

# The Level of Leadership Characteristics among Palestinian Police Employees In Light Of the Corona Pandemic

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**Abstract:** The study aimed to identify the level of leadership characteristics among Palestinian police employees in Gaza Strip in light of the Corona pandemic, and to achieve the objectives of the study, the researchers used the descriptive approach in its analytical method, using a questionnaire applied to the police officers at the Central Governorate Police Station, whose number is (113) individuals, they were Selected using stratified randomly method, and the study resulted in a set of results, the most important of which is that the level of leadership traits among employees in the Palestinian police in Gaza Strip, which came with a relative weight (76.20%), which is to a large extent, there are no statistically significant differences between the averages of the estimates of the study sample On the level of leadership characteristics in the Palestinian police in Gaza Strip attributable to the variable of age group, academic qualification, scientific specialization, practical experience, and in light of these results the researchers suggested a set of recommendations, the most important of which are: The need to tighten penalties for individuals who violate the instructions issued by the Ministry of Interior in light of the outbreak of the Corona epidemic Increasing interest in preparing and organizing specialized training courses and programs in the field of managing dealing with all different segments in order to preserve the lives of people from the Corona epidemic.

**Keywords:** Leadership Features, Palestinian Police, Corona Pandemic, Gaza Strip, Palestine.

## Introduction

The topic of leadership has occupied a large and important aspect of the writings of philosophers, thinkers, and psychologists, and whoever contemplates the history of civilizations, nations and groups sees that leadership is an indispensable thing in these gatherings and nations, whether human or non-human, and that is because leadership has a great role in gathering and organizing groups And managing its imports.

This research aims to shed light on the level of leadership characteristics of Palestinian police employees in light of the Corona crisis, and whether this experience can be developed to suit similar challenges in the future.

## Problem Statement

The researchers noted that society in Gaza Strip faces many pressures, tensions and crises due to several reasons, including: the Israeli occupation, the Palestinian division, and the destruction and severe siege it causes, political strife, the current economic situation and multiple social problems, and as a result of these pressures, problems and conflicts between groups of society that need To use some leadership features to reduce bloodshed among people, restore rights to its owners, and confront the threat of the epidemic.

And based on the many challenges, crises, and requirements of life, complex and interrelated, and sharp competition, organizational and administrative problems increase, and the success of human gatherings that are linked by common goals depends much on the existence of successful, effective

and efficient leadership with leadership characteristics. Therefore, the researchers wanted to know the level of leadership characteristics among Palestinian police employees in Gaza Strip.

## Research Questions

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

**Q1-:** What is the level of leadership characteristics employed in the Palestinian police in Gaza Strip?

**Q2-:** Are there statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to a number of personal variables (Age Group, Academic Qualification, Academic Specialization, and Years of Service)?

## Research Objectives

This study aims to achieve the following objectives:

1. Identifying the level of leadership characteristics in the Palestinian police in Gaza Strip.
2. Creating a means of work for the Palestinian police by training persons specialized in facilitating critical situations and demonstrating the advantages of using communication in facing the epidemic.
3. Disclosure of statistical differences in the respondents' answers about (leadership traits).
4. Make recommendations to the Palestinian Police Leadership towards improving the leadership characteristics of Palestinian police personnel.

### Research Importance

The importance of research can be determined from the expected contribution and addition as follows:

1. The importance of this research stems from the importance of the topic you are discussing, whose choice deals with leadership traits.
2. The availability of this study as a reference helps the researchers to review the results of the study, recommendations and the possibility of applying similar studies to other samples, or in related fields.
3. The research is an attempt to understand the level of leadership characteristics among Palestinian police employees in Gaza Strip.
4. Today, crises are an important part of the life of the Palestinian police, as they are exposed to them on a daily basis, regardless of their severity, and therefore they must be facilitated in order to ensure their continuity and their difficulties.
5. The study can help in presenting the necessary recommendations to decision makers and officials in the Palestinian Police in Gaza Strip in increasing the motivation for achievement.

### Research hypothesis

**Ho<sub>1</sub>:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to a number of personal variables (age group, academic qualification, academic specialization, and years of service).

**The hypothesis is derived from the following sub-hypotheses:**

**Ho<sub>1-1</sub>:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the age group variable.

**Ho<sub>1-2</sub>:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the scientific qualification variable.

**Ho<sub>1-3</sub>:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the variable of scientific specialization

**Ho<sub>1-4</sub>:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the variable of practical experience.

### Previous Studies

- Study of (Alhussaina et al., 2021) aimed to analyze the relationship between the determinants of organizational justice and their relationship to conscientious behavior from the point of view of officers working in the Palestinian police in Gaza Strip. The study relied on the descriptive and analytical approach, using the questionnaire, targeting a stratified random sample of (400) officers, who hold the rank of captain and above,

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

- Study of (Abusamaan et al., 2020) aimed to identify the behavior of organizational citizenship in Palestinian Police between reality and expectations, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to improving this This aspect will be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found that the organizational citizenship behavior was largely due to all its components. The study also showed that there are statistically significant differences between the respondents' average response towards the organizational citizenship behavior due to the variables (type of administration, age group, job title, military rank, and years of service).
- Study of (Abusamaan et al., 2020) aimed to measure the reality of the determinants of organizational justice from the point of view of the police officers in Gaza Strip, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to upgrading In this aspect, to be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550

- officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found the existence of organizational justice in general in a medium degree and the order of its determinants was as follows: fairness of transactions and to a large degree, followed by fairness of procedures and a medium degree, and finally the fairness of distribution was to a small degree (Type of management, age group, job title, military rank, years of service).
- Study of (Khamis, 2018), which aimed to identify leadership features and their impact on productive efficiency, study of the General Ethnic Insurance Company, and the study population consisted of workers in Iraqi companies, and the results showed: The need for distinguished managers who carry skill and distinguished managerial experience that enables the company to enter the markets. There is great interest in planning and distributing productive tasks, exploiting the workforce and preventing their production levels from declining.
  - Study of (Al-Shboul, 2018), which aimed to identify the contribution of the innovative features of educational leaders in the directorates of education to the direction of administrative creativity in Jordan. The results showed: There are no statistically significant differences at the level of significance between the responses of the sample members, in relation to the contribution of the innovative features of the educational leaders towards the direction of administrative creativity (gender, academic qualification, job title, years of service).
  - Study of (Gilani et al., 2017) aimed at identifying the personality traits of the managers of the administrative units at Al-Baha University, and their relationship to the prevailing administrative patterns from the employees' point of view. The study population was composed of the employees and employees of Al-Baha University in all its various administrative units. Whereas, the study sample consisted of 76 employees from all administrative units during the second semester, and the results showed that the level of personality traits of departmental directors at Al-Baha University from the point of view of all employees came to a moderate degree.
  - Study of (Al-Dardisi, 2015) aimed at identifying leadership styles and their relationship to personality traits among Palestinian university students. Whereas, the study sample consisted of 380 male and female students, and the results showed that there were no statistically significant differences between the averages of the study sample's estimates of the personality characteristics of Palestinian university students due to the variables of gender, university, place of residence, and GPA.
  - Study of (Gideon and Freiha, 2014), which highlighted the leadership features that principals have and the impact of some variables on them, and thus reveals the method of appointing and assigning directors of public and private secondary schools in Greater Beirut. The study community has formed behind the public and private secondary schools in Greater Beirut. The results showed that managers, whether in the public or private sector, follow a single system with its Lebanese mentality, the camped political situation, the method of selecting individuals to assume positions of responsibility, patronage and quotas in all its aspects, the method of naming managers and their commitment to training and implementing all that is required of them and submitting them to the rules and provisions without having them in most cases. An opinion or a word. In order to avoid all of this, managers must be equipped with the most basic principles and rules contained in management science.
  - Study of (Al-Qaisi and Al-Dulaimi, 2012), which aimed to identify the effect of leadership traits on the success of the organization. The study population consisted of heads of departments and directors of the College of Administration and Economics. Whereas, the study sample consisted of 34 employees, and the results showed that the heads of departments and the rest of the sample studied had the leadership traits in achieving effectiveness in the College of Business and Economics on the research sample, that the positive change of the functional characteristics was more than the mental features in the events of change in the success of the organization.

### Theoretical Framework Leadership Traits

In light of the spread of diseases among the world, a new virus appeared, which is the Corona virus that struck the world and paralyzed the movement of the economy in all countries and the world without exception and affected the movement of citizens negatively, and from here it was for security men around the world without imposing security and safety methods by imposing strikes and not going out To limit the spread of Corona disease, the biggest role of policemen in Palestine, especially the Gaza Strip, was to impose a comprehensive strike by educating people not to go out to the streets and tourist places and instructing citizens to wear masks in cases of emergency exit.

**First: Leadership Features:** Leadership traits are defined as: a fixed personality reward, which refers to the continuous and usual pattern of behavior in the process by which employees are influenced. (Saleh, 2016)

**The Importance of Leadership:** The topic of leadership has been occupied throughout ancient times, and historians, writers and philosophers have dealt with this phenomenon from ancient times, and for whom the importance of leadership in life has increased significantly in the modern era, due to the many, complex and interrelated challenges

and requirements that life witnesses, intense competition, and the increase in organizational problems. And the success of human gatherings linked by common goals depends very much on the existence of successful leadership (Harem, 2006).

Al-Suwaidan (2003) believes that the importance of leadership is highlighted in the following points:

1. Leadership takes place in society and justice is established. Therefore, leadership is necessary.
2. Leadership is the link represented by the power that directs energies to ensure the progress of work according to future plans and perceptions.
3. Driving works to reinforce positive behavior and reduce negatives, so the captain is the captain of the ship.
4. The leadership keeps pace with the surrounding changes and uses them to serve the ministry. The leadership controls work problems, and draws appropriate plans to solve them.

**Leadership Requirements:** Leadership must have requirements to achieve the desired effect and achieve the desired goals. Abu Rabee (2016) mentioned these requirements in brief and were the following:

1. **Impact:** the ability to make some change or create relative conviction
2. **Influence:** The ability to cause or prevent something, which is related to personal capabilities and not to occupational status.
3. **Legal authority:** It is the right given to the commander to act and obey.

**Basic Leadership Skills:** The leader should have basic skills that qualify him to influence the followers and lead them to define the goals that they set for themselves or that the leader created for them. (Harem, 2006) mentions three skills. Fundamental to leadership summarized by the two researchers as follows:

1. **Empowerment:** It is the participation of the leader and his followers in actions of influence, control, and decision-making related to group work.
2. **Insight and vision:** the ability to envision the future of the group and set plans to achieve goals.
3. **Intuition and intuition:** the leader's ability to diagnose the situation and anticipate potential changes.

**Dimensions of leadership attributes:**

Harem (2006) believes that the evidence from various studies indicates that there are characteristics that distinguish leaders from others, namely: ambition and dynamism, desire to lead, honesty and integrity, self-confidence, intelligence, knowledge of oneself and work, self-monitoring, flexibility, and adapt his behavior according to situations.

Al-Samaduni (2007) states that the effectiveness and efficiency of a leader requires the availability of a set of traits, the most important of which are:

1. **Cognitive mental traits:** The leader is more superior to the followers in general intelligence (mental-social-emotional).
2. **Characteristics of endurance and responsibility:** the ability to bear burdens and difficulties, and a sense of

responsibility towards the supreme goal of the leader and his followers.

3. **Characteristics of endurance and responsibility:** the ability to bear burdens and difficulties, and a sense of responsibility towards the supreme goal of the leader and his followers.

The researchers believe that the leadership traits are the essence of the leadership trait in some individuals, and that it is separate traits and when some of them meet in one personality, it can be said that the owner of this personality is a leader and with a high degree of presence in this personality, the owner of this personality is more successful in his leadership of society and his ability to change. And that the traits differ between a leader in one field and a leader in another field, for example social intelligence and the ability to deal with society in a spirit of humor and clarification and clarification of facts are clearer features of leaders in the social field such as security men, and we find, for example, that physical features such as height, vitality, Physical strength and psychological traits such as poise of emotion and firmness in matters are more evident than in military personnel.

**The Palestinian Police**

It is a civil regulatory body specially trained to preserve the safety of people, implement regulations and implement state orders and instructions without prejudice to people's money, honor and personal freedoms except within the limits of the law. The organization for all its affairs and systems of work (The Palestinian Police Handbook. 2011).

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

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

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

**Methodology and Procedures:**

**First: Methodology Of The Study:** In order to achieve the objectives of the study, the researchers used the descriptive and analytical method through which it tries to accurately

describe the phenomenon subject of the study, and express it in terms and quantity, by analyzing its data, and studying the relationship between its components and the opinions raised about it, the processes it includes and the effects. That you speak.

**Second: Study Sources:** The researchers used two main sources of information, namely:

- **Secondary Sources:** Researchers have tended to address the theoretical framework of the study to secondary data sources, which are related Arab and foreign books and references, periodicals, articles and reports, previous research and studies that dealt with the subject of the study, and research and reading on various Internet sites.
- **Primary Sources:** To address the analytical aspects of the subject of the study, researchers resorted to collecting primary data through a questionnaire as a study tool, designed specifically for this purpose.

**Third: Study Population:** The study population consists of workers in the Central Governorate Police Station

1. **The survey sample:** The survey sample consisted of (30) employees, who were randomly selected for the purpose of evaluating the study tool and verifying its suitability for application to the original sample. It was entered into the final analysis, given that there was no defect in honesty and consistency.
2. **The Original "Actual" Sample:** The researchers relied on the method of random sampling of Palestinian police illustrates that:

workers, and their number reached (147) employees, in which (113) employees responded, i.e. (76.8%). This percentage is considered acceptable and appropriate for applying statistical procedures to verify hypotheses. Studying.

**Fourth: The Study Tool:** A questionnaire was prepared on "the level of leadership characteristics of Palestinian police workers in Gaza Strip in light of the Corona pandemic".

**It Consists Of Two Main Parts:**

**The First Section:** It consists of personal data about the respondents including (age group, academic qualification, scientific specialization, and scientific experience).

**The Second Section:** It concerns leadership features, and consists of 21 paragraphs, divided into 3 dimensions, namely:

**The First Dimension:** mental and cognitive features, and it consists of (7) paragraphs.

**The Second Dimension:** the characteristics of tolerance and responsibility, and it consists of (7) paragraphs.

**The Third Dimension:** features of organization and control and consists of (7) paragraphs.

The scale from 1 to 5 was used to measure the respondents' responses to the questionnaire paragraphs, as the closer the score to the number 5 indicates strong agreement with what was mentioned in the paragraph and vice versa, and Table (1)

**Table 1:** degrees of the scale used in the questionnaire

<b>Response</b>	<b>Strongly Disagree</b>		<b>Strongly Agree</b>
<b>Degree</b>	1		5

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

1. **Truthfulness from the Arbitrators 'Point Of View "Apparent Honesty":** The questionnaire was presented to a group of arbitrators who are specialists in the field of business administration. The researchers responded to the opinions of the arbitrators and made the necessary deletions, additions and amendments in light of the proposals submitted, until the questionnaire came out in its final form.
2. **The Validity Of The Scale And The Reliability Of The Resolution:**

**Internal Validity:** The internal consistency sincerely means the extent to which each paragraph of the questionnaire is consistent with the axis to which this paragraph belongs, and the researchers calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each paragraph of the axis and the total score of the axis itself.

**The Validity of The Axes of the Questionnaire:** The following table shows the correlation coefficient between each paragraph of the axis and the total score of the axis, which shows that the correlation coefficients shown are a function at a significant level ( $\alpha \leq 0.05$ ).

**Table 2:** shows the correlation coefficient between each paragraph of the axis and the total degree of the axis

#	Pearson Coefficient	Probability Value (Sig.)	#	Pearson Coefficient	Probability Value (Sig.)	#	Pearson Coefficient	Probability Value (Sig.)
<b>Mental And Cognitive Traits</b>			<b>Attributes Of Tolerance And Responsibility</b>			<b>Attributes Of Regulation And Control</b>		
1.	0.622	0.000	1.	0.797	0.000	1.	0.632	0.000
2.	0.851	0.000	2.	0.936	0.000	2.	0.727	0.000
3.	0.873	0.000	3.	0.936	0.000	3.	0.826	0.000
4.	0.758	0.000	4.	0.951	0.000	4.	0.780	0.000

#	Pearson Coefficient	Probability Value (Sig.)	#	Pearson Coefficient	Probability Value (Sig.)	#	Pearson Coefficient	Probability Value (Sig.)
5.	0.851	0.000	5.	0.936	0.000	5.	0.755	0.000
6.	0.899	0.000	6.	0.904	0.000	6.	0.698	0.000
7.	0.815	0.000	7.	0.830	0.000	7.	0.732	0.000

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

**Structure Validity:** The structural validity is one of the measures of validity of the tool, which measures the extent to which the objectives that the tool wants to reach is achieved, and shows the extent to which each dimension of the axis is related to the total degree of the paragraphs of the axis.

**Structural Validity Of The Dimensions Of The Questionnaire:** The following table shows that all correlation coefficients in all dimensions of the axis are statistically significant at a significant level ( $\alpha \leq 0.05$ ), and thus all dimensions of the axis are considered true to what they are designed to measure.

**Table 3:** shows the coefficient of correlation between the degree of each dimension of the axis and the total degree of the axis

Field (Section)	Pearson Coefficient	Probability Value (Sig.)
Mental and cognitive traits	0.921	0.000
Attributes of tolerance and responsibility	0.852	0.000
Attributes of regulation and control	0.745	0.000

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

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

**Table 4:** shows the Cronbach alpha coefficient to measure the stability of the dimensions of the questionnaire

Field (Section)	Number Of Paragraphs	Cronbach's Alpha
Mental and cognitive traits	7	0.923
Attributes of tolerance and responsibility	7	0.841
Attributes of regulation and control	7	0.754
The Whole Questionnaire	21	0.872

It is clear from the results shown in Table (4) that the value of the Cronbach alpha coefficient reached for all paragraphs of the axis (0.872), and this means that the stability is high. Thus, the resolution in its final form is distributable. The researchers have confirmed the validity and stability of the study axes, which makes them fully confident in the validity of the axis and its validity to analyze the results, answer the study questions and test its hypotheses.

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

It includes a presentation of analyzing the data and testing the hypotheses of the study, by answering the questions of the study, reviewing the most prominent results of the questionnaire that was reached by analyzing its paragraphs, and identifying personal data. Therefore, statistical treatments were carried out for the data collected from the study questionnaire, where the package program was used. Statistical Studies for Social Studies (SPSS) to obtain the results of the study.

**First: The Statistical Description of the Study Sample According To Personal Data:**

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

**Table 5:** shows the characteristics of the study sample according to personal data

Category		Frequency	Percentage %
<b>Age Group</b>	Less Than 30	36	31.9
	30 To Less Than 40	63	55.8
	40 To Less Than 50	9	8.0
	50 Or More	5	4.4
<b>Qualification</b>	Intermediate Diploma Or Less	47	41.5
	Bachelor	61	53.9
	Postgraduate	5	4.4
<b>Scientific Specialization</b>	Human And Social Sciences (Education - Arts)	20	17.7
	Administrative And Financial Sciences (Management - Accounting - Economics)	12	10.6
	Engineering Sciences	9	8.0
	Sciences Of Public Relations And Media	6	5.3
	Military-Security College	17	15.0
	Other Disciplines	49	43.4
	<b>Scientific Experience</b>	Less Than 5 Years	30
5-10 Years	17	15.0	
10-15 Years Old	44	38.9	
15 Years And Over	22	19.5	

It is clear from Table (5) the following:

**Age Group:** It was found that 31.9% of the study sample are those under 30 years old, while 55.8% are those from 30 to less than 40 years old, while 8.0% are those from 40 to 49 years old. Less than 50 years old, while 4.4% are those aged 50 and over.

**Academic Qualification:** It was found that 41.5% of the study sample are diplomas or less, and 53.9% are Bachelor’s holders, while 4.4% are postgraduate holders.

**Scientific Specialization:** It was found that 17.7% of the study sample are from human and social sciences (education - literature) and 10.6% are administrative and financial sciences (management - accounting - economics), while 8.0% are from engineering sciences specialization, while 5.3% are from public relations and media sciences, while

15.0% are from a military-security college, while 43.4% are from other disciplines.

**Scientific Experience:** It was found that 26.5% of the study sample are those whose years of service are less than 5 years, while 15.0% are those whose years of service are from 5 to less than 10 years, while 38.9% are those who have years of service. From 10 to less than 15 years, while 19.5% of those with years of service from 15 years or more.

**Second: The Criterion Adopted In The Study:** To interpret the results of the study and judge the level of response, the researchers relied on arranging the arithmetic averages at the field level for the questionnaire, and the level of the paragraphs in each field, and the researchers determined the degree of approval according to the criterion adopted for the study, as shown in Table (6):

**Table 6:** clarifies the criterion adopted in the study

SMA	Relative Weight	Degree Of Approval
From 1- 1.8	From 20.0% - 36.0%	Very Low
Greater than 1.8 - 2.6	Greater than 36.0% - 52.0%	Low
Greater than 2.6 - 3.4	Greater than 52.0% - 68.0%	Medium
Greater than 3.4 - 4.2	Greater than 68.0% - 84.0%	Great
Greater than 4.2 - 5	Greater than 84.0% - 100%	Very Large

**The Answer to the Study’s Questions:**

**Q1-:** What is the level of leadership characteristics employed in the Palestinian police in Gaza Strip?

The arithmetic mean, standard deviation, relative weight, and order were used to find out the degree of agreement on dimension paragraphs, and the results are shown in Table (7).

**Table 7:** shows the arithmetic mean, standard deviation, relative weight, and ranking for each of the leadership traits areas.

#	Field (Section)	SMA	Standard Deviation	Relative Weight	Ranking	Degree Of Approval
1.	Mental And Cognitive Traits	3.88	0.652	77.60	1	Great
2.	Attributes Of Tolerance And Responsibility	3.79	0.521	73.80	3	Great
3.	Attributes Of Regulation And Control	3.71	0.537	74.20	2	Great
	All Paragraphs Of The Questionnaire	3.80	0.595	76.00		Great

From Table (7) the following can be drawn:  
The arithmetic mean of all paragraphs is equal to 3.80, meaning that the relative weight is 76.20%, and this means that there is agreement to a large degree by the sample members on the effect of the leadership characteristics of the Palestinian police in the Gaza Strip, and the researchers attribute this to that the leadership of the security services in the Gaza Strip is concerned with selecting individuals according to the basis of And specific standards, because they will be the ones who will have to solve all the problems faced by members of society, which require elements of the Palestinian police with distinguished leadership characteristics.

The order of crisis management is as follows:  
The mental and cognitive features got the first place with a relative weight of 77.60%, which is a large degree. The researchers attribute this to the fact that police personnel have a high capacity to deal with all problems that are continuously satisfied and work to solve them in the right way.

The attributes of tolerance and responsibility ranked third with a relative weight of 73.80%, which is a great degree.

The researchers attribute that to the fact that police personnel have endurance and endurance in all different situations. The characteristics of organization and control got the second place with a relative weight of 74.20%, which is a great degree. Researchers attribute this to the systematic selection of individuals and to be sorted according to their strength in all military situations.

**Test Hypotheses of the Study**

**Ho1:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to a number of personal variables (age group, academic qualification, academic specialization, and years of service).

**The hypothesis is derived from the following sub-hypotheses:**

**Ho1.1:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the age group variable.

**Table 8:** shows the results of the "single-factor variance" test - the age group

Field (Section)	Averages				Test Value	Probability Value (Sig.)
	Less Than 30	30 To Less Than 40	40 To Less Than 50	50 Or More		
Mental And Cognitive Traits	4.80	3.76	4.95	4.01	0.563	0.623
Attributes Of Tolerance And Responsibility	4.77	3.74	4.86	4.77	0.288	0.712
Attributes Of Regulation And Control	4.88	3.72	4.71	4.52	0.274	0.745
Total Score For Leadership Attributes	4.87	3.74	4.89	4.74	0.252	0.852

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

From the results shown in Table (8), it was found that the probability value (Sig.) corresponding to the "one-on-one variance" test is greater than the level of significance (0.05) for all dimensions and the overall score, and thus it can be concluded that there are no statistically significant differences between the averages of the estimates of the study sample about The level of leadership attributes attributed to the variable of the age group. The researchers

attribute this to: The majority of workers in the Central Governorate Police Station pass through all the instructions issued by the Ministry of Interior, regardless of age group, and deal with all citizens without exception.

**Ho1.2:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the scientific qualification variable.

**Table 9:** shows the results of the "mono-variance" test - academic qualification

Field (Section)	Averages			Test Value	Probability Value (Sig.)
	Intermediate Diploma Or Less	Bachelor	Postgraduate		
Mental And Cognitive Traits	4.88	4.82	4.76	0.038	0.854
Attributes Of Tolerance And Responsibility	4.91	4.77	4.74	0.471	0.523
Attributes Of Regulation And Control	4.83	4.71	4.78	0.308	0.821
Total Score For Leadership Attributes	4.86	4.79	4.74	0.307	0.831

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

From the results shown in Table (9), it was found that the probability value (Sig.) corresponding to the "one-on-one variance" test is greater than the significance level (0.05) for all dimensions and dimensions as a whole. The leadership characteristics are attributed to the scientific qualification variable, and the researchers attribute this to: The Ministry of Interior issues instructions, regulations and regulations for all employees of the Palestinian police stations and their knowledge of it, and these laws are applied to all workers,

whether the employees hold a diploma, a bachelor's degree or higher studies, so the policeman's opinion is not affected by the difference in the degree. Scientific because laws, regulations and instructions are applied to everyone without exception.

**Ho1.3:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the variable of scientific specialization

**Table 10:** shows the results of the "one-way contrast" test - the scientific specialization

Field (Section)	Averages						Test Value	Probability Value (Sig.)
	Human And Social Sciences	Administrative And Financial Sciences	Engineering Sciences	Sciences Of Public Relations And Media	Military-Security College	Other Disciplines		
Mental And Cognitive Traits	4.88	4.75	4.30	4.58	4.65	4.81	0.431	0.631
Attributes Of Tolerance And Responsibility	4.91	4.77	4.67	4.66	4.96	4.87	0.431	0.837
Attributes Of Regulation	4.77	4.71	4.63	4.32	4.21	4.83	0.431	0.743

And Control								
Total Score For Leadership Attributes	4.82	4.72	4.83	4.87	4.89	4.87	0.452	0.601

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

From the results shown in Table (10) it was found that the probability value (Sig.) Corresponding to the “one-on-one variance” test is greater than the level of significance (0.05) for all dimensions and dimensions as a whole and thus it can be concluded that there are no statistically significant differences between the averages of the estimates of the study sample individuals attributable For the variable of scientific specialization, the researchers attribute this to: All

employees of the Central Governorate Police Station have all the rights and privileges to be promoted into military ranks, but not according to his scientific testimony.

**Ho1-4:** There are statistically significant differences in the average of the respondents' estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the variable of practical experience.

**Table 11:** illustrates the results of the "single variance" test - practical experience

Field (Section)	Averages				Test Value	Probability Value (Sig.)
	A Doctor	Nurse	Administrative	Other		
Mental And Cognitive Traits	3.95	3.78	3.40	3.85	0.433	0.730
Attributes Of Tolerance And Responsibility	3.90	3.73	3.77	3.88	0.422	0.738
Attributes Of Regulation And Control	3.88	3.75	3.69	3.82	0.411	0.745
Total Score For Leadership Attributes	3.91	3.75	3.73	3.85	0.476	0.700

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

From the results shown in Table (11), it was found that the probability value (Sig.) Corresponding to the test of "one variance" is greater than the level of significance (0.05) for all dimensions and dimensions as a whole. An increase in motivation attributed to the variable of scientific experience, and the researchers attribute this to: All police station employees have experience in their field of work during the years they spent working in the police, which gave them experience in dealing with all different situations.

- There are no statistically significant differences between the averages of the study sample’s estimates on the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the scientific experience variable.

**Conclusions**

The following Results and recommendations were reached:

- The level of leadership attributes of workers in the Palestinian police in Gaza Strip, which came with a relative weight of 76.20%, is to a large extent.
- There are no statistically significant differences between the averages of the study sample's estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the age group variable
- There are no statistically significant differences between the averages of the study sample's estimates about the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the scientific qualification variable
- There are no statistically significant differences between the averages of the study sample's estimates of the level of leadership characteristics in the Palestinian Police in Gaza Strip due to the scientific specialization variable

**Recommendations**

- The need to tighten penalties on individuals by the Central Governorate Police Station for violating the instructions issued by the Ministry of Interior in light of the outbreak of the Corona epidemic
- Increasing interest in preparing and organizing specialized training courses and programs in the field of managing dealing with all different segments in order to preserve the lives of people from the Corona epidemic.
- Support and strengthen the spirit of cooperation, responsibility, and joint cooperation with all different cases through continuous training to permanently refine their skills.

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