employees, which came to a small degree.
- The results of the feeling of fairness of dealings came to a large extent among the sample surveyed of Palestinian police officers in the Gaza Strip, and this means that the existing human relations among Palestinian police officers are based on respect and the spirit of cooperation and harmony prevailing between colleagues and managers, and the results of this field showed distinction in the sense of justice towards the sovereignty of Team spirit and cooperation among colleagues to a large degree, and most of the results of this field came within a large degree, with the exception of the manager's treatment and lack of separation and favoritism to anyone, which was an acceptable grade.

## **2. Conscientiousness Behavior Results:**

The results of the behavior of conscience awareness came to a large extent among the sample surveyed of Palestinian police officers in the Gaza Strip, and this means general commitment and self-acceptance of work rules and procedures within the Palestinian police officers, as well as a state of conscientious behavior even in the absence of watchdogs and computations, and this is due to moral and religious controls Governance of a conservative Palestinian society, which it draws from Islam, which prompts a feeling of observing God in secret and in public.

## **3. Results of the Relationship between Determinants of Organizational Justice and Conscientious Behavior:**

The result also showed that the respondents' sense of organizational justice in general is related to the conduct of conscientious behavior, which is possibly attributed to the fact that the police are a security apparatus and the behavior of conscientiousness must be present in its workers to establish the required state of discipline, regardless of other factors. Conscience awareness of the concept of "kindness" appears to some as an innate human behavior and may not appear in others, and this explains why it is not related to organizational justice.

## **4. Results Of Personal Variables Of The Surveyed Sample Of Officers Working In The Palestinian Police In The Gaza Strip Regarding Determinants Of Organizational Justice, Conscientious Behavior And The Relationship Between Them:**

- The results showed that those who work in the specialized departments feel more generally than others in organizational justice, and there are no significant differences between all workers in different names of management towards the rest of the fields of study variables and the relationship between them.
- The results showed that the age group (35 to 45 years) has a higher response than other groups regarding the behavior of consciousness of conscience. As for the rest of the groups, there are no significant differences between them regarding the study variables and the relationship between them.
- The results showed that directors of public administrations have a higher response than other job titles in terms of fair procedures. As for the remaining job titles, there are no significant differences between them, the direction of the study variables and the relationship between them.
- The results showed that (Lieutenant Colonel and above) has a higher response than other military ranks in terms of fairness of procedures. As for the rest of the ranks, there are no significant differences between them, the direction of the study variables and the relationship between them.
- The results showed that the group that spent years of service ranging between (10 to 15 years) has a higher response than others in terms of distribution equity, procedures and organizational justice in general. As for the rest of the groups, there are no significant differences between them, the direction of the study variables and the relationship between them.

## **Recommendations**

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

- Attention to the observance of justice towards the additional efforts made by police employees and officers, and work to provide material and moral rewards in return for that.
- Work to employ human energies in Palestinian police officers according to fair assessments that include consideration of specialization, abilities and personal qualifications.
- Balancing the distribution of duties and job burdens in a way that ensures the employee's sense of justice towards the work assigned to him, reducing the phenomenon of social laziness, and relying on people without others in performing the tasks within Palestinian police officers.

- Reconsidering the policy of military promotions subject to the law of service in the Palestinian security forces, by linking promotion to indicators of efficiency and performance, and not considering the expiration of the legal period to remain in the rank alone.
- Paying attention to the material and moral motivation of police work that requires special risks and difficulties (field work).
- Recommending the leadership's adoption of engaging officers of different names in the process of drafting decisions and drawing up rules and procedures, as this will benefit Palestinian police officers through self-acceptance and respect for these decisions and rules that were formulated with the participation of all.
- Work to strengthen contacts and informal meetings between the leadership and all administrative levels, and allow an exchange of views and substantive discussion of decisions and procedures within Palestinian police officers.

## **References**

- [1] Abu Naser, S. S. and M. J. Al Shobaki (2017). "Organizational Excellence and the Extent of Its Clarity in the Palestinian Universities from the Perspective of Academic Staff." *International Journal of Information Technology and Electrical Engineering* 6(2): 47-59.
- [2] Abu Tayeh, Bandar (2012). The impact of organizational justice on organizational citizenship behavior in government ministries centers in Jordan. *The Islamic University Journal of Economic and Management Studies*, 20 (2), 145-186.
- [3] Abusamaan, M. N., et al. (2020). "The Behavior of Organizational Citizenship in Palestinian Police Force between Reality and Expectations." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(10): 176-197.
- [4] Abusamaan, M. N., et al. (2020). "The Reality of Determinants of Organizational Justice in Palestinian Police Force." *International Journal of Academic Management Science Research (IJAMSR)* 4(10): 137-160.
- [5] Abusamaan, M., et al. (2020). "The Behavior of Organizational Citizenship in the Palestinian Police Force between Reality and Expectations". *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(10): 176-197
- [6] Al Hila, A. A., et al. (2017). "Organizational Excellence in Palestinian Universities of Gaza Strip." *International Journal of Information Technology and Electrical Engineering* 6(4): 20-30.
- [7] Al hila, A. A., et al. (2017). "Proposed Model for Learning Organization as an Entry to Organizational Excellence from the Standpoint of Teaching Staff in Palestinian Higher Educational Institutions in Gaza Strip." *International Journal of Education and Learning* 6(1): 39-66.
- [8] Al Shobaki, M. J. and S. S. Abu-Naser (2016). "The Dimensions of Organizational Excellence in the Palestinian Higher Education Institutions from the Perspective of the Students." *Global Journal of Multidisciplinary Studies* 5(11): 66-100.
- [9] Al Shobaki, M. J., et al. (2017). "Learning Organizations and Their Role in Achieving Organizational Excellence in the Palestinian Universities." *International Journal of Digital Publication Technology* 1(2): 40-85.
- [10] Al Shobaki, M. J., et al. (2018). "The Level of Organizational Climate Prevailing In Palestinian Universities from the Perspective of Administrative Staff." *International Journal of Academic Management Science Research (IJAMSR)* 2(5): 33-58.
- [11] Al-Asmari, Saeed (2013). Perceptions of organizational justice and its relationship to organizational commitment, an unpublished master's thesis, an unpublished master's thesis, Naif Arab Academy for Security Sciences, Department of Administrative Sciences, Kingdom of Saudi Arabia.
- [12] Al-Atwi, Amer (2011). Organizational justice and organizational integration and their role in reducing deviant work behavior: an applied study in Al-Muthanna Cement Factory. *Al-Ghary Journal of Economic and Administrative Sciences*, 21 (7), - 165186.
- [13] Al-Bashabsha, Samer (2008). The Impact of Organizational Justice in Crystallizing Organizational Symmetry in Jordanian Public Institutions: A Field Study. *The Jordanian Journal of Business Administration*, 4 (4), 427-461.
- [14] Al-Khames, Abdullah (2001). The relationship of job characteristics to organizational citizenship behaviors of employees, an unpublished master's thesis, Naif Arab Academy for Security Sciences, Department of Administrative Sciences, Saudi Arabia.
- [15] Almasri, A., et al. (2018). "The Organizational Structure and its Role in Applying the Information Technology Used In the Palestinian Universities-Comparative Study between Al-Azhar and the Islamic Universities." *International Journal of Academic and Applied Research (IJAAR)* 2(6): 1-22.
- [16] Al-Saud, Ratib, and Sultan, Susan (2008). The behavior of organizational volunteering among faculty members in public Jordanian universities and its relationship to some demographic variables. *Journal of Educational and Psychological Sciences*, 9 (4), 31-57.
- [17] Al-Shehri, Muhammad (2014). The level of organizational justice among secondary school principals in Jeddah governorate and its relationship to the achievement motivation of teachers from their point of view, an unpublished master's thesis at Umm Al-Qura University, Kingdom of Saudi Arabia.
- [18] Al-Sukkar, Abdel Karim (2012). The effect of distributive justice rules on increasing organizational loyalty from the point of view of managers in Jordanian ministries: a field study. *The Jordanian Journal of Business Administration*, 8 (3), 520-549.

- [19]Arqawi, S. M., et al. (2018). "Beyond the Interactive and Procedural Justice of the Heads from Departments and Their Relationship to Organizational Loyalty from the Point of View of the Faculty Staff." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 1-18.
- [20]Arqawi, S. M., et al. (2018). "Degree of Organizational Loyalty among Palestinian Universities Staff-Case Study on Palestine Technical University-(Kadoorei)." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(9): 1-10.
- [21]Arqawi, S. M., et al. (2018). "Interactive Justice as an Approach to Enhance Organizational Loyalty among Faculty Staff at Palestine Technical University-(Kadoorei)." *International Journal of Academic Information Systems Research (IJASIR)* 2(9): 17-28.
- [22]Arqawi, S. M., et al. (2018). "The Effect of Procedural Justice on the Organizational Loyalty of Faculty Staff in Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 30-44.
- [23]Asgari, M. H., Nojabae, S. S., & Arjmand, F. (2011). The Relationship between the Organizational Justice and Organizational Citizenship Behavior of the Employees .*Middle-East Journal of Scientific Research*, 10(2), 141-148.
- [24]El Talla, S. A., et al. (2018). "Organizational Structure and its Relation to the Prevailing Pattern of Communication in Palestinian Universities." *International Journal of Engineering and Information Systems (IJEAIS)* 2(5): 22-43.
- [25]El Talla, S. A., et al. (2018). "The Nature of the Organizational Structure in the Palestinian Governmental Universities-Al-Aqsa University as A Model." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(5): 15-31.
- [26]Hamdan, M. K., et al. (2020). "Clarity of Vision and Its Relationship to the Creative Behavior of NGOs." *International Journal of Academic Management Science Research (IJAMSR)* 4(4): 55-82.
- [27]Hamdan, M. K., et al. (2020). "Creative Behavior and Impact on Achieving Lean Strategy in Organizations." *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)* 4(6): 66-90.
- [28]Hamdan, M. K., et al. (2020). "Creative Behavior in Palestinian NGOs between Reality and Expectations." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(3): 91-107.
- [29]Hamdan, M. K., et al. (2020). "Shared Responsibility, Rapid Response and Their Relationship to Developing the Creative Behavior of Organizations." *International Journal of Academic Management Science Research (IJAMSR)* 4(7): 1-21.
- [30]Hamdan, M. K., et al. (2020). "Strategic Sensitivity and Its Impact on Boosting the Creative Behavior of Palestinian NGOs." *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)* 4(5): 80-102.
- [31]Hamdan, M. K., et al. (2020). "Taking Action, Rapid Response and Its Role in Improving the Creative Behavior of Organizations." *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)* 4(4): 41-62.
- [32]Hamdan, M. K., et al. (2020). "The Effect of Choosing Strategic Goals and Core Capabilities on the Creative Behavior of Organizations." *International Journal of Academic Information Systems Research (IJASIR)* 4(4): 56-75.
- [33]Ince, M., & Gül, H. (2011). The effect of employee's perceptions of organizational justice on organizational citizenship behavior: An application in Turkish public institutions. *International Journal of Business and Management*, 6(6), 134-149.
- [34]Keshta, M. S., et al. (2020). "Perceived Organizational Reputation and Its Impact on Achieving Strategic Innovation." *International Journal of Academic Information Systems Research (IJASIR)* 4(6): 34-60.
- [35]Keshta, M. S., et al. (2020). "Strategic Creativity and Influence in Enhancing the Perceived Organizational Reputation in Islamic Banks." *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)* 4(7): 13-33.
- [36]Lee, H. R. (2000). An empirical study of organizational justice as a mediator of the relationships among leader-member exchange and job satisfaction, organizational commitment, and turnover intentions in the lodging industry (Doctoral dissertation, Virginia Polytechnic Institute and State University).
- [37]Lee, U. H., Kim, H. K., & Kim, Y. H. (2013). Determinants of organizational citizenship behavior and its outcomes. *Global business, and management research: An international journal*, 5(1), 54-65.
- [38]Madi, S. A., et al. (2018). "The dominant pattern of leadership and Its Relation to the Extent of Participation of Administrative Staff in Decision-Making in Palestinian Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(7): 20-43.
- [39]Madi, S. A., et al. (2018). "The Organizational Structure and its Impact on the Pattern of Leadership in Palestinian Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(6): 1-26.
- [40]Muhammad, Bushra, and Othman, Icel (2012). Study the effect of organizational citizenship behavior on reducing social dependency. *Baghdad College of Economic Sciences Journal*, 32 (2012) .99-133.
- [41]Muhammad, Hamdi (2011). The Impact of Organizational Culture on Organizational Citizenship Behaviors: An Empirical Study. *King Saud University Journal*, 21 (1) 1--29.
- [42]Muhammad, Nisreen, and Schniter, Abd al-Rahman, and Yas, Ali, (2013). Measuring the level of organizational citizenship behavior for a sample of teachers of the College of Economics and Administration, University of Baghdad and Tigris College, Ahlia University, *Al-Dinanir Journal*
- [43]Organ, D. W. (1997). Organizational citizenship behavior: It is construct clean-up time. *Human performance*, 10(2), 85-97.

- [44]Shaban, Abdel Karim (2010). The Role of Organizational Justice in Achieving University Performance, An Applied Study at the College of Management and Economics at the University of Kufa, Al-Ghari Journal of Economic and Administrative Sciences, 5 (16,165-197).
- [45]The Palestinian Police Force Handbook. (2011). Publication of the General Directorate of Police, Administration and Administration Department, Gaza (Palestine).
- [46]Usmani, S., & Jamal, S. (2013). Impact of Distributive Justice, Procedural Justice, Interactional Justice, Temporal Justice, Spatial Justice on Job Satisfaction of Banking Employees. Review of Integrative Business & Economics Research, 2(1), 351-383.
- [47]Zaid, A. A., et al. (2020). "The Impact of Total Quality Management and Perceived Service Quality on Patient Satisfaction and Behavior Intention in Palestinian Healthcare Organizations." Technology Reports of Kansai University 62(03): 221 -232.