

Interactive Justice as an Approach to Enhance Organizational Loyalty among Faculty Staff At Palestine Technical University- (Kadoorei)

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Abstract: This study 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, the researchers recommended several recommendations, namely, the need for the university to pay attention to the level of interactive justice at department heads and to show more democracy in the decision-making mechanisms of Faculty Staff.

Keywords: Interactive Justice, Organizational Loyalty, Faculty Staff, Palestine Technical University - (Kadoorei), Palestine.

1. INTRODUCTION

The role of universities in development is through multiple and complex roles and three main functions. Higher education experts agreed to assign them to modern universities: education, practical research and community service. These three functions are interdependent, intertwined and difficult to separate from one another (Al Saud et al., 2009)

Although universities are generally concerned with scientific research, achievement and community service, the function of education is of particular importance, through the implementation of the educational function carried out by the Faculty Staff, who form the academic departments in different faculties of the university.

That the establishment of the academic section is the cornerstone of any university, whether formal or private, so we find it important that the department is doing its best, which depends heavily on the effectiveness and strength and performance of the head of the department between the achievement of equality and dealing between all members of the faculty, This will reduce the pressure on them, and thus affect their behavior and work and the distribution of the tasks assigned to them, and the sense that they are of great importance in this institution on the one hand, and on the other, imposed by the ethics of the academic profession of mutual respect among all members of the faculty by the Head of department and members of his the department. In addition to respecting the laws, regulations, and instructions applicable by the University without discrimination between

Faculty Staff and others, this in turn reflects positively on the membership of the teaching staff of this institution.

Therefore, the current study attempts to identify the extent to which the Faculty Staff feel about the interactive justice and its impact on organizational loyalty at the Technical University of Palestine-Kadoorei.

2. PROBLEM STATEMENT

Teachers often complain about poor conditions and lack of justice in the distribution of salaries, wages, bonuses and incentives, and their lack of participation in decision-making related to their work. In addition, some staff members lack communication, transparency and transparency among Faculty Staff and heads of departments. Which is characterized by trust between the parties, in addition to discrimination from the heads of departments and favor each other at the expense of the other, which generated many conflicts and negative effects, which reflected in turn the core of the positive relationship between affiliation and loyalty to the University, S considered among the heads of departments and Faculty Staff and all see it right.

Therefore, researchers will study the interactive justice and its impact on organizational loyalty at the Technical University of Palestine- Kadoorei. The problem of the study can therefore be framed in the following main question:

What is the impact of interactive justice in enhancing the organizational loyalty of Faculty Staff at the Technical University of Palestine- Kadoorei? It has the following sub-questions:

Q1-: How satisfied are the Faculty Staff of the Technical University of Palestine- Kadoorei with interactive justice?

Q2-: What is the level of organizational loyalty among Faculty Staff at the Technical University of Palestine-Kadoorei?

Q3-: Is there an impact of interactive justice in promoting organizational loyalty among Faculty Staff?

3. RESEARCH OBJECTIVES

The objectives of the study are as follows:

- To identify theoretical concepts related to justice and its dimensions and organizational loyalty and measurement indicators.
- Demonstration of the feeling of Faculty Staff at the Technical University of Palestine- Kadoorei with interactive justice.
- Disclosure of Organizational Loyalty Level among Faculty Staff of Palestine Technical University - Kadoorei.
- Identify the impact of interactive justice in enhancing organizational loyalty among Faculty Staff.
- To reach the most important recommendations and suggestions that enable officials, administrative leaders and heads of departments to enhance the awareness of university employees of the dimension of interactive justice and organizational loyalty in the faculties of the Technical University of Palestine-Kadoorei.

4. RESEARCH IMPORTANCE

- The scientific addition that may be added by this research especially that this study deals with an important aspect of the behavior of individuals in organizations, which is the study of interactive justice and its association with organizational loyalty.
- This study helps to develop and increase the material available in the university library, as this study dealt with the concepts of modern and new management in the Palestinian environment.
- Helping the university in understanding the extent to which employees are aware of the interactive justice and degree of organizational loyalty of Faculty Staff, in light of which proposals can be developed that may contribute to improving this level.
- To reach the most important conclusions and recommendations that can constitute a scientific and practical reference, which helps decision-makers in the development of plans and procedures, which can contribute to increase the level of sense of organizational justice and work to increase the organizational loyalty of the University, which in turn is reflected positively on the universities in general and the University of Palestine Technical In particular.

5. RESEARCH LIMITS AND SCOPE

1. **Time Limits:** This study was conducted in 2018.

2. **Human Limitations:** The study was limited to Faculty Staff.

3. **Objective Limitations:** The study was limited to Interactive Justice as an Approach to Enhance Organizational Loyalty among Faculty Staff at Palestine Technical University- (Kadoorei).

6. THEORETICAL FRAMEWORK

Organizational justice is one of the most important components of the social and psychological structure of an organization. It is considered a social value and pattern, and aggression by the organization is a destruction of the values and social relations of the workers. Therefore, the sense of injustice entails following the workers to harmful behaviors of the organization (Goldman, 2001).

Sociologists have long been aware of the importance and value of the principles of justice provided by Islam for the distinct performance of organizations and for the satisfaction of working individuals, prompting modern administration to focus their attention on many aspects of the concept of justice such as employment choices, To consider organizational justice as one of the fundamental components of the social and psychological structure of the organization.

From this point of view, the issue of organizational justice is one of the most important issues of value in the field of management, and because organizational justice is applied to scientific research, especially in the field of management studies. Especially in organizational behavior studies. It also bridges the gap between the objectives of the members and the objectives of the organization. This is due to the importance of the subject and its direct relationship to a wide range of organizational variables, which in turn affect the success, development and progress of organizations and the ability to achieve the objectives of these organizations efficiently and the required efficiency.

The concept of organizational justice:

Al-Saudi and Sultan (2009) says that Adam (1965) considered that organizational justice is equality, which involves the individual comparing its output rate relative to its inputs with the rate of output of others compared to their inputs. If justice is equal to justice, if not equal Justice does not achieve justice and here the individual feels injustice. Some researchers also agreed on the concept of organizational justice as the degree of equality and integrity in the rights and duties that reflect the relationship of the individual to the organization.

(Al-Wahibi, 2014) defines it as the important value and human perception that members of the organization feel through assessments generated administratively and psychologically, by making comparisons between the reciprocal values obtained by the members and by the organization, and so that the individual can judge the extent of regulatory justice. The first type is to compare himself with a colleague in the same organization and with the same degree of function, and through this comparison he can judge

the availability of justice within the organization, and the second type is to compare himself to another employee working in another organization with the same function and degree and through this comparison he can judge the availability of external justice compared to his organization.

Al-Rubaie and Al-Daraji (2016) defines organizational justice as the awareness of employees of fairness, integrity and transparency in procedures, distributions and interactions, whose presence leads to increased employee satisfaction and confidence in management and the exchange of positive attitudes between employees on the one hand and employees and the organization on the other.

In light of the above, the researchers see that the concept of organizational justice is "the way in which the employee judges the fairness of the manner in which he is treated by his administration and the equal rights and duties of those who work in the same sector and at the same level."

The concept and importance of fair dealing:

Fairness of transactions is defined as the feelings that workers generate about their sense of the fairness of the treatment they are being treated at the organizational or humanitarian level when applying formal procedures and the reason for their actions (Al-Saudi and Sultan, 2009).

Al-Wahibi (2014) believes that the fairness of transactions is the degree to which manager's deal with their subordinates with respect and appreciation, and also the sense of fairness of the treatment obtained when applying certain procedures and knowledge of the reasons for applying such procedures.

The researchers define it as "the degree to which workers feel the fairness of the treatment they receive in their institutions when applying procedures and laws."

The importance of fair dealing:

1. The fairness of the transactions highlights the organizational climate and the organizational climate prevailing in the organization, and then build special perceptions within the dimension of justice in dealing with contexts, transactions and organizational, humanitarian and social relations (Chan, 2000).
2. Low employee perceptions of fair trade can cause many negative outcomes, such as reduced job satisfaction and job commitment, poor organizational behavior, regulatory weaknesses, and increased functional pressures.

Specific Factors for Fair Dealing:

The employees' understanding of the fairness of transactions is determined by four factors:

1. There are clear justifications for decisions taken.
2. The extent of sincerity of the authority and his frankness.
3. The extent of respect of the authority of the workers.
4. The extent to which the owner of the Authority has complied with the standards of tact in dealing with staff (Keller.j, 2002)

Through the above, the researchers see that organizational justice is a positive feeling felt by the individual as a result of equality of inputs and outputs obtained by the individual from the organization compared to other organizations, in addition to the fairness of the procedures and laws applied to it, and transactions within the institution in which it works and which reflect the personal treatment that gets To individuals and how satisfied he is.

Organizational Loyalty:

The researchers' interest in organizational loyalty increased from the late 1960s and early 1970s and Sheldon referred to loyalty as a positive evaluation of organization, intention, or willingness to work towards organizational goals.

The Concept of Organizational Loyalty:

It is a degree of conformity of the individual with his organization and its association with it and his desire to make the greatest bid or effort for the organization in which he works, with a strong desire to continue membership of this organization, as this concept is characterized by total and positive, the relationship in accordance with this concept must be strong, positive, dynamic and based on internal conviction of the goals or objectives of the organization, not just to assess the individual's the different benefits. The emotional attachment of his loyalty to the organization and his desire to remain in business and continue in it.

Kidron distinguishes between moral loyalty and is meant to adopt the individual values and objectives of the organization and to be part of its values and objectives, calculated loyalty means the desire of the employee to continue to work in the organization despite the existence of alternative work in another organization and better advantages. (Meyer, Allen, Smith, 1993).

Organizational Loyalty Components:

However, most researchers agreed that the components of organizational loyalty went through three main components (Khalifat and Al-Malahmah, 2009):

- **Emotional or influential loyalty:** This dimension is affected by the degree of individual perception of the characteristics of the work of the degree of independence, importance, and entity, and skills required, and the proximity of supervisors and guidance. This aspect of loyalty is also affected by the degree to which the employee feels that the organizational environment in which he works allows for effective participation in the decision-making process, whether related to the work or what is related to it.
- **Moral loyalty:** It is the employee's sense of commitment to staying with the organization that often enhances the sense of good support from the organization to its employees and allows them to participate and interact positively, not only in how the actions are carried out, but also by contributing to

setting goals and planning. And to chart the organization's general policies.

- **Continuous loyalty and individual loyalty:** It relates to the individual's assessment of the costs associated with leaving the organization and the benefits of staying there.

Organizational Loyalty Characteristics (Zanini, 2013):

- Organizational loyalty reflects the willingness of the individual to make the maximum effort possible for the benefit of the organization and its strong desire to stay in it, and then accept and believe in its goals and values.
- Organizational loyalty refers to the individual's desire for social interaction in order to provide the organization with vitality, activity and loyalty.
- Organizational loyalty is an intangible condition that is inferred from organizational phenomena that follow through the behavior and actions of individuals in the organization that reflect their loyalty.
- Organizational loyalty is the outcome of the interaction of many humanitarian, organizational and other management phenomena within the organization.
- It lacks consistency, meaning that the level of organizational loyalty is subject to change depending on the degree of influence of other factors in it.
- Organizational loyalty takes a long time to realize, because it reflects a state of complete conviction for the individual, and the abandonment is not the result of the influence of superficial surface factors, but may be the result of strategic influences.
- Organizational loyalty is influenced by a combination of personal qualities, organizational factors, and external circumstances surrounding the work.

The importance of organizational loyalty (Al-Lozi, 2002):

1. Is an important component of the linkage between the organization and its personnel, especially at a time when organizations are unable to provide appropriate incentives to motivate workers to achieve their objectives.
2. Is an important factor in predicting the effectiveness of the Organization.
3. Is an important factor in predicting their survival or departure (turnover rate).
4. Is an important factor in ensuring the success and continuity of organizations and increasing their production.

In the opinion of the researchers, Organizational Loyalty pays attention to the positive relationship between the organization's effectiveness and the degree of achievement of the work and its reputation and its mental state among its competitors and the local community. It is one of the most important indicators for predicting many behavioral aspects such as turnover.

7. LITERATURE REVIEW

- Study of (Mahimid, 2016) this study aimed to identify the level of sense of organizational justice in the academic staff at the Faculty of Management and Economics at the University of Tikrit. The researcher relied on three dimensions of justice, which is distributive, procedural and practical. The researcher used the questionnaire as a tool for data collection. To reduce work pressure. And that there is a sense of the availability of organizational justice in the work of the college in question, and the order of the dimensions first of the justice process and the fairness of the procedures and finally distributive justice.
- A study of (Al-Ali and Matala, 2016). This study aims to shed light on the organizational justice standards prevailing in the faculties of the Public Authority for Applied Education and Training, the correlation between the availability of the standards of organizational justice and the academic performance of the Faculty Staff. The most important findings of the study are: The standards of organizational justice (distributive, procedural and interactive) are weak in the faculties of applied education. There was also a positive correlation between statistical and non-statistical criteria between the combined organizational justice standards and the academic performance standards combined. And that there is a positive correlation between the role of Faculty Staff and the standards of organizational justice combined statistical significance
- A study of (Eres, et al, 2014) the researcher used a sample of 470 teachers working in primary schools in central Ankara. The results of the study indicated that there is a significant positive correlation between the sub-dimensions of the perception of justice and trust in school principals.
- Study (Abu Tayeh, 2012) which aims to analyze the impact of the sense of organizational justice on the behavior of organizational citizenship in the centers of government ministries in Jordan. The results of the study showed that there is a positive impact of the employees' understanding of organizational justice on the behavior of organizational citizenship and its dimensions. The results also showed that the sense of procedural justice has a greater role in influencing the behavior of organizational citizenship compared to other dimensions of organizational justice (distributive justice and procedural justice).
- A study of (Noruzy, 2011) the aim of this study was to find out the relationship between three variables: organizational justice, organizational citizenship behavior, loyalty to employees, and organizational support as an intermediate variable. An inverse relationship between the fairness of transactions and some dimensions of organizational citizenship behavior, in addition to a strong and moral correlation between

organizational commitment and organizational justice, as organizational commitment is a natural reaction to the employee's sense of fairness of distribution.

- A study of (Kezainen and Naserbad, 2010) aims to identify the positive role of organizational justice in the personal variables of the Faculty Staff in the university community. It also aimed to study the relationship between organizational justice and organizational citizenship loyalty behaviors: The regulatory role of the organizational commitment, job satisfaction and trust, and reached the most important results, including: that the perceived organizational justice affects positively and directly on the behavior of organizational citizenship, and that organizational trust does not directly affect the academic justice of academics and Faculty Staff.
- A study of (Al Saud et al., 2009) which aimed to identify the level of organizational justice in the heads of departments in the official Jordanian universities and the relationship of organizational loyalty with Faculty Staff. The study reached a number of results, the most important of which is that the level of organizational justice among heads of academic departments was high, A statistical indication between the practice of the heads of the academic departments of organizational justice and the organizational loyalty of Faculty Staff.
- A study of (Abu Tayeh and Al-Qattana, 2009) which aimed to study the relationship between the employees 'sense of organizational justice and organizational loyalty in the industrial city of Karak in Jordan. The most important results were that the employees' sense of organizational justice came to a medium degree. And that the sense of organizational justice, in particular the procedural justice, contributed to increasing the organizational loyalty of the employees.
- A study (Aweida, 2008) The study found that there is a high level of organizational loyalty in the NGOs in Gaza Governorate by 81%, in addition to a positive relationship between the factors of job satisfaction represented by (improving wages, Reformulation of the promotion system applied, the establishment of a fair system for all staff to apply all types of justice, including procedural justice, interactive justice, etc., and the promotion of human relations among all staff) related to the work of the Organization and factors influencing organizational loyalty in their work and in organizations Other m.
- A Study of (Al-Qatawneh, 2003) which aimed to study the relationship between the impact of organizational justice on the organizational loyalty of employees working in the government departments in the governorates of Jordan, and reached the most important results, including that the relative importance of organizational justice in general is medium. The results also showed a strong correlation between organizational justice and organizational loyalty.

- A study of (Muhammad, 2002) which aimed to clarify the relationship between verifying the results of the senior management's support for ethical conduct and organizational loyalty. It reached the most important results, including that the management's support for the ethical behavior of the Kuwaiti organizations directly affects the organizational loyalty of the employees.

Results of analysis of previous studies:

1. Most of the previous studies examined the concept of organizational justice by describing and analyzing a situation either individually or in combination or in relation to some other organizational variables.
2. The study attempts to benefit from the accumulation of knowledge available in Arab and foreign studies on the relationship between the variables of the study, in order to review the development of administrative practices in the administration of Palestinian ministries, specifically the Ministry of Higher Education in Palestine, especially the Technical University of Palestine-Kadoorei, Dealing with Faculty Staff.
3. It is clear from the studies mentioned above regarding the fairness of the interactions with organizational loyalty that they differed according to the objectives that they sought to achieve, in addition to the different sectors they dealt with, while this study differs from its predecessors in determining the relative importance of the fairness of transactions and their relevance and impact on loyalty organizational structure among Faculty Staff. This is especially important for this study, especially as it is considered the first by researchers.

Study Approach:

The researchers followed the analytical descriptive approach to its relevance for the purposes of this study, which is the method that is concerned with the phenomenon as it is in fact, and is working to describe, analyze and relate to other phenomena, where the sources of information related to the subject of the study was based on analysis, and then data collection by the questionnaire, which was prepared based on theoretical framework and previous studies.

Study Society:

The study population included all Faculty Staff in the faculties of the Technical University of Palestine- Kadoorei (4) colleges, and were obtained through the Department of Human Resources at the University, where the size of the study community (157) as shown in Table (1).

Table 1: The study population of Faculty Staff in the faculty of the Technical University of Palestine- Kadoorei

No.	College Name	Number of Faculty Staff
1.	Faculty Of Business And Economics	28
2.	Faculty Of Engineering And	34

	Technology	
3.	Faculty Of Sciences And Literature	54
4.	Palestine Technical College- Diploma	41
Total		157

Source: Prepared by researchers according to field study data and Palestine Technical University report - Kadoorei in Palestine.

Society and Study Sample:

The study population consists of all Faculty Staff working in the main faculties of the Technical University of Palestine-Kadoorei (Faculty of Business and Economics, Faculty of Engineering and Technology, Faculty of Science and Arts, Palestine Technical College- Diploma). The total number of Faculty Staff is (157) Humanity at the University of Palestine-Kadoorei, taking into account that the deans and heads of departments in all faculties were excluded.

Table 2: Likert scale scores

The Scale	Absolutely Agree	Agree	Neutral	Not Agree	Not Quite Agree
Weight	5	4	3	2	1

Source: Distribution of grades on the answer items for survey list questions based on the five-point Likert scale.

The degree of approval of the clauses of the questionnaire was determined by the value of the arithmetic average of these paragraphs according to Table (3).

Table 3: The weighted average of the five - dimensional Likert scale

SMA	Degree of approval
From 1 to 1.79	Very Low
From 1.80 to 2.59	Low
From 2.60 to 3.39	Average
From 3.40 to 4.19	High
From 4.20 to 5	Very High

Methods of statistical analysis used for data Study:

In light of the objectives of the study, and to prove the validity of the validity or lack of validity, the researchers emptied the questionnaires in the program (SPSS) and then the use of specialists in the field of statistical analysis to help them to analyze the questionnaire correctly, and used many other statistical analytical methods required to study As follows:

1. Testing the Cronbach’s coefficient alpha, in order to identify the internal consistency rate and the stability of the explanatory paragraphs for each variable.
2. Test the correlation coefficient of simple Pearson between each of the variables of the study variables.
3. Test the analysis of the variance of the monograms of the study variables to test the statistical differences.
4. regression analysis coefficient test (simple linear regression analysis and multiple regression analysis)
5. Distribution of the sample items according to the demographic variables (type, qualification, place of

The total enumeration method was used in this study because of the small size of the study population. 157 questionnaires were distributed to all study members. The researchers retrieved 105 questionnaires with a recovery rate of 66.87%.

Choosing Survey List:

The survey list was selected prior to the generalization of its use on a simple sample of sampling parties and the use of a statistician. The following is a description of the final form of the agreed questionnaire, consisting of three main parts:

- The first section illustrates the demographic characteristics of the respondents (gender, degree, place of work, number of years of experience, job level).
- The second part is devoted to the measurement of interactive justice. The researchers have relied on the scores of the "Likert pentagram" in the design of this questionnaire. Table (2)
- Third Section: A provision for measuring organizational loyalty.

work, years of experience, job level) in terms of number, frequency and percentage.

8. FIELD STUDY:

Introduction: The field study details the results of the statistical analysis of the data collected for the study survey list. This section begins with an assessment of the honesty and consistency in the various parameters used for the variables of the study, then the results of the descriptive statistics of the collected data, and the hypotheses of the study.

Test and evaluate the honesty and consistency in the standards used: To verify validity and reliability of the multi-content measurements used in the study, the internal consistency method (Cronbach's coefficients alpha) was used to determine the validity and stability of the parameters as follows:

Validation of the tool: In order to ensure the safety of the study questions, the validity of the study was verified by presenting it to a group of arbitrators with expertise and experience in the field of administrative sciences, and asked them to express their opinion on the paragraphs of the questionnaire by deleting, modifying and proposing new paragraphs and appropriate tool for the subject of the study. The tool of the study has become a final form of (22) paragraphs.

Stability of the tool: The researchers used the Alpha Cronbach method using SPSS, v22. Hair (et al., 1998) points out that the value of the alpha correlation coefficient ranges

from 1.0 to the constant. The minimum value of the parameter in this test about (70.0).

In order to extract the stability coefficient of the tool, the Cronbach's coefficient alpha equation was used to determine the internal consistency of the resolution paragraphs. It reached (0.913). This value indicates that the tool has an appropriate stability and satisfies the purposes of this study. After data collection, coding and processing using appropriate statistical methods, using SPSS.

Analysis of the vocabulary of the study sample according to the demographic variables:

The researchers described and analyzed the demographic data (characteristics and personality traits) of the respondents obtained from the survey form, through the frequency and percentages of the demographic variables in the survey form (type, qualification, place of work, years of experience) In order to determine the distribution of the study data according to these variables. The following are the results of the study sample according to the demographic variables.

- Distribution of Study Sample Members by Type Variant:

The results in Table (4) related to the gender variable indicate that the number of males in the study sample reached (73) while the number of females reached (32). Thus, the percentage of males in the total sample number is (69.5%), while the proportion of females is (30.5%) as shown in the table (4).

Table 3: Distribution of Study Sample Individuals by Gender

Gender	Repetition	Percentage
Male	73	69.5
Female	32	30.5
Total	105	100%

The researchers attributed this to the university's interest in recruiting males for females because of the physiological nature of males and the nature of society, its customs and traditions, which favor men at the expense of females.

- Distribution of the sample of the study according to the variable of scientific qualification:

The number of examinees with bachelor's degree and below was (14) with (13.3%) of the total sample size. The number of those who received the master's degree (59) with (56.2%) of the total sample size. The number of those who received the Ph.D. degree (32) with (30.5%) of the total sample size. As it is shown in table (4).

Table 4: Distribution of the sample of the study according to the variable of scientific qualification

Qualification	The Number	Percentage
BA	14	13.3
M.A.	59	56.2
Ph.D.	32	30.5
Total	105	100%

The researchers attribute this to the university's interest as a higher education institution by employing the higher qualifications as one of the quality and accreditation requirements that contribute to the advancement and development of university outputs.

- Distribution of study sample members by place of work:

Table (5) shows that the number of Faculty Staff from the Faculty of Business and Economics reached (16) with (15.2%) of the total sample size. The number of Faculty Staff from the Faculty of Engineering and Technology reached (34) with (32.4%) of the total sample size. The number of Faculty Staff from the Faculty of Science and Arts reached 41, representing 39.0% of the total sample size, while the number of Faculty Staff from the Technical University of Palestine reached 14% representing 13.3% of the total sample size. It is shown in the table (5).

Table 5: Distribution of the sample of the study according to the variable of the place of work

Place Of Work	The Number	Percentage
Faculty Of Business And Economics	16	15.2
Faculty Of Engineering And Technology	34	32.4
Faculty Of Sciences And Literature	41	39.0
Palestine Technical College-Diploma	14	13.3
Total	105	100%

- Distribution of study sample members by variable years of experience:

The data in Table (6) indicate that the number of subjects with less than (5) years' experience (53) was (50.5%) of the total sample size. The percentage of those who have experience from (5) years to less than (10) (33) was (31.4%) of the total sample size, while the percentage of those with experience from (10) years to less than 15 years reached (15) was (14.3%) of the total sample size, while number of examinees whose years of experience were (15) years and over (4) was (3.8%) of the total sample size. As it is shown in table (6).

Table 6: Distribution of Sample of Study by Variable Years of Experience

Years of Experience	The Number	Percentage
5 years and less	53	50.5
5 years and less than 10 years	33	31.4
10 years and under 15 years	15	14.3
15 years and over	4	3.8
Total	105	100%

The researchers attributed this to the university to develop new disciplines, which requires the recruitment of new staff.

- Distribution of the sample of the study according to the variable level of employment:

The data in Table (7) indicate that the number of teaching staff members according to the level of the Faculty Staff was (8) which is (7.6%) of the total sample size. The number of Faculty Staff stabilized was (97) which is (92.4%) of the total sample size, and is shown in table (7).

Table 7: Distribution of the study sample according to variable level of employment:

Type	Repetition	Percentage
Faculty Member – Part Time	8	7.6

Table 8: the field of interactive justice is arranged in descending order according to the arithmetic average

No.	Item	SMA	Standard Deviation	Class
1.	The head of the department is interested in dealing fairly with me without discrimination	3.98	1.01	Large
2.	The head of the department treats me with all the interest and affection with regard to the decisions related to my work	3.82	0.84	Large
3.	The head of the department shows interest in the staff members' functional rights	3.80	1.01	Large
4.	The head of department discusses with me the consequences of decisions that may affect my job	3.79	0.98	Large
5.	The Head of Section takes into account all my rights	3.77	0.91	Large
6.	The Head of the Department encourages faculty members to participate in professional meetings	3.77	1.04	Large
7.	I feel that the democratic style is the basis for dealing with all faculty members in my department	3.70	1.00	Large
8.	The head of department discusses with me the consequences of decisions that may affect my job	3.66	0.97	Large
9.	I have the opportunity to participate in decision-making related to my work	3.57	1.04	Large
10.	The head of the department is keen to motivate faculty members to research and publish	3.33	1.08	Medium
Degree of Field Degree (Interactive Justice)		3.72	0.64	Large

It is clear from the data in Table 8 that:

- The degree of interactive justice at the Technical University of Palestine - from the point of view of Faculty Staff was between medium and large.
- The arithmetic averages ranged from (3.33) to (3.98), the two paragraphs (the head of department is keen to motivate Faculty Staff to research and publish) and (the head of the department is concerned with fair dealing with me without distinction). This result indicates that the degree of interactive justice at The heads of the departments at the Technical University of Palestine-Kadoorei - from the point of view of the Faculty Staff were great, in terms of the mean of the calculation of (3.72).
- It is also clear through the data in the table that there is a great degree of fair dealing, showing affection and attention to the decisions related to the faculty member and his professional rights, discussing the decisions of

Table 9: Mathematical Meanings and Standard Deviations of the Field of Organizational Loyalty among Faculty Staff at the Technical University of Palestine- Kadoorei Ranking in descending order by the arithmetic mean

Faculty Member	97	92.4
Total	105	100%

The researchers attributed this to the policy of the university, which tends towards permanent employment only in some non-basic courses.

Answer the study questions:

What is the degree of interactive justice in the Technical University of Palestine - essential - from the point of view of Faculty Staff? In order to answer this question, the arithmetical averages and standard deviation of each paragraph of interactive justice were extracted.

the Faculty Staff, taking into account all the rights of employees, encouraging professional meetings. The existence of the democratic model as a basis for dealing, the discussion of the consequences of the decisions of the faculty members, and the opportunity for the faculty member to participate in the decisions

- The researchers attributed this result to the fact that the procedures applied to the workers are the same, and there is no room for favoritism or discrimination because the university is a government subject in its laws and reference to the Ministry of Higher Education.

Question 2: What is the level of organizational loyalty among Faculty Staff at the Technical University of Palestine-Kadoorei?

In order to answer this question, the arithmetic mean and the standard deviation of each paragraph of the organizational loyalty field were extracted and this is explained below.

No.	Item	SMA	Standard Deviation	Class
1.	I feel that my university is part of my life and it's hard to get away from it	4.32	0.94	Large
2.	I do my work sincerely to serve my university	4.20	0.95	Large
3.	I gladly accept any duty that I have to take in this university	3.97	0.83	Large
4.	There is a consensus between me and my university that encourages me to stick to it	3.82	0.83	Large
5.	I will not accept to work at a university other than the university I work in, even if my working conditions are better than working conditions in my life	3.81	1.08	Large
6.	My newest friend is that my university is very great	3.80	0.99	Large
7.	I am late after the end of working hours if necessary to complete my work without any financial claims	3.80	1.08	Large
8.	I will stay at this university even if others have gone to work in other universities	3.73	1.03	Large
9.	I feel good if I feel that what I do is appropriate with what I get from my salary	3.72	0.95	Large
10.	In my opinion, this university is one of the best universities to work in Palestine	3.71	1.13	Large
11.	I certify efficiently my colleagues at the university	3.60	1.00	Large
12.	The values and philosophy adopted by the university are in line with my personal values	3.57	1.09	Large
Total Degree of Field Degree (Organizational Loyalty)		3.84	0.53	Large

It is clear from the data in Table (9) that the degree of organizational loyalty among Faculty Staff has been significant. The mathematical averages ranged from (3.57) to (4.32), the two paragraphs are (the values and philosophy adopted by the university in line with my personal values) and (I feel that my university is part of my life and difficult to move away from). This result indicates that the degree Organizational loyalty among Faculty Staff was significant, in terms of the mean (3.84).

It is also clear from the data in Table (9) that there is a great degree of sense of the value of the university in the lives of the respondents, work faithfully, accept duties, the compatibility between the university and the faculty member, the love of work in the same university, the need to remain in the university, and the satisfaction of the consensus between the financial return and work, and the sense that the university is one of the best universities, and the respect of colleagues and the certificate of competence, and the compatibility between the philosophy of the faculty member and its values and those adopted by the University.

Table 10: Results of Regression Analysis to Evaluate the Effect of Interactive Justice in the Technical University of Palestine - Achieving organizational loyalty among Faculty Staff

Source	Total Squares	Degrees of Freedom	Average Squares	(F) Value	Level of Significance	Selection Factor (R2)	Coefficient of Correlation
Regression	9.503	1	9.503	48.525	000.0*	0.320	0.566
The error	20.171	103	0.196				
Total	29.674	104					

* (statistically significant at $\alpha = 0.05$)

The value of the calculated value (F) is 48.525 and the level of significance (0.000). This requires rejecting the null

The researchers attributed this result to the fact that the conditions of work at the university are constantly improving, in addition to their employees' sense of job security and the guarantee of their rights both during their period of work or after their retirement, in addition to the university's support for the development of workers. And the existence of laws governing the relationship between the employee and the university and control, making it a magnet for many groups of society.

Test the hypothesis of the study:

There was no statistically significant effect at the level of significance ($\alpha = 0.05$) of the interactive justice at the Technical University of Palestine - the necessity of achieving organizational loyalty among Faculty Staff.

In order to examine the validity of the first hypothesis, the regression analysis and the results of the following table were used:

hypothesis and accepting the alternative hypothesis that indicates a statistically significant effect at the significance

level ($\alpha = 0.05$) for interactive justice at the Technical University of Palestine - to achieve organizational loyalty among Faculty Staff. The explanatory power of the R2 model is 0.320 and the correlation coefficient (R) is 0.566, which is a strong explanatory force. This means that the paragraphs of the independent variable (interactive justice) in the heads of departments explain 32.0% of the dependent variable at the Faculty of the University of Palestine-Kadoorei.

9. RESULTS

- The degree of interactive justice at the Technical University of Palestine - from the point of view of Faculty Staff was between medium and large.
- The most interactive dimensions of justice in the faculty of the Technical University of Palestine-Kadoorei were the two paragraphs: (The head of the department is keen to motivate Faculty Staff to research and publish) and (the head of the department is concerned with fair dealing with me without distinction) (The mean of the arithmetic mean) in terms of the mean of the arithmetic mean (3.72).
- The organizational dimensions of the faculty of the Technical University of Palestine-Kadoorei were the most important aspects of organizational loyalty: "The values and philosophy adopted by the university are consistent with my personal values." (I feel that my university is part of my life and it is hard to get away from it) in terms of the mean (3.84).
- The study showed that there is a statistically significant effect at the level of significance ($\alpha = 0.05$) for the interactive justice of the Faculty Staff in the Technical University of Palestine - the necessity of achieving organizational loyalty among Faculty Staff.

10. RECOMMENDATIONS

- The necessity of working to raise the level of interactive justice between the employees and the university administration by providing more opportunities for employees to participate in the decision-making mechanisms related to the employees and work with them to discuss with them and accept objections that they may consider and study and modify them in line with the public good at the university.
- The necessity of working on introducing more motivation factors by the head of the various departments at the university for the employees in terms of encouraging them morally and financially towards going to scientific research and carrying out appropriate and renewable studies in various subjects that are of interest to scientific research in general and scientific research in the Technical University of Palestine in particular. Is working to raise the efficiency of the areas of scientific research and upgrading to advanced levels comparable to other universities.

- The need for the head of departments in the university to develop and improve the methods of interactive interaction with Faculty Staff, and maintain the achievements achieved in this area as it works to increase their organizational loyalty, which reflects positively on their professional performance and academic work.

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