

Leadership and Its Impact on Achieving Organizational Justice in Palestinian Relief Organizations

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Abstract: *The study aimed to identify the impact of leadership style in achieving organizational justice on relief organizations operating in the southern governorates - Palestine, and the most important hypotheses of the study were: that there is a positive correlation between leadership style and achieving organizational justice. Which contribute to achieving the objectives of the study, and the study population consisted of Employees in relief organizations, and a stratified random sample was used to collect data from 60 relief institutions. The study showed that the relative weight of the leadership axis was 78.65%, and the study showed that the relative weight of organizational justice was 82.2%. The results also showed a correlation between leadership style and organizational justice, in addition to the prevailing leadership style, which contributes to training and empowering Employees. The study recommended the need to provide effective leadership, with the need to build clear foundations to motivate and encourage Employees in organizations, and to define clear criteria for the distribution of services in order to enhance the procedures of distributive justice in organizations, as well as work to integrate sub-tasks into one task, and give the institutions management full freedom for Employees to make decisions.*

Keywords: Leadership Style, Organizational Justice, Relief Organizations, Palestine.

Introduction

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

The administrative leader is considered an essential and important element in all stages of organizations' progress, in addition to his role in all stages of the economic development process. Multiple social, where the leadership style used within organizations contributes to building the organization, in addition to distributing burdens equitably among employees, and according to (Al-Najjar, 2018), senior management is the basic building block for organizations, because of its leading role in developing organizations from By adopting and supporting advanced curricula.

Organizational justice is an organizational phenomenon and a relative concept, due to the importance of the impact that Employees' sense of justice or unfairness can have in the workplace. Which can lead to a decline in the levels of organizational performance, no matter how strong the other elements of the administrative process are, and it is one of the important organizational variables affecting the efficiency of the job performance of employees on the one hand and the

performance of the organization on the other hand. Such as low job satisfaction, low organizational citizenship behavior, and low organizational commitment, in addition to low job performance in general.

On the contrary, the high sense of justice of the Employees leads to an increase in their confidence in the management of the organization and an increase in their conviction of the possibility of obtaining their rights and what this means for the upgrading of the behavior of individuals after reassurance of the rule of justice and then confidence in the organization (Awwad, 2003), and the interest in organizational justice is due to many Among the reasons are the most prominent: the need to abandon destructive organizational policies based on bureaucracy and feelings of injustice and threat among Employees, and to adopt other ethical policies characterized by organizational justice and organizational support in order to ensure organizational continuity and effectiveness in the long term. A challenge in seeking to reduce or prevent anti-social behavior of employees resulting primarily from the lack of organizational justice.

The charitable sector in Palestine in general and the Gaza Strip in particular is one of the most important active sectors in the Palestinian civil society, where the providers of relief services play a vital and effective role in society because of their significant and important impact in our reality, which we live in, especially in light of the difficult economic siege that the Gaza Strip is going through. Gaza for decades, through the relief and development programs and projects offered by these bodies, charitable societies have formed an important part of Palestinian civil society, especially in the absence of unity governments as well as the high rate of poverty.

Research Terminology

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

- **Leadership:** the researchers define it procedurally as the prevailing pattern followed in the management of Palestinian charitable organizations by the persons entrusted with the management of these organizations.
- **Relief Organizations:** are those international and local organizations that contribute to the provision of services and relief assistance to citizens in the Gaza Strip for free. They are divided into public and private sector organizations.
- **Organizational Justice:** researchers define it procedurally as the degree of awareness of Employees and beneficiaries of the objectivity and integrity of procedures and transactions for the services provided by Gaza relief organizations through achieving equality in rights and duties by comparing what they get with others in the case of equal inputs.
- **The Justice of The Procedures:** the researchers define it procedurally: following clear and pre-defined policies and procedures in distributing charitable institutions for their services to the beneficiaries of these services.
- **Distributive Justice:** achieving social equality and parity in distributing charitable services to citizens according to specific and clear criteria for all without discrimination for any reason.

Problem Statement

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

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

The researchers believe that despite the rapid and tremendous developments in management information systems, the benefit from this development does not rise to the desired

level in the work of organizations, the routine system still controls the workflow in public and private organizations, which makes it difficult to control the workflow, as well as It is negatively reflected on the level of satisfaction of citizens through the lack of clarity of distribution criteria and the tendency to a state of mood. Thus, the citizen feels the lack of fairness of procedures, distributive justice in the provision of services, and a state of class, which causes a general imbalance in the social and economic system as a whole.

From this standpoint, it has become necessary for these organizations to develop strategies for change and development for the better. It is also necessary to improve the prevailing leadership style, as well as to strengthen the principle of organizational justice.

Based on the foregoing, the idea of the study came to study the role of leadership among relief organizations and its impact on achieving organizational justice in the southern governorates of Palestine.

Research Questions

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

Q1-: What is the impact of leadership on achieving organizational justice for relief organizations in the southern governorates - Palestine?

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

Q1-1: What is the role of leadership style in achieving justice in the procedures of relief organizations - the southern governorates of Palestine?

Q1-2: What is the role of leadership style in achieving distributive justice among relief organizations - the southern governorates of Palestine?

Q1-3: What is the extent of the leadership's awareness of achieving justice in the procedures of relief organizations - the southern governorates - Palestine?

Q1-4: To what extent is the leadership's awareness of achieving distributive justice among relief organizations - the southern governorates - Palestine?

Research Objectives

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

1. Highlighting the role of leadership style in achieving organizational justice for relief organizations in the southern governorates of Palestine.
2. A study of the relationship between the application of leadership style and the achievement of organizational justice in the southern governorates - Palestine.
3. Determining the criteria that affect the leadership style of relief organizations in the southern governorates - Palestine
4. Supporting decision-making for association managers in the event that the target groups and their characteristics are identified, and so on.

Research Importance

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

1. Enriching scientific research on this subject, as this research is considered the first according to the researchers' point of view that links the application of leadership style and achieving organizational justice in Palestine, especially through its application to relief service providers.
2. The importance of the study stems from the fact that it aims to identify the role of the leadership style of relief service providers in achieving organizational justice, as well as knowing the most important challenges facing organizations in adopting such administrative methods, in addition to examining the necessary procedures and means that contribute to their application on the ground.
3. Guiding decision-makers in managing charitable organizations operating in the southern governorates of Palestine by presenting some important results as well as recommendations for the application of some modern administrative methods.

Research hypothesis

Ho₁: There is a correlation between leadership and the achievement of organizational justice.

The main hypothesis is based on a set of sub-assumptions:

Ho₁₋₁: There is a correlative relationship between leadership and achieving the justice of procedures.

Ho₁₋₂: There is a correlation between leadership and the achievement of distributive justice.

Ho₂: There is an impact of leadership on achieving organizational justice.

Research Variables Definitions

The Independent Variable: leadership (Leadership Style, Leadership Awareness).

Dependent Variable: Organizational justice: It will be studied from the following dimensions (Procedural Justice, Distributive Justice).

Research Limits and Scope

The scope of the study shall be as follows:

1. **Objective Limit:** leadership and its impact on achieving organizational justice in Palestinian relief organizations.
2. **Human Borders:** Employees working as "decision makers" in relief organizations in the southern governorates of Palestine.
3. **Spatial Limits:** The study was applied to relief organizations in the southern governorates of Palestine.
4. **Time Limits:** The study was conducted in the year 2022.

Previous Studies

➤ Study of (Al Najjar et al., 2022) aimed to identify the level of organizational justice in relief organizations operating in the southern governorates - Palestine. The study used the descriptive analytical method, and the questionnaire was used to collect information that contributes to achieving the objectives of the study, and the study population consisted of Employees in relief

organizations, and a stratified random sample was used to collect data from 60 relief institutions. The study showed that the relative weight of organizational justice was 82.2%. Where the dimension of distributive fairness reached 85.94% and after procedures fairness 78.02.

- Study of (Al Najjar et al., 2022) aimed to identify the reality of re-engineering administrative processes in relief organizations operating in the southern governorates - Palestine. The study used the descriptive analytical method, and the questionnaire was used to collect information that contributes to achieving the objectives of the study, and the study population consisted of Employees in relief organizations. To achieve the objectives of the study, the researchers used a stratified random sample to collect data from 60 relief institutions. The study showed that the relative weight of the administrative process re-engineering was 78.2%, and the results showed close ratios and values for the different study axes. The relative weight of the leadership style axis was 81.5%, the management support axis was 75.5%, the strategic planning axis was 76.3%, and the information technology axis was 79.5. %, and the axis of labor regulations and regulations 83.7%,
- Study of (Saida, 2021), which aimed to identify the relationship of organizational justice and organizational agility, and to determine the relationship between the dimensions of organizational justice and organizational agility, among the staff of the Department of the Faculty of Humanities at Al-Masila University. The researcher used the descriptive approach during his study, and the researcher collected information that achieves the goal The study through designing a questionnaire for the purpose of the study, and the study was applied to (40) university employees, and the results showed a relationship between interactive justice and organizational agility, as well as the absence of a relationship between organizational justice and organizational agility.
- Study of (Saleh, 2021), which aimed to measure organizational justice among specialists working in sports institutions. During his research, the researcher used the descriptive approach, through a comprehensive survey of the study population, which numbered (670) employees. The researcher designed a questionnaire for the purpose of collecting information that contributes to achieving the objectives of the study. The study showed that the administration is keen to implement all the decisions that are issued to everyone without exception. The employees also feel that their salaries are not commensurate with their academic qualifications, in addition to their feeling that the working hours are commensurate with the tasks assigned to them.
- Study of (Abusamaan et al., 2020) aimed to measure the reality of the determinants of organizational justice from the point of view of the police officers in Gaza Strip, and this study comes to study the reality of human resources and their organizational behavior in the police apparatus,

which is the largest security services operating in Gaza Strip, so it is expected that this study will contribute to upgrading In this aspect, to be reflected positively on serving the country and the citizen and achieving security and safety for them. The study relied on the descriptive and analytical approach, using the questionnaire, and targeting a stratified random sample of (400) officers, who hold the rank of captain and above, from the study population of 1550 officers, and the study tool was distributed to the sample members in all departments and governorates Police in Gaza Strip. (353) questionnaires were retrieved, with a recovery rate of (88.3%), and they were analyzed using (SPSS) software. The study found the existence of organizational justice in general in a medium degree and the order of its determinants was as follows: fairness of transactions and to a large degree, followed by fairness of procedures and a medium degree, and finally the fairness of distribution was to a small degree (Type of management, age group, job title, military rank, years of service).

- Study of (Al Harthani, 2020) which aimed to identify the degree of practice of organizational justice by secondary school principals from the teachers' point of view, as well as a proposal for a vision to enhance the practice of organizational justice among secondary school principals in the southern governorates - Palestine. To collect information from the study sample of (356) male and female teachers, the study showed that the degree of organizational justice practice among secondary school principals came with a large relative weight, and a proposed scenario was presented to enhance organizational justice.
- Study of (Fadel et al., 2019), which aimed to identify the level of Employees' sense of organizational justice, as well as reveal the relationship between organizational justice and their motivation for achievement, and this study was applied to a sample of (79) Employees from the Zahana Cement Industry Company. - Camp, and then follow the descriptive analytical approach, using the "Nayyuf" and "Moorman" scale of organizational justice, and the measure of achievement motivation for "Basher Muammariya", and it was concluded that there is an average level in terms of Employees' perception and sense of organizational justice, and that there is Correlational relationship between organizational justice in its three dimensions (distributive, procedural, transactional) and the motivation for achievement among the Employees of the cement industry.
- Study of (Arqawi et al., 2018) aimed to identify the effect of procedural justice on organizational loyalty from the point of view of Faculty Staff at Palestine Technical University- Kadoorei. It also aimed to identify the differences in the views of the study sample on the study variables according to the years of service. In order to achieve this, the researchers used a questionnaire consisting of (22) paragraphs where the first area (10) paragraphs looking at procedural justice while the

paragraphs of the second area and the number of (12) paragraph in the field of organizational allegiance to Faculty Staff at the university, (105) questionnaires were distributed on the sample of the study, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical program of social sciences (SPSS). One of the most important findings of the study was that the degree of procedural justice at the heads of departments at Palestine Technical University-Kadoorei, from the point of view of Faculty Staff was between the medium and large, where the average arithmetic (3.65). Respondents also showed a high level of organizational loyalty (3.84). The study also showed a statistically significant effect at the level of significance ($\alpha = 0.05$) for procedural fairness in achieving organizational loyalty, and the absence of differences attributed to years of experience. In the light of the results of the previous study.

- Study of (Arqawi et al., 2018) aimed to identify the interactive justice and its impact on the organizational loyalty of the Faculty Staff in the Technical University of Palestine-(Kadoorei). In order to achieve this, the researchers used a questionnaire consisting of (22) paragraphs where the first area (10) paragraphs looking at interactive justice, while the second area (12) in the area of organizational loyalty to the Faculty Staff at the university, where it was distributed to (105) individuals from the study sample, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical package of social sciences. The results of the study indicated that there is a statistically significant effect at the level of significance ($\alpha = 0.05$) between the interactive justice at the Technical University of Palestine (Kadoorei) at the level of organizational loyalty among the teaching staff of the university. In light of the results of the previous study.
- Study of (Arqawi et al., 2018) aimed to identify the dimensions of the interactive justice and procedural justice of the heads of departments and their relation to organizational loyalty in Palestine Technical University-Kadoorei. It also aimed at identifying some variables of the study such as gender, academic qualification, work place, years of experience, and career level. In order to achieve this, the researchers used a questionnaire consisting of three fields and 32 paragraphs. The first field includes 10 paragraphs related to interactive justice, while the second field includes 10 paragraphs related to procedural justice, while the paragraphs of the third field contains (12) paragraph related to organizational loyalty of the Faculty Staff at the university which was distributed to (105) members of the sample of the study, and after the process of distribution of the questionnaire was collected and coded and entered into the computer and processed statistically using the statistical program of social sciences SPSS. The results of the study indicated

- that there was a high degree of response in the three fields. It also indicated that there was a statistically significant effect at the level of ($\alpha = 0.05$) between the procedural and interactive justice of the department heads at Palestine Technical University- Kadoorei. The results also showed that there were no statistically significant differences at the level of ($\alpha = 0.05$) between the responses of the respondents to the interactive justice and procedural justice at the heads of departments and organizational loyalty at the faculty of Palestine Technical University- Kadoorei attributed to the variable years of experience.
- Study of (Al-Najjar and Moqablah, 2018), which aimed to identify the degree of organizational justice practice among the heads of nursing departments in private hospitals and its relationship to the motivation towards work from the point of view of nurses in Jordan. Then the correlative survey method was used, and the study sample consisted of (401) male and female nurses: two tools were used to collect the study data. The following: The bitch degree for practicing organizational justice reached (4.06) with a standard deviation (0.73) and with a high degree: It came after transactional justice in the first rank and with a high degree of practice, and it came after evaluative justice in the second rank with a high degree of practice, and it came after procedural justice in the third rank with a high degree of practice, and it came after Distributive justice in the fourth rank with a high degree of practice. The study also found that the level of nurses' motivation towards work came to a high degree with an arithmetic mean (4.22) with a standard deviation (0.65), and with regard to the field of the relationship of the head of the nursing department with nurses, it came to a high degree. As for the field of the nurse's relationship with patients' companions, it came to a high degree. And it was found that there is a positive correlation between the degree of organizational justice practice among the heads of nursing departments and the nurses' motivation towards their work from their point of view.
 - Study of (FarajAllah et al., 2018) aimed at identifying the availability of re-engineering requirements in the Palestinian industrial companies. The researchers used the analytical descriptive method. The study society consists of all the Palestinian industrial companies (wood, plastic, aluminum and metal) operating in the Gaza Strip and registered with the Federation of Industries (236) companies. The sample of the study was selected using the stratified random sampling method. The sample size was 95 companies with 40% of the size of the society. The recovered and valid questionnaires were 85 (89.5%). A sample of 30 companies was selected from within the study sample. Statistical analysis was conducted to verify the validity and consistency of the questionnaire. The study reached a number of results, the most important of which is: High availability of the requirements of process engineering in the Palestinian industrial companies, as follows (organizational requirements: 81%, technological requirements: 76.8%, human requirements: 75.8%).
 - Study of (FarajAllah et al., 2018) aimed at measuring the effect of the technological and human requirements for re-engineering the processes in improving productivity in the Palestinian industrial companies. The researchers used the descriptive analytical method. The study society is composed of all the Palestinian industrial companies (wood, plastic, aluminum, metal) operating in Gaza Strip and registered in the Federation of Palestinian Industries was (236). The sample of the study was selected using the stratified random sampling method. The sample size was 95 companies with 40% of the size of the society. The recovered and valid questionnaires were 85 by (89.5%), an exploratory sample of (30) companies from the sample of the study. The statistical analysis was conducted to verify the validity and consistency of the questionnaire. The results of the study were: High availability for the requirements of process engineering in the Palestinian industrial companies. The technological order was 76.8%, the human requirements were 75.8%, and the productivity level was 76.4% Technology and human re-engineering processes in improving productivity. (44.4%) while the rest in improving productivity was due to other factors.
 - Study of (Hosgorur & Kan, 2017), which aimed to test the role of the organizational justice model that was developed to know the extent of the mediating role of organizational justice in the relationship between teachers' biases in their school relations and organizational commitment, and to achieve the purpose of the study, the descriptive analytical approach was used, and a questionnaire was built to collect information From the study population, which consisted of (500) secondary and primary school teachers working in the Milas region in Turkey, the questionnaire was distributed to a sample of the study population of (326) teachers using the random sampling method, and the study showed that the teachers have an average commitment, while the Their awareness of organizational justice is higher, and it was also determined that the perception of organizational justice plays a mediating role between the variables of teachers' biases in their school relations and organizational commitment.
 - Study of (Saifi and Khuram 2017), which aimed to study the relationship between organizational justice and organizational citizenship behavior by identifying the level of job satisfaction among employees, and the researchers used the descriptive analytical approach to achieve the objectives of the study, and a questionnaire was designed to collect the necessary data from the study population and adults (487) employees, and it was applied to the study sample estimated at (149) employees using the peremptory survey method, and the study concluded that there is a positive perception of employees with regard to organizational justice, which

had an important role in achieving job satisfaction for employees, as well as a medium relationship Between perceptions of justice and citizenship behaviors, and that job satisfaction is an important factor to enhance the concept of citizenship through the inclusion of organizational justice.

- Study of (Al Shobaki and Abu Naser, 2017) aimed to identify the reality of applying Re-Engineering of operations and business in the Palestinian universities in Gaza Strip. The study was applied on the Al-Azhar University in Gaza. The study used the analytical descriptive approach. The researchers used questionnaire as data collection method and used sample stratified random method. (150) questionnaires were distributed on the study population and (118) questionnaires were retrieved back with rate of 78.7%. The study showed that the most important results are: there is approval by the respondents on the paragraphs of re-engineering operations and business in general. And there are no significant differences between the averages of the respondent's answers about the reality of applying re-engineering of operations and business attributable to demographic variables.
- Study of (Al Shobaki, 2017) aimed to identify the impact of the dimensions of the administrative decision support systems on the re-engineering of the systems of the Palestinian universities in Gaza Strip from the standpoint of employees. A descriptive approach was used through which a questionnaire was developed and distributed to a stratified random sample. (500) questionnaires were distributed and (449) were returned, with (89.8 %) response rate. The study revealed these results: There was an effect for the potentials (physical, human, technical, and organizational design) available for the decision support systems and re-engineering of the systems in the Palestinian higher education institutions in Gaza Strip. There were significant differences between the assessment means of the study sample about the impact of decision support systems to re-engineer the systems in the Palestinian higher education institutions in Gaza Strip due to the gender variable in favor of males. There also differences due to the name of the university variable in favor of the Islamic University, Al Azhar University, Al Aqsa University, respectively.
- Study of (Abu Naser and Shobaki, 2016) aimed to identify the use of decision support systems as an entry point for operations of reengineering in the Palestinian universities in Gaza Strip. The researchers used the method of questionnaire to collect data, and the researchers used a sample stratified random way, were (350) questionnaire distributed on the research sample and (312) questionnaire were collected back (89.1%). The study results showed that the most important ones are: there exists statistically significant impact at the level of significance ($\alpha \leq 0.05$) for physical requirements, human requirements. Technical requirements and regulatory requirements. The results showed also, the

presence of statistically significant differences between the averages of the study sample estimates on the use of decision support systems as an entry point for operations of re-engineering in the Palestinian universities in Gaza Strip due to the variable sex in favor of males requirements. Furthermore, the results showed the existence of differences to the variable name of the university and each area of study for the benefit of the Islamic University then Al-Azhar University and then Al-Aqsa University.

Commenting On Previous Studies:

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

Agreements with Previous Studies:

- The study agreed with some previous studies in studying the reality of leadership style.
- The study agreed with some previous studies in studying the reality of organizational justice.
- The study agreed with some previous studies in the use of the descriptive analytical method, and the use of the questionnaire as a tool for collecting data for the study.
- The study agreed with some previous studies in the study of the dimensions of leadership style.
- The study agreed with some previous studies in studying the dimensions of organizational justice.

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

The Most Important Characteristic of the Study:

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

Benefits from Previous Studies:

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

Theoretical Framework

First, Leadership Style

The world revives rapid and fundamental changes that directly affect all aspects of human life, including the field of administrative work. These changes affected the future of organizations and resulted in some challenges. It was necessary for them to try to adapt to these developments and adopt new and constructive ideas that contribute to keeping pace with modernity and development. To excellence.

Based on the previous data, the organizations had to seek to improve their administrative practice and search for modern means that would make them able to continue to provide their services well in an accelerating dynamic environment. In its work, by bringing about a fundamental change in the design of all operations of a strategic nature, making significant improvements in performance levels, and gaining new features in order to overcome all obstacles that may appear during administrative work (Shiraz, 2015).

First- Leadership

Leadership and the directing process are among the most important axes that affect the administrative workflow in organizations, as they constitute an integrated practice with organization and control in order to achieve excellence and success for organizations if the roles are integrated, and according to a study (Kim & Others, 2009), management is the cornerstone in Creativity within organizations, as it contributes to influencing the thoughts and feelings of others, and the possibility of their acceptance of criticism, direction and motivation in order to mobilize efforts to achieve the required goals. Therefore, leadership requirements occupied great importance in the process of transition towards electronic management, which in turn contributes to the success of the application of process re-engineering. The most important requirements can be summarized driving in the following points:

1. Senior Management Commitment and Conviction:

The successful management of organizations is the one that has a sincere and strong desire to change for the better in order to reach excellence and development, especially in light of the changes resulting from internal and external factors that may constitute opportunities or threats to them, and the organization works to exploit the resources and energies available to it to get rid of the risks it faces. In addition to seizing opportunities and developing them to face the future and proper planning for it to serve the goals of the organization and the goals of the employees, there is no doubt that competent managers are the ones who set the strategic goals for their organizations as they plan and set goals, and coordinate all work and efforts to achieve those goals, whether they are in the short or long term (Zaidia, 2007).

The leadership of the organization is responsible for setting goals in a coherent manner to serve the workflow, and it must create an appropriate environment for Employees in order to ensure their effective participation in achieving the goals. He mentions a number of factors that require leadership in organizations to adhere to:

- Moving away from making decisions on the basis of reactions, but rather what is required to work according to a sound vision and tight planning, with the aim of influencing all worlds on the one hand and those dealing with it on the other.
- Interact with external variables that affect the work of the organization and respond quickly to them.
- Determining the future vision of the organizations, taking into account the needs of everyone involved in the organization.
- Supporting organizational culture and enhancing cooperation between all organizational levels to remove hesitation in working on developing work.
- Encouraging employees to take creative decisions, motivating them and developing channels of communication between all worlds.
- Setting training objectives according to training needs and working on developing training methods by following appropriate strategies to ensure that this is achieved.

The researchers believe that success is fundamentally and mainly related to the commitment and conviction of senior management through fully supporting it and harnessing all possibilities and material and financial resources in order to apply them to raise efficiency and quality in performance.

2. Senior Management Support: Senior management is the basic building block for organizations, because of its leading role in the development of organizations by adopting and supporting advanced curricula. A positive relationship between the support of senior management and the adoption of advanced curricula, and the support of senior management is an essential link between employees and the adoption of innovation by organizations that contribute to achieving job satisfaction and achieving the goals of the organization.

The senior management is defined as a group of people working in the highest authority within the organization and they are characterized by being highly qualified in management and leadership, because of their importance and sensitive influence, especially in making crucial decisions for institutions, and providing the necessary support of all kinds to all Employees in the organization (Bryde, 2008).

Bai & Sarkis (2013) mentions that senior management support can be defined as “the main coordinator and supporter of all internal organization activities among all departments working in the organization, whose role is to support work teams contributing to the provision of services, as well as working to resolve conflicts and problems facing Employees in The institution, as well as the application of advanced management information systems curricula in organizations helps senior management in reducing labor costs, in addition to increasing the ability to expand the provision of services with high quality and efficiency in a short time.

Second- Organizational Justice

In light of the administrative old, and the modern conceptual revolution, which contributed to opening new horizons for organizations with all its orientations, to achieve their goals, in terms of raising efficiency and effectiveness, and increasing the level of performance for excellence and achieving competitive advantage, while ensuring continuity and survival, and given that these concepts seek to exploit the human element, which It serves as the backbone of organizations, so it was necessary to study the influences that directly affect the behavior of Employees, and one of the most important factors of organizational justice is a personal issue, and it has a descriptive concept because it depends on what the individual is right rather than relying on reality and laws. Organizational justice is an evaluation of the moral and ethical behavior of the administrative and the consequent adoption of the administration's viewpoints, so that the administration tries to understand the events that generate a sense of organizational justice among the beneficiaries through the development of fairness of procedures and distributive justice (Cropanzano and Gilliland, 2007).

According to (Al-Daya, 2012), organizational justice is an important value, and a human feeling and awareness, which the individual feels within the framework of the psychologically and administratively generated evaluations, by making comparisons between the services he receives between him and others, and thus organizational justice becomes a mentally emotional feeling. It can be reached through a set of mental processes and mental reflection of feelings that indicate justice or not.

Where it is not necessary to study organizational justice except through the common good, which is an element of its fundamentalist elements, and if this is adhered to in the conception of justice, it appears as a higher human interest, closely related to ethics, as justice is always called a certain number of social and moral demands that are seen collectively as the highest levels of social interest. If there is a difference about the nature of the social benefit, there is also a difference about the acceptable solutions as just social solutions. Some have argued, for example, that it is not fair to distribute the services and resources of society on a basis other than complete arithmetic equality, while others argue that it is fair that the distribution be made to individuals according to their needs, and another group argues that justice requires that the distribution be based on The amount of work or its importance to society. Thus, the meaning of social justice varies according to the view of the nature of social care (Salah, 2005).

Organizational justice is considered one of the basic characteristics of any system, as it is the firm and eternal will to give each individual what he should obtain, and justice is usually defined as "giving everyone his right," including what that definition includes of distributing rights to equal individuals in circumstances without discrimination.

The Concept of Organizational Justice

The concept of organizational justice derives its historical origins from the theory of equality proposed by Adams in

1963 AD, which at that time received the attention of many, because of its direct impact on the efforts made by Employees, which resulted from those concerns considering the theory as the most important theories of organizational behavior in organizations for a long time, which were adopted On the two ideas of inputs and returns for the individual, Adams hypothesized that the individual balances and compares the rate of what he obtains from resources with the rate of what others obtain from those resources. If the comparison is unfair, the employee will seek to make it more balanced (Abul-Qasim, 2015). The concept of organizational justice is a relative one so that it takes into account the extent to which Employees respond to individual and psychological differences, as well as the extent of their response to organizational situations and decisions, which results in the discrepancy in the reactions of individuals regarding the realization of justice or lack thereof due to the different orientations of individuals.

Many management theorists have attached great importance to the fairness of transactions, the resolution of complaints, and participation in decision-making, in a way that contributes to enhancing integrity and transparency through ethical standards for administrative practices within organizations, as well as achieving a degree of fairness and equality in rights and duties with regard to the relationship The employee in the organization in which he works (Zayed, 2006).

Organizational justice expresses the individual's feeling of equality in obtaining his rights by the institution, in addition to the extent to which the beneficiaries of services provided by organizations are treated fairly, whether in terms of the outputs they obtain, or the procedures used to determine those outputs.

Many researchers dealt with the concept of justice as the keenness of the management of organizations to enhance the sense of justice between employees and beneficiaries of the services of organizations by applying equality in dealing with them, which contributes to influencing their behavior, where he stated (Gouda, 2007) that the concept of organizational justice is "the feeling of employees and beneficiaries." the extent of fairness and equality in their dealings by the management of the organizations.

Dora (2008) defines it as "the degree of achieving equality in the distribution of outputs, integrity and transparency in decision-making and procedures, and the individual's sense of good treatment with which he deals within the institution.

Al-Atwi (2010) believes that organizational justice is the degree to which equality and integrity are achieved in rights and duties, and it expresses the tendency of individuals to compare their condition with that of other colleagues. This is consistent with the definition of (Abu Jasser, 2010), which defined organizational justice as the degree of achieving equality and integrity in the rights and duties of Employees, which expresses their relationship with the organization. In order to achieve institutional excellence, as well as the way in which the individual judges the fairness of the method used

by the management of organizations in dealing with individuals at the human level.

Organizational justice is defined as “a set of beliefs, values, and standards prevailing in the organization, so that each organization develops and builds its own culture through its philosophy, history, work systems, procedures through which authority is exercised, in addition to leadership and decision-making processes” (Abu Tayeh). , 2012).

Also, organizational justice is defined as an organizational phenomenon concerned with equality and equity, as well as the extent to which the organizations leadership uses the methods of justice in their dealings in the organization, in various humanitarian aspects, including inside and outside the organization, which results in individuals a sense of justice for the inputs and outputs that arise from social relations between individuals and some of them. The Other (Barakat, 2014).

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

Importance of Organizational Justice:

Organizational justice is one of the most important organizational variables that positively affect the efficiency of organizations and individuals in the event of achieving justice, in addition to its role as an important tool in evaluating the distributive system within any system or institution because of its important dimension in the distribution of returns inside and outside the organization, according to (Abusamaan et al. al., 2020) it can clarify its importance for organizations and individuals:

1. For the organization:

- Clarify the fact that the fairness and equality of a distribution system relates to the concept of distributive justice.
- Achieving effective control and mastery in the decision-making process, and the fairness of procedures is an important dimension in this.
- Reflects the cases of satisfaction with the managers of organizations and the decision systems issued and on the behavior of organizational commitment.
- Reveal the atmosphere and organizational climate prevailing in the organization, and this shows the fairness of transactions.
- Determining the quality of the monitoring and evaluation system and the ability to activate control in a way that ensures the sustainability of organizational operations and achievements.

- Ability to control potential challenges and threats from employees.
- Organizational justice is a prerequisite for the effectiveness of organizations.

2. For people:

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

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

Types of Organizational Justice:

Many researchers have pointed out that organizational justice has different types that differ according to different institutions. Among these types are (Hamada, 2020):

- **Bureaucratic Justice:** Responsibilities are determined through control and commitment, so justice is organized, coordination between all operating units, and the hierarchy of authority.
- **Creative Justice:** An appropriate environment is provided for work that helps the emergence of creativity among Employees, and Employees are characterized by a love of risk in making decisions and working to meet challenges.
- **Supportive Justice:** It is characterized by the help of colleagues to each other, which results in an atmosphere of cooperation as a family, so that there is cooperation and equality, and the focus is on the human side.

- **Operational Justice:** This type of justice is related to the way of completing the work assigned to Employees, and not to the results achieved, and the successful individual is the organized and meticulous person in the performance of his work with attention to the details of the work.
- **Mission Justice:** depends on the achievement of the organization's goals and the work it achieves, and the organization is concerned with the results of the accomplished mission by obtaining the lowest costs and the best results.
- **Role Justice:** It depends on the type of job specialization and the description of each role played by individuals, and the availability of job security.

Dimensions of Organizational Justice:

To determine the dimensions of organizational justice, the researchers addressed many previous scientific studies, including (Abusamaan et al., 2020), (Abu Tayeh, 2012), (Abu Jasser, 2010), (Al-Harahsheh, 2011) and (2014, Baldwin), and it became clear that with the beginning of the interest in organizational justice in institutions with different objectives and nature of work, it was confined to three main dimensions (distributive justice, procedures justice, and transactional justice).

Hence, we will talk about the five dimensions of organizational justice, and during the study we will address only two dimensions of organizational justice, namely procedural justice, and distributive justice, due to the achievement of the study's goal of studying the impact of administrative processes engineering on the justice of procedures and distributive justice in the work of charitable organizations.

1. **Distributive Justice:** It represents one of the most important dimensions of organizational justice, and is based on the idea that the individual makes a comparison between him and others, whether in the same organization, or other organizations, whose circumstances are similar to those of his own organization (Al-Atwi, 2010). Distributive justice is defined as "equality and justice in the distribution of resources and services by the organization, with a focus on the awareness of Employees and beneficiaries of those resources of the fairness of the outputs received, which appears by evaluating the final state of the resource distribution process in the same organization or similar organizations, and it was defined as "output justice." Or the returns obtained by individuals, and related to the fair distribution of the reward and the fairness of the distribution of results, or the outputs obtained by the individual, especially the outputs of the distribution of wages, or benefits in kind. His colleagues (Abu Jasser, 2010). Abul-Qasim (2015) defines distributive justice as the extent to which individuals perceive the fairness of distributing the outputs they receive, especially the material ones, in return for the inputs they provide, and that is by comparing themselves with others.

The researchers define procedural distributive justice as "the achievement of social equality and parity in distributing relief services to citizens according to specific and clear criteria for everyone without discrimination for any reason.

Dora (2008) asserts that the provisions of distributive justice are affected by three structural factors in addition to the distributions obtained by the individual, which are:

1. The organizational structure of the organization: whether it is organic or bureaucratic, the organic structure is characterized by its short hierarchy, flexibility, decentralization, speed of decision-making, and the individual feels objective when comparing himself to anyone else. As for the bureaucratic structure, the individual cannot compare himself to others.
2. Demographic organization: the homogeneous and heterogeneous organization of the work group, and in the homogeneous organization the individual can identify a reference person in order to compare himself with him, in contrast to the heterogeneous organization due to the different tasks assigned.
3. The size of the institution: As the large size of the institution hinders the comparison process with others, unlike institutions of small size

In light of the above, it can be said that distributive justice is concerned with the distribution of society's resources and services, whether moral or material. The equality that governs this type of justice is not arithmetic equality, but rather a proportional or geometric equality, and as a result, distributive justice can be achieved despite the existence of differences between individuals in society, because the purpose of distributive justice is that every citizen obtains a share equal to his circumstances. People are not equal in circumstances and needs, for justice requires that their shares not be equal. Since distributive justice is based on the proportionality between the work that an individual provides to society and what he receives in return, it is a differential view, based on the comparison between individuals, where only those who are similar should deal in symmetrical treatment. , so that each of them gets what is commensurate with what he needs; Hence, the process of distributing services and aid must be subject to reasonable or fair standards, and if distributive justice does not require absolute arithmetical equality among citizens, it rejects absolute inequality between them. The differences between citizens in terms of access to services must be based on moderation. It is the middle between two opposites, each of which is bad. As the absence of great differences between individuals protects society from conflict, and from the domination of one class over another. As for the severe differences between classes, they are incompatible with the nature of the society system, and lead to the creation of two types of people, one of whom is extremely wealthy and the other of extreme poverty, and under these circumstances the cooperation from which social order derives the basis of its existence is not realized.

2. **Fairness of Procedures:** Procedural justice refers to the extent of integrity and fairness of the procedures and

rules applied in the organization, which are used to transform inputs into outputs and final outcomes. The degree of procedural justice is linked to the extent of mutual trust between superiors and subordinates. Najjar, 2018), and it is defined as the degree to which the organization's management treats employees and individuals with respect and appreciation, and cares for their rights, applies decisions fairly to them, and allows them to discuss them and subject those decisions to specific objective considerations (Al-Zuhairi, 2015).

According to (Al-Zuhairi, 2015), the fairness of the procedures includes three elements:

- Official rules and standards of procedures.
- Explain the procedures used in the decision-making process.
- The interaction between the enforcer of the rules (the decision maker), and the individuals who are expected to be affected by the decision.

The extent of Employees' awareness of procedural justice is affected by three main elements: impartiality in decision-making, adding confidence in the decision-maker, and personal approach in implementing decisions.

Most researchers agreed that procedural justice includes two important aspects (Abusamaan et al., 2020):

1. The physical aspect (structural): It expresses the extent to which official procedures are used fairly in the organization, and these procedures include determining wages, dealing with complaints, and determining evaluation rates, and this aspect reflects the rules to be followed when making decisions regarding the distribution of outputs.
2. The social aspect: It is the respect that the decision maker follows in his dealings with the future of the decision.

Researchers define procedures justice as following clear and pre-defined policies and procedures in distributing charitable institutions for their services to the beneficiaries of these services.

The researchers believe that the justice of the procedures followed is no less important than the justice in distribution, but rather it is considered the cornerstone and the way to distributive justice, in the form of laws, and foundations, which must be taken, to be applied to all beneficiaries without exception, so that everyone gets what he wants Without presenting his personal interests, there are also several rules to achieve procedural justice in the work of charitable institutions, most notably:

- Ethical Rule: so that services are distributed in light of specific standards that are transparent.
- Accuracy in adopting procedures and decisions based on correct information.
- Non-alignment: decisions are not affected by any interests or discrimination between the beneficiaries.
- Consistency of procedures and standards in all circumstances.

3. **Fairness of Transactions:** Interactive justice or transactional justice is the third dimension of organizational justice, and it is an extension of the concept of procedural justice. "Many administrative theorists see that it is under the umbrella of the term procedural justice. It refers to the quality of treatment that each individual receives by employees of the organization, especially in formal decision-making procedures (Abusamaan et al., 2020).

Khudair (2014) indicates that the fairness of transactions is the extent to which individuals feel the fairness of the treatment they receive, when certain formal procedures are applied to them. Or identify the reasons for applying those procedures.

Interactive justice includes two types of justice: the first type is interpersonal justice and refers to the extent of respect and appreciation with which the management of institutions deals with individuals, and the second type: information justice, in which the focus is on the delivery of information in addition to the criteria used in decision-making.

The researchers define procedural justice as that justice that includes specific processes, procedures and systems that allow ensuring the rights of all individuals are evaluated in a fair and impartial manner according to specific criteria, and allow them to be stable.

The researchers agree with (Al-Daya, 2012) that evaluative justice must include a set of procedures, the most prominent of which are:

- Sincerity of specific performance standards, and their ability to distinguish and show individual differences.
- Training in evaluation and observation.
- Non-discrimination in the evaluation process.
- Inform individuals of the results of their assessment.
- Allow grievance and discussion of evaluation results.

Organizational Justice Effects:

One of the results of the high levels of organizational justice in organizations is the creation of high levels of organizational commitment among Employees, in addition to generating a state of organizational satisfaction and loyalty and mutual trust between the management of organizations and all customers, and the absence of any of the dimensions of organizational justice can represent a serious and negative impact on the organization and the individual. The most important positive effects of organizational justice are as follows:

- Organizational trust: It is represented in the expectations of individuals or groups that the organization whose services they benefit from and work in can be relied upon to achieve favorable results for individuals or groups due to the efficiency of the administrative system in it, the heads, the information system, the organizational relations between individuals and the management of the organization.

- Organizational citizenship behavior: Organizational justice promotes behavior with the aim of improving the organization's efficiency and effectiveness.
- Organizational Loyalty: It is defined as the extent to which individuals relate to the organization's goals and values, and the role that individuals play to achieve the organization's values and objectives, and to give preference to the public interest over personal interest.

The absence of organizational justice, and the sense of injustice is a direct harm to employees, and it results in increased anxiety and tension, an increase in the possibility of revenge, and a failure to comply with regulations and laws. Himself and revenge.

Relief Organizations

Relief organizations are considered among the civilizational phenomena in any country, because they show the extent of the sophistication that members of society have reached in order to establish such organizations to perform various activities that encourage solidarity between members of

society in various areas of life, and given the economic conditions that our Palestinian people in general and our people are going through. In the Gaza Strip in particular, relief organizations are considered one of the pillars of civil society, and one of the important pillars upon which our Palestinian society is based in light of the recurring crises of wars, repeated occupation, suffocating siege and unemployment. In these difficult circumstances, charitable organizations had to be established in the Palestinian territories. In order to provide services and assistance to the Palestinian community and these organizations have developed day by day (Al-Imam, 2007).

The number of civil and charitable organizations operating in the Gaza Strip registered with the Ministry of Interior in Gaza according to the statistics of 2022 working in various fields reached 846, and the researchers will address during his study only social relief organizations, which numbered 415 organizations distributed according to the following table on the governorates of the Gaza Strip.

Table 1: Social relief organizations geographically distributed over the governorates of the Gaza Strip

#	Governorate	The Number
1.	Gaza Governorate	167
2.	North Gaza Governorate	94
3.	Central Governorate	45
4.	Khan Yunis Governorate	66
5.	Rafah Governorate	43
The Total		415

Source: The General Administration of Associations Affairs in the Ministry of Interior in Gaza – 2022

Methodology and Procedures:

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

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

Data Collection Sources:

- **Primary Sources:** to address the analytical aspects of the subject of research and field study, through the questionnaire that was distributed to relief organizations in the southern governorates - Palestine

- **Secondary Sources:** To address the theoretical framework of the research, secondary data sources were resorted to, which are related Arab and foreign books and references, periodicals and previous scientific theses that dealt with the subject of the study, as well as Internet sites.

Study Community:

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

The Study Sample: The study sample is part of the study population or represents the study community in proportion to the method of its selection. The researchers applied the questionnaires to a sample of (60) relief organizations in the southern governorates - Palestine, and in order to collect data about the study, the stratified random sampling method was used. (300) a questionnaire on the study population, taking into account a number of criteria that the researchers challenged to select the study sample, including:

1. The institution has been approved and licensed by the competent authorities for a while and has been providing its services to citizens for 7 years.
2. The number of employees in the institution is 10 employees at least.

3. The organization has a strategic action plan.
4. Taking into account the geographical distribution of institutions in the Gaza Strip.
5. Taking into account the proportional representation of some international organizations so that the study includes everyone.

Study Tool: In order to conduct the applied study, the researchers prepared the questionnaire. The questionnaire consisted of 4 main sections:

The First Section: contains personal and organizational data.

The Second Section: consists of two paragraphs to know the technical methods used in the work of institutions.

The Third Section: is leadership (leadership style, management support).

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

Table (2) Shows the number of paragraphs for each axis.

Table 2: Study axes and the number of paragraphs for each axis

#	Axle	Number Of Paragraphs
First, leadership		
1.	Leadership Style	7
2.	Management Support	7
Second: Dimensions of Organizational Justice		
1.	Procedural Fairness	8
2.	Distributive Justice	8

The five-point Likert scale was used to measure the respondents' responses to the paragraphs of the questionnaire, and Table (3) Shows the degrees of the five-year Likert scale.

Table 3: Five-point Likert scale scores

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

The Validity and Reliability of the Resolution:

First: The Validity of the Questionnaire:

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

First, The Apparent Sincerity: The researchers presented the study tool in its initial form to a group of specialists in the field of business administration, quality and statistics, who in turn provided advice and guidance, and modified and deleted what was needed on the questionnaire's paragraphs.

Table 4: The validity of the internal consistency, the first dimension: the leadership style dimension

#	Statement	Correlation Coefficient	Significance
1.	The leader gives employees the opportunity to discuss work issues and make their suggestions.	**0.858	0.01
2.	The leader seeks to keep the employees informed of the latest developments at work.	**0.748	0.01
3.	The leader delegates part of his powers to employees according to their abilities and the degree of their willingness to assume responsibility.	**0.587	0.01
4.	The leader in the organization can gain the trust of the employees and influence them.	**0.748	0.01

Second: The Validity of the Scale:

1. The Validity Of The Internal Consistency Of The Paragraphs Of The Questionnaire:

The internal consistency honestly means the extent of the consistency of each paragraph of the questionnaire with the axis to which this paragraph belongs, where the internal consistency of the resolution paragraphs was calculated on the sample of the exploratory study of (30) individuals. Internal consistency honestly means the consistency of each paragraph of the questionnaire With the axis to which this paragraph belongs, where the internal consistency of the paragraphs of the questionnaire was calculated through the survey sample size of (30) individuals, as well as it was calculated within the final sample and added to it, by calculating the correlation coefficients between each paragraph and the total score of its axis as follows next one:

The Internal Consistency of the Leadership Style Dimension

#	Statement	Correlation Coefficient	Significance
5.	The leader gives freedom and independence to the employees in the performance of their work tasks.	**0.658	0.01
6.	The leader in the organization plans his work and takes care of the details of the work.	**0.748	0.01
7.	The leader in the organization gives the employees a measure of freedom in making decisions.	**0.787	0.01

Table (4) shows the correlation coefficients between all the paragraphs of the first dimension after the leadership style and the total average for the first dimension, which shows that the indicated correlation coefficients are significant at a

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

The internal consistency of the management support dimension is validated

Table 5: The validity of the internal consistency of the second dimension: after the management support

#	Statement	Correlation Coefficient	Significance
1.	The management of the organization adopts creative ideas and puts them into practice.	**0.748	0.01
2.	The management of the organization realizes the importance of process re-engineering and seeks to try to implement it.	**0.874	0.01
3.	The management of the organization is working to make the most of the tremendous development in information and communication technology.	**0.778	0.01
4.	The organization works on evaluating its ways of working in order to get rid of routine and outdated ideas.	**0.858	0.01
5.	The management adopts a permanent plan to improve its operations and services.	**0.787	0.01
6.	Leaders consolidate integrated subtasks into one	**0.658	0.01
7.	Leaders reduce the number of audits and revisions to speed performance.	**0.858	0.01

Table (5) shows the correlation coefficients between each paragraph of the second dimension: after the management support and the total average for the second dimension, which shows that the indicated correlation coefficients are significant at a significance level less than (0.05), and thus the paragraphs are true to what they were designed to measure.

the tool wants to reach, and shows the extent to which each field of study is related to the total score of the questionnaire paragraphs. Table (6) shows that all correlation coefficients in all areas of the questionnaire are statistically significant at a level of significance less than (0.05), and thus all fields of the questionnaire are considered true for what they were designed to measure

Construct Validity

Structural validity is one of the measures of validity of the tool, which measures the extent to which the objectives that

Table 6: The validity of the internal consistency for all dimensions of leadership

Statement	Number Of Paragraphs	Correlation Coefficient	Significance
Leadership Style	7	**0.748	0.01
Management Support	7	**0.874	0.01

Table (6) shows the correlation coefficients between each of the leadership dimensions and the overall average of the questionnaire, D at a level less than (0.05), so the domains are considered valid for what was set to measure.

Reliability of the Resolution Paragraphs:

The stability of the questionnaire means that the consistency in the test results when applied from time to time, or in other words, it means stability in the results of the questionnaire and not changing them significantly if it was redistributed to individuals several times during certain periods of time. The exploratory process itself is carried out in two ways: the half-segmentation and Cronbach's Alpha Coefficient.

1. Split-Half Coefficient Method:

The split-half method means that the test in this method is divided into two halves in a random manner, or it takes the test items with even numbers separately and with odd numbers separately.

The Pearson correlation coefficient was found between the average of the odd-ranked questions and the rate of even-ranked questions for each dimension. The correlation coefficients were corrected using the Spearman-Brown correlation coefficient for correction: Table (7) Shows that there is a relatively large stability coefficient for the items of the questionnaire, which reassures the researchers to use Resolve calmly. He also used Cronbach's Alpha method to measure the stability of the resolution as a second method for measuring the stability.

Table 7: shows the stability coefficient (half-split method) and Cronbach's alpha

Domains	Number Of Paragraphs	Cronbach's Alpha Coefficient	Split Half Average
Leadership Style	7	0.816	0.763
Management Support	7	0.875	0.849

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

Second- Organizational Justice

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

The first area: the fairness of procedures (7) paragraphs.

The second field: distributive justice (8) paragraphs.

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

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

Table 8: The honesty of the internal consistency the first dimension: the fairness of the procedures

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

Table (8) shows the correlation coefficients between all the paragraphs of the first dimension, the fairness of the procedures and the total average of the first dimension, which shows that the indicated correlation coefficients are

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

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

Table 9: The internal consistency validity of the second dimension: distributive justice

#	Statement	Correlation Coefficient	Significance
1.	The leadership style leads to achieving a high level of distributive justice among all spectrums of society.	**0.745	0.01
2.	Leadership style ensures that aid reaches all target groups.	**0.658	0.01
3.	Leadership style increases the number of aid recipients.	**0.589	0.01
4.	The leadership style ensures that the beneficiaries are satisfied due to the equitable distribution.	**0.878	0.01
5.	The leadership style ensures that the trust and support of the donor institutions are achieved due to the equitable distribution.	**0.748	0.01
6.	The leadership style leads to a high transparency of distribution among the beneficiaries.	**0.569	0.01
7.	The leadership style contributes to achieving social equality and parity in distributing services to citizens according to specific and clear criteria for all without discrimination for any reason.	**0.787	0.01

#	Statement	Correlation Coefficient	Significance
8.	The leadership style leads to the establishment of fair and impartial standards for evaluating service beneficiaries without discrimination.	**0.859	0.01

Table (9) shows the correlation coefficients between each paragraphs of the second dimension: the fairness of the distribution and the total average of the second dimension, which shows that the indicated correlation coefficients are a function at a level of significance less than (0.05), and thus the paragraphs are true to what they were designed to measure.

Construct Validity

Table 10: The validity of the internal consistency for all dimensions of organizational justice

Statement	Number Of Paragraphs	Correlation Coefficient	Significance
Procedural Fairness	7	**0.787	0.01
Distributive Justice	8	**0.859	0.01

Table (10) shows the correlation coefficients between each dimension of organizational justice and the overall average of the questionnaire, D at a level less than (0.05), so the domains are considered valid for what was set to measure.

Reliability of the resolution paragraphs:

1. Split-Half Coefficient Method:

Table 11: shows the stability coefficient (half-split method) and Cronbach's alpha

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

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

Statistical Methods Used: The following statistical methods were used:

- Internal consistency to calculate the validity of the internal consistency between the paragraphs and the dimensions to which they belong.
- Cronbach's Alfa coefficient to calculate the stability t coefficient.
- The Split Half Method for calculating the stability coefficient.
- Spearman-Brown stability equation to modify the stability coefficient.
- Pearson's correlation coefficient to calculate the correlation coefficient and to answer hypotheses about the relationship.
- The arithmetic mean in order to find out the increase or decrease in the responses of the study members to each of the expressions of the basic study variables.

Structural validity is one of the measures of validity of the tool, which measures the extent to which the objectives that the tool wants to reach, and the extent to which each field of study is related to the total score of the questionnaire items, and Table (10) Shows that all correlation coefficients in all areas of the questionnaire are statistically significant at a significant level. Less than (0.05), thus all areas of the resolution are considered true for what they were designed to measure

Table (11) Shows that there is a relatively large stability coefficient for the paragraphs of the questionnaire, which reassures the researchers to use the questionnaire with all reassurance. He also used Cronbach's Alpha method to measure the stability of the resolution as a second method for measuring the stability.

- Simple regression analysis.
- T-test to find differences between two independent samples.
- One-way analysis of variance test for the difference between three or more independent samples.

Analyze Data, Test Hypotheses, and Discuss Them

It includes a presentation of data analysis and testing of the study's hypotheses by answering the study's questions, and reviewing the most prominent results of the questionnaire, which were reached through the analysis of its paragraphs. For the results of the study to be presented and analyzed.

The Criterion Approved In the Study

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

Table 12: The test adopted in the study

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

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

Dimensions Analysis of Re-Leadership:

Table 13: shows the analysis of the dimensions of leadership

Domains	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
Leadership Style	4.08	0.77	81.53	2
Management Support	3.79	0.54	75.77	6
Leadership	3.93	0.58	78.65	

Table (13) shows that the relative weight of the leadership axis amounted to (78.65%), which is a high degree, and despite the different environment in which the study was applied to most of the previous studies, it is noted that these studies agree in the positive view of the role of leadership in achieving administrative excellence for organizations, in addition to The organizations achieve their goals, and the researchers attribute this to the positive view prevailing in the Gaza Strip towards the need for the organizations management to adopt positive leadership patterns in order to get rid of routine procedures at work, in addition to the technological development in the Gaza Strip that has risen to

the level of e-government and this is consistent with the study (Al-Aloul, 2011).

Where the focus of the dominant leadership style in the organization reached a relative weight of 81.5%, and the researchers attribute this to the importance of leadership and its role in delegating Employees, and getting rid of routine procedures at work. Followed by the top management support axis, with a relative weight of 75.77%.

Analysis of the First Dimension Paragraphs: The Leadership Style Dimension

The arithmetic mean, standard deviation, relative weight and ranks were used, and Table (14) shows that:

Table 14: Analysis of the paragraphs of the first dimension: the leadership style dimension

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The leader gives employees the opportunity to discuss work issues and make their suggestions.	4.17	1.2	83.33	4
2.	The leader seeks to keep the employees informed of the latest developments at work.	4.31	0.87	86.13	3
3.	The leader delegates part of his powers to employees according to their abilities and the degree of their willingness to assume responsibility.	3.88	0.94	77.67	6
4.	The leader in the organization can gain the trust of the employees and influence them.	4.32	1.06	86.4	2
5.	The leader gives freedom and independence to the employees in the performance of their work tasks.	4.01	0.81	80.13	5
6.	The leader in the organization plans his work and takes care of the details of the work.	4.35	0.86	87	1
7.	The leader in the organization gives the employees a measure of freedom in making decisions.	3.5	1.1	70.07	7
All Paragraphs		4.08	0.77	81.53	

Through table (14), the results show that the relative weight of the first dimension "Leadership Style" (81.53%) at a "high" level. Paragraph (6) "The leader in the organization plans his work and is concerned with the details of the work" came first

in the order of the paragraphs of this dimension, as the relative weight reached (87%).

While the lowest paragraphs were paragraph (7), which is "the leader in the organization gives the employees a degree of

freedom in making decisions", where the relative weight reached (70.07%).

This means that there is a high degree of approval by the sample members on the form followed by the senior management in its management of organizations, which contributes to the willingness of Employees and their acceptance of change for the better by adopting administrative methods that contribute to the development of institutional work, and researchers attribute this result to the role of leadership and the pattern that it follows. In dealing with Employees in the application of new administrative methods, the more flexible the leadership is in dealing with employees and working on their participation in decision-making, and

giving them the appropriate powers at work, this will contribute to simplifying the work procedures followed, saving time and effort, in addition to eliminating procedures Routine, and this corresponds to the leadership style that seeks to develop administrative work by eliminating routine procedures and saving time during work. Business planning is also considered one of the most important features of management in successful organizations in order to meet urgent challenges.

Analysis of the second dimension paragraphs: After the management support

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

Table 15: Analysis of the paragraphs of the second dimension: the management support dimension

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The management of the organization adopts creative ideas and puts them into practice.	3.86	1.19	77.27	4
2.	The management of the organization realizes the importance of process re-engineering and seeks to try to implement it.	3.71	0.92	74.27	5
3.	The management of the organization is working to make the most of the tremendous development in information and communication technology.	4.4	0.55	88	1
4.	The organization works on evaluating its ways of working in order to get rid of routine and outdated ideas.	4.26	0.68	85.13	2
5.	The management adopts a permanent plan to improve its operations and services.	3.92	1.02	78.4	3
6.	Leaders consolidate integrated subtasks into one	3.17	0.99	63.33	7
7.	Leaders reduce the number of audits and revisions to speed performance.	3.2	1.05	64	6
All Paragraphs		3.79	0.54	75.77	

Through table (15), the results show that the relative weight of the second dimension "after management support" is (75.77%) at a "high" level.

Paragraph (3), "The organization's management is working to make the most of the tremendous development in information and communication technology," came first in the order of the paragraphs of this dimension, as the relative weight reached (88%).

While the lowest paragraphs were Paragraph (6), which is "Leaders work to integrate integrated sub-tasks into one task", where the relative weight reached (63.33%).

Table 16: Explains the analysis of the dimensions of organizational justice

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

Table (16) shows that the relative weight of the axis of organizational justice was (82.24%) high.

The researchers attribute that the organization's management's conviction to adopt advanced administrative methods contributes to achieving transparency and integrity,

The researchers attribute this to the fact that technological development usually needs to find secure support from the organization's senior management and employees. The task of senior management is to build and develop strategies that contribute to building an institution with a creative culture in order to introduce everything that is new and useful to work.

Analysis of the Dimensions of Organizational Justice:

The arithmetic mean, standard deviation, relative weight and ranks were used, and Table (16) shows that:

and providing services in a way that ensures satisfaction of the beneficiaries, so that the largest possible number of those services benefit, by following clear and specific criteria in equitable distribution, which in turn will contribute to creating A state of satisfaction among Employees and beneficiaries of

the services provided as a result of their feeling of satisfaction with the performance of these organizations, and the study agreed with the study (Al Harthani, 2020), the study (Fadel et al., 2019), and the study (Hosgorur & Altinkurt, Kan, 2017).), a study (Al-Najjar and Moqablah, 2018), and a study (Saifi and Khuram 2017), which showed interest in organizational justice, and that there is a positive view towards organizational justice, and the study differed with the study

(Saleh, 2021) which showed a lack of interest in organizational justice in Institutions, this difference is due to the difference of the sample and the study population.

Analysis of the first dimension paragraphs: the fairness of procedures

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

Table 17: Analysis of the paragraphs of the first dimension: fairness of procedures

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

Through table (17), the results show that the relative weight of the first dimension "fairness of procedures" (78.02%) at a "high" level.

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

While the lowest paragraphs were Paragraph (6), which is "the adoption of reengineering in the procedures contributes to raising the urban behavior of the employees and beneficiaries of the institution", where the relative weight reached (73.6%).

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

Analysis of the second dimension paragraphs: distributive justice

The arithmetic mean, standard deviation, relative weight and ranks were used, and Table (18) Shows that:

Table 18: Analysis of the paragraphs of the second dimension: distributive justice

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The leadership style leads to achieving a high level of distributive justice among all spectrums of society.	3.94	0.89	78.87	8
2.	Leadership style ensures that aid reaches all target groups.	4.23	0.73	84.53	7
3.	Leadership style increases the number of aid recipients.	4.38	0.76	87.53	3
4.	The leadership style ensures that the beneficiaries are satisfied due to the equitable distribution.	4.29	0.77	85.73	6
5.	The leadership style ensures that the trust and support of the donor institutions are achieved due to the equitable distribution.	4.3	0.64	85.93	5

6.	The leadership style leads to a high transparency of distribution among the beneficiaries.	4.48	0.68	89.67	1
7.	The leadership style contributes to achieving social equality and parity in distributing services to citizens according to specific and clear criteria for all without discrimination for any reason.	4.36	0.66	87.2	4
8.	The leadership style leads to the establishment of fair and impartial standards for evaluating service beneficiaries without discrimination.	4.4	0.73	88.07	2
All Paragraphs		4.3	0.6	85.94	

Through table (18), the results show that the relative weight of the second dimension, "distributive justice" (85.94%), has a "high" level.

Paragraph (6) "leading the leadership style to achieving high transparency in the distribution among the beneficiaries" came first in the order of the paragraphs of this dimension, as the relative weight reached (89.67%).

While the least paragraphs were paragraph (1), which is "the leadership style leads to achieving a high level of distributive justice among all spectrums of society," where the relative weight reached (78.78%).

The researchers attribute this result to the importance of defining the standards followed in the organization's work

Table 19: It shows the relationship between leadership and organizational justice

Domains	Organizational Justice	
	Correlation Coefficient	Significance Level
Leadership Style	**0.436	0.00
Management Support	**0.426	0.00
Leadership	**0.653	0.00

Table (19) shows that there is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between leadership and organizational justice, where the value of (t) = 0.653 and the statistical significance is less than 0.05.

1. There is a statistically significant relationship between the leadership style dimension and organizational justice, where the value of (t) = 0.436 and the statistical significance is less than 0.05.
2. There is a statistically significant relationship between the dimension of management support and organizational justice, where the value of (t) = 0.426 and the statistical significance is less than 0.05.

The researchers attribute this result to the importance of the organization's management adopting effective leadership

Table 20: It shows the relationship between leadership and fairness of procedures

Domains	Fairness Of Procedures	
	Correlation Coefficient	Significance Level
Leadership Style	**0.362	0.00
Management Support	**0.386	0.00
Leadership	**0.634	0.00

Table (20) shows that there is a statistically significant relationship at the level of significance ($\alpha \geq 0.05$) between leadership and the fairness of procedures, where the value of (t) = 0.634 and the statistical significance is less than 0.05.

procedures in order to achieve transparency and integrity, and to achieve coordination and integration with all partner and support agencies by strengthening coordination and communication among them, which leads to a fair distribution of resources among all spectrums of society and creates a state of satisfaction with Distribution criteria for the beneficiaries.

Study Hypotheses:

Ho1: There is a correlation between leadership and the achievement of organizational justice.

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

represented in (leadership style and its support for advanced management methods) because of its role and positive impact in developing work systems, and setting clear standards for all procedures, which in turn will contribute to creating a state of satisfaction among the beneficiaries of services The services provided by these organizations to achieve a state of public satisfaction and enhance their sense of justice.

Ho1.1: There is a correlative relationship between leadership and achieving the justice of procedures.

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

1. There is a statistically significant relationship between the leadership style dimension and the fairness of procedures, where the value of (t) = 0.362 and the statistical significance is less than 0.05.

2. There is a statistically significant relationship between the management support dimension and the fairness of procedures, where the value of (t) = 0.386 and the statistical significance is less than 0.05.

The researchers attribute this result to the importance of adopting leadership dimensions represented in (leadership style and its support for advanced management methods) in the process of determining the procedures followed in organizations and its positive impact in determining fixed

Table 21: shows the relationship between leadership and distributive justice

Domains	Distributive Justice	
	Correlation Coefficient	Significance Level
Leadership Style	**0.469	0.00
Management Support	**0.417	0.00
Leadership	**0.723	0.00

Table (21) shows that there is a statistically significant relationship at the level of significance ($0.05 \geq \alpha$) between process re-engineering and distributive justice, where the value of (t) = 0.723 and the statistical significance is less than 0.05.

1. There is a statistically significant relationship between the leadership style dimension and the fairness of the distribution where the value of (t) = 0.469 and the statistical significance is less than 0.05.
2. There is a statistically significant relationship between the management support dimension and the fairness of the distribution, where the value of (t) = 0.417 and the statistical significance is less than 0.05.

standards that contribute to controlling work procedures and achieving high levels of transparency, which contributes to creating a state of Satisfaction with the procedures followed in the work of the organization.

Ho₁₋₂: There is a correlation between leadership and the achievement of distributive justice.

Pearson's correlation coefficient was used to calculate the correlation at the level of significance ($\alpha \leq 0.05$) between leadership and achieving distributive justice:

The researchers attribute this result to the importance of the organization's management adopting the dimensions of leadership represented in (leadership style and its support for advanced management methods) because of their role in developing work systems, and defining clear standards for all operations concerned with distributing resources in the organization in a way that ensures the achievement of a kind of integrity in the distribution process. By working according to standards that contribute to the beneficiaries' sense of integrity and transparency in the process of distributing services.

Table 22: shows a simple regression to study the impact of leadership and achieving organizational justice

Variables	Organizational Justice					
	Regression Coefficients B	Correlation Coefficient R	The Coefficient Of Determination R ²	T. Value	F. Value	Morale Level
Constant	2.02	0.679	0.460	8.43	56.4	دال
Leadership	0.468			21.5		

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

The value of the correlation coefficient (R) between the two variables was (0.679), which is a function value at a significant level (0.05), and the value (R²) of the simple linear regression (0.460), which explains (46.0%), which confirms that there is a significant effect at the level of Significance ($\alpha \leq 0.05$) between leadership and organizational justice, and that the value of (P) reached (56.4) with a significant level of (0.00), which confirms the significance of the regression model.

Through the model, the regression coefficient morality test (B) shows that there is a significant effect at the level of significance ($\alpha \leq 0.05$) between leadership and organizational justice and dependence on the value of (T), which amounted to (8.43) with a significant level of (0.00), which shows the significance of the regression coefficient.

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

1. There is an impact of leadership style on achieving organizational justice:

Table 23: shows a simple regression to study the impact of leadership style and achieving organizational justice

Variables	Organizational Justice
-----------	------------------------

	Regression Coefficients B	Correlation Coefficient R	The Coefficient Of Determination R ²	T. Value	F. Value	Morale Level
Constant	2.553	0.436	0.19	13.4	70.09	دال
Leadership Style	0.382			8.37		

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

The value of the correlation coefficient (R) between the two variables amounted to (0.436), which is a function value at a significant level (0.05), and the value (R²) for the simple linear regression (0.19), which explains (19%), which confirms that there is a significant effect at the level of significance (R²). Significance ($\alpha \leq 0.05$) between leadership style and organizational justice, and that the value of (p) reached (70.09) with a significant level of (0.00), which confirms the significance of the regression model.

Table 24: shows a simple regression to study the impact of management support and achieving organizational justice

Variables	Organizational Justice					
	Regression Coefficients B	Correlation Coefficient R	The Coefficient Of Determination R ²	T. Value	F. Value	Morale Level
Constant	2.08	0.426	0.181	8.29	65.8	دال
Management Support	0.534			8.11		

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

The value of the correlation coefficient (R) between the two variables was (0.426), which is a function value at a significant level (0.05), and the value (R²) for the simple linear regression (0.181), which explains (18.1%), which confirms that there is a significant effect at the level of significance (R²). Significance ($\alpha \leq 0.05$) between management support and organizational justice, and that the value of (P) reached (65.8) with a significant level of (0.00), which confirms the significance of the regression model.

Through the model, the regression coefficient morality test (B) shows that there is a significant effect at the level of significance ($\alpha \leq 0.05$) between management support and organizational justice and dependence on the value of (T), which amounted to (8.29) with a significant level of (0.00), which shows the significance of the regression coefficient .

Thus, we reject zero chances and accept the alternative hypothesis: There is a significant effect at the significance level ($\alpha \leq 0.05$) between management support and organizational justice.

Through the model, the regression coefficient morality test (B) shows that there is a significant effect at the level of significance ($\alpha \leq 0.05$) between leadership style and organizational justice and dependence on the value of (T), which amounted to (13.4) with a significant level of (0.00), which shows the significance of the regression coefficient . Thus, we reject zero chances and accept the alternative hypothesis: There is a significant effect at the significance level ($\alpha \leq 0.05$) between leadership style and organizational justice.

2. There is a positive effect of management support at the level of significance ($\alpha \leq 0.05$) on achieving organizational justice

Conclusions

The following Results and recommendations were reached:

- The study showed that the relative weight of the leadership axis in the organizations reached 78.65%.
- The study showed that the relative weight of the axis of organizational justice in organizations reached 82.2%.
- There is a statistically significant correlation between leadership and organizational justice.
- The study showed that the leadership style in organizations contributes highly to the adoption of process re-engineering in organizations.
- The study showed that the support of senior management contributes to a high degree in the application of re-engineering of administrative processes.
- There is a correlation between the dimensions of leadership under study and the fairness of procedures.
- There is a correlation between the dimensions of leadership and distributive justice.

Recommendations

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

- The necessity of giving the management of the employee's sufficient freedom to issue decisions.
- Increasing the budget for training and development.
- Working to promote fair distribution of services by defining clear standards for dealing with Employees and beneficiaries of organizations' services.
- Intensifying coordination and joint cooperation between all organizations.

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