Organizational Justice in Palestinian Relief Organizations

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Abstract: The study 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 workers 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، and the study recommended the need to build clear foundations to motivate and encourage workers in organizations، and define clear criteria for distributing services in order to enhance distributive justice procedures in organizations.

Keywords: Organizational Justice, Relief Organizations, Palestine.

Introduction

Organizational justice is an organizational phenomenon and a relative concept, due to the importance of the impact that workers' sense of justice or unfairness can have in the workplace. Which can lead to a decline in organizational performance levels, 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 behaviors, and low organizational commitment, in addition to low job performance in general. In contrast, (Awad, 2003) sees the increase in the workers' sense of justice 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 is the upgrading of the behavior of individuals after reassurance of the rule of justice and then trust in the organization The interest in organizational justice is due to many reasons, most notably: the need to abandon destructive organizational policies based on bureaucracy and feelings of injustice and threat among workers, 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, and sees (Zayed, 2006). The interest in organizational justice is due to the presence of a challenge in seeking to reduce or prevent anti-social behaviors of employees resulting mainly from the absence of organizational justice.

The charitable work sector is one of the most important active sectors in the Palestinian civil society, where the agencies providing relief services play a vital and effective role in society because of their profound and important impact on the reality we live in, especially in light of the difficult economic siege that Gaza Strip has been going through for decades. Through the relief and development programs and projects offered by these bodies, charitable societies have formed an important part of the Palestinian civil society, especially in light of the high rate of poverty (Al-Hila et al., 2017).

Research Terminology

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

- **Relief Organizations**: are those international and local organizations that contribute to the provision of services and relief assistance to citizens in Gaza Strip for free, and they are divided into public and private sector organizations
- **Organizational Justice**: Researchers define procedural organizational justice as the degree of awareness of workers and beneficiaries of the objectivity and integrity of procedures and transactions for the services provided by Gaza relief organizations by achieving equality in rights and duties by comparing what they get with others in the event of equal inputs.
- **Procedural Fairness**: Researchers define procedural fairness: following clear and pre-defined policies and procedures in distributing charitable institutions for their services to 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 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 steadfastness, especially after the repeated wars on Gaza Strip through financing and relief operations, it is noticeable that the bureaucracy still controls the work of organizations in Gaza Strip, including charitable organizations, and based on a study (Al- Najjar, 2018), the failure of these charities to apply advanced administrative systems, which in turn 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 it has become necessary for these organizations to develop strategies for change and development for the better in order to achieve high levels of satisfaction among citizens, as well as to strengthen the principle of organizational justice, and based on the above, the idea of the study came to study the reality of organizational justice in the southern governorates of Palestine. Which in turn maximizes the return impact on society and institutions, and this is reflected positively on achieving high levels of satisfaction and a sense of justice among citizen workers and donors.

Research Questions
From the foregoing, the research question that the study will answer is concluded as follows:
Q1-: What is the level of 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 level of justice in the procedures of relief organizations - the southern governorates of Palestine?
Q1-2: What is the level of distributive justice for relief organizations - the southern governorates of Palestine?

Research Objectives
Based on the problem posed, the study seeks to achieve the following objectives:
1. Highlighting the level of achieving organizational justice for relief organizations in the southern governorates of Palestine.
2. Attempting to develop policies and procedures to correct weaknesses in the administrative systems used by relief service providers in the southern governorates - Palestine

Research Importance
The aspects of the study's importance can be identified from the contribution and expected addition from it, as follows:
Scientific (Theoretical) Importance:
- Enriching scientific research on this subject, as this research is considered one of the few according to the viewpoint of researchers who studies the reality of achieving organizational justice in Palestine in particular and the Arab world in general through its application to relief service providers.
Practical (Applied) Importance:
- The importance of the study stems from the fact that it aims to identify the level of achieving organizational justice, in addition to examining the necessary procedures and means that contribute to their application on the ground.
- 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 implementation of organizational justice.

Research Limits and Scope
The scope of the study shall be as follows:
1. **The Objective Limit**: Organizational Justice in Palestinian Relief Organizations.
2. **Human Limits**: working staff "decision makers" in relief organizations.
3. **Spatial Limits**: This 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 (Abu Ayada, 2021), which aimed to identify the reality of the application of organizational justice in addition to its impact on the management of organizational conflict strategies in the Palestinian Ministry of Health in Gaza Strip. A random number of (300) employees of the Ministry's employees out of the study population of (631) employees with supervisory titles, and the study showed that the Ministry of Health applies organizational justice at a medium rate, in addition to a high percentage of distributive justice by more than transactional justice due to the crises that occur Gaza Strip is going through, while the strategy of power and competition was the most widely used of the strategies for managing the organizational conflict.
- 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 (Khoja, 2021), which aimed to reveal the relationship between organizational justice in its three dimensions (procedural justice, distributive justice, transactional justice) and professional compatibility among a sample of the employees of Radio Algeria International, which numbered (80) employees, and to achieve the objectives of the study, the researcher used the questionnaire To collect the study data, the descriptive approach was used during the study, and the study showed that employees have a medium degree of organizational justice, and there is also a relationship between a sense of organizational justice and professional compatibility, as well as no relationship between distributive justice and professional compatibility.

- 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 workers' 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) workers 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 workers' 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 workers of the cement industry.

- Study of (Darawshe, 2019), which aimed to identify the level of application of the Saudi Electronic University female employees to organizational justice, to the level of their organizational affiliation. The study numbered 199 female employees, and the study showed that the level of organizational justice among the female employees was as follows: distributive justice ranked first, and transactional justice ranked second. The study also revealed the existence of a direct relationship between organizational justice and organizational affiliation, so that the greater the justice Organizational increased organizational affiliation.

- 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 (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 (Abdil and Hakan, 2017), which aimed to determine perceptions of organizational justice for the school of physical education and the Academy of Sports, and to determine the degree of relationship between perceptions of organizational justice and levels of organizational commitment. B (524) employees, and the study showed that the levels of organizational commitment are high among employees, in addition to their sense of organizational justice to a moderate degree.

➢ 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.

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 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 studying the dimensions of organizational justice.

Differences with Previous Studies: The study differed with previous studies in terms of the study environment and the study community, as none of the previous studies addressed the application of organizational justice to the environment of charitable institutions.

The Most Important Characteristic of the Study:

- The study was applied to the environment of NGOS institutions in Gaza Strip.
- The study variables were enriched through interviews and a workshop, where a number of variables that were not addressed by anyone 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- Organizational Justice

In light of the administrative old and the modern conceptual revolution that contributed to opening new horizons for organizations in all its orientations, to achieve their goals, in terms of raising efficiency and effectiveness, 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, so organizational justice is an evaluation The moral and ethical behavior of the administrative and the consequent adoption of the administration's views, so that the administration tries to understand what are the events that generate a sense of organizational justice among the beneficiaries through the development of fairness of procedures and distributive justice (Cropanzano, R & Bowen, 2007).

According to (Al-Dayeh, 2012), organizational justice is an important value, a sense and a human perception that the individual feels within the framework of psychological and administrative evaluations, through comparisons between the services he receives between him and others, and thus organizational justice becomes an emotional feeling. Mentally, 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 only 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 community services and resources on a basis other than complete arithmetic equality, while others argue that it is fair to distribute to individuals according to their needs, and another group argues that justice requires that 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 what social care is (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, and according to (Salah, 2005) the principle of justice and equity is an important issue in the distribution of social services, where justice in this regard means that similar cases must be treated similarly, and when there are differences, these differences appear, it is the treatment, and when there are no such differences, the distinction between These cases are considered unfair and tyrannical.

The Concept of Organizational Justice

Many researchers dealt with the concept of justice as the care 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 integrity and equality in their dealings by the management of organizations, while (Dora, 2008) emphasized that it is "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, and sees (Al-Atwi, 2010) that organizational justice is the degree to which equality and integrity are achieved in rights and duties, and expresses the tendency

of individuals to compare their situation with that of their other colleagues, and 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 workers Which expresses their relationship with the organization, and the idea of justice embodies the principle of fulfilling obligations by employees towards the organization in which they work and emphasizing the trust that everyone needs in order to achieve institutional excellence J, 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.

According to (Abu Tayeh, 2012), 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, and procedures through which authority is exercised, in addition to Leadership processes, decision-making, and according to (Barakat, 2014), organizational justice is defined as an organizational phenomenon that means equality and fairness, as well as the extent to which the organizations leadership uses justice methods 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 the social relations between individuals and each other, while (Al-Jibreen, 2017) he defined it as "the value resulting from the individual's awareness of the integrity and objectivity of the procedures and outputs in force in organizations.

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. If there is equality, the individual feels equal, but if otherwise, the individual feels The lack of justice in the institution, and thus it reflects the individual or collective perception 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 prerequisite 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, and (Al- Asmari, 2014) that the importance of organizational justice lies in the fact that justice is a basic requirement in all matters of life, so life is not upright without it. An appropriate work environment in a way that ensures that everyone obtains his rights fairly through the quality of treatment, and the application of organizational procedures according to objective standards, and its importance is due to its relationship with many variables that contribute to achieving quality and raising efficiency for organizations.

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 the behavior of organizational citizenship. 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 touched on the fact that organizational justice has different types that differ according to different institutions, and of these types, according to what was mentioned (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**: A suitable environment is provided for work that helps the creativity to emerge among workers, and workers 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 the work assigned to the workers is accomplished, not to the results achieved.
- **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**: depends on the type of job specialization and the description of each role played by individuals, and provides job security.

Dimensions of Organizational Justice:

To determine the dimensions of organizational justice, the researchers addressed many previous studies and scientific research, including (Abusamaan et al., 2020), (Abu Tayeh, 2012) and (Abu Jasser, 2010) (Baldwin 2014,). With regard to organizational justice in institutions, regardless of their objectives and the nature of their work, they are confined to three main dimensions

(Distributive Justice, Procedures Justice, and Transactional Justice). The following figure shows the dimensions of organizational justice:
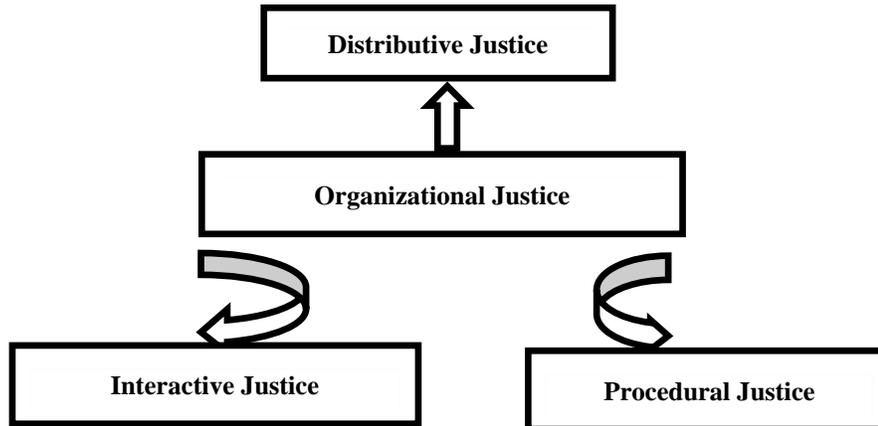

Figure No. 1: Dimensions of justice

However, some studies were limited to the fact that organizational justice has two dimensions, namely distributive justice and procedural justice. Some researchers, such as (Ali, 2012), added a fourth dimension, which is informational justice (Al-Najjar, 2017), and some added a new dimension, which is remedial justice (Al-Bakkar, 2012).

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, which is to study the impact of administrative processes engineering on the fairness of procedures and distributional justice in the work of charitable organizations.

1. **Distributive Justice**: Organizational justice represents one of the most important dimensions of organizational justice, and is based on the idea that the individual makes a comparison between himself 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 workers and beneficiaries of those resources of the fairness of the received outputs, which appears by evaluating the final state of the resource distribution process in the same organization or similar organizations" (Abu Jasser, 2010). According to (Al-Zuhairi, 2015), it was defined as "the justice of the outputs or returns obtained by individuals, and it is related to the justice of the distribution of the reward and the justice of the distribution by the results, or the outputs obtained by the individual, especially the outputs of the distribution of wages, or benefits in kind, and a sense of distribution justice is achieved when The individual feels that what he has obtained is commensurate with the effort expended, compared to the efforts of his colleagues, and (Abul-Qasim, 2015) believes that distributive justice is the extent to which individuals perceive the fairness of distributing the outputs they receive, especially material ones, and that In return for the inputs they provide, and that is by comparing themselves with others, and defined (Bahri and Kharmoush, 2017) as "the sense of integrity of all processes related to work outputs, so that all outputs go to their beneficiaries with a fair distribution without any favoritism or discrimination."

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. As a result, distributive justice can be achieved despite the existence of differences between individuals in society, because the purpose of distributive justice is for every citizen to receive a share equal to his circumstances. People are not equal in circumstances and needs, for justice requires that their shares be not equal.

2. **Procedural Fairness**: Procedural justice refers to the extent of the 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. More procedural (Al-Najjar, 2017). According to (Hassanein, 2015), the justice of the procedures is defined as the formal procedures of justice, i.e. the procedures that were designed with the aim of raising the percentage of participation in decision-making, and adopting new procedures to reduce bias in the decisions taken, with the stability of the criteria used in the evaluation, as defined by (Al-Zuhairi, 2015) 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, and (Khudair, 2014) considers that procedural justice is:

- Procedures used to determine the outputs.
- Fairness of procedures when they are consistent and continuity.
- The interests of all individuals are achieved, and the goals of one person are not achieved alone.

- It is based on the correct information, and provides opportunities for correcting the decision.
- The behavior and processes used to carry out various functions.

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

- **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. This aspect reflects the rules to be followed when making decisions regarding the distribution of outputs.
- **The Social Aspect**: It is the respect that the decision maker follows in his dealings with the future of the decision.

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 adopted, 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 for achieving 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 management 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 agree with (Al-Dayeh, 2012) that evaluative justice must include a set of procedures, the most prominent of which are:

- Sincerity of the specified performance standards, its ability to be distinguished and to show individual differences.
- Training in evaluation and observation.
- Non-discrimination in the evaluation process.
- Informing individuals of the results of their evaluation.
- 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 workers, 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 enhances behavior with the aim of improving the organization's efficiency and effectiveness.
- **Organizational Loyalty**: It is defined as the extent to which individuals are linked to the organization's goals and values, the role that individuals play in achieving the organization's values and goals, and the preference of the public interest over personal interest.

The absence of organizational justice, and the sense of injustice is a direct harm to employees, and results in increased anxiety and tension, an increase in the possibility of revenge, and a failure to comply with regulations and laws. When an individual feels the lack of justice in the distribution of procedures, this negatively affects his decisions and psychological state, which leads to victory. Himself and revenge.

Principles of Organizational Justice:

The study (Hoy & Tarter 2004) touched on a number of basic principles in the application of organizational justice, which are as follows:

1. The principle of equality: It means the proportionality of the efforts made, with the output that the individual obtains in the organization.
2. Ethical principle: Availability of ethical standards such as honesty, integrity, integrity, transparency, and integrity in decision-making and behaviors in dealing with others.
3. The principle of commitment: commitment to all that is just, especially fair treatment between individuals in accordance with the applicable standards.
4. The principle of accuracy and correction: so that the actions and decisions taken are based on accurate and clear information bases, and closely linked to correction in the event of an error.
5. Participation principle: the participation of individuals in decision-making to enhance perceptions of justice.

Second- Relief Organizations

Relief organizations are considered among the civilizational phenomena in any country, because they show the extent of sophistication that members of society have reached in order to establish such organizations to carry out various activities that urge 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 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, it was necessary to establish charitable organizations in the Palestinian territories. In order to provide services and assistance to the Palestinian community, these organizations have developed day by day (Al-Imam, 2007), but these organizations faced many challenges, both internally and externally, and the greatest impact on the work of these organizations emerged after the 2005 elections, which led to Donor countries tend to provide aid to donors as an alternative to the elected government, and the work of the organizations increased after the year 2007, when the number of relief organizations working in the country doubled. Gaza obeyed, and its budgets exceeded the budget of the Palestinian government in Gaza Strip, and it now provides relief services to a large number of community members (Al-Aloul, 2011).

The Concept of Relief Organizations:

The law regulates the work of charitable organizations through Law No. (1) of 2000 AD, and defines them as an independent, legal personality that appears by agreement between at least seven people to achieve legitimate goals of public interest, without its goal being profit or personal interests, and defined it (Al- Sakani, 2012) as a voluntary group consisting of several people aiming to provide services to the community without regard to material profit, and defines it (Goel & Kumar, 2004) as an organization of individuals working independently and within special goals and visions in order to accomplish specific tasks and positive values. He defined them (Abu Al-Nasr, 2007) as non-profit social organizations that depend primarily on the participation of citizens in achieving their goals.

(Al-Aloul, 2011) believes that despite the multiple definitions of relief organizations, they all agreed that relief organizations are non-profit, non-governmental organizations and consist of natural individuals in order to provide services to specific groups in society, and thus differ from NGOs, It is not required to allocate capital when it is established.

Researchers define them procedurally as non-governmental organizations operating in Gaza Strip that aim to provide relief services to poor families, whether in cash or in kind, without charge.

According to a study (Al-Imam, 2007), there is a difference between charitable organizations and other organizations, where each differs in terms of its goals and origins. There are relief organizations, development organizations, cultural organizations, and others. The nature of these organizations varies according to the different purposes and activities assigned to them, and the activities of charitable organizations can be divided as follows:

– Social welfare and charitable activities aimed at helping poor groups, and the nature of these activities is humane research, such as institutions that take care of orphans' affairs, sports clubs, women's associations and other organizations.

– Activities aimed at participating in achieving community development and its goal is to provide the individual and groups with a greater ability to produce through education, teaching and organization, and may reach the production and marketing level. Agricultural institutions, literacy associations, and associations for memorizing the Holy Qur'an are examples of this type of institutions.

– Activities that help parents in making decisions and developing policies and concepts at all levels.

Objectives of Relief Organizations:

According to a study (Al-Aloul, 2011), the goals of relief organizations in Palestine have a wide range of tasks and services, such as humanitarian and charitable services, rehabilitation, care and education, and services for the care of the families of the martyrs and the wounded.

Classification of Relief Organizations:

According to (Mohamed, 2008), "charitable and civil societies have known a wide spread in various fields of social action, which called on those interested in the subject of associations to classify them according to different criteria. Among these classifications are those who classify them according to the nature of the service they provide:

– **Closed Associations**: These associations that were established by a group of people united by certain ties, whether ethnic, regional or sexual, and these associations work to provide their assistance to all those covered by these ties without others, and this form of closed associations appears in the associations that It is established by members of the same professions, as well as the mosque associations of a region.

– **Open Associations**: This type of association is established by community members with the aim of providing services aimed at achieving the general benefit of community members, and is interested in providing assistance to large segments of community members.

Based on a study (Al-Sakani, 2012), relief organizations in Palestine in general and Gaza Strip in particular can be classified according to the nature of work and the role they contribute to within Palestinian society into three groups:

1. Relief organizations that carry out charitable and social care activities with the aim of helping needy groups and include most NGOs.

2. Development organizations that aim to participate in and achieve the development process and work to provide the individual with the necessary training to qualify him to participate in the production process.

3. Organizations that contribute to preparing people to play a positive role in decision-making in national and international institutions, and include political activity within the state.

The number of civil and charitable organizations operating in Gaza Strip registered with the Ministry of Interior in Gaza, according to the statistics of 2017, working in various fields reached 846. The researchers will address during the study only social relief organizations, which numbered 415 organizations distributed according to the following table on the governorates of Gaza Strip.

Methodology 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 defining the sample on which the study was applied, as well as preparing a tool The main study (the questionnaire) and the mechanism of its construction and development and the extent of its validity and stability

Study Approach:
The researchers used the descriptive approach to achieve the objectives of the study and answer its questions. This approach depends on the study of the phenomenon as it actually exists in reality. It is also concerned with describing it accurately and expressing it qualitatively or quantitatively, so that the qualitative expression describes the phenomenon and describes its characteristics, while the quantitative expression gives a numerical description so that 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 defined as the total group of elements that researchers seek to generalize the results related to the problem studied, and the study was applied to all relief organizations in the southern governorates, Palestine.

The study community is considered to be all the vocabulary of the phenomenon that the researchers will implement its study on, and through the study problem and its objectives, the target study community consists of workers in social charitable institutions in 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:

– The institution must be accredited and licensed by the competent authorities for a period of time and has been providing its services to citizens for 7 years.

– The number of employees in the organization is 10 employees at least.

– The organization has a strategic action plan.

– Taking into account the geographical distribution of institutions at the level of Gaza Strip.

– Taking into account the proportional representation of some international organizations so that the study includes everyone.

Study Tool: We consider the questionnaire the most widely used and widespread means among researchers, and the questionnaire is defined as "a tool that includes a number of dimensions, axes, and paragraphs used to obtain opinions or data by a group of respondents according to certain controls, and the respondents respond by themselves to it, which is written, and in order to conduct

the applied study, the researchers prepared a questionnaire in order to measure the impact of the application of administrative process re-engineering on achieving organizational justice by applying to relief organizations.

The five-point Likert scale was used to measure the respondents' responses to the items of the questionnaire, and the following table shows the scores of the five-year Likert scale.

Table 1: 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, that is, it actually measures what it is intended to measure. 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 arbitrators specialized in the field of business administration, quality and statistics, who in turn provided advice and guidance, and amended and deleted what was necessary on the paragraphs of the questionnaire.

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 paragraphs of the questionnaire was calculated on the sample of the exploratory study whose size is (30) individuals. With the axis to which this paragraph belongs, where the internal consistency of the paragraphs of the questionnaire was calculated through the pilot study 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 for its axis as follows next one:

Internal Consistency

The 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 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 that is affiliated with it on as follows:

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

Table 2: The honesty of the internal consistency the first dimension: the fairness of the procedures...

#	Statement	Correlation Coefficient	Indication
1.	The use of reengineering leads to the enhancement of electronic communication between departments, departments, ministries, agencies and associations.	**0.748	0.01
2.	The use of reengineering 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 use of reengineering facilitates and removes obstacles to the administrative procedures followed in the institution.	**0.856	0.01
5.	The adoption of reengineering in the procedures contributes to increasing the awareness of conscience among the employees and beneficiaries of the institution.	**0.685	0.01
6.	The adoption of reengineering in the procedures contributes to raising the urban behavior of the employees and beneficiaries of the institution.	**0.879	0.01
7.	The use of reengineering leads to following clear and pre-defined policies and procedures in distributing their services to the beneficiaries.	**0.859	0.01

The previous table 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 a function at a significance level of less than (0.05), and thus the items are true to what they were designed to measure.

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

Table 3: The internal consistency validity of the second dimension: distributive justice

#	Statement	Correlation Coefficient	Indication
1.	The use of reengineering leads to achieving a high level of distributive justice among all spectrums of society.	**0.745	0.01

#	Statement	Correlation Coefficient	Indication
2.	The use of re-engineering ensures that aid reaches all target groups.	**0.658	0.01
3.	The use of reengineering increases the number of aid recipients.	**0.589	0.01
4.	The use of reengineering ensures that the beneficiaries are satisfied due to the fairness of the distribution.	**0.878	0.01
5.	The use of reengineering ensures that the trust and support of the donor institutions is achieved due to the fairness of the distribution.	**0.748	0.01
6.	The use of reengineering leads to a high transparency of distribution among the beneficiaries.	**0.569	0.01
7.	The use of reengineering 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
8.	The use of reengineering leads to the establishment of fair and impartial standards for the evaluation of service beneficiaries without discrimination.	**0.859	0.01

The previous table shows the correlation coefficients between each paragraph of the second dimension: distributional fairness 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.

Constructive Validity

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 paragraphs, and the previous table 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 areas of the questionnaire are considered true for what they were designed to measure

Table 4: The validity of the internal consistency for all dimensions of organizational justice

Axles	Number Of Paragraphs	Correlation Coefficient	Indication
Procedural Fairness	7	**0.787	0.01
Distributive Justice	8	**0.859	0.01

The previous table 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:** The following table shows that there is a relatively large stability coefficient for the questionnaire items, 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.

Table 5: 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.

Analyze Data, Test Hypotheses, and Discuss Them

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 was added to the lowest value in the scale (the beginning of the scale is a true one in order to determine the upper bound of this cell, and thus the length of the cells became as shown in the following table:

Table 6: 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

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

Analysis of the Dimensions of Organizational Justice:

The arithmetic mean, standard deviation, relative weight and ranks were used, and the following table shows that:

Table 7: shows 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	

The previous table shows that the relative weight of the axis of organizational justice is high (82.24%). The researchers attribute that the conviction of the organization's management to adopt advanced administrative methods contributes to achieving transparency and integrity, 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 workers and beneficiaries of the services provided as a result of their feeling of satisfaction with the performance of those organizations, and the study agreed with the study (Abu Ayada, 2021), and the study (Khoja, 2021), a study (Al Harthani, 2020), a study (Fadel et al., 2019), a study (Hosgorur & Kan, 2017), a study (Al-Najjar and Moqablah, 2018), and a study (Saifi and Khuram 2017, which It showed interest in organizational justice, and that there is a positive view towards organizational justice, and the study differed with the study (Saleh, 2021), and the study (Abdil and Hakan, 2017), which showed a lack of interest in organizational justice in institutions, and this difference is due to the difference in the sample and the study community.

Analysis of the First Dimension Paragraphs: The Fairness of the Procedures

The arithmetic mean, standard deviation, relative weight and ranks were used, and the following table illustrates this:

Table 8: Analysis of the paragraphs of the first dimension: fairness of procedures

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The use of reengineering leads to the enhancement of electronic communication between departments, departments, ministries, agencies and associations.	3.81	0.95	76.27	6
2.	The use of reengineering 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 use of reengineering facilitates and removes obstacles to the administrative procedures followed in the institution.	3.88	1	77.6	3
5.	The adoption of reengineering in the procedures contributes to increasing the awareness of conscience among the employees and beneficiaries of the institution.	4.05	0.87	81	2
6.	The adoption of reengineering 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 use of reengineering 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	

The results from the previous table show that the relative weight of the first dimension, "the justice of procedures" (78.02%) at a "high" level, and paragraph (3) "the use of rivers increases the control and organization of the process of distributing aid by official agencies" in the first place in the order of paragraphs 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 employees and beneficiaries in 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 the following table illustrates this:

Table 9: Analysis of the paragraphs of the second dimension: distributive justice

#	Statement	Arithmetic Mean	Standard Deviation	Relative Weight	Ranking
1.	The use of reengineering leads to achieving a high level of distributive justice among all spectrums of society.	3.94	0.89	78.87	8
2.	The use of re-engineering ensures that aid reaches all target groups.	4.23	0.73	84.53	7
3.	The use of reengineering increases the number of aid recipients.	4.38	0.76	87.53	3
4.	The use of reengineering ensures that the beneficiaries are satisfied due to the fairness of the distribution.	4.29	0.77	85.73	6
5.	The use of reengineering ensures that the trust and support of the donor institutions is achieved due to the fairness of the distribution.	4.3	0.64	85.93	5
6.	The use of reengineering leads to a high transparency of distribution among the beneficiaries.	4.48	0.68	89.67	1
7.	The use of reengineering 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 use of reengineering leads to the establishment of fair and impartial standards for the evaluation of service beneficiaries without discrimination.	4.4	0.73	88.07	2
	All Paragraphs	4.3	0.6	85.94	

It was found through the previous table that the relative weight of the second dimension, "distribution justice" (85.94%) at a "high" level, and paragraph (6) "the use of reengineering leads to achieving high transparency in the distribution among the beneficiaries" ranked first in the order of the paragraphs of this dimension, Where the relative weight reached (89.67%), while the lowest paragraphs were Paragraph (1), which is "The use of reengineering 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 procedures in order to achieve transparency and integrity, and to achieve coordination and integration with all partner and support agencies through enhancing 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.

Conclusions

The following Results and recommendations were reached:

- The relative weight of organizational justice has reached 82.2%، with a high degree.
- After distributive fairness، it reached 85.94%، with a very high degree.
- It reached after the fairness of the procedures 78.02 and a high degree.

Recommendations

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

- Strengthening procedures that contribute to raising the urban behavior of workers and beneficiaries.
- Work to promote fair distribution of services by defining clear standards for dealing with workers and beneficiaries of organizations' services.
- Intensifying coordination and joint cooperation between all organizations

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