

Sensing Organizational Justice and Its Relationship to Altruistic Behavior in the Palestinian Police

Mohammed N. R. Abusamaan¹, Mazen J. Al Shobaki², Suliman A. El Talla³, Samy S. Abu-Naser⁴

¹Department of Business Administration, Islamic University – Gaza

²Faculty of Administrative and Financial Sciences, Israa University – Gaza- Palestine

³Department of Business Administration, Al-Azhar University – Gaza

⁴Faculty of Engineering and Information Technology, Al-Azhar University, Gaza, Palestine

¹moh-mas@hotmail.com, ²mazen.alshobaki@gmail.com, ³Eltallasuliman@gmail.com, ⁴abunaser@alazhar.edu.ps

Abstract: *This study aimed to analyze the relationship between the determinants of organizational justice and altruistic behavior from the point of view of the police officers in Gaza Strip. 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%). The study found the existence of a positive correlation between the determinants of organizational justice and altruistic behavior, and the study also found the existence of organizational justice in general in a moderate degree and the order of its determinants was 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, as for altruistic behavior. It came to a large extent. There are statistically significant differences between the respondents' average response to the researched relationship due to the variables (Type Of Administration, Age Group, Job Title, Military Rank, and Years of Service). Taking into account the fairness of distribution by providing appropriate and fair salaries, granting bonuses for the additional efforts exerted, and budgeting in the distribution of duties and job burdens, and paying attention to the interests of employees when making decisions and involving them in formulating them, explaining their justifications, and considering altruistic behavior as a value, and the creation of an organizational climate dominated by a sense of justice, because of its prominent role in stability, calm and discipline at work, and thus the elevation of the police institution and the achievement of its desired goals.*

Keywords: Organizational Justice, Distribution Fairness, Fairness of Procedures, Fairness of Dealings, Altruistic Behavior, Palestinian Police, Palestine.

Introduction

The investment of human resources is an important basis in the management of organizations and the importance of human resources lies as the soul and the driving life of the organization to carry out all the required duties and jobs. Human capital is no less important than the money invested, especially if it is employed in an appropriate manner, it will reflect on productivity and quality of performance and whatever the organization does in developing its structure Organizational without regard to the human factor; it would be a failure and a loss in general.

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

Organizational justice as a concept depends mainly on the social aspect or what is known as social comparison, where the individual compares what happens to him in the organization with others from his colleagues and the roots of organizational justice go back to (Adams, 1965) with equality, and what is meant here is distribution fairness in terms of the individual comparing his inputs from (Work and experiences) he performs with what he will obtain from the outputs (wages, bonuses, and privileges) compared to other colleagues. If he feels that the rate of inputs and outputs is equal with others, this will push him to increase perfection and constitute an incentive for him to work, while the opposite happens in the event of feeling inequality, which leaves a negative impact on Work generates a feeling of indifference in the absence of distribution justice, and in addition to the distribution justice dimension, there is another dimension to the concept of organizational justice and its source is the science of law, as justice here is procedural and has two parts, the first part is procedural and structural, which means the individual's sense of fairness in structuring decisions and impartiality in determining policies The reward and the other side includes fairness of treatment when these procedures and laws are applied, and thus the determinants of organizational justice can be summarized in three determinants (fairness in distribution, fairness of remuneration. Problems, and fairness of dealings (Gernberg and Barron, 2004: 177).

Among the behaviors that are directly affected by the sense of organizational justice is altruistic behavior as one of the dimensions of organizational citizenship. Hence, this study sheds light on "the sense of organizational justice and its relationship to the altruistic behavior of the Palestinian Police Force in Gaza Strip.

Problem Statement

The human element represents one of the tributaries of the success of organizations and institutions in achieving their goals, and in light of the decline in the level of justice within the organizations due to bias and lack of objectivity and with the variation of procedures and standards followed against the diverse human energies in general, organizational justice has become a requirement for individuals in particular and for organizations in general to ensure stability in an environment Work and create the optimal organizational climate to achieve the goals of the organization, and in order to ensure positive behavior that is reflected thanks to the sense of justice in its three forms, in terms of fair distribution compared to colleagues, fair procedures, decisions and privileges, and fair treatment that the employee receives from his managers (Al-Asmari, 2013) .

And because contemporary organizations aspire to the existence of altruistic action and behavior, especially when it comes to a sensitive and important sector such as the policing system, it was necessary to study the link and the relationship between the organizational justice and citizenship variables, and the researchers chose organizational justice as a basic variable for its impact on the internal work environment and its direct relationship to altruistic behavior. This study also comes about the reality of work in the police force, which is the largest operating security apparatus, in the context of a state of political ambiguity and administrative and functional instability of the Ministry of Interior employees in its security part in general, and in light of a delicate and sensitive circumstance that employees of the previous Gaza government are going through Where the irregularity of salaries, the lack of spending budgets and the lack of full salaries for employees, which gives an additional justification for research in this sector.

Research Questions

Based on the foregoing, the study is organized into several questions, and two main questions arise in it:

Q1-: What is the relationship of the sense of organizational justice (fairness of distribution, fairness of procedures, and fairness of dealings) with altruistic behavior from the viewpoint of officers in the police in Gaza Strip?

Q2-: Are there significant differences in the views of officers in the Palestinian Police Force in Gaza Strip regarding the relationship between their perception of the determinants of organizational justice and altruistic behavior due to personal variables (Type Of Management, Marital Status, Age Group, Job Title, Military Rank, and Years of Service)?

Research Objectives

The objectives of the study are as follows:

1. Identifying the level of awareness of organizational justice with its determinants (distribution justice - fairness of procedures - fairness of dealings) from the viewpoint of the officers in the Palestinian Police Force in Gaza Strip.
2. Identifying the level of practicing altruistic behavior through the reality of the officers 'work in the Palestinian Police Force in Gaza Strip.
3. Measuring and analyzing the nature of the correlation between working officers' perception of the determinants of organizational justice and altruistic behavior from the viewpoint of officers in the Palestinian Police Force in Gaza Strip.
4. Study and analyze the differences in the responses of officers in the Palestinian Police Force in Gaza Strip towards the relationship between the determinants of organizational justice and altruistic behavior according to the diversity of the personal data of each officer in terms of: (Type Of Management, Marital Status, Age Group, Job Title, Military Rank, and Years of Service).

Research Importance

The importance of the study is shown by the benefits that will accrue to:

1. This study is expected to open horizons for security leaders and decision-makers to formulate policies and procedures that create a positive atmosphere in the administrative work environment, which will have a clear impact on the advancement and sophistication of security work.
2. The Palestinian community is clearly and significantly affected by the policies of the police force. Because it is the basis for creating an atmosphere of internal stability for the country, hence the positive impact through the high performance of the work of the security services will in turn be reflected in the local community in terms of meeting the hoped-for good service.
3. This study opens the door for researchers and those interested to delve into the reality of behavioral and administrative studies within security institutions and organizations.

Research hypothesis

In order to provide an appropriate answer to the scholarly questions raised, the study seeks to test the validity of the following hypotheses:

Ho₁: There is a statistically significant relationship at a significant level of $\alpha \leq 0.05$ between the determinants of organizational justice (Distribution Fairness, Fairness of Procedures, and Fairness of Dealings) and the altruistic behavior of officers working in the Palestinian police in Gaza Strip.

Ho₂: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' responses about the determinants of organizational justice and their relationship to altruistic behavior due to personal variables (Management, Marital Status, Age Group, Job Title, Military Rank, and Years of Service).

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

Ho_{2.1}: There are statistically significant differences at a significant level of $\alpha \leq 0.05$ between the averages of respondents' responses about the determinants of organizational justice and their relationship to altruistic behavior attributed to management.

Ho_{2.2}: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the social status.

Ho_{2.3}: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the age group.

Ho_{2.4}: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the job title.

Ho_{2.5}: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the military rank.

Ho_{2.6}: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the mean of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to years of service.

Research Variables

The Independent Variable: Organizational Justice with Its Three Determinants:

- Equitable distribution
- Fairness of procedures
- Fair dealings.

The Dependent Variable: Altruistic Behavior

Research Limits and Scope

The scope of the study shall be as follows:

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

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 Force between reality and expectations, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study

will contribute to improving this This aspect will be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found that the organizational citizenship behavior was largely due to all its components. The study also showed that there are statistically significant differences between the respondents' average response towards the organizational citizenship behavior due to the variables (type of administration, age group, job title, military rank, and years of service).

- Study of (Abusamaan et al., 2020) aimed to measure the reality of the determinants of organizational justice from the point of view of the police officers in Gaza Strip, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus, which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to upgrading In this aspect, to be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found the existence of organizational justice in general in a medium degree and the order of its determinants was as follows: fairness of transactions and to a large degree, followed by fairness of procedures and a medium degree, and finally the fairness of distribution was to a small degree (Type of management, age group, job title, military rank, years of service).
- Study of (Arqawi et al., 2018) aimed to identify the dimensions of the interactive justice and procedural justice of the heads of departments and their relation to organizational loyalty in Palestine Technical University- Kadoorei. It also aimed at identifying some variables of the study such as gender, academic qualification, work place, years of experience, and career level. In order to achieve this, the researchers used a questionnaire consisting of three fields and 32 Items. The first field includes 10 Items related to interactive justice, while the second field includes 10 Items related to procedural justice, while the Items of the third field contains (12) paragraph related to organizational loyalty of the Faculty Staff at the university which was distributed to (105) members of the sample of the study, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical program of social sciences SPSS. The results of the study indicated that there was a high degree of response in the three fields. It also indicated that there was a statistically significant effect at the level of ($\alpha = 0.05$) between the procedural and interactive justice of the department heads at Palestine Technical University- Kadoorei. The results also showed that there were no statistically significant differences at the level of ($\alpha = 0.05$) between the responses of the respondents to the interactive justice and procedural justice at the heads of departments and organizational loyalty at the faculty of Palestine Technical University- Kadoorei attributed to the variable years of experience.
- Study of (Arqawi et al., 2018) aimed to identify the effect of procedural justice on organizational loyalty from the point of view of Faculty Staff at Palestine Technical University- Kadoorei. It also aimed to identify the differences in the views of the study sample on the study variables according to the years of service. In order to achieve this, the researchers used a questionnaire consisting of (22) Items where the first area (10) Items looking at procedural justice while the Items of the second area and the number of (12) paragraph in the field of organizational allegiance to Faculty Staff at the university, (105) questionnaires were distributed on the sample of the study, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical program of social sciences (SPSS). One of the most important findings of the study was that the degree of procedural justice at the heads of departments at Palestine Technical University- Kadoorei, from the point of view of Faculty Staff was between the medium and large, where the average arithmetic (3.65). Respondents also showed a high level of organizational loyalty (3.84). The study also showed a statistically significant effect at the level of significance ($\alpha = 0.05$) for procedural fairness in achieving organizational loyalty, and the absence of differences attributed to years of experience. In the light of the results of the previous study, the researchers recommended several recommendations, the most important of which is to increase the awareness of the employees on the principles of procedural justice, to encourage adherence to them and to indicate their importance in job performance by creating systems and methods that ensure commitment to justice by raising the ability of leaders to build new policies and visions Which would promote the work of institutions.
- Study of (Arqawi et al., 2018) aimed to identify the interactive justice and its impact on the organizational loyalty of the Faculty Staff in the Technical University of Palestine-(Kadoorei). In order to achieve this, the researchers used a questionnaire consisting of (22) Items where the first area (10) Items looking at interactive justice, while the second area (12) in the area of organizational loyalty to the Faculty Staff at the university, where it was distributed to (105) individuals from the study sample, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical package of social sciences. The results of the study indicated that there is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the interactive justice at the Technical University

of Palestine (Kadoorei) at the level of organizational loyalty among the teaching staff of the university. In light of the results of the previous study, the researchers recommended several recommendations, namely, the need for the university to pay attention to the level of interactive justice at department heads and to show more democracy in the decision-making mechanisms of Faculty Staff.

- Study of (Al-Madhon, 2015) aimed at identifying the effect of the determinants of good citizen's behavior in the Palestinian Police in Gaza Strip on performance. The study adopted the descriptive and analytical approach using the questionnaire and targeted a stratified random sample of (330) officers, who hold the rank of captain and above. From the study population of (1437) officers, and the study found a strong statistically significant relationship between all determinants of good citizen's behavior and performance in the police apparatus, and the arrangement came according to the correlation (employees' perception of the widening extent covered by their jobs, then expecting fair treatment, then employees' attitudes toward The organization), and the study showed that the performance of the officers was good, as the average performance reached (79%), and that there is an effect of all determinants of good citizen's behavior on the performance of the police.
- Study of (Al-Shehri, 2014) aimed at identifying the level of organizational justice and its dimensions (distribution fairness, procedures, transactions, evaluation and ethics), and the level of achievement motivation among secondary school teachers in Jeddah, and aimed to reveal the correlative relationship between the degree of application of organizational justice and motivation. Achievement, where the questionnaire was used as a study tool, and the questionnaires were distributed to a randomly available sample consisting of (580) teachers from the study population consisting of all secondary school teachers in Jeddah, who numbered (3732) teachers. The most important results indicated that the degree of achievement of organizational justice was (high) for the tool as a whole, where the field (moral justice) ranked first, then the field (transactional justice) ranked second, and the field (evaluative justice) ranked third, with a grade of (medium) The field (procedural justice) came in fourth place, with a rating (medium), and the field (distribution justice) came in fourth place with a rating (medium). Achievement motivation). The study recommended the following: Work on the continuity of achieving organizational justice, and improving administrative practices by school principals to achieve corrective justice.
- Study of (Gim, et al., 2014) aimed at analyzing the effect of distribution justice and procedural justice as two independent variables on the intentions to leave work (work rotation) through emotional commitment as a mediating variable. From work-leaving behavior, a total of (226) respondents participated in all parts of Malaysia. The results showed that distribution fairness and procedures have an influential and clear relationship with emotional commitment as a mediating variable, and therefore there is an influential relationship to the rate of leaving work by emotional commitment, and the results also showed that the type of sector in which the employee works does not affect the mediation of the relationship between emotional commitment and rates of leaving work. In light of these results, the researchers recommended fair compensation and bonuses, and attention to fair distribution and procedures, as they have a clear effect on reducing job abandonment rates.
- Study of (Lee, Kim H., & Kim Y., 2013) which aimed to identify the relationship of some determinants of organizational citizenship behavior (transformational leadership, complexity of organizational structure and organizational justice) and their relationship to organizational citizenship behavior as a mediator with (job satisfaction), as this study was conducted in Korea, the study sample reached (1100) employees from (30) companies in the Korean National Industries Complex, and the results showed a positive correlation between (procedural justice, transformational leadership, and the complexity of the organizational structure) and organizational citizenship behavior on the one hand and a positive correlation between citizenship behavior Organizational and job satisfaction on the other hand, and in this way the mediation of organizational citizenship behavior between the independent variables (procedural justice, transformational leadership, and the complexity of the organizational structure) and the dependent variable (job satisfaction), the study also showed the significant impact of procedural justice and transformational leadership on organizational citizenship behavior, with the presence of a negative correlation between organizational structure complexity and organizational citizenship behaviors.
- Study of (Abu Tayeh, 2012) aimed to analyze the impact of employees' sense of organizational justice on the behavior of organizational citizenship in government ministries centers in Jordan, and the study assumed that there is a positive effect between organizational justice represented in its following dimensions, fairness of distribution, fairness of procedures and fairness of dealings on organizational citizenship behavior and its following dimensions Altruism, civility, mathematical spirit, civilized behavior and awareness of conscience. The questionnaire was used to collect study data and achieve its objectives and hypotheses. The results obtained from (326) respondents from employees in Jordanian ministries' centers showed that employees' sense of organizational justice in all its dimensions was above average, while the results showed an increase in organizational citizenship behavior in all its dimensions among the study sample. The results of the study showed that there is a positive effect of employees' perception of organizational justice on organizational citizenship behavior and all its dimensions. The results also showed that employees' sense of procedural justice has the largest role in influencing organizational citizenship behavior compared Along with other dimensions of organizational justice (distributive fairness, equity Transactions), and based on these results, the study recommended strengthening the values of organizational justice and organizational citizenship behavior in Jordanian government ministries.

- Study of (Al-Sukkar, 2012) aimed to analyze the effect of distributive justice rules on increasing organizational loyalty according to the opinions of managers working in Jordanian ministries, using the descriptive analytical approach. , Which amounted to (172) individuals representing the population of the study, and then the study questions were answered and their hypotheses tested, and the study reached several results, the most important of which are the following: The opinions of the respondents towards the rules of distributive justice were moderate, as the arithmetic average showed (2.982), The quality rule came at a medium level (3.318), then the equality rule at a medium level (3.155), and the need rule at a low level ((2,473). The study recommended, in light of the above results, the need to pay attention to behavioral and ethical studies and to promote positive aspects and maximize them among managers to improve the level of distributive justice, and enhance Organizational loyalty in Jordanian ministries.
- Study of (Al-Atwi, 2011) aimed to test the relationship between the dimensions of organizational justice (distributional, procedural and transactional) and deviant work behavior through the mediating role of the organizational integration variable, and through data collected from a sample of employees in Al-Muthanna Cement Factory that included (108) Individual researchers tested the research hypotheses, which revolve around direct and indirect influence relationships between the research variables, and the results of the research proved the validity of most of the hypotheses, as the level of organizational justice in its three dimensions was unsatisfactory and the psychological link between the organization and its employees was low, and perhaps the most important reasons for this, according to the researchers The level of employees' perception of organizational justice, and in light of these results, researchers see that the integration of employees in their organizations is not only an important factor in increasing positive volunteer work behavior, but also has an important role in reducing deviant work behavior, and accordingly he recommended a set of recommendations that benefit the reality of organizational work.
- Study of (Asgari, Nojabae, & Arjmand, 2011) aimed to identify the relationship of organizational justice with its dimensions (procedural, distributive, interactive, and informational) and its impact on the organizational citizenship behavior of employees at Islamic Azad University, Chalus Branch, in Iran. The study used the questionnaire to test the established hypotheses to be analyzed by the necessary statistical methods, and the sample consisted of (127) employees out of (190) employees who are the population of the study, and the results indicated that there is a statistically significant relationship between procedural justice, information justice, and citizenship behavior for employees as for distributive justice and justice. Interactivity There is no significant relationship between it and citizenship behavior, as the study indicates that distributive and interactive justice is obtained with the least weight from the viewpoint of the participants in the questionnaire, and the study concluded with a set of recommendations that contribute to supporting procedural justice by involving subordinates in decision-making and carrying out courses and activities to promote behavior Organizational Citizenship The researchers also suggested creating a clear information system that contributes to procedural justice.
- Study of (Muhammad, 2011), which aimed to measure the effect of organizational culture on the organizational citizenship behaviors of the General Organization for Technical Education and Vocational Training in the Kingdom of Saudi Arabia, which numbered (98) in a comprehensive inventory method, through which it is possible to identify the directions of managers in the General Organization for Technical Education and Training The professional approach towards the elements of the organizational culture prevailing in the institution, in addition to identifying their attitudes towards the dimensions and behaviors of organizational citizenship, and the extent to which the different dimensions of organizational culture influence the dimensions and behaviors of organizational citizenship in the institution under study and the nature of this relationship, and this study concluded that there is a positive statistically significant relationship. And strong between the different dimensions of organizational culture and between the different dimensions of organizational citizenship behaviors.
- Study of (Shaban, 2010) aimed at knowing the role of organizational justice in achieving distinguished university performance among a sample of the teaching staff in the College of Administration and Economics at the University of Kufa, through a tool that includes Items representing organizational justice variables (independent variables) distributed in three areas (distributive justice) , Fairness of procedures, and fairness of interactions), in addition to 16 Items representing the variables of distinguished university performance (dependent variables) distributed into four areas: (reducing costs and increasing profits, improving quality, scientific research, community service) and the sample consisted of (43) members of The teaching staff at the College of Administration and Economics at the University of Kufa, and the results showed that all members of the research sample agree on the importance of organizational justice in achieving distinguished university performance.
- Study of (Abu Jasser, 2010) aimed to identify the effect of organizational justice on the contextual performance dimensions of organizational loyalty and organizational citizenship among employees in the ministries of the Palestinian Authority. This study was applied to a stratified random sample of the study population of (1554) employees from Employees at the headquarters of all ministries operating in Gaza Strip, and the sample size was (311) employees of all grades and titles, and the researchers used the questionnaire to measure the study variables, and the most important results of the study were the presence of organizational justice and organizational commitment to a medium degree while the organizational citizenship behavior was high, in addition to the existence of a relationship Statistically significant between employees' perception of organizational justice and organizational commitment, and the study recommended the need to develop employees' awareness of organizational justice, reconsider the civil service law with regard to the financial aspect, and involve employees in making

decisions affecting their work, and it also called for officials' interest in motivating employees and developing the relationship Character with them.

- Study of (Al-Emian and Al-Saudi, 2009) aimed to identify the analysis of the impact of organizational justice in improving job performance among employees in Jordanian ministries, and to achieve the objectives of the study, a questionnaire was used, for the purpose of collecting data and distributing it to the individuals of the study sample, and a sample of Its net number is (742) single, and the study reached a set of results, the most prominent of which were: Employees 'perceptions of organizational justice dimensions came in a moderate degree, and their perceptions of the level of job performance came in a high degree, and there is a significant effect of organizational justice dimensions on job performance in Employees in Jordanian ministries, and the study reached a set of recommendations, the most important of which are: The need for ministries to adopt many concepts that reflect the dimensions of organizational justice, which is reflected as a behavior in identifying the performance levels of their employees, by spreading the concepts of transparency and right and linking it to the duty, and reconsidering the methods of Evaluating performance and moving away from stereotypes and red tape, which positively affects the best performance in the organizations in which they work. The study also recommended fairness in decision-making involving employees in that.
- Study of (Wadi, 2007) aimed at identifying the level of sense of organizational justice among the employees of some Palestinian ministries in Gaza Strip. This study was applied on a stratified random sample of (652) employees who occupy leading supervisory positions from the study population, which included the largest Six ministries in Gaza Strip, and a questionnaire was designed for the purpose of collecting data and the study, and the most important results of the study were the existence of weak organizational justice in general and close to the average at 59.59%, and there is an acceptable distributional justice of 61.93%, and fair procedures with a weak degree of 59.20%, and there is no Fairness regarding the respondents' belief in the personal treatment they receive from decision-makers.
- Study of (Alwan, 2007) aimed at knowing the extent of the impact of organizational justice injustice on the spread of the phenomenon of administrative corruption among employees in the administrative complex of the Libyan city of Sirte. The study was conducted by using a questionnaire distributed on a simple random sample of (80) individuals, and it showed The results of the study showed an impact of the absence of organizational justice in its three dimensions (distribution, procedures, and dealings) on the spread of the phenomenon of administrative corruption, where the level of the interpretation coefficient reached (72%), which means that the spread of administrative corruption is attributed to the factor of organizational injustice by (72%) and the remaining percentage (28%) may be due to other factors, which are the selection and appointment system, performance evaluation, or incentives used in the organizations under study, depending on the response of the respondents sample.
- Study of (Al-Fadhli and Al-Anzi, 2007), which aimed to identify the levels of a group of organizational variables (leadership's interest in employees, confidence in leadership, and organizational justice in both its procedural and transactional sides). The study also sought to verify the nature of the relationship between the organizational justice variable and a group of Personal and organizational variables (gender, academic qualification, years of service, leadership interest in employees, and confidence in management), in the governmental administration sector in the State of Kuwait, and the study sample consisted of (182) male and female employees, working in six Kuwaiti government agencies, all of which are subject to the Civil Service Law. This study resulted in a set of results, the most important of which are: low levels of recognition by male employees of leadership interest, in addition to the low confidence of male employees in management or leadership compared to female employees, the low level of male employees 'sense of organizational justice compared to females, and the presence of a clear inverse relationship between qualification The scientific, experience, and individual's sense of organizational justice, as well as the variables of confidence in leadership and employee interest play the primary role at the level of perception of influence at levels of public perception Lean in organizational justice in the environment of the study sample, and procedural justice is affected by the leadership's concern for employees, in contrast to the fairness of transactions being affected by confidence in leadership in the first place, and at the conclusion of the study the researchers recommended the need to develop and generate confidence in leadership and concern for employees as this reflects on organizational justice, which has a prominent role on the efficiency of government work .
- Study of (Al-Fahdawi and Al-Qatawneh, 2004), which aimed to know the impact of organizational citizenship behavior on transformational change among government departments employees in the Jordanian city of Karak. The results, which included (342) employees of the surveyed, were shown through the prepared questionnaire. To the high level of organizational citizenship behavior among employees, and that there is a positive statistically significant relationship between all variables of organizational citizenship behavior and transformational change, and the respondents 'perceptions of the independent variable organizational citizenship came in a high degree, and the respondents' perceptions of the dependent variable of the transformational change came with a moderate degree.

Commentary on Previous Studies

Most of the previous studies did not address the variables of the current study in combination, which indicates the scarcity of studies similar to it in the local environment, which makes the study distinguished as it deals with a new topic, which is (sense of

organizational justice and its relationship to altruistic behavior in the Palestinian police in Gaza Strip) within the framework of emerging topics And contemporary in the literature of business administration, organizations and organizational behavior in particular.

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

This study is distinguished by the fact that it benefited from the literature of previous studies and the experiences of previous researchers who dealt with vocabulary associated with the current study, which supports them and strengthens its argument, so this study comes to bridge the gap and deficiencies in previous studies to complement their research path to reach the best results and recommendations.

Organizational justice when studying one of the important government sectors, which is the Palestinian police in Gaza Strip, adds a new touch to the touches of the missing and rare scientific research in the Arab reality, especially the local Palestinian, because the police have great tasks and dependencies in the service of the citizen, as the only study is locally - to the best of knowledge. Researchers - which targeted the police force to study these variables together.

Theoretical Framework

First - Organizational Justice

The interest in organizational justice is due to several reasons and trends, and among the most prominent of these reasons: the need to abandon the destructive organizational policy based on bureaucracy and feelings of injustice and threats to employees, and this is consistent with the modern trend to define the features of the contemporary active organization based on adopting ethical policies and providing organizational support in a way that reflects continuity. And the achievement of the long-term goals of the individual and the organization (Mustafa, 2008). Also stems from concern for organizational justice to legalize or prevent anti-social and unwanted behaviors that may result mainly from the absence of a sense of justice within the organization (Wadi, 2007). Based on the above, this is organized. The study includes several elements that include introducing the concept of organizational justice and the basis and emergence of the theory of justice in organizations, highlighting the importance of justice, starting in our true Islamic religion, as well as its necessity in contemporary active organizations, with an exposure to organizational justice dimensions and their effects as follows:

Organizational justice in contemporary managerial thought:

The subject of justice and equality is one of the topics that captured the interest of researchers in the ancient field of philosophy, and then the research moved to the field of politics, law, psychology and sociology, and finally to the sciences of management.

The concept of justice was used in the precursors of the first research in the organizational field, by describing the role of integrity and fairness in different work environments and the ways in which employees define their transactions in an objective manner free of bias (Al-Shehri, 2014).

Concept and Definition of Organizational Justice:

The concept of organizational justice is a relative concept, as this concept depends to a large extent on the angle through which each individual views organizational decisions and actions within his organization (Al-Fadhli and Al-Anzi, 2007), meaning that the organizational action that an individual views on It is a fair procedure, which may be biased or subjective in the view of others, as it is determined in the light of what the individual perceives in terms of objectivity and integrity in procedures and outputs (Shaban, 2010), and Greenberg, 1990, P401) defined organizational justice as reflecting the way in which it is judged During which the individual is fair in the manner used by the manager in dealing at the functional and humanitarian levels. What he sees (Al-Atwi, 2007: 148) as "the perception of justice in the workplace through the relationship of employees to the organization or their immediate supervisor, which ultimately affects their attitudes and behaviors at work"

The researchers believe that organizational justice is "the employees' awareness of fairness and integrity at the level of return and in all organizational aspects and administrative procedures followed within organizations of different nature, whether service or industrial."

Dimensions of organizational justice:

Organizational justice includes the procedural dimension as well as the distributional dimension. According to (Gim, Desa, & Mat, 2014), there is a shortage in the number of studies that dealt with the dimensions of organizational justice. Distribution fairness, fairness of procedures and fairness of dealings (in addition to the fairness of information), but according to (Usmani, & Jamal, 2013), the main dimensions of organizational justice, which are (fairness of distribution, fairness of procedures, and fairness of dealings).

1. **Equitable Distribution:** Equity distribution means the fairness of the outputs that the employee gets from the organization (Al-Sukkar, 2012), and thus it indicates the employees' sense of fairness in the distribution of organizational outputs. Outside it in organizations similar to it (Abu Tayeh, 2012), and the outputs are nothing more than tangible (wages and material incentives) and intangible (such as opportunities for promotion, number of working hours, job burdens and duties) (Ince, & Gül, 2011). Therefore, the fairness of distribution is based on two things according to (Al-Shehri, 2014):

- A. Subordinates always conduct comparison operations on a continuous basis with their colleagues, to measure the ratio between their outputs and their inputs compared to colleagues in the same job.
 - B. Subordinates are driven by the perception of justice, and thus the existence of justice makes the subordinate in a state of dynamic equilibrium, while the condition of injustice makes the subordinate sometimes feel either anger or guilt, which causes him to seek to restore balance.
2. **Fairness Of Procedures:** Greenberg (1990) believes that the perception of justice is through the policies and procedures used in making decisions within the institution, and (Al-Fahdawi and Al-Qatawneh, 2004) sees it as that justice that expresses the reality of official behavior and that is reflected in the subordinates' sense of justice. The procedures used in determining the outputs obtained, therefore, the fairness of procedures is one of the means of spreading the spirit of the group because fair procedures send a message to the employee that the group appreciates every member in it, and (Wadi, 2007) believes that fair procedures are achieved when the employee has the opportunity to discuss the foundations and rules that On the basis of which his performance will be evaluated.

The fairness of the procedures can be summarized as explained (Muhammad and Othman, 2012) as follows:

Official Rules and Standards for Procedures.

Explain procedures and the decision-making process.

The Interaction Between Those Who Implement The Rules (The Decision Maker) And The Individuals Expected To Be Affected By The Decision.

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

3. **Fair Dealings:** (Gernberg and Barron, 2004: 177) defined it as "the fairness of treatment that an employee receives when implementing official procedures or interpreting these procedures."

The researchers believe that transactional justice expresses the sense of justice generated by the employee as a human being by dealing with him with dignity and respect and opening horizons for interaction with him by allowing him to express his opinion on the decisions and procedures issued against him, and this includes providing logical and realistic justifications about the reasons for these procedures in an objective and complete impartiality.

Importance of Organizational Justice:

The concept of organizational justice has received the attention of researchers in the field of organizational behavior due to the importance of organizational justice and its relationship to the effectiveness and efficiency of the organization. Organizational justice can be perceived through the following indicators, as indicated by (Alwan, 2007) and (Al-Asmari, 2013), which indicate its importance from several Different angles:

1. Organizational justice explains the fact that the distributional system of salaries and wages in the organization is related to the concept of fair distribution.
2. Organizational justice leads to achieving effective control and empowerment in the decision-making process. The fairness of procedures is an important dimension in this aspect.
3. Organizational justice is reflected in behavior on cases of satisfaction with heads and decision systems issued, and on organizational citizenship behaviors and organizational commitment.
4. Organizational justice sheds light to reveal the organizational atmosphere and the organizational climate prevailing in the organization, and here the role of justice in transactions emerges.
5. Organizational justice leads to determining the quality of the follow-up, control and evaluation system and the ability to activate the roles of feedback in a way that ensures the quality of sustainability of organizational processes and achievements of the members of the organization.
6. Organizational justice highlights the system of moral, social and religious values of individuals and determines the methods of interaction and moral maturity of the members of the organization in how they perceive and their perceptions of comprehensive justice in the organization.
7. Organizational justice affects the spirit of the team and the group, and this would affect the motives of the working individual to increase the rewards and returns of the group and not the individual, as fair procedures and dealings are a means of spreading the spirit of the group, because fair procedures and fair treatment send a message to the individual that The group appreciates everyone in it.
8. Organizational justice is an effective administrative tool that organizations wishing to shift from focusing on production to the concept of focusing on knowledge that is based on innovation, creation and sharing of ideas, as justice provides the opportunity to build bridges of trust and openness between employees on the one hand and the higher management on the one hand. Other.
9. Organizational justice is an important indicator for management about strengthening the job security of employees in organizations.

10. Attention to organizational justice is due to the importance and growing need to abandon destructive organizational policies based on bureaucracy and feelings of threat against employees in developed organizations.

11. Organizational justice contributes to limiting and reducing the behavior of idleness, deviation, and hostility towards society and organizations as a result of injustice.

Altruistic behavior as one of the dimensions of organizational citizenship behavior

The behavior of organizational citizenship has dimensions and components based on two directions for researchers and among the literature of management studies, the first trend: The organizational citizenship behavior is divided into two main dimensions, namely the individual dimension, which means helping others who face specific problems in their work voluntarily and the second organizational dimension, which means the help behavior is directed Towards the organization. As for the second direction, which does not contradict the first, it divides citizenship behavior in general into five main dimensions: (altruism, awareness, civility, sportsmanship, and civilized behavior) (Al-Atwi, 2007).

In spite of this inconsistency, most studies indicate that there are two directions, the first direction according to (Dalal, 2005): It indicates that citizenship behavior includes two basic dimensions, which are an organizational dimension that seeks to help the organization achieve its goals, and another individual seeks cooperation with Working individuals contribute to the outcome of achieving the goals of the organization, and this has been talked about in the patterns of organizational citizenship behaviors in the previous part of this study, while early studies emphasized this trend, such as the study of Smith, 1983), which called the organizational dimension altruism and the individual dimension of commitment General, which was later called consciousness of conscience, and the second trend: based on the basis that organizational citizenship behavior consists of five main dimensions, as indicated by (Organ, & Rayan, 1995; Polat 2009), and the dimensions are: altruism, civility, sportsmanship, conscience awareness, and civilized behavior.

Altruism is automatic behavior directed towards members of the organization, heads and colleagues, in tasks related to work and how to accomplish it and help, and to extend a helping hand in their personal problems in addition to helping clients and clients of the organization, according to (Aba Zaid, 2010).

The Importance of Altruistic Behavior and Its Effects on Organizations:

Organizational citizenship behaviors in its various dimensions according to (Al-Fahdawi and Al-Qatawneh, 2004) have social implications, by supporting the organizational position and linking it to job satisfaction, organizational justice, trust and loyalty towards leadership, in addition to being based on optimizing resource utilization and rationalizing its data towards Supporting the required goals in light of the consensus between the members and the organization to support these goals.

Third: 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 (Palestinian Police Handbook. 2011).

The Reality of Palestinian Police Force in Gaza Strip:

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

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

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

Methodology and Procedures:

Study Methodology: In order to achieve the objectives of the study, the researchers used the descriptive and analytical method through which they attempt to describe the phenomenon under study, analyze its data, the relationship between its components, the opinions raised about it, the processes it includes and the effects that it creates.

The Researchers Used Two Primary Sources Of Information:

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

Study Population: the study population is defined as all the vocabulary of the phenomenon that the researchers study, and based on the study problem and its objectives, the target community consists of the Palestinian police officers in Gaza Strip of the rank of captain and above, whose number is 1550 officers according to the following table:

Table 1: Distribution of the study population according to grade

Rank	Captain	Major	Presenter	Colonel	Dean	Major General	Total
The Number	1165	264	79	37	4	1	1550

Source: Police Service, unpublished documents, 2020

The Study Sample: The researchers used the stratified random sampling method, where 30 questionnaires were distributed as a survey to ensure the validity and reliability of the questionnaire, and they were excluded from the final analysis, after which 400 questionnaires were distributed by 25.8% of the study population, and 353 questionnaires were retrieved with a percentage 88.3%, and a suitable sample size equals at least 308.

Study Tool: A questionnaire was prepared on "the relationship of organizational justice sensing to altruistic behavior (from the officers' point of view in the police in Gaza Strip). The five Likert scale was used to measure the respondents' responses to the questionnaire items according to the following table:

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

Response	Very Few	Few	Medium	Large	Very Large
Class	1	2	3	4	5

The researchers chose the degree (1) for the response or approval with a degree of "very little", so the relative weight in this case is 20%, which is commensurate with this response.

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

- Honesty from the Viewpoint of the Arbitrators, "Virtual Honesty":** The questionnaire was presented to a group of arbitrators, and the researchers responded to the opinions of the arbitrators and made the necessary deletion and amendment in light of the proposals submitted. Thus, the questionnaire came out in its final form.
- Validate scale:**

First: Internal Validity: The internal consistency sincerely means the extent to which each paragraph of the questionnaire is consistent with the area to which this paragraph belongs, and the researchers calculated the internal consistency of the questionnaire by calculating the correlation coefficients between each paragraph of the areas of the questionnaire and the total degree of the same field

Internal Consistency of the Areas of "Organizational Justice":

The following table shows the correlation coefficient between each paragraph of the areas of organizational justice and the total degree of the field, which shows that the correlation coefficients shown are a function at the level of significance $0.05 \geq \alpha$ and thus the field is considered true to what was set to measure it.

Table 3: The correlation coefficient between each paragraph of the field "Equity Distribution" and the total score for the field

#	R	(Sig.)	#	R	(Sig.)	#	R	(Sig.)
1.	.503	*0.002	1.	.796	*0.000	1.	.727	*0.000
2.	.686	*0.000	2.	.832	*0.000	2.	.899	0.000
3.	.494	*0.003	3.	.726	*0.000	3.	.675	*0.000
4.	.427	*0.009	4.	.669	*0.000	4.	.749	*0.000
5.	.800	*0.000	5.	.904	*0.000	5.	.819	*0.000
6.	.817	*0.000	6.	.813	*0.000	6.	.884	*0.000
7.	.682	*0.000	7.	.742	*0.000	7.	.826	*0.000
8.	.634	*0.000	8.	.607	*0.000			
9.	.770	*0.000						

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

Internal Consistency Of Altruistic Behavior: The following table shows the correlation coefficient between each paragraph of the field of "altruism" and the total score of the field, which shows that the correlation coefficients shown are a function at the level of significance $\alpha \leq 0.05$ and thus the field is considered true to what was set to be measured.

Table 4: The correlation coefficient between each paragraph of the field of "altruism" and the total score for the field

#	Item	R	(Sig.)
1	You help colleagues when they have a lot of workload without waiting for anything	.707	*0.000
2	Interested in helping new employees adapt to the work environment	.727	*0.000
3	Collaborate with the manager to do his best job	.667	*0.000
4	Assist and guide clients to obtain the best service	.837	*0.000
5	The interest of work is preceded by the personal interest	.817	*0.000
6	You help colleagues who have been absent from work	.724	*0.000

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

Second: Structure Validity: Constructive 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 field of study relates to the total degree of the paragraphs of the questionnaire.

The following table shows that all the correlation coefficients in all the fields of the resolution are statistically significant at the level of significance $\alpha \leq 0.05$, and thus all the fields of the resolution are considered true for what they are measured.

Table 5: the correlation coefficient between the degree of each field of the questionnaire and the total degree of the resolution

Domain	R	Probability Value (Sig.)
Equitable Distribution	.850	*0.000
Fairness Of Procedures	.921	*0.000
Fair Dealings.	.747	*0.000
Organizational Justice	.777	*0.000
Altruistic Behavior	.907	*0.000

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

Reliability of the questionnaire: Reliability means that the questionnaire gives the same results if it is re-applied several times in a row. Different times. The researchers verified the reliability of the study's resolution through Cronbach's Alpha Coefficient, and the results were as shown in the following table:

Table 6: Cronbach's alpha parameter to measure the stability of the resolution

Domain	Number Of Paragraphs	Cronbach Alpha Coefficient	Self-Honesty *
Equitable Distribution	9	0.822	0.907
Fairness Of Procedures	8	0.898	0.948
Fair Dealings.	7	0.903	0.950
Organizational Justice	24	0.928	0.963
Altruistic Behavior	6	0.920	0.960

* Self-honesty = the positive square root of Cronbach's alpha

It is clear from the results shown in the previous table that the value of the Cronbach alpha coefficient is high for each field, as well as the value of self-validity is high for each field. This means that the reliability coefficient is high, and thus the resolution in its final form is distributable. The researchers have made sure of the validity and reliability of the questionnaire of the study, which makes him fully confident of the validity of the questionnaire and its validity to analyze the results, answer the study questions and test its hypotheses.

Analyzing the data, testing and discussing the hypotheses of the study

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

Statistical description of the study sample according to personal variables:

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

Table. 7: Distribution of the study sample according to personal and organizational data

Personal And Organizational Data		Repetition	Percentage%
Type of Management	Provincial Police	176	49.9
	Specialized Departments	177	50.1
Total		353	100.0
Marital Status	Married	341	96.6
	Single	12	3.4
Total		353	100.0
Age Group	Less than 25 years	13	3.7
	From 25 to less than 35 years	194	55.0
	From 35 to less than 45 years	115	32.6
	From 45 to less than 55 years	29	8.2
	55 years and over	2	0.6
Total		353	100.0
Job Title	Director Of General Administration	14	4.0
	Director Of The Department	71	20.1
	Head Of The Department	178	50.4

	Other	90	25.5
Total		353	100.0
Military Rank	Captain	246	69.7
	Major	76	21.5
	Presenter	21	5.9
	Colonel	9	2.5
	Dean	1	0.3
	Major General	-	-
Total		353	100.0
Years Of Service	Less than 5 years	10	2.8
	From 5 to less than 10 years	253	71.7
	From 10 to less than 15 years	46	13.0
	From 15 to less than 20 years	27	7.6
	20 years or more	17	4.8
Total		353	100.0

It is evident from the previous table that 49.9% of the study sample work in the police governorates, while 50.1% work in the specialized departments, and the researchers attribute these results to the nature of work in the police force, which is divided into two parts, the first part: It relates to patrol and investigation work or what is related It has field policing work, and it is often concentrated in the work of (Police Governorates Administration) distributed over all the governorates of the Strip. Police stations are distributed in each district of the governorates, while the other part is related to administrative work such as: administration, organization, financial management and others, or "support departments. For fieldwork in the police apparatus, such as: the General Investigation Department and Public Relations, this part is known as (specialized departments), and through the percentages and results the distribution of the study sample is shown that closely approximates the current reality in the police apparatus in Gaza Strip.

It is clear that 96.6% of the study sample is of their marital status, while 3.4% of their marital status are unmarried, and the researchers believe that these results are realistic and are similar to the nature of the study population in terms of ages and suitability for marriage, as the study community is from the officer class (from the rank of captain and above), The age of the officer with the rank of captain should not be less than 24 years, and therefore most of the study sample was of those over this age , where the percentage (96.3%) of those over the age of 25 years, and this age is suitable for marriage In our conservative Muslim Palestinian society, which seeks to fortify itself by marriage, as it has implications for psychological and social stability, as well as the administrative positions that this group occupies and their financial and psychological returns qualify them for marriage.

And 3.7% of the study sample is less than 25 years, 55.0% are between 25 and less than 35 years, 32.6% are from 35 to less than 45 years, and 8.2% are from 45 to less than 55 years, While 0.6% are aged 55 years or over, and the researchers point out here that the age group of less than 45 years represented (91.3%) of the study sample, which means that most of the police personnel are from the youth and productive category, and this is consistent with the nature of police work that needs To the activity, vitality and physical strength, which are available in this age group, it is also noted that there is a connection and harmony with the years of service mentioned, as the police force is formed on the responsibility of a segment of young people appointed by the eleventh government after the events of 2007, and that After the government took control of the security services and various ministries, and the accompanying denial of the majority of old police employees.

It is also evident that 4.0% of the study sample is based on the job title of Director of Public Administration, 20.1%, Director of Department, 50.4%, Head of Department, while 25.5% are other than that, and this indicates the flow and hierarchy of the organizational structure of the Police Authority according to the levels and ranges of balanced administrative supervision. Therefore, we find that the highest percentage of the study sample in job titles is a department head, and this percentage decreases the higher the grade of the job title, which is in line with the study sample and the distribution of the number of military ranks in each, as is consistent with that. With the nature of the organizational structure applied in the Ministry of Interior (hierarchical form) in terms of expansion from top to bottom, the public administration is the highest supervisory and administrative level in the job title, followed by the department, then the department, and so on according to the organizational structure of the police. 69.7% of the study sample had a military rank of captain, 21.5% of them had a major military rank, 5.9% had a lieutenant colonel, 2.5% had a colonel, and 0.3% had a brigadier general, and according to the hierarchy of supervisory positions in the police apparatus, the military ranks took a hierarchical form The greater the scope of supervision, the higher the military ranks with it, and vice versa, that is, the lower the rank, the narrower the scope of supervision with it, so we find that the rank of (brigadier) was one rank due to the broad scope of supervision for this rank, while the rank of (captain) was (246) ranks, This is due to the narrow scope of supervision compared to the higher ranks, and this hierarchical flow of ranks from top to bottom, and this is similar to the reality of the study community in terms of the percentage of ranks in each of the military ranks that exist for police officers in Gaza Strip, and there is a proportionality with job titles and their occupancy .

It is also clear that 2.8% of the study sample have years of service of less than 5 years, 71.7% of years of service ranging from 5 to less than 10 years, 13.0% of years of service from 10 to less than 15 years, and 7.6% of years of service from 15 years. It is clear that the largest percentage in the study sample according to the years of service is represented by the group falling between (5 to 10) years of service, as this percentage reached (71.7%) of the total The study sample.

Analysis of the Paragraphs of the Questionnaire:

To analyze the questionnaire items, a T-test was used for one sample to find out whether the average degree of response had reached the average degree of approval, which is 3 or not, and if (Sig> 0.05), in this case, the average of the individuals' opinions about the phenomenon under study does not differ materially from the degree of consent. The average score is 3, but if it is (Sig <0.05), then the average opinions of individuals differs fundamentally from the average approval score, which is 3, and in this case it can be determined whether the average response increases or decreases substantially the average approval score is 3. And this is through the test value. If the test value is positive, then it means that the arithmetic mean of the answer exceeds the average approval score, and vice versa.

In order to achieve the objectives of the study, the researchers highlighted the paragraph that received the highest approval and the paragraph that received the least approval in each field of study.

Analysis of "Organizational Justice" Paragraphs

1. Analysis of the paragraphs in the field of "distribution justice"

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

Table 8: the arithmetic mean and the probability value (Sig.) for each paragraph of the field "Equity of Distribution"

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	The monthly salary is proportional to the efforts I put into my work	2.43	48.65	-8.99	*0.000	7
2	I get a fair reward for the extra efforts I put in	1.57	31.40	-31.05	*0.000	9
3	Job burdens and duties are distributed fairly among the employees	2.92	58.41	-1.60	0.055	4
4	The demands and tasks of the work match my own capabilities	3.64	72.71	11.99	*0.000	1
5	The monthly salary is proportional to the educational qualification and the courses you have taken	2.83	56.51	-2.86	*0.002	6
6	Monthly salary is proportional to work experience	2.85	56.98	-2.54	*0.006	5
7	Salary matches those of similar effort colleagues	3.06	61.28	1.10	0.136	2
8	The Law on Service in the Palestinian Security Forces provides appropriate incentives	2.31	46.11	-11.75	*0.000	8
9	There is fairness in the salary scale according to military ranks	2.99	59.71	-0.21	0.418	3
All Items Of The Field Together		2.73	54.56	-7.67	*0.000	

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

From the previous table, the following can be drawn:

The arithmetic mean of the fourth paragraph, "The requirements and tasks of work are compatible with my own abilities" equals 3.64 (total score out of 5), meaning that the relative arithmetic mean is 72.71%, the test value is 11.99 and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant when the level of significance is $\alpha \leq 0.05$, which indicates that the average score for the response to this paragraph has exceeded the average approval score, which is 3, and this means that there is a large degree of approval by the sample members for this paragraph.

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

In general, it can be said that the arithmetic mean equals 2.73, that the relative arithmetic mean equals 54.56%, the test value is -7.67, and that the probability value (.Sig) equals 0.000. Therefore, the field of "fairness of distribution" is statistically significant at the level of significance of $0.05 \geq \alpha$, which It indicates that the average degree of response in this field differs substantially from the

average degree of approval, which is 3, which means that there is agreement to a small degree by the sample members on the paragraphs of this field.

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

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

While the study (Wadi, 2007) indicated, the existence of fair distribution according to the opinions of the surveyed, at an acceptable rate, as indicated by the study (Al-Shehri, 2014) and (Al-Sukkar, 2012), and (Al-Atwi, 2011), (Shaban, 2010), (Al-Emian and Al-Saudi, 2009), and (Alwan, 2007) on the existence of fairness of distribution in a moderate degree.

The current study differed with each of the studies of: (Abu Tayeh, 2012), which indicated the existence of fair distribution with a degree above average.

The researchers believe that the difference in the perception of fairness of distribution among the surveyed samples is due to the nature of the study population and the circumstances surrounding it, such as: the level of public income and the culture of the community regarding grants and rewards and other economic and political conditions prevailing in each country, regardless of the type of sector to which the study is applied, whether public Or in particular, and in general, most of the previous studies indicated a medium or low level of fairness of distribution, and this approximates and matches the results of this study.

Analysis of the Paragraphs in the Field of "Procedural Justice"

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

Table 9: the arithmetic mean and the probability value (Sig.) for each paragraph of the field "Justice of Procedures"

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

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

From the previous table, the following can be drawn:

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

The arithmetic mean of the third paragraph "The police force allows objection to decisions that concern employees" is equal to 2.59, meaning that the relative arithmetic mean is 51.86%, the test value is -7.35, and the probability value (. Sig) is equal to 0.000. Therefore, this paragraph is considered statistically significant at a level of significance $0.05 \geq \alpha$, which indicates that the average

score for the response to this paragraph has decreased from the average score of 3, and this means that there is little agreement on the part of the sample for this paragraph.

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

The researchers attribute this result to the managers' awareness of the acceptable limits of the importance of observing the fairness of procedures in their practices in terms of taking decisions in an objective and clear manner within the police apparatus, but within the controls and privacy of the work of the apparatus, and this is consistent with the nature of police work, which sometimes requires the issuance of firm decisions as the police apparatus is semi Military, so the results related to discussing and reviewing decisions were medium, apart from objecting to decisions, and they came below average because objection in the security services is considered a form of rebellion, as evidenced by the results of impartiality towards the laws, regulations and regulations applicable to the police because laws and regulations are generalities that apply to everyone without Exception and bias, and in general the results of the procedural fairness field were acceptable or medium, as we mentioned.

These results are in agreement with the study (Abu Jasser, 2010), the results of which showed that the respondents agreed on the field of fairness of procedures with a medium degree. The same applies to the study (Wadi, 2007), and the researchers attribute this to the similarity in the environment of the Palestinian study community and the field of application in the public sector.

It also agreed with the study of (Al-Shehri, 2014), (Al-Atwi, 2011), (Shaban, 2010) and (Al-Emian and Al-Saudi, 2009), whose results showed the existence of procedural justice to a Medium degree. Where the results are similar to the current study for the similarity of the Arab environment with the local Palestinian and the fact that the samples surveyed are from the public sector.

While the study (Alwan, 2007) indicated that the fairness of procedures is low, which is explained by the manager's inability to collect sufficient information in the event of decision-making and diminishing the freedom of expression of employees.

While the results differed with the study (Abu Tayeh, 2012), which showed a high degree of fairness of procedures, which the author of the study attributes to the consistent application of laws and regulations to all employees in Jordanian ministries centers without exception, and in general, most studies The precedent indicated a medium or close to low level in terms of fairness of procedures, and this approximates and resembles the results of this study.

Analysis of the Paragraphs of the Field "Transactional Justice"

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

Table 10: the arithmetic mean and the probability value (Sig.) for each paragraph of the field "Transactions Fairness"

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	Social relations are characterized by goodness among employees	3.87	77.39	17.41	*0.000	2
2	Team spirit and cooperation prevail among colleagues	3.88	77.55	18.39	*0.000	1
3	The line official is always honest and frank in labor issues	3.59	71.70	11.93	*0.000	5
4	There is a sense of fairness and fairness of the responsible in resolving disputes among colleagues	3.58	71.57	11.91	*0.000	6
5	The director is open-minded and allows for discussion and debate	3.60	71.94	10.70	*0.000	4
6	The manager's treatment is characterized by non-discrimination and favoritism	3.49	69.86	8.91	*0.000	7
7	The manager understands and takes into account special circumstances	3.69	73.85	12.50	*0.000	3
All Items Of The Field Together		3.67	73.36	16.36	*0.000	

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

From the previous table, the following can be drawn:

The arithmetic mean of the second paragraph "Team spirit and cooperation among colleagues prevails" equals 3.88 (total score out of 5), meaning that the relative arithmetic mean is 77.55%, the test value is 18.39, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant level at the level of the significance of $\alpha \leq 0.05$, which indicates

that the average score for the response to this paragraph has exceeded the average score of 3, and this means that there is a large degree of approval by the sample members for this paragraph.

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

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

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

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

Whereas the following studies indicated the existence of fairness of dealings in a moderate degree, which are as follows: (Abu Jasser, 2010), (Wadi, 2007), (Abu Tayeh, 2012), (Al-Atwi, 2011), and (Shaban, 2010), (Al-Emian and Al-Saudi, 2009), and (Alwan, 2007), with relative arithmetic averages according to the order of studies (66%), (57.2%), (63%), and (64.8%). , (62.6%), (67.4%), and (63%) respectively. In general, most of the previous studies indicated a medium or close to high level regarding the field of transaction fairness, and this is close and similar to the results of this study.

Analysis of All Paragraphs of "Organizational Justice"

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

Table 11: The arithmetic mean and probability value (Sig.) for all "organizational justice" paragraphs

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

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

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

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

The researchers attribute this to the fact that organizational justice is a relative concept that varies according to the position or circumstances prevailing in the internal or external environment of the organization. The low degree of fairness in distribution, as we mentioned, is due to the economic and political conditions that police employees are going through, like other employees of the previous Gaza government, from irregularity and lack of payment of salaries and budgets. Which negatively affected the sense of justice, in addition to the participation of most employees and employees feeling dissatisfaction with salaries, grants and wages in exchange for their efforts on the one hand, and their lack of proportionality with the requirements and requirements of living life, and this does not stop at the limit of fairness of distribution, but rather goes beyond the other dimensions of justice, but according to the relationship and its interconnection Here we find that the fairness of procedures is affected by the fairness of distribution, as

the fairness of procedures includes the procedures and decisions on which the incentives, grants, penalties and wages are structured, so it came to a moderate degree in this study, and the fairness of transactions was affected, but to a lesser extent because it has a human and social dimension related to the style of dealing, so it is logical That there be a disparity in the dimensions of organizational justice, and this disparity is due to the different concepts related to the dimensions or to disparity The circumstances and the specifics of each organization.

This study agreed with the study (Abu Jasser, 2010), in terms of the overall result and the order of dimensions, which indicated the existence of organizational justice with a medium degree and a relative arithmetic average (61.4%), due to the conformity of the environment of the study community locally and the fact that the study was applied to public sector employees, as well as for For the study (Al-Shehri, 2014), (Al-Atwi, 2011) and (Al-Emian and Al-Saudi, 2009), the averages of organizational justice were ranked respectively (69.4%), (62%) and (64.8%). This is due to the similarity of the Arab reality with the Palestinian in terms of conditions and the incubating environment.

While the following studies agreed with the current study in terms of the overall outcome of organizational justice, but they differed in the order of dimensions, which are as follows, followed by average justice averages with a medium degree arranged as follows: (Wadi, 2007), (Shaban, 2010), and (Alwan, 2007) with averages (59.6%), (61.7%), and (56%) respectively.

Analysis of the "altruistic behavior" paragraphs

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

Table 12: the arithmetic mean and the probability value (Sig.) for each paragraph of the field "Altruism"

#	Item	SMA	Relative Arithmetic Mean	Test Value	Probability Value (Sig.)	Rank
1	You help colleagues when they have a lot of workload without waiting for anything.	4.08	81.65	25.39	*0.000	4
2	Interested in helping new employees adapt to the work environment.	4.12	82.39	29.57	*0.000	3
3	Collaborate with the manager to do his best job.	4.28	85.57	8.06	*0.000	1
4	Assist and guide clients to obtain the best service.	4.23	84.50	31.55	*0.000	2
5	The interest of work is preceded by the personal interest.	4.05	80.97	23.71	*0.000	5
6	You help colleagues who have been absent from work.	3.78	75.67	15.36	*0.000	6
All Items Of The Field Together		4.09	81.77	26.76	*0.000	

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

From the previous table, the following can be drawn:

The arithmetic mean of the third paragraph "cooperating with the manager to perform his work in the best way" equals 4.28 (total score out of 5), meaning that the relative arithmetic mean is 85.57%, the test value is 8.06 and the probability value (sig) is equal to 0.000. Therefore, this paragraph is considered a statistically significant at a significance level of ($\alpha \leq 0.05$), which indicates that the average score for the response to this paragraph has exceeded the average approval score, which is 3, and this means that there is a large degree of approval by the sample members for this paragraph.

The arithmetic mean of the sixth paragraph "You help colleagues who were absent from work" is equal to 3.78, meaning that the relative arithmetic mean is 75.67%, the test value is 15.36, and the probability value (Sig) is equal to 0.000. Therefore, this paragraph is considered a statistically function at a significance level of $0.05 \geq \alpha$, which It indicates that the average degree of response to this paragraph has exceeded the average score of 3, and this means that there is agreement to a large degree by the sample members for this paragraph.

In general, it can be said that the arithmetic mean equals 4.09, that the relative arithmetic mean equals 81.77%, the test value is 26.76, and that the probability value (.Sig) is equal to 0.000. Therefore, the field of "altruism" is statistically significant at the level of significance of ($\alpha \leq 0.05$), which indicates that The average degree of response for this field differs fundamentally from the average degree of approval, which is 3, and this means that there is agreement to a large degree by the sample members on the paragraphs of this field.

It is possible to infer through these results the availability of volunteer behavior and assistance to colleagues and managers without waiting for a fee, and this means that the members of the surveyed sample have altruism and offer the interest of work on the personal interest, which indicates the coherence of the class and the structure of the police apparatus and the firm belief of employees towards the concept of altruism at work.

These results are in agreement with the study (Abu Jasser, 2010), which indicated the existence of altruistic behavior to a large extent, due to the similarity of the environment of the Palestinian local study community in addition to the fact that it was applied to the governmental sector.

These results are also in agreement with the study of (Muhammad, 2011), and (Al-Fahdawi and Al-Qatawneh, 2004), which indicated the existence of altruistic behavior to a large degree, and with relative arithmetic averages, respectively. (70.5%), (70%) and (73.3%). In general, it can be said that previous Arab studies are similar to the current study in terms of results that provide altruistic behavior to a large extent, and here it should be noted that the samples surveyed in these studies were from Educated, educated, leadership and academic cadres who are aware of this positive behavior, which intersects with this study.

Test Hypotheses of the Study:

Ho1: There is a statistically significant relationship at a significant level of ($\alpha \leq 0.05$) between the determinants of organizational justice (Distribution Fairness, Fairness of Procedures, and Fairness of Dealings) and the altruistic behavior of officers working in the Palestinian police in Gaza Strip.

Table 13: The correlation coefficient between determinants of organizational justice and altruistic behavior among officers working in the police force

Domain	Pearson Correlation Coefficient	Probability Value (Sig.)
Equitable Distribution	.022	0.340
Fairness Of Procedures	.242	*0.000
Fair Dealings.	.281	*0.000
Organizational Justice	.224	*0.000

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

The previous table shows that the correlation coefficient is equal to .224, and that the probability value (Sig.) Is equal to 0.000 and it is less than the significance level ($\alpha \leq 0.05$). This indicates the existence of a statistically significant relationship between organizational justice and the altruistic behavior of officers working in the police force.

It can be inferred from this result, that the respondents' sense of organizational justice in general drives them to undertake altruistic behavior as a component of the organizational citizenship behavior through the positive relationship between them, and this means that they help colleagues and managers voluntarily and without remuneration as it is indicated to advance the work interest over the personal interest, This is the result of justice in general, which creates a stable and comfortable environment for work.

It is also clear from the results that the motivation for carrying out such behaviors is their sense of fairness in dealings in the first place, and these behaviors have nothing to do with fair distribution according to the results, and the researchers attribute this to the fact that the fairness of distribution is based on material and other returns that may not be the starting point for self-volunteer work. While the officer or policeman performs his duty to the fullest extent and sacrifices his time and what he has to get to his work, consent and self-acceptance, despite the irregularity of his salary and the lack of its disbursement, and this explains most of the organizational behavior of citizenship that is in its essence voluntary and subjective and bears ethical and religious considerations, so we find its clear relationship with fair dealings With human and social dimensions.

These results are in agreement with the study (Abu Jasser, 2010) and (Abu Tayeh, 2012), which indicated a statistically significant positive relationship between organizational justice and altruism as a component of organizational citizenship behavior, due to the similarity of the environment of the Palestinian study community and the similarity with the Arab environment. In addition to being according to the government sector. It was also similar to the result of (Lee et al., 2013), in which he indicated a positive correlation between the fairness of procedures and the behavior of organizational citizenship, while (Asgari et al., 2011) indicated the absence of a correlational relationship with fairness of distribution and interaction.

Ho2: There are statistically significant differences at the level of significance ($\alpha \leq 0.05$) between the averages of the respondents' responses about the determinants of organizational justice and their relationship to altruistic behavior due to personal variables (Management, Marital Status, Age Group, Job Title, Military Rank, and And Years of Service).

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

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

Ho2.1: There are statistically significant differences at a significant level of $\alpha \leq 0.05$ between the averages of respondents' responses about the determinants of organizational justice and their relationship to altruistic behavior attributed to management.

Table 14: T-test results for two independent samples – Type of Management

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

Domain	Averages		Test	Probability
Altruistic Behavior	4.14	4.04	1.171	0.242

* The difference between the two averages is statistically significant at ($\alpha \leq 0.05$).

- From the results shown in the previous table it was found that the probability value (Sig.) Corresponding to the “T test for two independent samples” is less than the significance level ($\alpha \leq 0.05$) for the fields “Equity of distribution, fairness of procedures, organizational justice” and thus it can be concluded that there are statistically significant differences between The averages of the study sample estimates about these fields are attributed to the administration for the benefit of those working in the specialized departments.

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

- As for the rest of the domains and domains combined, it was found that the probability value (Sig.) Is greater than the significance level ($\alpha \leq 0.05$). Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these areas and the areas combined together attributable to the administration.

With regard to the fairness of transactions, there is no dispute in terms of feeling it in both types of departments, and this is due to the unity of thought and the compatible nature of the employees of the police in terms of qualification and training, and this matter applies to all components of organizational citizenship behavior that indicates charity and volunteerism among employees of all kinds The type of their department. This result is similar to (Muhammad and Othman, 2012), which indicated that the sense of organizational justice varies according to the type of administration and the nature of work in it.

Ho2-2: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the social status.

Table 15: Results of "T-test for two independent samples" - marital status

Domain	Averages		Test Value	Probability Value (Sig.)
	Married	Single		
Equitable Distribution	2.72	2.86	-0.687	0.493
Fairness Of Procedures	2.99	2.90	0.434	0.665
Fair Dealings	3.67	3.60	0.333	0.739
Organizational Justice	3.09	3.09	0.024	0.981
Altruistic Behavior	4.09	3.94	0.666	0.506

* The difference between the two averages is statistically significant at ($\alpha \leq 0.05$).

- From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the "T test for two independent samples" is greater than the significance level ($\alpha \leq 0.05$) for all domains and domains combined together, and thus it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these fields and domains. Taken together, they are attributed to marital status.

This is due to the fact that (96.3%) of the sample individuals are married, while the unmarried people are the remaining percentage, and therefore the large discrepancy in the ratios may not reflect differences for either of them, and this may be the reason for the absence of differences attributable to the marital status variable. This result differed with (Wadi, 2007), which indicated a feeling of organizational justice in favor of married couples at the expense of bachelors, possibly due to the difference in the surveyed population.

Ho2-3: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the age group.

Table 16: The results of the "monolithic" test - the age group

Domain	Averages				Test Value	Probability Value (Sig.)
	Less Than 25 Years Old	From 25 To Less Than 35 Years Old	From 35 To Less Than 45 Years Old	45 Years And Over		
Equitable Distribution	3.08	2.72	2.67	2.82	1.664	0.174
Fairness Of Procedures	3.19	2.93	3.00	3.20	1.716	0.163

Fair Dealings.	3.62	3.63	3.70	3.78	0.466	0.706
Organizational Justice	3.27	3.06	3.09	3.23	1.158	0.326
Altruistic Behavior	4.04	4.04	4.17	4.08	0.699	0.553

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

- From the results shown in the previous table, it was found that the probability value (Sig.) Corresponding to the test of "unilateral variance" is less than the level of significance ($\alpha \leq 0.05$) for the fields "consciousness of conscience, civilized behavior, organizational citizenship behavior" and thus it can be concluded that there are statistically significant differences between The averages of the study sample estimates about these fields are attributed to the age group in favor of those whose ages range from 35 to less than 45 years.

This is attributed to the fact that this age group is distinguished by adulthood and intellectual maturity that drives it to give and eagerness to work, as its absenteeism rates are low, and it is keen not to waste work.

This result agreed with (Abu Jasser, 2010), which indicated the existence of statistically significant differences in favor of the age group (45 to 55 years) at the expense of the rest of the age groups in terms of organizational citizenship behavior, conscience awareness and altruism as two components of its components, and this may be due to the congruence in the environment. Palestinian study population and being applied to the public sector.

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

This is due to the fact that (58.6%) of the sample individuals are young people under the age of 35 years, and the remaining percentage (8.8%) is for those over the age of 45 years, and therefore the large discrepancy in the percentages may not reflect differences for either of them, and perhaps This is the reason for the absence of differences attributed to the rest of the age groups, most of which appear from young people, and it is known that this group has common denominators and characteristics that differ from other age groups.

This result differed with (Wadi, 2007) and (Al-Shehri, 2014) through the positive relationship between the age group and the sense of organizational justice, and the existence of differences in favor of the group under 30 years of age in terms of justice according to the order of the two studies, and this may be due to the difference in the study population The sampler, its environment, and the different study variables.

Ho_{2.4}: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the job title.

Table 17: The results of the "unilateral variance" test - job title

Domain	Averages				Test Value	Probability Value (Sig.)
	Director of General Administration	Director of the Department	Head of the Division	Other		
Equitable Distribution	2.88	2.74	2.73	2.70	0.299	0.826
Fairness Of Procedures	3.62	3.08	2.97	2.85	5.238	*0.002
Fair Dealings.	3.90	3.79	3.62	3.63	1.259	0.288
Organizational Justice	3.43	3.16	3.07	3.02	2.388	0.069
Altruistic Behavior	4.56	4.06	4.03	4.10	6.886	*0.000

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

- From the results shown in the previous table, it was found that the probability value (Sig.) corresponding to the "single variance" test is less than the significance level ($\alpha \leq 0.05$) for the fields "fairness of procedures, altruistic behavior, and thus it can be concluded that there are statistically significant differences between the averages of the estimates of the study sample about these areas are attributed to the job title for the benefit of those whose job title is Director of Public Administration.

This is due to the fact that directors of departments enjoy many privileges, such as furniture, office equipment, personal cars and other privileges and allowances, and by virtue of their positions they participate in developing regulations, policies and procedures and they are responsible for their implementation, and this explains their sense of fairness of procedures more than others and this applies to the rest of the areas in which they are Difference in their favor over others.

This result was in agreement with (Abu Jasser, 2010), which indicated that there are statistically significant differences in favor of the name of the general manager at the expense of the other names in terms of organizational citizenship behavior, and this is possibly due to the similarity in the environment of the Palestinian study community and its application to the public sector.

As for the rest of the fields, it has been shown that the probability value (Sig.) Is greater than the significance level 0.05. Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates in these areas attributable to the job title.

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

Ho2.5: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the averages of respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to the military rank.

Table 18: The results of the "unilateral contrast" test - military rank

Domain	Averages			Test Value	Probability Value (Sig.)
	Captain	Major	Lieutenant Colonel		
Equitable Distribution	2.72	2.71	2.86	0.649	0.523
Fairness Of Procedures	2.92	3.08	3.30	4.863	*0.008
Fair Dealings	3.62	3.83	3.66	2.210	0.111
Organizational Justice	3.05	3.16	3.24	2.164	0.116
Altruistic Behavior	4.06	4.21	4.03	1.260	0.285

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

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

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

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

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

This result is similar to (Al-Madhon, 2015), which indicated that the sample estimates of expecting fair treatment were in favor of officers of the rank of lieutenant colonel and above.

Ho2.6: There are statistically significant differences at the level of significance $\alpha \leq 0.05$ between the mean of the respondents' responses about the determinants of organizational justice and their relationship to organizational citizenship behavior attributed to years of service.

Table 19: Results of the "single variance" test - years of service

Domain	Averages					Test Value	Probability Value (Sig.)
	Less than 5 years	From 5 to less than 10 years	From 10 to less than 15 years	From 15 to less than 20 years	20 years or more		
Equitable Distribution	2.42	2.68	3.02	2.71	2.84	3.249	*0.012
Fairness Of Procedures	2.81	2.92	3.30	3.07	3.00	2.956	*0.020
Fair Dealings.	3.40	3.65	3.79	3.69	3.73	0.673	0.611
Organizational Justice	2.85	3.05	3.34	3.13	3.15	1.181	*0.017
Altruistic Behavior	4.35	4.06	4.07	3.93	4.20	6.492	0.319

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

- From the results shown in the previous table, it was found that the probability value (Sig.) corresponding to the test of "unilateral variance" is less than the level of significance ($\alpha \leq 0.05$) for the fields "fairness of distribution, fairness of procedures, organizational justice" and thus it can be concluded that there are statistically significant differences between the averages. The study sample estimates about these fields are attributed to years of service in favor of those whose years of service range from 10 to less than 15 years.

This is due to the fact that this group has relatively high experience, as they are mostly veteran police employees who remained at the top of their work after the events of 2007, and by virtue of their accumulated experience and the hierarchy of their ranks, they reached positions that qualify them for the higher leadership and to participate in developing regulations, policies and procedures and they are responsible for their implementation, and this explains Their feeling of fairness of procedures more than other ranks, as well as with respect to fairness of distribution and organizational justice in general in view of the experience, location and privileges obtained.

This result agreed with (Al-Sukkar, 2012), which indicated that there are statistically significant differences in favor of the category of experience from (15 to 20 years) at the expense of the rest of the groups in terms of fair distribution, and this is possibly due to the similarity with the environment of the Arab study community and the fact that it was applied to managers from the sector. The year.

This result differed with (Abu Jasser, 2010), which indicated that there were no statistically significant differences in favor of years of experience in terms of organizational justice, as well as with regard to (Wadi, 2007), and (Al-Fadhli and Al-Anzi, 2007). An inverse relationship between organizational justice and years of service, and this may be due to the difference in the particular study population, its environment, and the different study variables.

As for the rest of the domains and domains combined, it was found that the probability value (Sig.) is greater than the significance level of ($\alpha \leq 0.05$). Thus, it can be concluded that there are no statistically significant differences between the averages of the study sample estimates about these fields and the fields combined together due to years of service. This is attributed to the fact that (74.5%) of the sample respondents are from the category under (10 years), and they are mostly employees appointed by the previous Gaza government after the events of 2007, and they can be classified as relatively recent and share the same trends in work in addition to being from The young generation who is homogeneous in the nature of thinking.

Conclusions

1 Findings Of Determinants Of Organizational Justice:

- The results of the study showed a general feeling of organizational justice to a degree higher than the average (acceptable) among the sample surveyed of police officers in Gaza Strip, and this is a good indication of the state of justice within the police apparatus, and the results showed a variation in the order of the feeling of justice, where the fairness of transactions came first and to a large extent, This was followed by fairness of procedures and to a moderate degree, and finally, distribution fairness to a small degree. Researchers attribute that to the fact that organizational justice is a relative concept that varies according to the position or circumstances prevailing in the internal or external environment of the organization. On the fairness of procedures, it includes the procedures and decisions on which incentives, grants, penalties and wages are structured, so their results came to a moderate degree. As for the fairness of transactions, they were affected, but to a lesser extent, because they have a human and social dimension related to the manner of dealing.
- The results of the feeling of fair distribution were to a small degree among the sample surveyed of police officers in Gaza Strip, and this means that there is no sense of fairness of financial outcomes and returns compared to inputs and employees of other countries in the same work, and the results of this field showed clearly in the lack of a sense of justice towards obtaining a fair reward for efforts. In addition, most of the results of this field came within this direction, except for the proportionality of the requirements and tasks of work with self-abilities and fairness of the salary scale in the service law, whose results came in an acceptable percentage, and the researchers attribute this to the suffering of police employees like other employees of the previous Gaza government from The irregularity of salaries and the lack of full salaries, and the financial deficit in the operational budgets disbursed to the police force has cast a shadow over the material and financial grants and rewards that may be granted to the employee or officer in the police force, in return for the exceptional services and work he provides.
- The results of the feeling of fairness of procedures were moderate among the sample surveyed of police officers in Gaza Strip, and this means that managers are aware of the acceptable limits of the importance of observing fairness of procedures in their practices in terms of taking decisions in an objective and clear manner within the police system, but within the controls and privacy of the work of the agency, and the results of this The field was distinguished in the sense of justice towards the law of service in the security forces with clarity of administrative policies and regulations and to a large extent, and most of the results of this field were in the middle degree, with the exception of the police's permission to object to decisions that concern employees, which came to a small degree, and researchers attribute this to the nature of police work that The issuance of firm decisions is sometimes required because the police apparatus is quasi-military, so the results related to objection to decisions were sub-intermediate because objection in the security services is a form of rebellion, as evidenced by the results of

impartiality or approval to a large extent towards the laws, regulations and regulations applicable to the police because the laws and regulations Of the generalities that apply to everyone without exception and prejudice.

- The results of the sense of fairness of dealings came to a large degree among the sample surveyed of police officers in Gaza Strip, and this means that the existing human relations in the police apparatus are based on respect and kindness as well as the spirit of cooperation and harmony prevailing between colleagues and managers, and the results of this field showed distinction in the sense of justice towards sovereignty Team spirit and cooperation among colleagues to a large degree, just as most of the results of this field came within a large degree, with the exception of the manager's treatment and lack of separation and favoritism to anyone, which was an acceptable gradient. The most complete face in an atmosphere free from conflicts, quarrels and disturbance of treatment.

2 The Results Of Altruistic Behavior: The results of altruistic behavior came to a large extent among the sample surveyed of police officers in Gaza Strip, and this means the availability of volunteer behavior and assistance to colleagues and managers without waiting for an interview, and the introduction of the work interest on the personal interest, which indicates the cohesion of the ranks and the structure of the police apparatus and the established doctrine of employees towards the concept of altruism in the work.

3 Results Of The Relationship Between Determinants Of Organizational Justice And Altruistic Behavior: The results of the study showed that the respondents' sense of organizational justice in general drives them to engage in altruistic behaviors through the positive, positive relationship between them, and this means that they undertake voluntary and self-motivated actions outside the framework of the official mandate and role in order to elevate the police institution and preserve its reputation, in exchange for their general sense of justice.

4 The Results Of The Personal Variables Of The Surveyed Sample Of The Officers Of The Palestinian Police In Gaza Strip Regarding The Determinants Of Organizational Justice And The Behavior Of Organizational Citizenship And The Relationship Between Them:

- The results showed that those who work in the specialized departments feel more generally than others in organizational justice, and there are no significant differences between all employees in different names of management towards the rest of the fields of study variables and the relationship between them.
- It was found that there were no significant differences between married and bachelors of the surveyed officers with their views on organizational justice and altruistic behavior.
- The results showed that public administration managers have a higher response than other job titles in terms of fairness of procedures and altruistic behavior.
- The results showed that (Lieutenant Colonel and above) has a higher response than other military ranks regarding the fairness of procedures, as for the rest of the ranks, there are no significant differences between them, the direction of the study variables and the relationship between them.
- The results showed that the group that spent years of service ranging between (10 to 15 years) has a higher response than others in terms of distribution fairness, procedures and organizational justice in general. As for the rest of the groups, there are no significant differences between the direction of the study variables and the relationship between them.

Recommendations

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

- Attention to the observance of justice towards the additional efforts made by police employees and officers, and work to provide material and moral rewards in return for that.
- Work to employ the human potential in the police force according to fair assessments that include consideration of specialization, abilities and personal qualifications.
- Balancing the distribution of duties and job burdens in a way that ensures the employee's sense of justice towards the work assigned to him, reducing the phenomenon of social indolence, and relying on people without others in performing the tasks within the police force.
- Reconsidering the policy of military promotions subject to the law of service in the Palestinian security forces, by linking promotion to indicators of efficiency and performance, and not considering the expiration of the legal period to remain in the rank alone.
- Recommending that managers and the leadership of the police apparatus need to pay attention to the interests of employees and officers when making decisions, including a justified explanation of decisions, and to avoid interferences and personal whims when issuing and implementing decisions.
- Living with the concerns and problems of police employees and officers, paying attention to the moral values that respect humanity and emulate its desires, and not giving precedence to the policy of control and linkage over police work, and this can

be done through the exchange of social visits and psychological rapprochement, and this enhances the balance in the fairness of dealings.

- Holding awareness and training programs to highlight the importance of informal roles at work and practices of organizational citizenship behaviors, because of their positive and creative effects on the success of police work.
- Consider altruistic behavior an organizational value that the police seek, and work to consolidate this behavior in the hearts of employees and officers by commending and honoring the right of those involved in such behaviors.

References

- [1]Aba Zaid, Riad (2010). The impact of psychological empowerment on citizenship behavior for employees in the Social Security Corporation in Jordan. *An-Najah University Research Journal, Department of Human Sciences*, 24 (2): 494-519.
- [2]Abu Jasser, Sabreen (2010). The Impact of Employees' Perception of Organizational Justice on Dimensions of Contextual Performance, Unpublished Master Thesis, the Islamic University, Department of Business Administration, Gaza, Palestine.
- [3]Abu Naser, S. S. and M. J. Al Shobaki (2017). "Organizational Excellence and the Extent of Its Clarity in the Palestinian Universities from the Perspective of Academic Staff." *International Journal of Information Technology and Electrical Engineering* 6(2): 47-59.
- [4]Abu Tayeh, Bandar (2012). The impact of organizational justice on organizational citizenship behavior in government ministries centers in Jordan. *The Islamic University Journal of Economic and Management Studies*, 20 (2), 145-186.
- [5]Abusamaan, M., et al. (2020). "The Behavior of Organizational Citizenship in Palestinian Police Force between Reality and Expectations". *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(10): 176-197
- [6]Abusamaan, M., et al. (2020). "The Reality of Determinants of Organizational Justice in Palestinian Police Force". *International Journal of Academic Management Science Research (IJAMSR)* 4(10): 137-160
- [7]Adams, J. S. (1965). Inequity in social exchange. *Advances in experimental social psychology*, 2, 267-299.
- [8]Al Hila, A. A., et al. (2017). "Organizational Excellence in Palestinian Universities of Gaza Strip." *International Journal of Information Technology and Electrical Engineering* 6(4): 20-30.
- [9]Al hila, A. A., et al. (2017). "Proposed Model for Learning Organization as an Entry to Organizational Excellence from the Standpoint of Teaching Staff in Palestinian Higher Educational Institutions in Gaza Strip." *International Journal of Education and Learning* 6(1): 39-66.
- [10]Al Shobaki, M. J. and S. S. Abu-Naser (2016). "The Dimensions of Organizational Excellence in the Palestinian Higher Education Institutions from the Perspective of the Students." *Global Journal of Multidisciplinary Studies* 5(11): 66-100.
- [11]Al Shobaki, M. J., et al. (2017). "Learning Organizations and Their Role in Achieving Organizational Excellence in the Palestinian Universities." *International Journal of Digital Publication Technology* 1(2): 40-85.
- [12]Al Shobaki, M. J., et al. (2018). "The Level of Organizational Climate Prevailing In Palestinian Universities from the Perspective of Administrative Staff." *International Journal of Academic Management Science Research (IJAMSR)* 2(5): 33-58.
- [13]Al-Asmari, Saeed (2013). Perceptions of organizational justice and its relationship to organizational commitment, an unpublished master's thesis, an unpublished master's thesis, Naif Arab Academy for Security Sciences, Department of Administrative Sciences, Kingdom of Saudi Arabia.
- [14]Al-Atwi, Amer (2011). Organizational justice and organizational integration and their role in reducing deviant work behavior: an applied study in Al-Muthanna Cement Factory. *Al-Ghary Journal of Economic and Administrative Sciences*, 21 (7), -165186.
- [15]Al-Atwi, Amer. (2007). The impact of organizational justice on contextual performance. *Al-Qadisiyah Journal of Administrative and Economic Sciences, Al-Qadisiyah University*, 10 (1), 146-170.
- [16]Al-Emian, Mudfa, and Al-Saudi, Musa (2009). The effect of organizational justice on job performance among employees in Jordanian ministries. *The Egyptian Journal of Business Studies in Egypt*, 33 (1) 395-454.
- [17]Al-Fadhli, Fadl, and Al-Anzi, Awad (2007). The relationship between organizational justice and some organizational and demographic variables in government agencies in the State of Kuwait. *Arab Journal of Administrative Sciences*, 14 (1): 43-76.
- [18]Alhussaina, A. et al., (2021). Determinants of Organizational Justice and Their Relationship to Conscientious Behavior from the Point Of View of Officers Working In the Palestinian Police Force, *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 5(2): 67-88
- [19]Al-Madhon, Nmer (2015). Determinants of Good Citizen Behavior in the Palestinian Police Force in Gaza Strip and its Impact on Job Performance, Unpublished Master Thesis, the Islamic University, Department of Business Administration, Gaza, Palestine.
- [20]Almasri, A., et al. (2018). "The Organizational Structure and its Role in Applying the Information Technology Used In the Palestinian Universities-Comparative Study between Al-Azhar and the Islamic Universities." *International Journal of Academic and Applied Research (IJAAR)* 2(6): 1-22.

- [21]Al-Saud, Ratib, and Sultan, Susan (2008). The behavior of organizational volunteering among faculty members in public Jordanian universities and its relationship to some demographic variables. *Journal of Educational and Psychological Sciences*, 9 (4), 31-57.
- [22]Al-Shehri, Muhammad (2014). The level of organizational justice among secondary school principals in Jeddah governorate and its relationship to the achievement motivation of teachers from their point of view, an unpublished master's thesis at Umm Al-Qura University, Kingdom of Saudi Arabia.
- [23]Alshrafi, S. and M. J. J. I. J. o. A. M. R. Al Shobaki (2020). "The Role of Organizational Leadership in Achieving the Characteristics of Smart Organization." 4(8): 121-128.
- [24]Al-Sukkar, Abdel Karim (2012). The effect of distributive justice rules on increasing organizational loyalty from the point of view of managers in Jordanian ministries: a field study. *The Jordanian Journal of Business Administration*, 8 (3), 520-549.
- [25]Alwan, Qassem, (2007). The Impact of Organizational Justice on the Spread of Administrative Corruption - A Field Study, *Journal of Economic and Management Sciences*, 7 (2007), 57-82.
- [26]Arqawi, S. M., et al. (2018). "Beyond the Interactive and Procedural Justice of the Heads from Departments and Their Relationship to Organizational Loyalty from the Point of View of the Faculty Staff." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 1-18.
- [27]Arqawi, S. M., et al. (2018). "Beyond the Interactive and Procedural Justice of the Heads from Departments and Their Relationship to Organizational Loyalty from the Point of View of the Faculty Staff." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 1-18.
- [28]Arqawi, S. M., et al. (2018). "Degree of Organizational Loyalty among Palestinian Universities Staff-Case Study on Palestine Technical University-(Kadoorei)." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(9): 1-10.
- [29]Arqawi, S. M., et al. (2018). "Degree of Organizational Loyalty among Palestinian Universities Staff-Case Study on Palestine Technical University-(Kadoorei)." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(9): 1-10.
- [30]Arqawi, S. M., et al. (2018). "Interactive Justice as an Approach to Enhance Organizational Loyalty among Faculty Staff at Palestine Technical University-(Kadoorei)." *International Journal of Academic Information Systems Research (IJAIRS)* 2(9): 17-28.
- [31]Arqawi, S. M., et al. (2018). "Interactive Justice as an Approach to Enhance Organizational Loyalty among Faculty Staff at Palestine Technical University-(Kadoorei)." *International Journal of Academic Information Systems Research (IJAIRS)* 2(9): 17-28.
- [32]Arqawi, S. M., et al. (2018). "The Effect of Procedural Justice on the Organizational Loyalty of Faculty Staff in Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 30-44.
- [33]Arqawi, S. M., et al. (2018). "The Effect of Procedural Justice on the Organizational Loyalty of Faculty Staff in Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(10): 30-44.
- [34]Asgari, M. H., Nojabae, S. S., & Arjmand, F. (2011). The Relationship between the Organizational Justice and Organizational Citizenship Behavior of the Employees. *Middle-East Journal of Scientific Research*, 10(2), 141-148.
- [35]Dalal, R. S. (2005). A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *Journal of applied psychology*, 90(6), 1241-1255.
- [36]El Talla, S. A., et al. (2018). "Organizational Structure and its Relation to the Prevailing Pattern of Communication in Palestinian Universities." *International Journal of Engineering and Information Systems (IJEAIS)* 2(5): 22-43.
- [37]El Talla, S. A., et al. (2018). "The Nature of the Organizational Structure in the Palestinian Governmental Universities-Al-Aqsa University as A Model." *International Journal of Academic Multidisciplinary Research (IJAMR)* 2(5): 15-31.
- [38]Gernberg, Gerald, and Barron, Robert (2004). *Behavior Management in Organizations*, (translated by Rifai Muhammad Rifai and Ismail Ali Bassiouni). Riyadh (Kingdom of Saudi Arabia: (Mars Publishing House).
- [39]Gim, G. C. W, Desa, N. Mat, (2014). The Impact of Distributive Justice, Procedural Justice, and Affective Commitment on Turnover Intention among Public and Private Sector Employees in Malaysia. *International Journal of Social Science and Humanity*. 4 (6), pp.487-492.
- [40]Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of management*, 16(2), 399-432.
- [41]Hamdan, M. K., et al. (2020). "Clarity of Vision and Its Relationship to the Creative Behavior of NGOs." *International Journal of Academic Management Science Research (IJAMSR)* 4(4): 55-82.
- [42]Hamdan, M. K., et al. (2020). "Creative Behavior and Impact on Achieving Lean Strategy in Organizations." *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)* 4(6): 66-90.
- [43]Hamdan, M. K., et al. (2020). "Creative Behavior in Palestinian NGOs between Reality and Expectations." *International Journal of Academic Multidisciplinary Research (IJAMR)* 4(3): 91-107.
- [44]Hamdan, M. K., et al. (2020). "Shared Responsibility, Rapid Response and Their Relationship to Developing the Creative Behavior of Organizations." *International Journal of Academic Management Science Research (IJAMSR)* 4(7): 1-21.
- [45]Hamdan, M. K., et al. (2020). "Strategic Sensitivity and Its Impact on Boosting the Creative Behavior of Palestinian NGOs." *International Journal of Academic Accounting, Finance & Management Research (IJAAMR)* 4(5): 80-102.
-

- [46]Hamdan, M. K., et al. (2020). "Taking Action, Rapid Response and Its Role in Improving the Creative Behavior of Organizations." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 4(4): 41-62.
- [47]Hamdan, M. K., et al. (2020). "The Effect of Choosing Strategic Goals and Core Capabilities on the Creative Behavior of Organizations." *International Journal of Academic Information Systems Research (IJASIR)* 4(4): 56-75.
- [48]Ince, M., & Gül, H. (2011). The effect of employee's perceptions of organizational justice on organizational citizenship behavior: An application in Turkish public institutions. *International Journal of Business and Management*, 6(6), 134-149.
- [49]Keshta, M. S., et al. (2020). "Perceived Organizational Reputation and Its Impact on Achieving Strategic Innovation." *International Journal of Academic Information Systems Research (IJASIR)* 4(6): 34-60.
- [50]Keshta, M. S., et al. (2020). "Strategic Creativity and Influence in Enhancing the Perceived Organizational Reputation in Islamic Banks." *International Journal of Academic Accounting, Finance & Management Research (IJAAFMR)* 4(7): 13-33.
- [51]Lee, U. H., Kim, H. K., & Kim, Y. H. (2013). Determinants of organizational citizenship behavior and its outcomes. *Global business, and management research: An international journal*, 5(1), 54-65.
- [52]Madi, S. A., et al. (2018). "The Organizational Structure and its Impact on the Pattern of Leadership in Palestinian Universities." *International Journal of Academic Management Science Research (IJAMSR)* 2(6): 1-26.
- [53]Muhammad, Bushra, and Othman, Icel (2012). Study the effect of organizational citizenship behavior on reducing social dependency. *Baghdad College of Economic Sciences Journal*, 32 (2012) .99-133.
- [54]Muhammad, Hamdi (2011). The Impact of Organizational Culture on Organizational Citizenship Behaviors: An Empirical Study. *King Saud University Journal*, 21 (1) 1--29.
- [55]Mustafa, Ahmed (2008). Human resource management is a contemporary strategic vision. Cairo, Arab Republic of Egypt.
- [56]Organ, D. and Ryan, K. (1995). A meta-analytical review of attitudinal and dispositional predictors of organizational citizenship behaviors .*Personnel Psychology*, 48(4), 775-802.
- [57]Palestinian Police Handbook (2011). Publication of the General Directorate of Police, Administration and Administration Department, Gaza, Palestine.
- [58]Polat, S., (2009). Organizational citizenship behavior (OCB) display levels of the teachers at secondary schools according to the perceptions of the school administrators. *Procedia Social and Behavioral Sciences*, 1(1), 1591–1596.
- [59]Shaban, Abdel Karim (2010). The Role of Organizational Justice in Achieving University Performance, An Applied Study at the College of Management and Economics at the University of Kufa, *Al-Ghari Journal of Economic and Administrative Sciences*, 5 (16,165-197).
- [60]Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of applied psychology*, 68(4), 653-663.
- [61]Usmani, S., & Jamal, S. (2013). Impact of Distributive Justice, Procedural Justice, Interactional Justice, Temporal Justice, Spatial Justice on Job Satisfaction of Banking Employees. *Review of Integrative Business & Economics Research*, 2(1), 351-383.
- [62]Wadi, Rushdie (2007). Organizational Justice: A Field Study on Palestinian Ministries in Gaza Strip, *Journal of Contemporary Business Research*, Sohag University, Arab Republic of Egypt, 21 (1), 1-34.
- [63]Zaid, A. A., et al. (2020). "The Impact of Total Quality Management and Perceived Service Quality on Patient Satisfaction and Behavior Intention in Palestinian Healthcare Organizations." *Technology Reports of Kansai University* 62(03): 221-232.