

The Internal Factors of Process Re-Engineering and Its Impact on Achieving Organizational Justice in Relief Organizations

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Abstract: The study aimed to identify the impact of the internal factors of process re-engineering in achieving organizational justice on relief organizations operating in the southern governorates - Palestine. Analytical, and a questionnaire was used to collect information that contributes to achieving the objectives of the study, and the study population consisted of employees in relief organizations, and a stratified random sample was used to collect data from 60 relief institutions. The study showed that the general estimate of the internal factors for process re-engineering amounted to 76.44%, and the results showed close ratios and values for the various study axes, and the relative weight of the strategic planning axis was 76.3%, the information technology axis 79.5%, and the work regulations and regulations axis 83.7%, and between the study The relative weight of organizational justice reached 82.2%. The results also showed that training and empowering employees in organizations contributes to achieving organizational justice. The study recommended the need to provide a budget for training and development, with the need to build clear foundations to motivate and encourage employees in organizations, and define clear criteria for distributing Services for the promotion of distributive justice procedures in organizations.

Keywords: Process Re-Engineering, Organizational Justice, Relief Organizations, Palestine.

Introduction

The past years were characterized by tremendous developments, great challenges, and global progress, the effects of which extended to all aspects of life, and as a result of that huge revolution in the business world, it was necessary for institutions to keep pace with these enormous changes, and to benefit from them in the advancement of institutional work, which imposed on institutions to keep pace, and the need to adapt With it, in order to get out of the state of bureaucracy and change the method of routine work, since these methods are no longer the best able to deal with recent developments, which in turn contributed to the development of work concepts and methods to be in line with these developments and the use of various methods that in order to take advantage of these advanced models to reach for more efficiency.

From this point of view, it has become imperative for decision-makers and those interested in managing these organizations to continuously research to keep pace with the changes that contribute positively to the development process in various fields, to advance the wheel of scientific progress, and to study the challenges they face in various fields, including economic, social, and technical, in order to Confronting it and overcoming it without colliding with it, and for that the decision makers and those interested have taken upon themselves to take the necessary arrangements and apply some modern administrative concepts.

According to (Abu Ras, 2018), the re-engineering of administrative processes is one of the most prominent concepts and methods used that aim to bring about a qualitative leap and radical changes in the activities of organizations in order to provide the best services with high efficiency and little effort.

Organizational justice is an organizational phenomenon and a relative concept, due to the importance of the impact that

employees' sense of justice or unfairness can have in the workplace. Which can lead to a decline in the levels of organizational performance, no matter how strong the other elements of the administrative process are, and it is one of the important organizational variables affecting the efficiency of the job performance of employees on the one hand and the performance of the organization on the other hand. Such as low job satisfaction, low organizational citizenship behavior, and low organizational commitment, in addition to low job performance in general. On the contrary, the high sense of justice of the employees leads to an increase in their confidence in the management of the organization and an increase in their conviction of the possibility of obtaining their rights, and what this means is the upgrading of the behavior of individuals after reassurance of the rule of justice and then trust in the organization (Awwad, 2003).

Given the importance of the method of re-engineering administrative processes in administrative work, the idea of the study came to study the impact of internal factors for re-engineering processes in achieving organizational justice for relief organizations in the southern governorates - Palestine.

Research Terminology

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

- **Re-Engineering Administrative Processes:** an advanced and relatively modern administrative method that works to bring about rapid and radical change in organizations by re-designing strategic administrative processes in addition to systems, policies, organizational structure, and structures that help achieve goals with the best results and the lowest costs (Jarbou, 2018).
- The researchers adopt the procedural definition of process re-engineering as the process of fundamental and radical re-design of administrative processes in

organizations to achieve levels of satisfaction, performance and quality at the lowest possible costs.

- **Organizational Justice:** The researcher defines procedural justice as the degree of awareness of employees and beneficiaries of the objectivity and integrity of procedures and transactions for the services provided by Gaza relief organizations by achieving equality in rights and duties by comparing what they obtain with others in the case of equal inputs.
- **Procedural Fairness:** The researcher defines procedural fairness: following clear and pre-defined policies and procedures in distributing charitable institutions for their services to beneficiaries of these services.
- **Distributive Justice:** achieving social equality and parity in distributing charitable services to citizens according to specific and clear criteria for all without discrimination for any reason.
- **Relief Organizations:** They are those international and local organizations that contribute to providing services and relief assistance to citizens in the Gaza Strip for free. They are divided into public and private sector organizations.

Problem Statement

Organizations face many changes and external and internal influences affecting the provision of their services, and in order for organizations to achieve their goals, it has become necessary to search for concepts and management methods in order to maintain the continuity of providing services and achieving the desired goals. And because the charitable work sector plays an important and key role in the path of the Palestinian people, with the relief services it provides in light of the brutal siege facing our people, especially in light of the great challenges they face in light of the rapid changes that the world is experiencing, and given that the Gaza Strip lives in economic conditions. Difficult, especially in light of the brutal Zionist siege and the decline in the provision of relief services by foreign donor countries as well as the Palestinian National Authority, which imposed a difficult reality on all levels.

Despite the efforts made by these organizations, which played a key role in strengthening steadfastness, especially after the repeated wars on the Gaza Strip through financing and relief operations, it is noticeable that the bureaucracy still controls the work of organizations in the Gaza Strip, including charitable organizations, and based on a study (Al- Najjar, 2018), the failure of these charities to apply advanced administrative systems, which in turn contributed to creating a state of dissatisfaction due to duplication of work and the lack of communication and communication in the required form between these associations, and thus resulted in a lack of justice in the provision of services by these organizations to the beneficiaries.

Research Questions

From the foregoing, the research question that the study will answer is concluded as follows:

Q1-: What is the impact of the internal factors of process re-engineering in achieving organizational justice for relief organizations in the southern governorates - Palestine?

In order to answer the previous question, the following sub-questions must be answered:

Q1-1: What is the reality of the internal factors for reengineering operations for relief organizations - the southern governorates of Palestine?

Q1-2: What is the level of organizational justice for relief organizations - the southern governorates of Palestine?

Q1-3: What is the impact of training employees to apply process re-engineering on achieving justice in the procedures of relief organizations - the southern governorates - Palestine?

Q1-4: What is the impact of the internal factors of process re-engineering in achieving distributive justice for relief organizations - the southern governorates - Palestine?

Research Objectives

Based on the problem posed, the study seeks to achieve the following objectives:

1. Highlighting the role of internal factors for re-engineering administrative processes in achieving organizational justice for relief organizations in the southern governorates of Palestine.
2. Studying the relationship between the application of internal factors to reengineering administrative processes and achieving organizational justice in the southern governorates - Palestine.
3. Determining the criteria that affect the application of process re-engineering for relief organizations in the southern governorates - Palestine
4. Attempting to develop policies and procedures to correct weaknesses in the administrative systems used by relief service providers in the southern governorates - Palestine.

Research Importance

The aspects of the study's importance can be identified from the contribution and expected addition from it, as follows:

1. The importance of this scientific study is evident in the fact that reengineering is one of the most important modern methods that is expected to make a major revolution in the performance of institutions in terms of quality and improvement of the service provided by these institutions to the beneficiaries, for its role in saving time and increasing efficiency at work.
2. Enriching scientific research on this subject, as this research is considered the first according to the researchers' point of view that links the internal factors to reengineering administrative processes and achieving organizational justice in Palestine in particular and the Arab world in general through its application to relief service providers.
3. The importance of the study stems from the fact that it aims to identify the role of internal factors for reengineering administrative processes for relief service providers in achieving organizational justice, as well as knowing the most important challenges facing

organizations in adopting such administrative methods, in addition to examining the necessary procedures and means that contribute to their application to Ground.

Research hypothesis

Ho₁: There is a correlation between the internal factors for re-engineering administrative processes and achieving organizational justice.

Ho₂: There is an impact of the internal factors of re-engineering administrative processes on achieving organizational justice

Research Variables Definitions

- **The Independent Variable:** the internal factors for reengineering administrative processes and has been studied from the following axes: (strategic planning, information technology, organizational structure, employee training)
- **Dependent Variable:** Organizational justice: It will be studied from the following dimensions (procedural justice, distributive justice).

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limit:** the internal factors of process re-engineering and their impact on achieving organizational justice in relief organizations.
2. **Human Borders:** Employees working as "decision makers" in relief organizations in the southern governorates of Palestine.
3. **Spatial Limits:** This study was applied to relief organizations in the southern governorates of Palestine.
4. **Time Limits:** The study was conducted in the year 2022.

Previous Studies

- Study of (Al Najjar et al., 2022) aimed to identify the level of organizational justice in relief organizations operating in the southern governorates - Palestine. The study used the descriptive analytical method, and the questionnaire was used to collect information that contributes to achieving the objectives of the study, and the study population consisted of employees in relief organizations, and a stratified random sample was used to collect data from 60 relief institutions. The study showed that the relative weight of organizational justice was 82.2%. Where the dimension of distributive fairness reached 85.94% and after procedures fairness 78.02.
- Study of (Al Najjar et al., 2022) aimed to identify the reality of re-engineering administrative processes in relief organizations operating in the southern governorates - Palestine. The study used the descriptive analytical method, and the questionnaire was used to collect information that contributes to achieving the objectives of the study, and the study population consisted of employees in relief organizations. To achieve the objectives of the study, the researchers used a stratified random sample to collect data from 60 relief institutions. The study showed that the relative weight of the administrative process re-engineering was 78.2%,

and the results showed close ratios and values for the different study axes. The relative weight of the leadership style axis was 81.5%, the management support axis was 75.5%, the strategic planning axis was 76.3%, and the information technology axis was 79.5. %, and the axis of labor regulations and regulations 83.7%,

- Study of (Saleh, 2021), which aimed to measure organizational justice among specialists working in sports institutions. During his research, the researcher used the descriptive approach, through a comprehensive survey of the study population, which numbered (670) employees. The researcher designed a questionnaire for the purpose of collecting information that contributes to achieving the objectives of the study. The study showed that the administration is keen to implement all the decisions that are issued to everyone without exception. The employees also feel that their salaries are not commensurate with their academic qualifications, in addition to their feeling that the working hours are commensurate with the tasks assigned to them.
- Study of (Khoja, 2021), which aimed to reveal the relationship between organizational justice in its three dimensions (procedural justice, distributive justice, transactional justice) and professional compatibility among a sample of the employees of Radio Algeria International, which numbered (80) employees, and to achieve the objectives of the study, the researcher used the questionnaire To collect the study data, the descriptive approach was used during the study, and the study showed that employees have a medium degree of organizational justice, and there is also a relationship between a sense of organizational justice and professional compatibility, as well as no relationship between distributive justice and professional compatibility.
- Study of (Abusamaan et al., 2020) aimed to measure the reality of the determinants of organizational justice from the point of view of the police officers in Gaza Strip, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to upgrading In this aspect, to be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found the existence of organizational justice in general in a medium degree and the order of its determinants was as follows: fairness of transactions and to a large degree, followed by fairness of procedures and a medium degree,

- and finally the fairness of distribution was to a small degree (Type of management, age group, job title, military rank, years of service).
- Study of (Al Harthani, 2020) which aimed to identify the degree of practice of organizational justice by secondary school principals from the teachers' point of view, as well as a proposal for a vision to enhance the practice of organizational justice among secondary school principals in the southern governorates - Palestine. To collect information from the study sample of (356) male and female teachers, the study showed that the degree of organizational justice practice among secondary school principals came with a large relative weight, and a proposed scenario was presented to enhance organizational justice.
 - 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) paragraphs where the first area (10) paragraphs looking at procedural justice while the paragraphs 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.
 - 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) paragraphs where the first area (10) paragraphs 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.
 - 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 paragraphs. The first field includes 10 paragraphs related to interactive justice, while the second field includes 10 paragraphs related to procedural justice, while the paragraphs 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-Najjar and Moqablah, 2018), which aimed to identify the degree of organizational justice practice among the heads of nursing departments in private hospitals and its relationship to the motivation towards work from the point of view of nurses in Jordan. Then the correlative survey method was used, and the study sample consisted of (401) male and female nurses: two tools were used to collect the study data. The following: The bitch degree for practicing organizational justice reached (4.06) with a standard deviation (0.73) and with a high degree: It came after transactional justice in the first rank and with a high degree of practice, and it came after evaluative justice in the second rank with a high degree of practice, and it came after procedural justice in the third rank with a high degree of practice, and it came after Distributive justice in the fourth rank with a high degree of practice. The study also found that the level of nurses' motivation towards work came to a high degree with an arithmetic mean (4.22) with a standard deviation (0.65), and with regard to the field of the relationship of the head of the nursing department with nurses, it came

- to a high degree. As for the field of the nurse's relationship with patients' companions, it came to a high degree. And it was found that there is a positive correlation between the degree of organizational justice practice among the heads of nursing departments and the nurses' motivation towards their work from their point of view.
- Study of (Hosgorur & Kan, 2017), which aimed to test the role of the organizational justice model that was developed to know the extent of the mediating role of organizational justice in the relationship between teachers' biases in their school relations and organizational commitment, and to achieve the purpose of the study, the descriptive analytical approach was used, and a questionnaire was built to collect information From the study population, which consisted of (500) secondary and primary school teachers working in the Milas region in Turkey, the questionnaire was distributed to a sample of the study population of (326) teachers using the random sampling method, and the study showed that the teachers have an average commitment, while the Their awareness of organizational justice is higher, and it was also determined that the perception of organizational justice plays a mediating role between the variables of teachers' biases in their school relations and organizational commitment.
 - Study of (Saifi and Khuram 2017), which aimed to study the relationship between organizational justice and organizational citizenship behavior by identifying the level of job satisfaction among employees, and the researchers used the descriptive analytical approach to achieve the objectives of the study, and a questionnaire was designed to collect the necessary data from the study population and adults (487) employees, and it was applied to the study sample estimated at (149) employees using the peremptory survey method, and the study concluded that there is a positive perception of employees with regard to organizational justice, which had an important role in achieving job satisfaction for employees, as well as a medium relationship Between perceptions of justice and citizenship behaviors, and that job satisfaction is an important factor to enhance the concept of citizenship through the inclusion of organizational justice.
 - Study of (Al-Yasari, 2020), which aimed to identify the role of administrative process re-engineering in enhancing creative performance by identifying the relationship between administrative process re-engineering as an independent variable with its dimensions (organizational dimension, human dimension, information technology dimension, leadership dimension) and the performance dependent variable Creative in its dimensions (fluency, problem solving, originality and flexibility) by applying the study to a sample of employees of the petroleum products distribution company. The study concluded that the lack of interest in re-engineering the administrative processes in the institution negatively affects the creative performance of the institution.
 - Study of (Al-Zahrani and Ghaith, 2019), which aimed to identify the role of engineering with its requirements (leadership, administrative policies, strategic planning, employee empowerment, information technology, organizational structure, financial capabilities, and organizational culture) in simplifying administrative procedures from the point of view of The study of female employees at King Bin Abdulaziz University in Jeddah, and the study relied on the descriptive analytical approach, and a questionnaire was built to collect information, and the study population consisted of (1469) employees, and the sample of the study amounted to (265) female administrative employees of the same university, and the study concluded that there is a strong and positive impact Engineering has simplified administrative procedures, and the study showed that the requirements and engineering of information technology, organizational structure, and strategic planning are the highest available in the university's work environment, followed by administrative policies, leadership, organizational culture, and finally economic capabilities.
 - Study of (Al-Jarji, 2019), which aimed to assess the role of business process re-engineering requirements in continuous improvement by adopting five procedural requirements (strategy, commitment of senior management, information technology, communication, empowering employees), and its role in continuous improvement in industrial organizations. The Hammam Al-Alil Cement Factory was chosen to be a field for field application of the research, and the research adopted a questionnaire tool for data collection, where (40) questionnaires were distributed to managers at all administrative levels. Based on the description of the research variables, their diagnosis and testing of correlation and influence relationships, a number of conclusions were reached, which confirmed the existence of a significant correlation and impact relationship between the requirements of the application of business process reengineering and continuous improvement in the researched organization.
 - Study of (FarajAllah et al., 2018) aimed at identifying the availability of re-engineering requirements in the Palestinian industrial companies. The researchers used the analytical descriptive method. The study society consists of all the Palestinian industrial companies (wood, plastic, aluminum and metal) operating in the Gaza Strip and registered with the Federation of Industries (236) companies. The sample of the study was selected using the stratified random sampling method. The sample size was 95 companies with 40% of the size of the society. The recovered and valid questionnaires were 85 (89.5%). A sample of 30 companies was selected from within the study sample. Statistical analysis was conducted to verify the validity and consistency of the questionnaire. The study reached a number of results, the

- most important of which is: High availability of the requirements of process engineering in the Palestinian industrial companies, as follows (organizational requirements: 81%, technological requirements: 76.8%, human requirements: 75.8%.
- Study of (FarajAllah et al., 2018) aimed at measuring the effect of the technological and human requirements for re-engineering the processes in improving productivity in the Palestinian industrial companies. The researchers used the descriptive analytical method. The study society is composed of all the Palestinian industrial companies (wood, plastic, aluminum, metal) operating in Gaza Strip and registered in the Federation of Palestinian Industries was (236). The sample of the study was selected using the stratified random sampling method. The sample size was 95 companies with 40% of the size of the society. The recovered and valid questionnaires were 85 by (89.5%), an exploratory sample of (30) companies from the sample of the study. The statistical analysis was conducted to verify the validity and consistency of the questionnaire. The results of the study were: High availability for the requirements of process engineering in the Palestinian industrial companies. The technological order was 76.8%, the human requirements were 75.8%, and the productivity level was 76.4%. Technology and human re-engineering processes in improving productivity. (44.4%) while the rest in improving productivity was due to other factors.
 - Study of (Jarbou, 2018), which aimed to study the availability of factors affecting the success of re-engineering administrative processes in the Palestinian Red Crescent Society, which are (strategic planning, information technology, effective communication, readiness for change, commitment and conviction of senior management, empowering employees) and the researchers used In his study, the descriptive analytical approach, and the study population consisted of (105) employees in administrative positions in the Crescent Society, distributed over the five governorates of the Gaza Strip. A number of results, most notably that the factors affecting the success of administrative process re-engineering in the Palestinian Red Crescent Society are available at a rate of (67.14%), and that there are no statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the estimates of the average sample members about the availability of factors Affecting the success of re-engineering administrative processes in the Palestinian Red Crescent Society in the areas) commitment and conviction of the senior management, and readiness for change (attributable to the workplace, except for the areas of (technical) The availability of information, empowering employees, effective communication, strategic planning) where there were statistically significant differences attributed to the workplace in favor of the Deir al-Balah branch.
 - Study of (Al Shobaki and Abu Naser, 2017) aimed to identify the reality of applying Re-Engineering of operations and business in the Palestinian universities in Gaza Strip. The study was applied on the Al-Azhar University in Gaza. The study used the analytical descriptive approach. The researchers used questionnaire as data collection method and used sample stratified random method. (150) questionnaires were distributed on the study population and (118) questionnaires were retrieved back with rate of 78.7%. The study showed that the most important results are: there is approval by the respondents on the paragraphs of re-engineering operations and business in general. And there are no significant differences between the averages of the respondent's answers about the reality of applying re-engineering of operations and business attributable to demographic variables.
 - Study of (Al Shobaki, 2017) aimed to identify the impact of the dimensions of the administrative decision support systems on the re-engineering of the systems of the Palestinian universities in Gaza Strip from the standpoint of employees. A descriptive approach was used through which a questionnaire was developed and distributed to a stratified random sample. (500) questionnaires were distributed and (449) were returned, with (89.8 %) response rate. The study revealed these results: There was an effect for the potentials (physical, human, technical, and organizational design) available for the decision support systems and re-engineering of the systems in the Palestinian higher education institutions in Gaza Strip. There were significant differences between the assessment means of the study sample about the impact of decision support systems to re-engineer the systems in the Palestinian higher education institutions in Gaza Strip due to the gender variable in favor of males. There also differences due to the name of the university variable in favor of the Islamic University, Al Azhar University, Al Aqsa University, respectively.
 - Study of (Abu Naser and Shobaki, 2016) aimed to identify the use of decision support systems as an entry point for operations of reengineering in the Palestinian universities in Gaza Strip. The researchers used the method of questionnaire to collect data, and the researchers used a sample stratified random way, were (350) questionnaire distributed on the research sample and (312) questionnaire were collected back (89.1%). The study results showed that the most important ones are: there exists statistically significant impact at the level of significance ($\alpha \leq 0.05$) for physical requirements, human requirements. Technical requirements and regulatory requirements. The results showed also, the presence of statistically significant differences between the averages of the study sample estimates on the use of decision support systems as an entry point for operations of re-engineering in the Palestinian universities in Gaza Strip due to the variable sex in favor of males requirements. Furthermore, the results showed the existence of differences to the variable name of the university and each area of study for the benefit of the

Islamic University then Al-Azhar University and then Al-Aqsa University.

- Study of (Nadeem & Ahmad, 2016), which aimed to identify the impact of the dimensions of process re-engineering on the organizational and institutional performance of banks in Pakistan. The researchers used the descriptive analytical approach, and a questionnaire was designed to collect data through a comprehensive survey of the study sample of (190) employees. The study showed that Pakistani banks apply process reengineering in all their organizational operations, and there is a positive impact of the implementation of reengineering on management performance, especially in management efficiency and the use of information technology, and positive change.

Commenting On Previous Studies: It is clear from the researchers' review of a number of previous studies that these studies have varied and varied according to the different goals they sought to achieve, as well as the different environments that were applied to them, the variables they studied, the methods used and the tools that were used. This study is distinguished from previous studies:

Agreements with Previous Studies:

- The study agreed with some previous studies in the study of administrative process re-engineering.
- The study agreed with some previous studies in the study of organizational justice.
- The study agreed with some previous studies in the use of the descriptive analytical method, and the use of the questionnaire as a tool for collecting data for the study.

Differences with Previous Studies: The study differed with previous studies in terms of the study environment and the study community, so that none of the previous studies addressed the application of administrative process re-engineering on the environment of charitable institutions, as well as studying the impact of administrative process re-engineering on organizational justice.

The Most Important Characteristic of the Study:

1. The study was applied to the environment of NGOS institutions in the Gaza Strip, and to the knowledge of the researchers, this is the first study that examines the application of process re-engineering in the work of NGOS institutions in the Gaza Strip.
2. The study variables were enriched, as a number of variables that were not addressed in previous studies were extracted.
3. Using a number of tools for the data, as the researchers relied on more than one means in collecting primary data, most notably interviews, a questionnaire, and a workshop.

Benefits from Previous Studies:

1. Enriching the theoretical framework in the study.
2. Building the study tool "the questionnaire".
3. Ensure that the current study is not repeated.
4. Providing the necessary references for the study, especially foreign references.

Theoretical Framework

First - Re-Engineering Of Administrative Processes

Re-engineering administrative processes is one of the modern administrative approaches through which all leading and advanced organizations seek to adapt to environmental changes that may negatively affect the organizations' achievement of their goals, by making radical changes in the operations practiced by those organizations, and for that it was necessary for the senior leadership to Organizations have the right to work on changing their working methods and procedures, and developing organizational structures to serve the re-engineering of administrative processes, which is one of the most important strategies that organizations follow to adapt and confront developments in light of the administrative development taking place in order to achieve better performance (Al-Lami, 2016), where the concept of Re-engineering processes for all organizations, and from here, the organizations that face problems will change and work to restore their strength. As for the organizations that expect problems and obstacles that they may face in the future, they will prepare themselves for confrontation, which contributes to their progress and advancement by adopting new methods and getting rid of routine procedures (Al-Agha, 2007).

According to a study (Jarbou, 2018), information is one of the most important foundations for the effective and successful implementation of the re-engineering process, and it is also considered a necessity for the proper completion of any new work. Re-engineering.

The researchers believe that the completion of work with transparency and flexibility and getting rid of the prevailing routine system as well as the use of technology and information systems, in addition to the availability of information about the groups targeted by organizations, is one of the most important features and benefits achieved by re-engineering administrative processes as an approved method of work for charitable organizations in order to achieve the wishes of beneficiaries, and to achieve the satisfaction.

Internal Factors Affecting Process Re-Engineering

The world is experiencing many changes, the most important of which were the administrative revolution and the rapid technological development, which affected the workflow in organizations of all kinds and this led to the emergence of many problems that faced organizations, which prompted them to think about finding the necessary solutions to meet those challenges and keep pace with development in addition to achieving excellence as well as Providing services better in order to continue providing services.

The factors affecting the success of process re-engineering are an important key to the success of its application in order to reach excellence in work, raise the level of performance and achieve quality in the services provided.

1. **Strategic Planning:** Work in organizations at the present time is characterized by an accelerating dynamism in all fields, due to the crises that the world is experiencing as a result of openness and technological development, which prompted modern business organizations to think about achieving excellence and making radical changes

in order to confront the crises that the world is experiencing, and it is known (Wolf, 2017) Strategic planning is the process of defining a clear and precise methodology in order to monitor and formulate long-term organizational expectations according to appropriate strategies.

Jarbou (2018) states that strategic planning is a process that aims to achieve a future vision of the workflow in the organization by studying the external and internal factors, and defining a set of future goals that serve the work plans.

The researchers believe that strategic planning is very important in the work of relief organizations, as it contributes to the success of the application of process re-engineering, especially in light of the crises that the Palestinian people live in. Identification of the beneficiary groups in addition to defining means of internal and external control.

Therefore, strategic planning is an important element for the success of the application of process reengineering, as it must be linked to the vision and objectives of the organization, as well as its future plan.

2. **Information Technology:** Building an information society that depends on electronic transactions effectively requires the availability of a technological infrastructure, and the technological readiness of organizations is one of the most important factors for the success of the application of advanced approaches such as process re-engineering, so that what is required of infrastructure such as technological computer networks, which is a group of computer devices associated with Each other, via wired or wireless media, as well as servers in addition to a strong and uninterrupted Internet subscription, with the availability of a central database for all subscribers to the service (Al-Najjar and Moqablah, 2018).

He defined it (Kania, 2017) as “the process of exchanging information in an electronic form through computers, communication equipment and electronic networks.

Thus, it can be said that they are all technical and technological resources, including devices and equipment that transform data into information, in addition to contributing to the successful adoption and application of advanced technologies.

The researchers believe that information technology plays an active role in the process of re-engineering operations in relief organizations, and this role is evident by helping to carry out new work that was not previously available, such as getting rid of routine work, as well as completing work at high speed, high transparency and increasing coordination among all operating organizations. In addition, it helps in standardizing work standards, constantly updating data, reducing the time required for operations and building an ideal model.

3. **Organizational Structure:** The successive changes in technology impose enormous burdens on organizations and their organizational structures. These changes have

contributed to the development of organizational structures within organizations and led to an exit from the prevailing state of bureaucracy. Than the traditional form, and that the failure of the organizational structure of the organization contributes to the failure to provide services, which negatively affects the workflow within the organization.

And he (Germain, 1996) defines it as the way in which work procedures and the distribution of roles within the organization are clarified.

The researchers define it procedurally: the framework approved by the senior management to follow up the activities of the institution, organize individuals and divide the burdens among employees, taking into account the need to suit the nature of individuals as well as the objectives of the institution in order to raise the efficiency of work and achieve those goals. The researcher believes that the organizational structure is one of the most important factors for the success of the application of process reengineering, as the flexibility of the organizational structure and its simplicity contribute to simplifying work procedures, as well as helping to restructure operations and help get rid of routine operations, in addition to working to support decision-making properly, and reduce The effect of employees' resistance to change.

4. **Empowering Employees:** Empowerment is one of the contemporary concepts, which emerged as a result of the development of managerial thought, and according to a study (Turki, 2017), empowerment has become an essential and decisive element in obtaining the best performance for employees by developing their administrative skills and abilities to adapt to the internal and external conditions of the organization.

Empowerment does not mean formal participation in decision-making by employees, but rather it is giving them sufficient powers to participate effectively, and providing them with sufficient information, for their success in making the right decision without referring to the higher management while bearing the consequences resulting from their decisions. This contributes to the development of organizational work. By enabling organizations, organizations are distinguished and achieve high efficiency and effectiveness for organizations by adapting them to the environment in which they operate in preparation for achieving the planned goals.

Kassem (2015) defined empowerment as giving power and authority by the higher levels of the organization to the lower levels in order to access information and various sources.

Empowerment of employees is defined as the strength acquired by individuals that contributes to raising performance, increasing confidence and interaction, increasing organizational loyalty to take responsibility, and interacting in order to satisfy the desires of customers in all aspects, and thus they are provided with tools and

means that contribute to planning and completing activities so that they take full responsibility (Hassanein, 2015).

Researchers define empowerment as a process in which employees in the organization are delegated to make decisions by the senior management, and they are given the necessary training for that while bearing the consequences resulting from those decisions.

The Reality of Reengineering Administrative Processes in Relief Organizations: Re-engineering administrative processes in its comprehensive sense remains a somewhat new concept in the work of relief organizations, despite the use of some associations with advanced administrative systems. Some researchers have addressed this reality in specific geographical areas or specific associations, and it was as follows:

- The use of electronic means in managing charitable associations: The use of electronic means by associations varies in the management of these associations for their work. The use of electronic means in the work of associations in its early stages.
- The reality of charities' websites: a poll conducted by Aman Foundation in 2007 indicates that there is a website for civil organizations in the Gaza Strip with a rate of 58.3%, of which charities represent the largest part, and this indicates the weakness of dealing with the public of beneficiaries of the services provided, and the improvement in The percentage is 74.4% due to the intensification of the siege and the difficulty of donor institutions in the Gaza Strip, which resulted in the adoption of the website as an official interface for the organization in its dealings with donors.
- The reality of computerized information systems: It is noted that there is a data crisis in many institutions, especially civil institutions with ancient history, and often there are weak, unreliable, and not up-to-date data, and this causes charities to lose the ability to move quickly to respond to the requests of donors.

The researchers believe that charities have not implemented administrative process re-engineering in its comprehensive sense, although there are a number of associations that rely on computerized administrative systems in their work, and this is due to poor financial resources and the absence of laws regulating electronic work in the work of associations.

Second - Organizational Justice: In light of the administrative old, and the modern conceptual revolution, which contributed to opening new horizons for organizations with all its orientations, to achieve their goals, in terms of raising efficiency and effectiveness, and increasing the level of performance for excellence and achieving competitive advantage, while ensuring continuity and survival, and given that these concepts seek to exploit the human element, which It serves as the backbone of organizations, so it was necessary to study the influences that directly affect the behavior of employees, and one of the most important factors of organizational justice is a personal issue, and it has a

descriptive concept because it depends on what the individual is right rather than relying on reality and laws. Organizational justice is an evaluation the moral and ethical behavior of the administration and the consequent adoption of the administration's views, so that the administration tries to understand the events that generate a sense of organizational justice among the beneficiaries through the development of fairness of procedures and distributive justice.

Organizational justice is "the degree to which equality is achieved in the distribution of outputs, integrity and transparency in decision-making and procedures, and the individual's sense of good treatment within the institution" (Dora, 2008).

Al-Atwi (2010) believes that organizational justice is the degree to which equality and integrity in rights and duties are achieved, and expresses the tendency of individuals to compare their condition with that of other colleagues.

The researchers define procedural organizational justice as the degree of awareness of employees and beneficiaries of the objectivity and integrity of procedures and transactions for the services provided by relief organizations in Gaza by achieving equality in rights and duties by comparing what they get with others in the case of equal inputs.

The researchers see, through the previous definitions, that organizational justice depends on the principle of equality by comparing the individual between what he obtains from resources and what others obtain, which apply to them the same standards. If there is equality, the individual feels equal, but if otherwise, the individual feels With the lack of justice in the institution, and thus, it reflects the individual or collective perception about the fairness of the behavior, procedures and decisions of the organization, which affects the behavior of individuals towards institutions, as well as it is considered a prerequisite for effective performance and achieving personal satisfaction with the performance of organizations.

Importance of Organizational Justice: Organizational justice is one of the most important organizational variables that positively affect the efficiency of organizations and individuals in the event of achieving justice, in addition to its role as an important tool in evaluating the distributive system within any system or institution because of its important dimension in the distribution of returns inside and outside the organization, and its importance can be clarified for For organizations and individuals through:

1. For the organization (Abusamaan et al. (2020):

- Clarify the fact that the fairness and equality of a distribution system relates to the concept of distributive justice.
- Achieving effective control and empowerment in the decision-making process, and the fairness of procedures is an important dimension in this.
- Reflects the cases of satisfaction with the managers of organizations and the decision systems issued and on the behavior of organizational commitment.

- It reveals the atmosphere and organizational climate prevailing in the organization, and this shows the fairness of transactions.
- Determining the quality of the monitoring and evaluation system and the ability to activate control in a way that ensures the sustainability of organizational operations and achievements.
- Ability to control potential challenges and threats from employees.
- Organizational justice is a prerequisite for the effectiveness of organizations.

2. For people (Abusamaan et al. (2020):

- The system of moral, social and religious values stands out among individuals, and determines the ways of interaction and moral maturity of individuals in how to deal with organizations.
- Affect the spirit of the work team and the group, which in turn affects the motives of work, as the fairness of procedures and transactions is an important means of spreading the spirit of the group.
- Contribute to reducing the dropout, deviation and hostility behaviors towards members of the organization as a result of the lack of justice.
- Organizational justice enhances the satisfaction of the individual in the event that he receives the treatment of justice, which enhances his loyalty.

The researchers believe that the importance of organizational justice in the work of charitable institutions lies in its effective role in increasing the efficiency of institutions, as it contributes to organizing the work of charitable institutions by distributing aid to beneficiaries on an equal basis, through the commitment of the management of these institutions to standardize the procedures and standards that govern their own decisions. Distributing resources, returns, incentives and aid, and not discriminating in procedures when distributing them. In addition, it is behaviorally reflected in cases of satisfaction with the performance and management of institutions, decision systems and organizational citizenship behavior. It also contributes to determining the quality of the follow-up, control, and evaluation system, and creating the ability to activate coordination between all institutions and provide feedback on the satisfaction of beneficiaries.

Third - Relief Organizations

Relief organizations are considered among the civilizational phenomena in any country, because they show the extent of the sophistication that members of society have reached in order to establish such organizations to perform various activities that encourage solidarity between members of society in various areas of life, and given the economic conditions that our Palestinian people in general and our people are going through. In the Gaza Strip in particular, relief organizations are considered one of the pillars of civil society, and one of the important pillars upon which our Palestinian society is based in light of the recurring crises of wars, repeated occupation, suffocating siege and unemployment. In

these difficult circumstances, charitable organizations had to be established in the Palestinian territories. In order to provide services and assistance to the Palestinian community, these organizations have developed day by day (Al-Imam, 2007), but these organizations faced many challenges, both internally and externally, and the greatest impact on the work of these organizations emerged after the 2005 elections, which led to Donor countries tend to provide aid to donors as an alternative to the elected government, and the work of the organizations increased after the events of 2007 and the intensification of the siege, as the number of international organizations multiplied. Relief employees in the Gaza Strip whose budgets exceeded the budget of the Palestinian government in the Gaza Strip and now provide relief services to a large number of community members (Al-Aloul, 2011).

Given the importance of the role that falls on these organizations under difficult circumstances, it was necessary to study the readiness of charitable institutions to apply contemporary administrative methods represented in the re-engineering of administrative processes in order to reach a better level of justice in the distribution of these institutions to their services, as well as work to raise efficiency and quality as well. And quality by re-engineering those organizations for their operations.

Methodology and Procedures

The study's methodology and procedures are considered a major axis through which the applied aspect of the study is accomplished. Accordingly, the researchers will address the procedures that were followed in preparing the study by clarifying the study's approach and its community, and then determining the sample on which the study was applied, as well as preparing the main study tool (Questionnaire) and the mechanism of its construction, development and the extent of its validity and reliability, and the following is a description of these procedures.

Study Approach: The researchers used the descriptive approach to achieve the objectives of the study and answer its questions, as this approach depends on studying the phenomenon as it actually exists in reality. It shows the amount or size of this phenomenon and the degrees of its connection with other different phenomena. The descriptive approach does not stop at describing the phenomenon only, but goes beyond that to identifying the relationships between the variables that affect the phenomenon and predicting its emergence.

Data Collection Sources:

- The following primary sources: to address the analytical aspects of the subject of research and field study, through the questionnaire that was distributed to relief organizations in the southern governorates - Palestine
- Secondary sources: To address the theoretical framework of the research, secondary data sources were resorted to, which are related Arab and foreign books and references, periodicals and previous scientific theses that dealt with the subject of the study, as well as Internet sites.

Study Community: The study community is considered to be all the vocabulary of the phenomenon that the researchers will implement the study on, and through the study problem and its objectives, the target study community consists of employees in social charitable institutions in the Gaza Strip, which number (415) institutions registered in the Ministry of Interior and the Ministry of Social Affairs for the year 2022.

The Study Sample: The researchers applied questionnaires to a sample of (60) relief organizations in the southern governorates - Palestine, and in order to collect data about the study, the stratified random sampling method was used and (300) questionnaires were distributed to the study population, taking into account a number of criteria that The researchers challenged her to choose the study sample, and these criteria include:

- The institution must be accredited and licensed by the competent authorities for a period of time and has been providing its services to citizens for 7 years.
- The number of employees in the organization is 10 employees at least.
- The organization has a strategic action plan.
- Taking into account the geographical distribution of institutions at the level of the Gaza Strip.
- Taking into account the proportional representation of some international organizations so that the study includes everyone.

Study Tool: In order to conduct the applied study, the researchers prepared a questionnaire in order to measure the impact of the internal factors for re-engineering administrative processes on achieving organizational justice by applying to relief organizations, and the questionnaire consisted of 3 main sections:

First Section: contains personal and organizational data.

Second Section: is the internal factors affecting the application of administrative process re-engineering, namely (strategic planning, information technology, organizational structure, training and empowerment of employees).

Third Section: It included the dimensions of organizational justice, which are the dimension of fairness of procedures and dimension of distributive justice.

Table (1) shows the number of paragraphs for each axis.

Table 1: Study axes and the number of paragraphs for each axis

#	The Hub	Number Of Paragraphs
First: the internal factors affecting the application of administrative process reengineering:		
1.	Strategic Planning	9
2.	Information Technology	8
3.	Organizational Chart	7
4.	Training And Empowering Employees	7
Second: Dimensions of Organizational Justice:		
1	Fairness of Procedures	8

#	The Hub	Number Of Paragraphs
First: the internal factors affecting the application of administrative process reengineering:		
2	Distributive Justice	8

The five-point Likert scale was used to measure the respondents' responses to the paragraphs of the questionnaire, and Table (2) shows the degrees of the five-year Likert scale.

Table 2: Five-point Likert scale scores

Response	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Degree	1	2	3	4	5

The Validity and Reliability of the Resolution:

First: The Validity of the Questionnaire: Honesty is that the test actually measures the ability, trait, tendency, or willingness that the test is designed to measure, i.e. it actually measures what it is intended to measure. Honesty means the inclusion of the questionnaire for all the elements that must be included in the analysis on the one hand, and the clarity of its paragraphs and vocabulary on the other hand, so that they are understandable for all Who uses it, as honesty means that the measurement tool measures what it was designed to measure and does not measure anything else, and the study is considered honest if it determines the validity of its degrees, and in order to verify the validity of the study tool, the researchers conducted the following honesty tests:

First, the Apparent Sincerity:

The researchers presented the study tool in its initial form to a group of arbitrators, specialists in the field of business administration, quality and statistics. The researchers asked the arbitrators to express their opinions on the appropriateness of the phrases to measure what they were designed for, the clarity of the formulation of the phrases and the appropriateness of each phrase to the axis to which it belongs. And the sufficiency of the phrases to cover each of the main axes of the study, in addition to suggesting what they deem appropriate and necessary to modify or delete the wording of the phrases, or add new phrases to the study tool, as well as express their opinions regarding the primary data (the personal and functional characteristics required of the respondents) and thus came out The questionnaire is in its final form.

Second: The Validity of the Scale:

1. The Validity of the Internal Consistency of the Paragraphs of the Questionnaire:

The internal consistency honestly means the extent of the consistency of each paragraph of the questionnaire with the axis to which this paragraph belongs, where the internal consistency of the resolution paragraphs was calculated on the sample of the exploratory study of (30) individuals. Internal consistency honestly means the consistency of each paragraph of the questionnaire With the axis to which this paragraph belongs, where the internal consistency of the paragraphs of the questionnaire was calculated through the survey sample size of (30) individuals, as well as it was calculated within the

final sample and added to it, by calculating the correlation coefficients between each paragraph and the total score of its axis as follows next one:

The validity of the internal consistency of the first dimension: after strategic planning

Table 3: The internal consistency of the first dimension: the strategic planning dimension

#	Statement	Correlation Coefficient	Significance
1.	The organization has a clear and written strategic plan.	**0.748	0.01
2.	The mission of the institution is clear to all employees.	**0.787	0.01
3.	The organization has long-term goals as part of the strategic plan.	**0.585	0.01
4.	The strategic plan in the organization is applied systematically.	**0.658	0.01
5.	The organization analyzes opportunities and strengths.	**0.748	0.01
6.	The organization works on analyzing risks and vulnerabilities.	**0.878	0.01
7.	The organization periodically evaluates the strategic plan.	**0.748	0.01
8.	The organization's planning mechanisms help facilitate the development process.	**0.658	0.01
9.	The organization depends on the flexibility of the plan developed to achieve the stated and planned goals	**0.748	0.01

Table (3) shows the correlation coefficients between each paragraphs of the first dimension: after the strategic planning and the overall average for the first dimension, which shows that the indicated correlation coefficients are significant at a

level of significance less than (0.05), and thus the paragraphs are true to what they were designed to measure.

The validity of the internal consistency of the second dimension: the information technology dimension

Table 4: The internal consistency validity of the second dimension: the information technology dimension

#	Statement	Correlation Coefficient	Significance
1.	The number of computers is proportional to the nature and size of the institution's work.	**0.587	0.01
2.	There is a network of all devices in the organization at an appropriate speed.	**0.585	0.01
3.	There is sufficient server hardware to withstand the pressure of computerized work.	**0.787	0.01
4.	Modern software is used to manage all administrative processes in the organization.	**0.865	0.01
5.	All departments in the organization are linked to a single network that contributes to monitoring and controlling the daily operations.	**0.857	0.01
6.	The company has a website available to all customers.	**0.747	0.01
7.	The institution owns a database that helps in devising solutions to many administrative problems.	**0.787	0.01
8.	Employees in the organization can manage information from anywhere outside the organization through the use of computers.	**0.869	0.01

Table (4) shows the correlation coefficients between each paragraph of the second dimension: the information technology dimension and the overall average for the second dimension, which shows that the indicated correlation coefficients are significant at a significance level less than

(0.05), and thus the paragraphs are true to what they were designed to measure.

The validity of the internal consistency of the third dimension: the dimension of the organizational structure

Table 5: The validity of the internal consistency of the third dimension: the dimension of the organizational structure

#	Statement	Correlation Coefficient	Significance
1.	The organization is working to shift from a hierarchical organizational structure to a more flexible organizational structure.	**0.748	0.01
2.	The organizational structure supports the possibility of process re-engineering and development in the organization.	**0.878	0.01
3.	The organizational structure is characterized by the speed of administrative communication between all the different administrative levels of the organization.	**0.748	0.01
4.	The organizational structure supports the redistribution of some sub-functions into a single job.	**0.787	0.01

#	Statement	Correlation Coefficient	Significance
5.	The organizational structure is characterized by clarity of the powers and tasks of the different units.	**0.658	0.01
6.	The organization's organizational structure includes clear programs and foundations for incentives and promotions to encourage creativity and excellence.	**0.858	0.01
7.	There is a compatibility between the nature of jobs and the prevailing organizational structure in the institution.	**0.748	0.01

Table (5) shows the correlation coefficients between each paragraph of the third dimension: the organizational structure dimension and the overall average of the third dimension, which shows that the indicated correlation coefficients are

significant at a significance level less than (0.05), and thus the items are true to what they were designed to measure.

The validity of the internal consistency of the fourth dimension: after training and empowering employees

Table 6: The validity of the internal consistency of the fourth dimension: after training and empowering employees

#	Statement	Correlation Coefficient	Significance
1.	The training needs of employees are determined periodically.	**0.748	0.01
2.	There is encouragement from the organization towards building self-managed work teams.	**0.878	0.01
3.	The management of the institution increases the budget allocated to training and development.	**0.587	0.01
4.	The Foundation adopts the principle of empowerment in an effort to develop its administrative operations.	**0.789	0.01
5.	The organization has the necessary tools to empower employees and do their jobs appropriately.	**0.847	0.01
6.	The institution takes into account recent technological developments when developing training plans.	**0.765	0.01
7.	The institution is constantly evaluating specialized training programs to develop employees.	**0.854	0.01

Table (6) shows the correlation coefficients between each paragraph of the fourth dimension: after training and empowering the employees and the total average of the fourth dimension, which shows that the indicated correlation coefficients are significant at a level of significance less than (0.05), and thus the items are true for what they were designed to measure.

Structural validity is one of the measures of validity of the tool, which measures the extent to which the objectives that the tool wants to reach, and it shows the extent to which each field of study is related to the total score of the questionnaire paragraphs. Table (5.10) shows that all correlation coefficients in all areas of the questionnaire are statistically significant at a level of significance less than (0.05), and thus all fields of the questionnaire are considered true for what they were designed to measure

Constructive Validity

Table 7: The validity of the internal consistency of all internal dimensions of process re-engineering

Domains	Number Of Paragraphs	Correlation Coefficient	Significance
Strategic Planning	9	**0.777	0.01
Information Technology	8	**0.756	0.01
Organizational Chart	7	**0.587	0.01
Training And Empowering Employees	7	**0.748	0.01

Table (7) shows the correlation coefficients between each of the dimensions of process re-engineering and the overall average of the resolution, D at a level less than (0.05), so the domains are considered valid for what was set to measure.

not changing them significantly if it was redistributed to individuals several times during certain periods of time. The exploratory process itself is carried out in two ways: the half-segmentation and Cronbach's Alpha coefficient.

Reliability of the Resolution Paragraphs:

Split-Half Coefficient Method:

The stability of the questionnaire means that the consistency in the test results when applied from time to time, or in other words, it means stability in the results of the questionnaire and

The split-half method means that it divides the test in this method into two halves in a random way, or takes the test

items with even numbers separately and with odd numbers separately.

The Pearson correlation coefficient was found between the average of odd-ranked questions and the average of even-ranked questions for each dimension. The correlation coefficients were corrected using the Spearman-Brown-correction correlation coefficient:

Table 8: shows the stability coefficient (half-split method) and Cronbach's alpha

Domains	Number Of Paragraphs	Cronbach's Alpha Coefficient	Split Half Average
Strategic Planning	9	0.937	0.908
Information Technology	8	0.826	0.743
Organizational Chart	7	0.845	0.894
Training And Empowering Employees	7	0.785	0.857
Internal factors for process reengineering	31	0.915	0.903

The researchers conclude from the results of the validity and reliability tests that the study tool (the questionnaire) is honest in measuring what it was designed to measure, and it is very stable, which qualifies it to be an appropriate and effective measurement tool for this study and can be applied with confidence, and thus the questionnaire is in its final form.

Second- Organizational Justice

Organizational justice consists of (15) paragraphs divided into two areas as follows:

The First Area: the fairness of procedures (7) paragraphs.

The Second Field: distributive justice (8) paragraphs.

Table 9: The honesty of the internal consistency the first dimension: the fairness of the procedures

#	Statement	Correlation Coefficient	Significance
1.	The use of administrative process re-engineering leads to the enhancement of electronic communication between departments, departments, ministries, agencies and associations.	**0.748	0.01
2.	The use of administrative process re-engineering leads to achieving a high level of fairness of the procedures followed.	**0.878	0.01
3.	The use of administrative process re-engineering increases the regulation and regulation of the distribution of aid by official agencies.	**0.777	0.01
4.	The use of administrative process re-engineering facilitates and removes obstacles to the administrative procedures followed in the institution.	**0.856	0.01
5.	The adoption of reengineering in the procedures contributes to increasing the awareness of conscience among the employees and beneficiaries of the institution.	**0.685	0.01
6.	The adoption of re-engineering administrative processes in the procedures contributes to raising the urban behavior of employees and beneficiaries in the institution.	**0.879	0.01
7.	The use of administrative process reengineering leads to following clear and pre-defined policies and procedures in distributing their services to the beneficiaries.	**0.859	0.01

Table (9) shows the correlation coefficients between all the paragraphs of the first dimension, the fairness of the procedures and the total average of the first dimension, which shows that the indicated correlation coefficients are a function

Table 10: The internal consistency validity of the second dimension: distributive justice

#	Statement	Correlation Coefficient	Significance
1.	The use of administrative process re-engineering leads to achieving a high level of distributive justice among all spectrums of society.	**0.745	0.01

Table (8) Shows that there is a relatively large stability coefficient for the questionnaire paragraphs, which reassures the researchers to use the questionnaire with all reassurance. He also used Cronbach's Alpha method to measure the stability of the resolution as a second method for measuring the stability.

.internal consistency

Internal consistency honestly means the extent of consistency of each paragraph of the questionnaire with the axis to which this paragraph belongs, where the internal consistency of the questionnaire paragraphs was calculated on the sample of the exploratory study whose size is (30) individuals, by calculating the correlation coefficients between each paragraph and the total score of the axis to which it is based on as follows:

The Validity of the Internal Consistency of the First Dimension: The Fairness of Procedures

at a significance level less than (0.05), and thus the items are true for what they were designed to measure.

The Validity of the Internal Consistency of the Second Dimension: Distributive Justice

#	Statement	Correlation Coefficient	Significance
2.	The use of administrative process reengineering ensures that aid reaches all target groups.	**0.658	0.01
3.	The use of administrative process reengineering increases the number of aid recipients.	**0.589	0.01
4.	The use of administrative process re-engineering ensures that the beneficiaries are satisfied due to the fairness of distribution.	**0.878	0.01
5.	The use of administrative process reengineering ensures that donor institutions are trusted and supported due to a fair distribution.	**0.748	0.01
6.	The use of administrative process re-engineering leads to high transparency of distribution among beneficiaries.	**0.569	0.01
7.	The use of re-engineering administrative processes contributes to achieving social equality and parity in distributing services to citizens according to specific and clear criteria for everyone without discrimination for any reason.	**0.787	0.01
8.	The use of administrative process reengineering leads to the establishment of fair and impartial criteria for the evaluation of service beneficiaries without discrimination.	**0.859	0.01

Table (10) shows the correlation coefficients between each paragraphs of the second dimension: the fairness of the distribution and the total average of the second dimension, which shows that the indicated correlation coefficients are significant at a level of significance less than (0.05), and thus the paragraphs are true to what they were designed to measure.

Constructive Validity

Structural validity is one of the measures of validity of the tool, which measures the extent to which the objectives that the tool wants to reach, and the extent to which each field of study is related to the total score of the questionnaire items, and Table (11) shows that all correlation coefficients in all areas of the questionnaire are statistically significant at a lower level of significance. From (0.05), and thus all areas of the questionnaire are considered true for what they were designed to measure

Table 11: The validity of the internal consistency for all dimensions of organizational justice

Domains	Number Of Paragraphs	Correlation Coefficient	Significance
Fairness Of Procedures	7	**0.787	0.01
Distributive Justice	8	**0.859	0.01

Table (11) shows the correlation coefficients between each dimension of organizational justice and the overall average of the questionnaire, D at a level less than (0.05), so the domains are considered valid for what was set to measure.

Reliability of the Resolution Paragraphs:

1. **Split-Half Coefficient Method:** Table (12) Shows that there is a relatively large stability coefficient for the

Table 12: shows the stability coefficient (half-split method) and Cronbach's alpha

Domains	Number Of Paragraphs	Cronbach's Alpha coefficient	Split Half Average
Fairness Of Procedures	7	0.816	0.763
Distributive Justice	8	0.875	0.849
Organizational Justice	15	0.926	0.912

The researchers concluded from the results of the validity and reliability tests that the study tool (the questionnaire) is honest in measuring what it was designed to measure, and it is stable to a very high degree, which qualifies it to be an appropriate and effective measurement tool for this study and can be applied with confidence, and thus the questionnaire is in its final form.

Analyze Data, Test Hypotheses, and Discuss Them

It includes a presentation of data analysis and testing of the study's hypotheses by answering the study's questions, and reviewing the most prominent results of the questionnaire,

paragraphs of the questionnaire, which reassures the researchers to use the questionnaire with all reassurance. He also used Cronbach's Alpha method to measure the stability of the resolution as a second method for measuring the stability.

which were reached through the analysis of its paragraphs. For the results of the study to be presented and analyzed.

The Criterion Approved In the Study

To determine the criterion adopted in the study, the length of the cells was determined in the five-point Likert scale by calculating the range between the degrees of the scale (5-1 = 4) and then dividing it by the largest value in the scale to get the length of the cell, i.e. (4/5 = 0.8) and then This value has been added to the lowest value in the scale (the beginning of the scale is a true one in order to determine the upper limit of

this cell, and thus the length of the cells became as shown in the following table:

Table 13: The test adopted in the study

Arithmetic Average	Relative Weight	Degree Of Support
1.80 – 1	%36 - %20	Very Low
Greater than 1.80 - 2.60	Greater than 36% - 52%	Low
Greater than 2.60 - 3.40	Greater than 52% - 68%	Medium
Greater than 3.40 - 4.20	greater than 68% - 84%	High
Greater than 4.20 - 5	greater than 84% - 100%	Very High

In order to interpret the results of the study and judge the level of response, the researchers relied on the arrangement of the arithmetic averages at the level of the domains and the level of paragraphs in each field. The researchers determined the

degree of approval according to the test approved for the study.

Dimensional Analysis of Internal Factors for Process Reengineering:

Table 14: shows the analysis of the internal factors for process re-engineering

Domains	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
Strategic Planning	3.82	0.84	76.39	4
Information Technology	3.98	0.92	79.58	3
Organizational Chart	3.8	0.66	76.05	5
Training And Empowering Employees	3.69	0.94	73.74	7
Internal factors for process reengineering	3.82	0.58	76.44	

Table (14) shows that the relative weight of the process re-engineering axis reached (76.44%), which is a high degree, and despite the different environment in which the study was applied to most of the previous studies, it is noted that these studies agree in the positive view of the role of administrative processes engineering in achieving administrative excellence. For organizations, in addition to the organizations achieving their goals, the researchers attribute this to the positive view prevailing in the Gaza Strip towards the need for the management of organizations to adopt advanced management information systems, including, for example, the re-engineering of administrative processes in order to get rid of routine procedures at work, in addition to the technological development in The Gaza Strip has risen to the level of e-government, and this is consistent with the study (Al-Aloul, 2011) and the study (Al-Jarji, 2019).

for re-engineering operations, which are (strategic planning, information technology, organizational structure, training and empowering Employees) are widely and sufficiently available to relief organizations Which enables it to apply the re-engineering of administrative processes as a work system to get rid of routine procedures, and this result is considered positive in light of the harsh conditions experienced by the southern governorates in particular after repeated wars, crises and sieges, which resulted in a high rate of poverty and unemployment, which in turn contributed to a high percentage of beneficiaries Among the services provided by relief organizations, researchers believe that these results are good in such harsh variables, and this indicates the organizations' ability to keep pace with administrative development in a way that contributes to managing work appropriately to meet these challenges.

The strongest dimensions of the internal factors axes for process re-engineering were the second axis, which is information technology, with a relative weight of 79.58%. The researchers attribute this to the importance of the technology used in organizations, which contributes to the development of work, and the shortening of effort and time in providing services.

The study agreed with the study (Al-Yasari, 2020), the study (Al-Zahrani and Ghaith, 2019), the study (Al-Jarji, 2019), the study (Jarbou, 2018), and the study (Nadeem & Ahmad, 2016) in the positive outlook towards The importance of process re-engineering in developing administrative work, and the study differed with the study (Abu Ras, 2018), which showed that there are a number of obstacles to the application of administrative process re-engineering, and this difference is due to the difference in the environment and society of the study.

It is followed by the strategic planning axis in the organization, where the relative weight reached 76.39%, and the researchers attribute this to the importance of strategic planning and its role in developing work.

Analysis of the First Dimension Paragraphs: After the Strategic Planning

This means that there is a large approval by the sample members on the paragraphs of the questionnaire in general, and this indicates that the dimensions of the internal factors

The arithmetic mean, standard deviation, relative weight and ranks were used, and Table (15) shows that:

Table 15: Analysis of the paragraphs of the first dimension: the strategic planning dimension

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
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1.	The organization has a clear and written strategic plan.	3.87	1.21	77.47	5
2.	The mission of the institution is clear to all employees.	4.2	1.03	84	1
3.	The organization has long-term goals as part of the strategic plan.	3.98	0.81	79.6	3
4.	The strategic plan in the organization is applied systematically.	3.81	0.91	76.2	6
5.	The organization analyzes opportunities and strengths.	3.32	1.21	66.33	9
6.	The organization works on analyzing risks and vulnerabilities.	3.5	1.22	70.07	8
7.	The organization periodically evaluates the strategic plan.	3.69	1.08	73.73	7
8.	The organization's planning mechanisms help facilitate the development process.	3.98	1.04	79.53	4
9.	The organization depends on the flexibility of the plan developed to achieve the stated and planned goals	4.03	0.88	80.53	2
All Paragraphs		3.82	0.84	76.39	

Through table (15), the results show that the relative weight of the third dimension "strategic planning" is (76.39%) at a "high" level.

Paragraph (2), "the institution's mission is clear to all employees," came first in the order of the paragraphs of this dimension, with the relative weight reaching (84%).

While the least paragraphs were paragraph (5), which is "The institution is working on analyzing opportunities and strengths", where the relative weight reached (66.33%).

The researchers attribute this to the importance of strategic planning and its effective role in facing the obstacles facing

institutional work, in addition to the importance of clarity of values and special goals represented in the organization's vision and mission for employees in order to contribute to achieving the goals of the institution in accordance with the standards set by the senior management.

Analysis of the Paragraphs of the Second Dimension: The Information Technology Dimension

The arithmetic mean, standard deviation, relative weight and ranks were used

(16) that:

Table 16: Analysis of the paragraphs of the second dimension after information technology

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The number of computers is proportional to the nature and size of the institution's work.	4.3	0.89	86	2
2.	There is a network of all devices in the organization at an appropriate speed.	3.92	1.21	78.33	4
3.	There is sufficient server hardware to withstand the pressure of computerized work.	3.77	1.38	75.33	6
4.	Modern software is used to manage all administrative processes in the organization.	3.71	1.25	74.13	7
5.	All departments in the organization are linked to a single network that contributes to monitoring and controlling the daily operations.	3.84	1.45	76.87	5
6.	The company has a website available to all customers.	4.59	0.71	91.73	1
7.	The institution owns a database that helps in devising solutions to many administrative problems.	4.2	0.86	83.93	3
8.	Employees in the organization can manage information from anywhere outside the organization through the use of computers.	3.52	1.4	70.33	8
All Paragraphs		3.98	0.92	79.58	

Through table (16), the results show that the relative weight of the second dimension "information technology" is (79.58%) at a "high" level.

Paragraph (6) "the institution has a website available to all customers" came in the first place in the order of the paragraphs of this dimension, as the relative weight reached (91.73%).

While the least paragraphs were Paragraph (8), which is "the employees in the organization can manage information from

anywhere outside the organization through the use of computers," where the relative weight was (70.33%).

The researchers attribute this to the importance of adopting technological methods at work in order to get rid of routine methods, and this is consistent with the re-engineering of administrative processes as an administrative system. About routine, and organizations are also working to keep pace with technological developments in the surrounding environment in order to be able to provide their services better, and the

study agreed with the study (Nadeem & Ahmad, 2016) and the study (Al-Zahrani and Ghaith, 2019), in its positive view of the role of technology in the application of technology. Re-engineering of administrative processes, and the study differed with the study (Al-Yasari, 2020).

Analysis of the Third Dimension Paragraphs: The Dimension of the Organizational Structure

The arithmetic mean, standard deviation, relative weight and ranks were used, and Table (17) Shows that:

Table 17: Analysis of the paragraphs of the third dimension: the dimension of the organizational structure

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization is working to shift from a hierarchical organizational structure to a more flexible organizational structure.	3.94	0.75	78.73	2
2.	The organizational structure supports the possibility of process re-engineering and development in the organization.	3.62	0.89	72.33	6
3.	The organizational structure is characterized by the speed of administrative communication between all the different administrative levels of the organization.	3.86	1.07	77.27	4
4.	The organizational structure supports the redistribution of some sub-functions into a single job.	3.8	0.65	75.93	5
5.	The organizational structure is characterized by clarity of the powers and tasks of the different units.	3.93	0.79	78.6	1
6.	The organization's organizational structure includes clear programs and foundations for incentives and promotions to encourage creativity and excellence.	3.6	1.03	71.93	7
7.	There is a compatibility between the nature of jobs and the prevailing organizational structure in the institution.	3.88	0.75	77.53	3
All Paragraphs		3.8	0.66	76.05	

Through table (17), the results show that the relative weight of the third dimension "organizational structure dimension" (76.05%) at a "high" level.

Paragraph (5), "The organizational structure is characterized by a clarity of the powers and tasks of the different units" ranked first in the order of the paragraphs of this dimension, where the relative weight reached.(%78.6)

While the lowest paragraphs were Paragraph (6), which is "the organization's organizational structure includes clear programs and foundations for incentives and promotions to encourage creativity and excellence" where the relative weight reached.(%71.93)

The researchers attribute this to the importance of the organizational structure in the organizations' development of their management methods. The more flexible, smooth, and

changeable the organizational structure is and keeping pace with the administrative development and the technological revolution, this contributes to adopting new creative and non-routine methods, in a way that ensures that Employees do not resist using the new methods, with the need to take Taking into account the existence of systems that contribute to encouraging innovation and creativity among Employees, motivating them towards self-development, and in order to prevent resistance to change, we turn the best. .

Analysis of the Fourth Dimension Paragraphs: After Training and Empowering Employees

The arithmetic mean, standard deviation, relative weight and ranks were used

(18)that:

Table 18: Analysis of the fourth dimension paragraphs: After training and empowering Employees

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The training needs of employees are determined periodically.	3.69	1.08	73.73	4
2.	There is encouragement from the organization towards building self-managed work teams.	4	1.06	79.93	1
3.	The management of the institution increases the budget allocated to training and development.	3.3	0.98	66	7
4.	The Foundation adopts the principle of empowerment in an effort to develop its administrative operations.	3.46	1.06	69.27	6
5.	The organization has the necessary tools to empower employees and do their jobs appropriately.	3.64	1.31	72.73	5
6.	The institution takes into account recent technological developments when developing training plans.	3.86	1.06	77.13	3

7.	The institution is constantly evaluating specialized training programs to develop employees.	3.87	1.13	77.4	2
All Paragraphs		3.69	0.94	73.74	

Through table (18) the results show that the relative weight of the fourth dimension "after training and empowering employees" (73.74%) at a "high" level.

Paragraph (2) "there is encouragement from the institution towards building self-managed work differences" came first in the order of the paragraphs of this dimension, as the relative weight reached.(%79.93)

While the lowest paragraphs were Paragraph (3), which is "The management of the institution is working to increase the budget allocated for training and development", where the relative weight reached.(%66)

The researchers attribute this to the organizations management’s conviction of the advantages of empowering employees and training them because of its great importance

Table 19: Analysis of the Seventh Dimension Paragraphs: Dimensions of Work Regulations and Regulations

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The organization acquaints the employees with the laws and regulations regulating work.	4.22	0.75	84.47	2
2.	The laws and regulations regulating the work of the institution are clear and understandable.	4.2	0.82	84.07	3
3.	The laws and regulations in force in the institution clarify the objectives and competencies.	4.2	0.67	83.93	5
4.	The conduct of business in the organization is based on laws rather than practice and personal judgment.	4.18	0.75	83.6	6
5.	The laws and regulations applicable in the institution serve as a standard for measuring performance.	4.14	0.66	82.87	7
6.	Laws and regulations in an organization help in innovation and development.	3.95	0.85	78.93	9
7.	Laws and legislations help evaluate the performance of the institution's work and its consistency with the higher goals and policies of the state.	4.2	0.65	84	4
8.	Laws and legislation in the country require the institution to submit periodic reports on its work progress.	4.49	0.79	89.73	1
9.	The laws and legislations take into consideration the existence of a mechanism for receiving complaints and suggestions within the institution.	4.12	0.92	82.4	8
All Paragraphs		4.19	0.61	83.78	

Through table (19), the results show that the relative weight of the seventh dimension "after work regulations and rules" (83.78%) at a "high" level.

Paragraph (8) “laws and legislation in the state require the institution to submit periodic reports on the progress of its work” ranked first in the order of the paragraphs of this dimension, as the relative weight reached.(%89.73)

While the lowest paragraphs were Paragraph (6), which is "help laws and regulations in the institution to innovate and develop", where the relative weight was.(%78.93)

in keeping pace with the administrative revolution, and adopting creative strategies, as adopting the philosophy of empowerment contributes to improving the quality of services provided, reducing effort and time, and optimizing the use of resources, and empowerment increases confidence Employees themselves, and encourages them to be creative and work in a team spirit, and to give employees great powers and develop their skills enables them to participate in decision-making, increase organizational loyalty, and work to achieve the goals of the organization.

Analysis of the Seventh Dimension Paragraphs: After Work Regulations and Regulations

The arithmetic mean, standard deviation, relative weight and ranks were used, and Table (19) shows that:

The researchers attribute this result to the importance of defining specific criteria and clear systems for evaluating administrative work in organizations in accordance with the general laws and legislation determined by the authorities responsible for managing organizations in the country, in order to follow up the workflow in a manner that achieves transparency and integrity, which in turn contributes to achieving justice. Organizational, to ensure the satisfaction of the beneficiaries of the services of those organizations.

Analysis of the Dimensions of Organizational Justice:

The arithmetic mean, standard deviation, relative weight and ranks were used. Table (20) shows that:

Table 20: Explains the analysis of the dimensions of organizational justice

Domains	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
Fairness Of Procedures	3.9	0.84	78.02	2
Distributive Justice	4.3	0.6	85.94	1
Organizational Justice	4.11	0.67	82.24	

Table (20) shows that the relative weight of the organizational justice axis was (82.24%) high.

The researchers attribute that the organization's management's conviction to adopt advanced administrative methods contributes to achieving transparency and integrity, and providing services in a way that ensures satisfaction of the beneficiaries, so that the largest possible number of those services benefit, by following clear and specific criteria in equitable distribution, which in turn will contribute to creating A state of satisfaction among employees and beneficiaries of the services provided as a result of their feeling of satisfaction with the performance of these organizations, and the study

agreed with the study (Khoja, 2021), the study (Al Harthani, 2020), the study (Hosgorur & Altinkurt, Kan, 2017)), and the study (Al-Najjar and Moqablah, 2018), and a study (Saifi and Khuram 2017), which showed interest in organizational justice, and that there is a positive view towards organizational justice. This difference is due to the difference of the sample and the study population.

Analysis of the First Dimension Paragraphs: The Fairness of Procedures

The arithmetic mean, standard deviation, relative weight and ranks were used. Table (21) Shows that:

Table 21: Analysis of the paragraphs of the first dimension: fairness of procedures

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The use of administrative process re-engineering leads to the enhancement of electronic communication between departments, departments, ministries, agencies and associations.	3.81	0.95	76.27	6
2.	The use of administrative process re-engineering leads to achieving a high level of fairness of the procedures followed.	3.82	1.12	76.4	5
3.	The use of administrative process re-engineering increases the regulation and regulation of the distribution of aid by official agencies.	4.23	0.89	84.6	1
4.	The use of administrative process re-engineering facilitates and removes obstacles to the administrative procedures followed in the institution.	3.88	1	77.6	3
5.	The adoption of administrative process re-engineering in the procedures contributes to increasing the awareness of conscience among the employees and beneficiaries of the institution.	4.05	0.87	81	2
6.	The adoption of re-engineering administrative processes in the procedures contributes to raising the urban behavior of employees and beneficiaries in the institution.	3.68	0.99	73.6	7
7.	The use of administrative process reengineering leads to following clear and pre-defined policies and procedures in distributing their services to the beneficiaries.	3.83	1.03	76.67	4
All Paragraphs		3.9	0.84	78.02	

Through table (21), the results show that the relative weight of the first dimension, "procedural fairness" (78.02%), has a "high" level.

Paragraph (3), "The use of rivers increases the control and organization of the process of distributing aid by the official authorities," came first in the order of the paragraphs of this dimension, as the relative weight reached.(%84.6)

While the lowest paragraphs were Paragraph (6), which is "The adoption of administrative process re-engineering in the procedures contributes to raising the urban behavior of

employees and beneficiaries in the institution", where the relative weight reached.(%73.6)

The researchers attribute this result to the importance of defining the standards followed in the organization's work procedures in order to achieve transparency and integrity, and control the process of distributing services to the public of beneficiaries, in order to achieve satisfaction with the performance of that institution and enhance their sense of the fairness of the standards and procedures used, in addition to achieving the objectives of those organizations.

Analysis of the Second Dimension Paragraphs: Distributive Justice

The arithmetic mean, standard deviation, relative weight and ranks were used. Table (22) Shows that:

Table 22: Analysis of the paragraphs of the second dimension: distributive justice

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The use of administrative process re-engineering leads to achieving a high level of distributive justice among all spectrums of society.	3.94	0.89	78.87	8
2.	The use of administrative process reengineering ensures that aid reaches all target groups.	4.23	0.73	84.53	7
3.	The use of administrative process reengineering increases the number of aid recipients.	4.38	0.76	87.53	3
4.	The use of administrative process re-engineering ensures that the beneficiaries are satisfied due to the fairness of distribution.	4.29	0.77	85.73	6
5.	The use of administrative process reengineering ensures that donor institutions are trusted and supported due to a fair distribution.	4.3	0.64	85.93	5
6.	The use of administrative process re-engineering leads to high transparency of distribution among beneficiaries.	4.48	0.68	89.67	1
7.	The use of re-engineering administrative processes contributes to achieving social equality and parity in distributing services to citizens according to specific and clear criteria for everyone without discrimination for any reason.	4.36	0.66	87.2	4
8.	The use of administrative process reengineering leads to the establishment of fair and impartial criteria for the evaluation of service beneficiaries without discrimination.	4.4	0.73	88.07	2
All Paragraphs		4.3	0.6	85.94	

Through table (22), the results show that the relative weight of the second dimension, "distributive justice" (85.94%), has a "high" level.

Paragraph (6) "the use of administrative process re-engineering leads to achieving high transparency in the distribution among the beneficiaries" came first in the order of the paragraphs of this dimension, as the relative weight reached (89.67%).

While the least was paragraph (1), which is "the use of administrative process re-engineering leads to achieving a high level of distributive justice among all spectrums of society" where the relative weight reached (78.78%).

The researchers attribute this result to the importance of defining the standards followed in the organization's work procedures in order to achieve transparency and integrity, and to achieve coordination and integration with all partner and support agencies by strengthening coordination and communication among them, which leads to a fair distribution of resources among all spectrums of society and creates a state of satisfaction with Distribution criteria for the beneficiaries.

Study Hypotheses

H₀₁: There is a correlation between the internal factors for re-engineering administrative processes and achieving organizational justice.

The Pearson correlation coefficient was used to calculate the correlation at the level of significance ($\alpha \leq 0.05$) between the

re-engineering of administrative processes and the achievement of organizational justice.

Table 23: shows the relationship between the internal factors of process re-engineering and organizational justice

Domains	Organizational Justice	
	Correlation Coefficient	Significance Level
Strategic Planning	**0.203	0.00
Information Technology	**0.524	0.00
Organizational Chart	**0.797	0.00
Training And Empowering Employees	**0.392	0.00
Internal factors for process reengineering	**0.834	0.00

Table (23) shows that there is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between the internal factors of process re-engineering and organizational justice, where the value of (t) = 0.834 and the statistical significance is less than 0.05.

1. There is a statistically significant relationship between the dimension of strategic planning and organizational justice, where the value of (t) = 0.203 and the statistical significance is less than 0.05.
2. There is a statistically significant relationship between the dimension of information technology and

organizational justice, where the value of (t) = 0.524 and the statistical significance is less than 0.05.

3. There is a statistically significant relationship between the dimension of the organizational structure and organizational justice, where the value of (t) = 0.797 and the statistical significance is less than 0.05.
4. There is a statistically significant relationship between the dimension of training and empowering Employees and organizational justice, where the value of (t) = 0.392 and the statistical significance is less than 0.05.

The researchers attribute this result to the importance of organizational management adopting the dimensions of

Table 24: shows a simple regression to study the effect of significant significance at the level of significance ($\alpha \leq 0.05$) between the internal factors for process re-engineering and achieving organizational justice.

Variables	Organizational Justice					
	Regression Coefficients B	Correlation Coefficient R	The Coefficient Of Determination R ²	T. Value	F. Value	Morale Level
Constant	2.03	0.833	0.694	9.42	59.4	Significance
Internal factors for process reengineering	0.452			7.76		

To study the effect of significant significance at the level of significance ($\alpha \leq 0.05$) between the internal factors of process re-engineering and organizational justice, the hypothesis was tested by simple regression and the results were as follows:

The value of the correlation coefficient (R) between the two variables was (0.833), which is a function value at a significant level (0.05), and the value (R²) of the simple linear regression (0.694), which explains (69.4%), which confirms that there is a significant effect at the level of Significance ($\alpha \leq 0.05$) between the internal factors of process re-engineering and organizational justice, and that the value of (P) reached (59.4) with a significant level of (0.00), which confirms the significance of the regression model.

Through the model, the regression coefficient significance test (B) shows that there is a significant effect at the level of significance ($\alpha \leq 0.05$) between the internal factors of process re-engineering and organizational justice, and the dependence on the value of (T) which amounted to (7.76) with a level of significance (0.00), which shows Significance of the regression coefficient.

Thus, we reject zero chances and accept the alternative hypothesis: There is a significant effect at the significance level ($\alpha \leq 0.05$) between the internal factors of process re-engineering and organizational justice.

Conclusions

The following Results and recommendations were reached:

- There is a statistically significant correlation between the internal factors of process re-engineering and organizational justice.
- The study showed that the relative weight of the axis of internal factors for process reengineering in organizations reached 76.44%.

process re-engineering represented in (technological methods of work, strategic planning, flexibility of the organizational structure, training and empowering employees) because of their role and positive impact in developing work systems, and setting clear standards for all procedures, which in turn It will contribute to creating a state of satisfaction among the beneficiaries of the services you provide to reach a state of general satisfaction and enhance their sense of justice from the services provided by those organizations.

Ho2: There is an impact of the internal factors of re-engineering administrative processes on achieving organizational justice

There is an impact of the internal factors of re-engineering administrative processes on achieving organizational justice.

- The study showed that the relative weight of the organizations management benefiting from the technological dimension at work reached 88%.
- The study showed that the relative weight of strategic planning and its role in re-engineering administrative processes reached 76.3%, which is high.
- The study showed that the use of information technology has an important impact on the application of engineering in the work of institutions.
- The study showed that the relative weight of the organizational structure has reached 76%, which is somewhat high, and that the clarity of the powers and tasks assigned to it has a positive impact on the application of reengineering.
- The study showed that the training and empowerment of employees had a high impact on the application of reengineering, as the relative weight of the dimension of empowerment and training of employees reached 73.7%.
- The study showed that the use of reengineering contributes to controlling and regulating the distribution of services by donors.

Recommendations

In light of the findings, there are a set of recommendations, as follows:

- Work on analyzing the opportunities, risks, strengths and weaknesses of the work environment of charitable organizations.
- Enhancing the management of information and data for work from outside the organization through the use of computerized information systems.

- Work on building programs and foundations for incentives and promotions, which contribute to encouraging creativity and innovation among employees.
- Increasing the budget for training and development.
- Strengthening procedures that contribute to raising the urban behavior of employees and beneficiaries.
- Working to promote fair distribution of services by defining clear standards for dealing with employees and beneficiaries of organizations' services.
- Intensifying coordination and joint cooperation between all organizations.

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