

The Effect of Procedural Justice on the Organizational Loyalty of Faculty Staff in Universities

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Abstract: This study 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, the researchers recommended several recommendations, the most important of which is to increase the awareness of the workers on the principles of procedural justice, to encourage adherence to them and to indicate their importance in job performance by creating systems and methods that ensure commitment to justice by raising the ability of leaders to build new policies and visions Which would promote the work of institutions.

Keywords: Procedural Justice, Organizational Loyalty, Faculty Staff, Universities, Palestine.

1. INTRODUCTION

The human resource is one of the most important resources of the Organization and originally of its assets. The Organization cannot fully carry out its work and achieve its objectives and strategic plans without the mastermind and thinker who manages this process as a whole and conducts it as required. The ability of these organizations to generate the human factor with productivity in terms of productivity is one of the most important elements of the superiority and progress of developed countries and their ability to reach their goals, which in turn reflects the efficiency and effectiveness of the organization (Al-Bashabsha, 2008).

Organizational justice is one of the determinants of organizational behavior because it has a direct relationship with a group of organizational variables that affect the organization's superiority, progress and ability to achieve its goals in the best possible and effective manner, because organizational justice means the way in which the individual can judge the fairness of the manner in which he is treated Both at the functional and human levels (Zayed, 2006).

Procedural justice, one of the dimensions of organizational justice, is a relative concept of actions taken in the social relationship between the worker, the subordinate, the employer or the president. This may be biased in the eyes of

another employee, creating a state of psychological tension which in turn creates a set of the behavioral and cognitive explanations of the individual, and the lack of loyalty and belonging to the institution in which he works.

It is obvious that a lot of studies and research and serious attempts to activate the results of these studies and research on the decision makers, the fact that this study or that is a regulatory phenomenon, and what has a significant impact in achieving belonging and loyalty and job stability through the achievement of justice in various dimensions, The researchers found that the application of such studies, especially on universities as the backbone of any society seeking progress and advancement, and because universities are one of the unique and important systems In any society, and because their inputs and characteristics make their own character in their goals and outputs.

Therefore, the current study will attempt to identify the effect of procedural justice on organizational loyalty through theoretical and field study of Faculty Staff at the faculties of the Palestine Technical University-Kadoorei in Palestine.

2. PROBLEM STATEMENT

According to some previous studies, the high rates of sick and emergency leave and the decline in the levels of

organizational commitment and performance in all sectors of the government resulted from a decline in the level of sense of organizational justice. Studies also confirmed a strong relationship between heart disease and pressure diseases, deaths and job dissatisfaction resulting from labor pressure and organizational conflicts. Another study confirmed that workers with high job satisfaction enjoyed good health and lived more than their colleagues who were not satisfied with their jobs (Shawish, 1996).

In the results of other studies, there was an inverse relationship between job satisfaction, absence from work and turnover rate (the higher the level of job satisfaction, the lower the absentee rate and the turnover rate). Thus, the presence of workers satisfied with their work may lead to lower recruitment costs and development (Sultan, 2004).

The researchers also found that many department heads do their utmost to create the right working conditions to achieve justice in their different dimensions among Faculty Staff in each department of each college. However, on the other hand, Faculty Staff often complain about bad conditions and lack of feeling. In the distribution of salaries, wages, bonuses and incentives, and their lack of participation in decision-making through the direct president, in addition to the fact that some employees have a lack of method of dealing between the Faculty Staff and their head of department, which must be trust between the parties, This has resulted in many conflicts and negative effects, which in turn have reflected on the core of the positive relationship between belonging and allegiance to the University. Hence, there seems to be a clear divergence of views between the department heads and the Faculty Staff, and everyone thinks that it is correct.

Researchers will then examine the justice of the procedure and its impact on organizational loyalty. Thus, the problem of research can be summed up in the following main question:

What is the effect of procedural justice on the organizational loyalty of Faculty Staff at Palestine Technical University - Kadoorei, which gives rise to the following sub- questions:

Q1-: What is the reality of procedural justice in Palestine Technical University - Kadoorei from the point of view of Faculty Staff?

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

Q3-: Is there a statistically significant effect between procedural justice and organizational loyalty?

Q4-: Are there significant differences between the average views of the study sample on the study variables due to the years of experience?

3. RESEARCH OBJECTIVES

1. Statement of the reality of procedural justice at Palestine Technical University - Kadoorei from the point of view of Faculty Staff.

2. Identifying the level of Organizational Loyalty among Faculty Staff at Palestine Technical University - Kadoorei.
3. Disclosure of the impact between procedural justice and organizational loyalty.
4. Determine the differences between the average views of the study sample on the study variables according to the years of experience.
5. To reach the most important recommendations and suggestions to support the perceptions of procedural justice dimensions and their impact on organizational loyalty in the faculties of Palestine Technical University- Kadoorei, to increase the organizational loyalty of this university.

4. RESEARCH IMPORTANCE

- The scientific addition of this research especially that this study deals with an important aspect of the behavior of individuals in organizations, which is the study of each dimension of procedural justice and their relevance to organizational loyalty, which are relatively modern concepts in the Arab world and the Palestinian in particular.
- 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 administration.
- This study seeks to identify the importance of implementing procedural justice by examining the extent to which it relates to organizational loyalty. The application of procedural justice is an essential condition for maintaining the health of the organization. It is capable of achieving the participation of both the university and the Faculty Staff.
- 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 procedural justice and work to increase the organizational loyalty of the University, which in turn is reflected positively on universities in general and Palestine Technical University Technical In particular.

5. RESEARCH LIMITS AND SCOPE

- **Time Limits:** This study was conducted in 2018.
- **Human Limitations:** The study was limited to Faculty Staff at Palestine Technical University- (Kadoorei).
- **Objective Limitations:** The study was limited to The Effect of Procedural Justice on the Organizational Loyalty of Faculty Staff in Universities at Palestine Technical University- (Kadoorei).

6. THEORETICAL FRAMEWORK

Sociologists have long been aware of the importance of the principles of justice and the value that Islam has provided for the outstanding performance of organizations and the satisfaction of working individuals. This has led modern scholars to focus their attention on many aspects of the concept of justice, such as employment tests, to consider organizational justice as one of the fundamental components of the social and psychological structure of the Organization. In this sense, the issue of procedural justice is one of the most valuable issues in the field of administration, and procedural justice is applied to scientific research, especially in the field of administrative 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 with a wide range of organizational changes, which in turn affect the success, development and progress of organizations and the ability to achieve the objectives of these organizations efficiently. (Abu Nada, 2007).

Concept of Procedural Justice:

Procedural justice is defined as justice issues related to procedures used in the distribution of outputs or outcomes. (Thibaut, 1975) It is also known that workers have feelings about their awareness of the fairness of procedures used to determine their organizational outcomes (Elamin, 2011). Some also argue that procedural justice is the answer to the question of how to make a decision about the distribution of outcomes in terms of justice and equity (Kals and Jiranek, 2012). The researchers believe that procedural justice is the level of workers' sense of fairness in the procedures applied in all functional areas used to distribute results or outputs, which must be accurate, transparent and clear.

Conditions for the acquisition of procedural justice (Abu Nada, 2007):

1. The parties affected by the procedures (management and personnel) of the Organization shall agree on the merits on which to base the formulation of the proceedings.
2. The administration shall provide the employees with sufficient information and explanations on how to implement these procedures. Accordingly, it can be said that the fairness of the procedures includes the following elements:
 - Official rules and standards for research.
 - Explain procedures and decision-making process.
 - Interaction between the person applying the rules (decision maker) and individuals who may be affected by the decision.

Greenberg (1993) argues that procedural justice includes two aspects:

- Structural aspect: This is the aspect that reflects the formalities of justice within the organization, such as performance appraisal procedures, wage determination, transportation and promotion.

- The social side: It is the aspect that expresses the respect of the decision makers of the employees, by informing them how to make decisions, and this aspect is called the fairness of transactions.

Rules of procedure that make up the meaning of justice (Al-Sukar, 2013):

1. The rule of appeal: The amendment or change of decisions if justified and supported by the amendment of the structure of salaries or some of its items in case of rising prices or increase the rate of inflation in the state.
2. The rule of representation: the ability of the decision-making process to absorb the views of others involved, and this indicates the importance of participation of staff in the drafting of regulations or discuss the organizational decisions that may affect them.
3. The rule of neutrality: In the sense of preferring the public interest as a cornerstone of procedural justice to the personal interest, and moving away from the latter to influence the decision-making process.
4. The rule of accuracy: the sense of making decisions based on correct information, sound and accurate, and transparency and disclosure are important principles that must be activated if the organization wants to achieve a high degree of justice.
5. The rule of harmony: In the sense that the procedures for distributing sanctions and rewards to all individuals should be consistent with the efforts and contributions of the workers.
6. Ethical rule: the distribution of resources according to prevailing ethical standards.

Organizational Loyalty:

The researchers' interest in organizational loyalty increased from the late 1960s and early 1970s and Sheldon referred to loyalty as a positive assessment of organization, intention, or willingness to work towards organizational goals. Organizational loyalty is defined as the degree of conformity of the individual with his organization, his association with him and his desire to make the greatest effort or effort for the organization in which he works, with a strong desire to continue membership in this organization, since this concept is comprehensive and positive. Must be strong, positive, dynamic and based on internal conviction of the goals or objectives of the organization, not just to evaluate the individual's benefits and benefits. The emotional attachment of the organization to its loyalty and the desire to stay and work (Arqawi et al., 2018).

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).

The researchers identified organizational loyalty as the extent to which an employee is connected to his organization

and interacting with it through goals and values, and to evade their respective interests.

Organizational Loyalty Components:

The organizational loyalty components were varied by researchers in this field, but most researchers agreed that the components of organizational loyalty include three main components as follows:

1. 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 required skills, 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.
2. 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.
3. 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 (Khalifat and Al-Malahmah, 2009).

7. LITERATURE REVIEW

- Study of (Arqawi et al., 2018) aimed to identify the interactive justice and its impact on the organizational loyalty of the Faculty Staff in Palestine Technical University-(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 Palestine Technical University (Kadoorei) at the level of organizational loyalty among the teaching staff of the university. In light of the results of the previous study, the researchers recommended several recommendations, namely, the need for the university to pay attention to the level of interactive justice at department heads and to show more democracy in the decision-making mechanisms of Faculty Staff.
- Study of (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.

- Study of (Al-Taamsa and Hasaballah, 2015) Which aims to analyze the effect of procedural justice on the behavior of organizational citizenship in the QIZ companies in Jordan according to the opinions of its employees, using the analytical descriptive approach. The information was collected from the library sources and the data was distributed through a questionnaire distributed to the sample of (420) Study Society. The study found several results, the most important of which was that the application of procedural justice in the companies was moderate (3.46) and that there is a positive relationship between procedural justice as an independent variable and the behavior of organizational citizenship as a dependent
- Study of (Al-Sukar, 2013), which aimed at analyzing the effect of procedural justice on performance according to the opinions of the directors working in the Jordanian ministries using the analytical descriptive method. The data were collected through a questionnaire distributed to the study sample which reached (172). The results of the study reached several results, the most important of which were: The respondents' perceptions of procedural justice were moderate (2.57), the respondents' perceptions of job performance were moderate (3.47), and the procedural justice effect was 59.3%, the independent variable was interpreted as (35.2%) of variance in the dependent variable.
- 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.

- Study of (Ismail, A. Ibrahim, D.K, and Girardi, A, 2009) which aims to study the impact of distributional justice and wage structure on the attitudes of work behavior (job satisfaction, commitment and organizational loyalty), and reached a number of results. The most important of these results is that the relationship between the wage system and distributive justice is strongly related to the organizational commitment, Distributional justice with organizational commitment, and distributive justice plays a strong role in motivating staff to assess the structure and level of remuneration allocated to different types of job categories. This helps to alleviate the role conflict and the burden of over-crowding of staff. Anaajathm and aspirations.
- 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 (Lee, H.R, 2003) Which aimed to know the relationship between presidents and subordinates on the understanding of the workers of organizational justice in the three dimensions of procedural justice and distributive justice) on job satisfaction and organizational loyalty, and reached the most important results, including that there is a positive impact of

justice distributive and fairness of procedures on job satisfaction, Effect of fairness on organizational loyalty.

Results of analysis of previous studies:

1. Most of the previous studies focused on the concept of procedural and 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 Palestine Technical University- Kadoorei, Dealing with Faculty Staff.
3. It is clear from the studies mentioned above regarding procedural justice with organizational allegiance 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 the procedures and their relevance and influence in 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 Palestine Technical University – 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 Palestine Technical University- Kadoorei

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

Society and Study Sample:

The study population consists of all Faculty Staff working in the main faculties of Palestine Technical University-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 Palestine Technical University- Kadoorei, taking into account that the deans and heads of departments in all faculties were excluded.

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

Choose Poll List:

The survey list was selected prior to the generalization of its use on a simple sample of sampling parties and the use of one of the specialists in the statistical analysis. 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 procedural justice. The researchers relied on the scores of the "Fifth Likert" scale in the design of this questionnaire as shown in Table (4).
- Section III: A provision for measuring organizational loyalty.

Table 2: Scale of the Likert scale

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 or lack of validity, the researchers entered the questionnaires in the program (SPSS) and then used

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

8. FIELD STUDY:

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 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:

Tool Validation:

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) paragraph.

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, Cronbach’s coefficient alpha was used to determine the internal consistency of the questionnaire 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) according to these variables. The following are the results of the study sample according to the demographic variables.

- Distribution of Study Sample Members by Gender Variant:

The results in Table (6) 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%), the percentage of females in the total sample number is (30.5%) as shown in the following table.

Table 4: Distribution of Study Sample Individuals by Gender Variant

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 following table shows that the number of subjects with bachelor's degree and below was (14) by (13.3%) of the total sample size. The number of those who received the master's degree was (59) by (56.2%) of the total sample size. Doctoral degree was (32) with (30.5%) of the total sample size. It is shown in table (5).

Table 5: Distribution of the sample of the study according to the variable of scientific qualification

Scientific 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 in recruiting high quality graduates as a quality and accreditation requirement that contributes to the advancement and development of university outputs.

- Distribution of sample members by workplace:

Table (6) shows that the number of Faculty Staff from the Faculty of Business and Economics reached (16) with percentage of (15.2%) of the total sample size. The number of Faculty Staff from the Faculty of Engineering and Technology reached (34) with a percentage of (32.4%) of the total sample size. The number of Faculty Staff from the Faculty of Science and Arts reached (41) by (39.0%) of the total sample size, while the number of Faculty Staff from

Palestine Technical University- Kadoorei reached (14) by (13.3%) as shown in the following table.

Table 6: 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 Individuals by Variable Years of Experience:

The data in Table (7) indicate that the number of subjects with less than (5) years' experience was (53) by (50.5%) of the total sample size. The percentage of those with experience from (5) years to less than (10) was (33) by (31.4%) of the total sample size, while the percentage of those with experience from (10) years to less than 15 years reached (15) with a percentage (14.3%) of the total sample size, while the number of (15) years and over (4) with a percentage of (3.8%) of the total sample size. It is shown in the table (7).

Table 7: 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's development of new disciplines, requiring the recruitment of new staff.

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

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

Table 8: Distribution of the virginity of the study by variable functional level

Type	Repetition	Percentage
Faculty Staff – Part Time	8	7.6
Faculty Staff	97	92.4
Total	105	100%

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

Question 1: What is the degree of procedural justice at the heads of departments at Palestine Technical University-

Kadoorei - the necessity - from the point of view of Faculty Staff?

In order to answer this question, the arithmetical averages and the standard deviation of each of the procedural justice areas were extracted.

Table 9: The arithmetical averages and standard deviations of the field of procedural justice at the heads of departments at Palestine Technical University from the point of view of the Faculty Staff ranked in descending order by the arithmetic mean

No.	Item	SMA	Standard Deviation	Class
1.	The head of the department shall ensure that each member expresses his or her opinion before taking decisions regarding the work	3.83	0.95	Large
2.	The head of department opens the field to object to the decisions he makes	3.77	0.84	Large
3.	The head of department collects accurate and complete information before making business decisions	3.74	0.95	Large
4.	The systems within the university guarantee you the right to contact the higher management if you have a personal problem with your department head	3.69	1.05	Large
5.	The Head of Section shall make functional decisions before they are issued in an unbiased manner	3.66	0.91	Large
6.	She feels that the behavior of department heads in her college is fair and cooperative	3.66	1.02	Large
7.	I have a moral reward from the head of the department for the extra effort I make in the lecture	3.62	1.14	Large
8.	The administrator explains the decisions in each section and provides department heads with additional details when they are asked before and after decisions are made	3.58	1.05	Large
9.	When management makes decisions about employees, they discuss them very frankly before decisions are made	3.58	1.12	Large
10.	You feel that the head of your department is deliberately blocking certain actions and decisions from you	3.33	1.24	Medium
Total score		3.65	0.55	Large

It is clear from the data in Table 9 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 medium and large.
- The arithmetical averages ranged from (3.33) to (3.83) for the two paragraphs (feel that the head of your department in your work deliberately obscures certain actions and decisions) and (the head of the department is keen to show each member his opinion before making decisions about the work). This result indicates that the degree of procedural justice with the heads of the divisions in Palestine Technical University- Kadoorei - from the point of view of the Faculty Staff were large, in terms of the mean of the calculation (3.65).
- It is also clear from the data in the table that there is a high degree of acceptance of the opinion of each Faculty Staff, the existence of an area of objection to decisions, the existence of sufficient information before making

decisions, and access to senior management in the event of a personal problem with the head of the department, Impartiality, fair and unbiased behavior, moral reward for the Faculty Staff's extra effort, pre-and post-decision inquiries, and explicit discussions when making decisions with Faculty Staff.

The researchers attribute these results to the existence of clear laws and procedures with absolute accuracy and transparency, since all laws relating to employees are publicized and employees are informed of all the rights and duties they have and based on which there are uniform procedures applicable to all.

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

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

Table 10: Mathematical Meanings and Standard Deviations of the Field of Organizational Loyalty at the Faculty Staff of Palestine Technical University- Kadoorei Ranking in descending order by the arithmetic mean

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 (10) that the degree of organizational loyalty among Faculty Staff has been significant. The mathematical averages ranged from (3.57) to (4.32) for the two paragraphs (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 (10) 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 Staff, the affection 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 Staff and its values and those adopted by the University.

Table 11: Results of Regression Analysis to Evaluate the Effect of Procedural Justice at Palestine Technical University- Kadoorei - 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	9.357	1	9.357	47.439	000.0*	.315	0.562
The error	20.317	103	0.197				
Total	29.674	104					

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

The data in the previous table shows that the calculated value of (F) was (47.439) and the level of significance (0.000) at degrees of freedom (1 and 103). This negates the null hypothesis and accepts the alternative hypothesis which states that there is a statistically significant effect at the level of significance ($\alpha = 0.05$) for procedural justice in Palestine Technical University – Kadoorei in the achievement of organizational loyalty in Faculty Staff. The explanatory power of the model (R2) was (0.315) and correlation coefficient (R) is 0.562 which is a strong explanatory force, Independent (procedural justice) of department heads explains (31.5%) of the dependent variable (organizational

loyalty) of Faculty Staff at Palestine Technical University - Kadoorei. The result is that the University's working conditions continue to improve and their employees feel secure and secure their rights both during their period of work and after their retirement. In addition to the university's support for the development of workers, working conditions in public universities are also safer than private universities because of the laws governing the relationship between the employee and the university and control, which makes it a magnet for many groups of society.

9. TESTING THE HYPOTHESES OF THE STUDY:

There is no statistically significant effect at the level of significance ($\alpha = 0.05$) for procedural justice in the Palestine Technical University- Kadoorei the need to achieve organizational loyalty among Faculty Staff. In order to examine the validity of the hypothesis, the regression analysis and the results of the following table are used:

loyalty) of Faculty Staff at Palestine Technical University - Kadoorei.

The second hypothesis: There were no statistically significant differences at the level of significance ($\alpha = 0.05$) between the average responses of the sample of the study towards procedural justice and organizational loyalty in Faculty Staff due to the variable years of experience.

In order to examine the validity of the hypothesis related to the variable years of experience, the analysis of the mono-variance was used. The results of the following tables illustrate this:

Table 12: Results of the analysis of the single variance to indicate the differences in the degree of responses of the sample of the study towards procedural justice at the heads of departments and organizational loyalty in Faculty Staff according to the variable years of experience

	Source of Contrast	Total Squares	Degrees of Freedom	Degrees of Freedom	(F) Value	Level of Significance
Procedural Justice At Department Heads	Between groups	0.810	3	0.270	0.888	0.450
	Within groups	30.712	101	0.304		
	Total	31.522	104			
Organizational Loyalty To Faculty Staff	Between groups	1.058	3	0.353	1.244	0.298
	Within groups	28.616	101	0.283		
	Total	29.674	104			

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

The results showed that there were no statistically significant differences at the level of significance ($\alpha = 0.05$) in the average responses of the sample of the study towards procedural justice at the heads of departments and organizational loyalty at Faculty Staff of Palestine Technical University - Kadoorei due to the variable years of experience.

Where the value of the level of significance of the three dimensions, respectively (0.924, 0.450 and 0.298). These values are greater than (0.05). Therefore, we accept the hypothesis and say that there are no statistically significant differences at the level of significance ($\alpha = 0.05$) in the average responses of the sample of the study towards procedural justice and organizational loyalty in Palestine Technical University - Kadoorei attributed to the variable years of experience. The researchers attribute this finding to the fact that the laws and procedures applied to workers are modern and old ones.

10. RESULTS

- 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 medium and large.
- The most practical dimensions of procedural justice, recognized by the Faculty Staff, were the two paragraphs: (You feel that the head of your department is deliberately blocking certain actions and decisions from you) and (The head of the department ensures that each member expresses his or her opinion before taking action decisions). This result indicates that the degree of procedural justice at the heads of departments at Palestine Technical University - Kadoorei from the point of view of the Faculty Staff was great, in terms of the mean of the average (3.65).
- The organizational dimensions of the faculty of Palestine Technical University-Kadoorei were the most important aspects of organizational loyalty: (The values and philosophy adopted by the university are consistent with my personal values) and (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 a statistically significant effect at the level of significance ($\alpha = 0.05$) for procedural justice in achieving organizational loyalty among Faculty Staff at Palestine Technical University.
- The results showed that there were no statistically significant differences at the level of ($\alpha = 0.05$) in the average responses of the sample of the study towards procedural justice and organizational loyalty among Faculty Staff at Palestine Technical University - Kadoorei due to the variable years of experience.

11. RECOMMENDATIONS

- To increase the awareness of the workers on the principles of procedural justice, to encourage adherence to them and to indicate their importance in job performance, by creating systems and methods that ensure commitment to justice by increasing the ability of leaders to build new policies and visions that will promote the work of institutions.
- To provide more transparency, clarity and openness and to develop the atmosphere of democratic treatment by the head of the departments in relation to the subject of decision-making and to implement procedures related to Faculty Staff, which leads to increase the degree of procedural justice and mutual trust between the parties.
- The need for the department head to provide more procedures to ensure the fairness of Faculty Staff with regard to the additional efforts of those who lead to increase the pace of procedural justice provided by the university administration to the faculty without bias or favoritism to reflect on the performance of employees and raise the level of organizational loyalty They have.
- The need for the head of the departments in the university to develop and improve the methods of procedural handling with the 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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