



The level of Organizational Justice Perception Among Civil Protection Personnel

Assia Bouras¹

Journal for Educators, Teachers and Trainers, Vol. 14 (4)

<https://jett.labosfor.com/>

Date of reception: 05 Apr 2023

Date of revision: 20 Nov 2023

Date of acceptance: 06 Dec 2023

Assia Bouras (2023). The level of Organizational Justice Perception Among Civil Protection Personnel
Journal for Educators, Teachers and Trainers, Vol. 14(4), 332-347

¹University of 20 August 1955, Skikda, Algeria.



The level of Organizational Justice Perception Among Civil Protection Personnel

Assia Bouras¹

¹University of 20 August 1955, Skikda, Algeria.

Email: as.bouras@univ-skikda.dz

ABSTRACT

The study aimed to assess the level of perception of Civil Defense personnel at the main unit "Saud bin Kunaz" for organizational justice. Additionally, it sought to identify whether there were differences in the perception of organizational justice based on variables such as age, marital status, educational level, and years of experience in the unit. The descriptive approach was employed, and the study was conducted on a sample of 70 Civil Defense personnel selected through simple random sampling. Data were collected using a questionnaire consisting of 25 statements distributed across three dimensions (distributive justice, interactional justice, procedural justice). The validity and reliability of the questionnaire were ensured through various methods. Data analysis involved the use of mean, Pearson correlation coefficient, ANOVA, and T-test to determine the significance of differences. The study yielded the following results: the level of perception of organizational justice among Civil Defense personnel is moderate, with interactional justice ranking highest in perception. There were no statistically significant differences in the perception of organizational justice based on variables such as age, marital status, educational level, and years of experience in the unit.

Keywords: Organizational justice, Distributive justice, Interactional justice, Procedural justice, Civil Defense personnel.

INTRODUCTION

Organizational justice is among the most significant contemporary administrative concepts, signifying fairness and integrity in the distribution and utilization of all inputs and outputs within organizations. It also encompasses the treatment of all individuals working within these organizations and the application of various administrative procedures to them. Moreover, it has a pivotal role in the success and development of organizations and the performance of their employees. This is particularly true when it is applied and embraced with all its principles, considering the needs, efforts, and sacrifices of employees in their work.

1. THEORETICAL FRAMEWORK

1.1 Study Problem and Questions

Individuals working within their organizations exhibit various behaviors and sentiments towards all the interactions and procedures implemented by their superiors. These can either increase their willingness to work and exert extra effort to achieve organizational goals or diminish it. Among these individuals are Civil Defense personnel whose work and tasks are considered one of the most dangerous and noble occupations simultaneously. They belong to civil defense, working to preserve the properties of citizens, protect them from the dangers of fires, disasters, wars, heat, intervene to aid the affected, secure transportation safety, guard coastlines, provide first aid, and monitor work processes in public facilities for minimal compensation and nearly nonexistent privileges. This may push them to aspire for better salaries, adequate incentives, promotions, and fair treatment from their leaders, considering their sacrifices and exposure to risks at work. Thus, they desire fair treatment, respect from their superiors, and the opportunity to object to various decisions that may harm them.

Based on the above, our study aimed to assess the level of perception of Civil Defense personnel at the main unit "Saud bin Kunaz" for organizational justice. The following questions were posed: General Question: What is the level of perception of organizational justice among Civil Defense personnel at the main unit "Saud bin Kunaz"? Subsidiary Questions:

- 1- What is the ranking of organizational justice dimensions in terms of perception among Civil Defense personnel at the main unit "Saud bin Kunaz"?
- 2- Are there significant differences in the level of organizational justice perception based on age?
- 3- Are there significant differences in the level of organizational justice perception based on marital status?
- 4- Are there significant differences in the level of organizational justice perception based on educational level?

5- Are there significant differences in the level of organizational justice perception based on years of experience in the unit?

1.2 Study Hypotheses: General Hypothesis

The level of perception of organizational justice among Civil Defense personnel at the main unit "Saud bin Kunaz" is moderate. Subsidiary Hypotheses:

- 1- Interactional justice ranks highest in perception among Civil Defense personnel at the main unit "Saud bin Kunaz."
- 2- There are no statistically significant differences in the level of organizational justice perception based on age.
- 3- There are no statistically significant differences in the level of organizational justice perception based on marital status.
- 4- There are no statistically significant differences in the level of organizational justice perception based on educational level.
- 5- There are no statistically significant differences in the level of organizational justice perception based on years of experience in the unit.

1.3- Study Objectives

The study aims to:

- Determine the level of perception of organizational justice among Civil Defense personnel at the main unit "Saud bin Kunaz."
- Identify the ranking of organizational justice dimensions in terms of perception among Civil Defense personnel.
- Determine whether there are statistically significant differences in the level of organizational justice perception based on variables such as age, marital status, educational level, and years of experience in the unit.

1.4- Study Significance

- The practical significance of this study lies in the anticipated results, which may contribute to taking measures and actions to instill values and principles of justice and equality within the studied unit, thereby reducing negative phenomena.
- The importance of the concept of organizational justice lies in its administrative concepts, aiding in increasing productivity, improving performance, and reducing resource and time wastage.
- Enriching the Algerian scientific library by providing a study that serves as a source of information for researchers in the field of organizational justice.

1-5- Procedural Terms for the Study

1-5-1- Organizational Justice: This is the approach through which members of the civil protection force govern the credibility and transparency of the methods used by the unit's administration in allocating and distributing resources and returns, making decisions and implementing them, establishing procedures, and interacting personally with them, ensuring their sense of integrity and transparency. It is the degree to which members of the civil protection force respond to the organizational justice questionnaire, measuring distributive justice, procedural justice, and interactional justice. 1-5-2- Distributive Justice: It refers to the perception and feeling of civil protection force members regarding the fairness of distributing outputs and returns such as wages, incentives, rewards, promotions, and responsibilities within the unit without discrimination, comparing it with what their colleagues receive. It is the degree to which members of the civil protection force respond to statements in the questionnaire measuring distributive justice. 1-5-3- Procedural Justice: It refers to the perception and feeling of civil protection force members about justice and fairness in the treatment they receive within the unit when formal procedures are applied to them. This includes participating in decision-making, its transparency, the availability of information, explaining its reasons with respect and appreciation. It is the degree to which members of the civil protection force respond to statements in the questionnaire measuring procedural justice. 1-5-4- Interactional Justice: It refers to the perception and feeling of civil protection force members about justice in the organizational procedures followed in the fair and equal distribution of returns, determining gains and resources within the unit. Members are aware of and it includes promotion procedures, performance evaluation criteria, principles for determining rewards, and providing opportunities to object to these decisions and procedures when necessary. It is the degree to which members of the civil protection force respond to statements in the questionnaire measuring interactional justice. 1-5-5- Civil Protection Force Members: They are a group of individuals belonging to the civil protection unit, entrusted with the task of achieving its goals according to its adopted system. 1-6- Previous Studies: 1-6-1- Study by Tamasah and Subhallah (2015): Entitled "The Impact of Procedural Justice on Organizational Citizenship Behavior: An

Analytical Study of the Opinions of Employees in (QIZ) Companies in Jordan." The study aimed to analyze the impact of procedural justice on organizational citizenship behavior in (QIZ) companies in Jordan based on the opinions of the employees. The descriptive-analytical method was used, and data were collected through a questionnaire distributed to a study sample of 420 individuals representing the study population. Data were processed using frequencies, percentages, means, standard deviations, and simple regression analysis, in addition to using path analysis to test hypotheses. The study found several results, including:

- Application of procedural justice in (QIZ) companies had a moderate average with a mean score of 3.46.
- The level of organizational citizenship behavior among employees was high with a mean score of 3.85.
- There is a positive relationship between procedural justice and organizational citizenship behavior with a strength of 64.1%.
- 1-6-2- Study by Zwiti (2015): Entitled "The Reality of Organizational Justice in Algerian Institutions: A Field Study in the Skikda Port Authority." The study aimed to identify the reality of organizational justice in its three dimensions (distributive, procedural, interactional) through a field study at the port authority in Skikda. The descriptive-analytical method was used, and a questionnaire consisting of 19 items distributed across three axes was applied to 116 randomly selected workers. Data were analyzed using frequencies, percentages, and means. The study revealed several results, including:
 - The level of organizational justice at the port authority was average across its three types (distributive, procedural, interactional).
 - There were no differences among workers in their assessment of this justice based on age and years of work.
- 1-6-3- Study by Talfah (2017): Entitled "The Level of Organizational Justice in Sports Organizations in Jordan from the Perspective of Tennis Coaches." The study aimed to determine the level of organizational justice based on personal variables (gender, experience, workplace, type of game, monthly income) using the descriptive survey method. The study sample consisted of 62 tennis coaches, and data were collected using a researcher-designed questionnaire with two sections: the first for personal variables and the second for measuring the level of organizational justice consisting of 30 items distributed across three areas (distributive justice, procedural justice, interactional justice). Data were analyzed using means, standard deviations, percentages, and ANOVA. The results showed that:
 - The level of applying organizational justice in sports organizations in Jordan was moderate.
 - There were statistically significant differences in the level of organizational justice attributed to variables (experience, favoring 11 years or more, workplace, favoring universities).
 - There were no statistically significant differences in the level of organizational justice attributed to variables (gender, type of game, monthly income).
- 1-6-4- Study by Wahidi (2018): Entitled "The Level of Organizational Justice among School Principals in the Holy City of Jerusalem and Its Relationship with Teacher Motivation from Their Perspective." The study aimed to explore the relationship between the level of organizational justice among school principals and the level of motivation among teachers. The study included all teachers in the education directorate of the Holy City of Jerusalem, totaling 2794 teachers. The study sample consisted of 397 individuals selected randomly. The researcher designed a questionnaire to collect data, and the results indicated:
 - There is a statistically significant positive relationship between the level of organizational justice and motivation.
 - Teachers' estimates of the level of organizational justice among school principals were high.
 - Teachers' estimates of their motivation level were high.
 - There were no statistically significant differences at the 0.05 significance level between the means of teachers' estimates of the level of organizational justice attributed to variables: gender, educational qualification, years of experience in teaching, and type of school. However, there were statistically significant differences between the means of their estimates of the level of organizational justice attributed to variables: the supervisory authority over the school in favor of government schools, and the gender of the school in favor of male and female schools.

1-6-5- The study by Al-Dhahabi and Boukmich (2019)

investigated the relationship between organizational justice and organizational citizenship behavior among employees. This field study was conducted at the Renewable Energy Research Unit in the Saharan region of Adrar, Algeria. The research aimed to explore the relationship between organizational justice within the Algerian institution by assessing the levels of both variables. Additionally, it examined the impact of organizational justice on organizational citizenship behavior within the Algerian institution. The study employed a descriptive methodology, utilizing a questionnaire to collect data from the Renewable Energy Research Unit through a comprehensive survey of its 74 employees. Data analysis involved the use of frequencies and percentages. The study revealed several key findings, including:

- A decrease in the levels of distributive, procedural, and interactional justice within the Algerian institution did not lead to a decrease in the level of organizational citizenship behavior practiced by its employees.
- A negative relationship was identified between organizational justice and organizational citizenship behavior.

1-6-6- The study by Jowal, Rabhi, and Aqab (2020)

titled "Perceived Level of Organizational Justice and Its Impact on Job Integration" conducted a field study at the Central Directorate for the Excellence of Electricity and Gas Distribution in the Ghardaia Province, Algeria. The research aimed to measure the perceived level of organizational justice and its impact on job integration, utilizing a descriptive approach and applying a questionnaire with 27 items, distributed among a random sample of 70 individuals, representing approximately one-third of the total population. Data analysis involved percentages, frequencies, arithmetic means, standard deviations, regression analysis, and linear regression analysis. The study yielded the following results:

- Organizational justice and job integration were achieved at moderate levels in the institution.
- There was a statistically significant impact of the perceived level of organizational justice on job integration, albeit relatively weak, as indicated by the determination coefficient value of 0.092.

1-7- Organizational Justice

1-7-1- Concept of Organizational Justice

1-7-1-1- Linguistic Definition of Justice

Justice, in opposition to injustice, is established in souls. It is straightforward like fairness, rectitude, and the modifier of justice, making it just, whether an individual or a ruler. The term "justice" encompasses everyone, a just man and a just woman, and the justice of a ruler is modified by his just actions, which he establishes and maintains (Qahiri, 2019, p. 143).

1-7-1-2- Terminological Definition of Organizational Justice

Nadiri and Tanova defined organizational justice as "the perception by individuals of exchanges (inputs and outputs) arising from the prevailing relationship in the organization. This includes relationships between the individual and managers, employees, and colleagues of the same rank, as well as the individual's relationship with the organization as a social system. Justice, in this context, refers to an individual's sense within the organization and the behavioral reaction to this perception" (Aïcha & Daghman, 2018, p. 123). It is also defined as "the value resulting from an individual's perception of the fairness and objectivity of the procedures in the organization where they work" (Alderaoui, 2019, p. 50).

1-7-2- Importance of Organizational Justice

Studies have demonstrated that the significance of organizational justice stems from its impact on various organizational variables. Among the most crucial are (Osman, 2019, p. 8):

- An individual's perception of justice affects the level of organizational loyalty, leading to integration into the work and building the values of citizenship.
- Trust in the performance evaluation system applied in the organization.
- Increasing group motivation and fostering a team spirit.
- Influencing the quantity and quality of work performance.

1-7-3- Criteria and Foundations of Organizational Justice

There are several criteria and foundations upon which an organizational justice system should be based, as outlined by Abu Labda (2020, pp. 17-18):

- There must be an accurate and comprehensive description of the functions and tasks of the organization in which the individual works.
- Evaluation of organizational justice should only occur after the employee has genuinely obtained a vacant position, and a considerable period of time has elapsed since the commencement of their work.
- Providing the necessary conditions for promotion, such as the availability of academic qualifications, an increase in the required years of experience, and the expiration of the specified time period. This contributes to achieving organizational justice.
- Avoidance of bypassing the administrative structure by transferring an employee directly from their current position to a higher position.

1-7-4- Dimensions of Organizational Justice

There are three fundamental dimensions of organizational justice:

1-7-4-1- Distributive Justice

Distributive justice is defined as employees' perception of the fairness of the outcomes they receive, evaluating the final result of the resource distribution process in the organization. It is also defined as the justice of the outcomes obtained by the employee, where individuals assess their work results based on a distribution principle based on equality. To better understand the impact of distributive justice on relationships among workers within the organization, it is essential to estimate the relative importance of economic and social work values from the

perspective of employees. If the importance of these values increases among employees, the sense of distributive justice will have a greater impact on their behavior. Distributive justice has two fundamental aspects:

- Economic Aspect: Represents the exchange of content that the individual receives in terms of rewards for the effort expended.
- Social Aspect: Represents the personal treatment that the individual receives from the management at work. Three rules of distributive justice have been identified:
- Equality Rule: Based on the principle of granting rewards according to the contribution made by the worker. For example, an employee who works more hours deserves greater compensation than one who works fewer hours.
- Quality Rule: Signifies the necessity for all workers to have equal opportunities for rewards without any consideration for differences between them, whether these differences are skill-based, racial, religious, national, etc.
- Need Rule: Based on the idea of prioritizing individuals with urgent and essential needs over others (Mazal, 2020, p. 61).

1-7-4-2- Interactional Justice

The concept of interactional justice focuses on the importance of the personal treatment that employees receive when procedures are applied, depending on their perception of interactional justice. Their perception is determined based on four factors:

1. The presence of clear justifications for decisions made.
 2. The sincerity, transparency, and non-deceptive use of power by the authority figure in dealing with employees.
 3. The respect shown by the authority figure towards the employees.
 4. The commitment of the authority figure to the limits of courtesy in dealing with employees, refraining from using inappropriate or offensive language (Mazal, 2018, pp. 125-126). From a practical perspective, these four determinants of interactional justice have been studied on the basis of two main types:
- Sensitivity to Others: Involves maintaining a polite and ethical approach in dealing with others.
 - Social Considerations: Include taking the necessary arrangements to provide appropriate explanations for undesirable results.

1-7-4-3- Procedural Justice

Procedural justice is the degree of perception generated among employees regarding the fairness of organizational procedural measures used to determine organizational outcomes. It involves a mental concept of the justice of procedures used in making decisions that affect individuals. While distributive justice relates to the fairness of outcomes received by the employee, procedural justice is concerned with the fairness of the procedures used to determine those outcomes. The level of procedural justice is linked to the extent of mutual trust between supervisors and subordinates. The greater the mutual trust, the more employees feel procedural justice (Shaldan and Al-Sulti, 2017, p. 21). For organizational procedures to acquire objectivity and justice, two conditions must be met (Al-Ta'ameh and Hasabalat, 2015, p. 18):

1. The two affected parties by the procedures (management and employees) in the organization must agree on the objective bases upon which the procedures are formulated.
 2. Management must provide employees with sufficient information and explanations about how these procedures are applied. Accordingly, the fairness of procedures includes the following elements:
- Official rules and standards for procedures.
 - Explanation of procedures and the decision-making process.
 - Interaction between those applying the rules (decision-makers) and individuals expected to be affected by the decision.

2- Field Aspect

2-1- Research Methodology

2-1-1- Research Method

The method is a way of thinking and working that the researcher cannot do without, as it is adopted to organize, analyze, and present thoughts and findings logically about the studied topic. In this study, we relied on the descriptive method to analyze various aspects related to the subject, supported by some statistical measures. This method aims not only to collect information and data but also to attempt to analyze and interpret them. 2-1-

2- Study Domains

- Temporal Domain: The study was conducted in February 2021.

- Human Domain: The study included civil protection officers.
- Spatial Domain: The study was applied in the main unit of the Civil Protection Unit, Martyr Saudi Kniz, Skikda, Algeria.

2-1-3- Study Population and Sample Selection

The study population refers to all the elements of the phenomenon being studied. Due to the impracticality of studying all individuals in the population, as it would require a considerable amount of time and effort, we selected a sample that represents the research community. The research community consists of all civil protection officers in the main unit of Martyr Saudi Kniz in Skikda, numbering 520 officers. We chose a simple random sample of 70 officers, approximately 15% of the study population. The distribution of the study sample is as follows:

Table 1 : illustrates the distribution of study participants according to the age variable.

Ages	Frequency	Percentage
Years 22 – 28 –	16	%22.9
Years 29 35 -	35	%50
Years 36 – 42 –	7	%10
Years 43-49-	6	%8.6
Years 50-56 –	6	%8.6
%100	70	%100

Through the table, we observe that the number of individuals aged 29 to 35 is 35, equivalent to 50%, which is the highest percentage. The number of individuals aged 22 to 28 is 16, representing 22.9% of the study sample. Meanwhile, individuals aged 36 to 42 constitute 7 individuals, or 10%. Additionally, there is an equal distribution in the sample between individuals aged 43 to 49 and 50 to 56, each comprising 6 individuals, or 8.6%. Therefore, the majority of the study sample consists of young individuals, attributed to the nature of the Civil Protection personnel profession, which requires physical health, safety, and fitness to perform their duties effectively. This is typically found in the younger workforce.

Table 2 : Illustrates the distribution of the study sample based on the marital status variable

The marital status	Frequency	Percentage
Married	36	%51.4
Single	34	%48.6
Total	70	% 100

The marital status is indicated in the table, revealing a close proportion between married and single individuals, leaning towards equality. The number of married individuals is 36, equivalent to 51.4%, while singles amount to 34 individuals, constituting 48.6%. This may be attributed to the fact that the majority of the study sample consists of young individuals who are still in the early stages of their professional lives and have not yet formed families or taken on the financial responsibilities and burdens associated with marriage.

Table 3 : Illustrates the distribution of the study sample individuals according to the educational level variable.

Educational level	Frequency	Percentage
%51.4	36	%51.4
%48.6	34	%48.6
Totam	70	% 100

This table indicates that the majority of the study sample individuals have a secondary education, with 36 individuals, accounting for 51.4%. Additionally, there are 34 individuals with a university education, representing 48.6% of the study sample. These two percentages are relatively close, reflecting the nature of the civil protection profession, which allows individuals with both educational backgrounds to pursue and join this field.

Table 4 : Illustrates the distribution of the study sample individuals based on the variable of years of seniority in the unit

Years of seniority	Frequency	Percentage
%52.9	37	%52.9
%28.6	20	%28.6

%11.4	8	%11.4
%2.9	2	%2.9
%4.3	3	%4.3
Total	70	% 100

What can be observed from the table is that the majority of the study sample individuals have seniority in the unit ranging from 1 to 7 years, with a total of 37 individuals, equivalent to 52.9%. Additionally, 20 individuals have seniority between 8 to 14 years, constituting 28.6%. There are 8 individuals with seniority ranging from 15 to 21 years, making up 11.4%. On the other hand, a very small percentage of the study sample individuals have seniority ranging from 22 to 28 years and 29 to 35 years, with 2 individuals and 3 individuals respectively, accounting for 2.9% and 4.3%. This can be attributed to the fact that the majority of the study sample individuals are young and have recently joined professional life, taking on the role of civil protection officers.

2-1-4- Data Collection Tool

To measure the level of justice among civil protection officers, we constructed a questionnaire that included demographic information and 25 statements distributed across three dimensions. We used a descriptive evaluative scale with three levels (Agree, Neutral, Disagree) based on the three-point Likert scale. We assigned weights to these levels in the order of 3-2-1, as shown in the following table:

Table 5 : Illustrating the dimensions and statements of the study questionnaire

Phrase numbering	Number of statements	Dimension or axis	Axis Number
9-8-7-6-5-4-3-2-1	9	Distributive Justice	Dimension 1
17-16-15-14-13-12-11-10	8	Interactional Justice	Dimension 2
26-25-24-23-22-21-20-19-18	9	Procedural Justice	Dimension 3
25		The organizational justice	

2-1-4-1-1- Validity of the Study Instrument

The validity of the instrument entails measuring what it was designed to measure and not something else. In our study, we will rely on the following types of validity:

2-1-4-1-1-1- Internal Consistency Validity

This type of validity measures the extent of correlation between the score of the statement and the score of the dimension to which it belongs. The following table illustrates the results of the validity of the study questionnaire.

Table 6 : Illustrates the results of the internal consistency validity for the study questionnaire.

Significance Level	Correlation Coefficient	Phtase Number	Significance Level	Correlation Coefficient	Phtase Number	Significance Level	Correlation Coefficient	Item Number
0.000	0.737**	18	0.006	0.494**	10	0.000	0.770**	1
0.000	0.821**	19	0.013	0.447*	11	0.001	0.580**	2
0.000	0.739**	20	0.000	0.711**	12	0.000	0.785**	3
0.000	0.686**	21	0.000	0.804**	13	0.000	0.743**	4
0.000	0.796**	22	0.000	0.632**	14	0.000	0.664**	5
0.002	0.542**	23	0.000	0.800**	15	0.002	0.542**	6
0.000	0.606**	24	0.000	0.711**	16	0.000	0.798**	7
0.000	0.640**	25	0.000	0.752**	17	0.000	0.787**	8
"Statistically significant" at the significance levels of 0.01 and 0.05						0.000	0.720**	9

Based on the data presented in the table, it can be asserted that the correlation coefficients were positive, indicating a positive relationship between all expressions of the organizational justice axis and the overall score of the corresponding dimensions. The correlation coefficients ranged from (0.821) to (0.447), signifying that the expressions were statistically significant at the 0.01 and 0.05 levels. Consequently, the study questionnaire demonstrates credibility and validity for application in the field due to the internal correlation between the expressions and their associated dimensions.

2-1-4-1-1-2- Construct Validity (Internal Construct Validity)

This type of validity measures the extent of correlation between the score of the dimension and the score of the variable to which it belongs. The following table illustrates the results of the construct validity for the study questionnaire:

Table 7 : Illustrates the results of the construct validity for the study questionnaire

Dimension	Correlation Coefficient	Significance Level
Distributive Justice	0.805**	0.000
Interactional Justice	0.869**	0.000
Procedural Justic	0.921**	0.000

Based on the data presented in the table, it can be affirmed that the correlation coefficients were positive and high, indicating a robust positive relationship between all dimensions and the overall score of the variable to which they belong. The correlation coefficients ranged from (0.805) to (0.921), signifying that the dimensions were statistically significant at the 0.01 level. Therefore, the Organizational Justice questionnaire demonstrates high credibility and validity for application in the study field due to the strong construct validity between the dimensions and the variable they belong to.

2-1-4-1-2- Reliability of the Study Instrument

We measured the reliability of the study instrument using the internal consistency coefficient for items, "Cronbach's Alpha." The following table illustrates this:

Table 8 : Illustrates the results of the Cronbach's Alpha reliability coefficients for the study questionnaire

Dimension	Phrases Number	Cronbach's Alpha reliability coefficient
Distributive Justice	8	0.849
Interactional Justice	8	0.821
Procedural Justic	9	0.872
Organizational justice	25	0.925

Through the data presented in the previous table, it is observed that the reliability coefficient for the dimension related to distributive justice among the study sample individuals was high, with a value of (0.849), indicating a robust measure. The reliability coefficients for both the dimensions of interactional justice and procedural justice were also high, with values of (0.821) and (0.872) respectively. Furthermore, the reliability coefficient for the overall variable of organizational justice reached a value of (0.925), indicating a good level of stability for the study instrument. This implies that we can be confident, with a percentage of (92.5%), in obtaining the same results if the organizational justice questionnaire is redistributed to the same study sample individuals.

2-1-5- Statistical Methods

In data processing, various statistical methods were employed using the SPSS statistical software version 22, including Cronbach's Alpha coefficient to calculate the reliability of the study instrument and the mean for determining the level. Pearson correlation coefficient was used to test the validity of the study instrument, and ANOVA and T-test were employed to assess the significance of differences between independent and homogeneous samples.

2-2- Discussion and Interpretation of Study Results

2-2-1- Response of Study Sample Individuals to the Dimensions of the Study Questionnaire (Organizational Justice)

2-2-1-1- Response of Study Sample Individuals to the Distributive Justice Dimension:

Table 9 : Illustrates the frequencies, percentages, and mean for the distributive justice dimension

The mean score	The Choices			Phrase		Phrase number
	Disagree	I dont Know	Agree			
1.93	32	11	27	ت	This implies that rewards within the unit are granted based on the efforts exerted by employees	01
	45.7	15.7	38.6	%		
1.51	50	4	16	ت	She receives financial compensation for the	02

	71.4	5.7	22.9	%	additional tasks she undertakes	
1.80	38	8	24	ت	The unit is keen on rewarding employees who excel in their work.	03
	54.3	11.4	34.3	%		
2.01	26	17	27	ت	The unit's management adopts transparency in selecting employees for training courses	04
	37.1	24.3	38.6	%		
1.80	38	8	24	ت	Promotions are based on merit	05
	54.3	11.4	34.3	%		
2.03	26	16	28	ت	The unit's management applies appropriate penalties to all employees who neglect their duties	06
	37.1	22.9	40	%		
1.69	38	16	16	ت	Financial incentives are distributed based on merit	07
	54.3	22.9	22.9	%		
1.77	38	10	22	ت	Your academic qualifications align with the salary you receive	08
	54.3	14.3	31.4	%		
1.81					Total	

The most notable observation from examining Table (09) above is that 45.7% responded negatively, and 38.6% responded positively to the content of the first statement, which suggests rewarding individuals within the unit based on the efforts they exert. The calculated average, at a value of 1.93, indicates a moderate level of perception among civil defense personnel that rewards are granted according to their efforts. Regarding the second statement, personnel disagreed with it, with a total disagreement rate of 71.4%, significantly higher than the agreement rate of 22.9%. This underscores that the majority of the sample believes they do not receive financial compensation for additional work. Responses to the third statement, expressing disagreement, were recorded at 54.3%, compared to an agreement rate of 34.3%, with an average value of 1.80 indicating a moderate level of perception that the unit rewards outstanding personnel. Concerning statement four, agreement was expressed by 38.6%, disagreement by 37.1%, and uncertainty by 24.3%, with an average value of 2.01 indicating a moderate perception that the unit is transparent in selecting personnel for training courses. As for statement five, 54.3% of the study sample expressed disagreement, with an average value of 1.80, indicating a moderate perception that promotions are based on merit.

Additionally, a 40% agreement rate and a 37.1% disagreement rate were recorded for statement six, with an average value of 2.03 indicating a moderate perception that the unit imposes appropriate penalties on negligent personnel. For statement seven, a moderate level of disagreement was recorded at 54.3%, compared to an agreement rate of 22.9%, indicating a perception that financial incentives are distributed based on merit, as confirmed by the average value of 1.69. The majority of the study sample disagrees with the idea that their academic qualifications align with their earnings, as evidenced by the differences in disagreement and agreement rates, with 54.3% expressing disagreement, 31.4% expressing agreement, and an average value of 1.77 confirming a moderate perception that their academic qualifications align with their earnings.

2.2.1.2 Response of the study sample to distributive justice

Table 10 : Illustrates the frequencies, percentages, and mean scores for the distributive justice dimension.

The mean score	Choices			Phrase	r	Phrase number
	Disagree	I dont know	Agree			
1.93	32	11	27	ت	The administration deals with all employees objectively.	09
	45.7	15.7	38.6	%		
2.19	19	19	32	ت	The unit's management is familiar with the criteria through which your performance is evaluated.	10
	27.1	27.1	45.7	%		
2.50	10	15	45	ت	When the manager makes an organizational decision related to your work, they deal with you with utmost respect.	11
	14.3	21.4	64.3	%		
2.16	22	15	33	ت	The management explains to you the main reasons that prompted them to	12
	31.4	21.4	47.1	%		

					make decisions related to your tasks.	
2.01	25	19	26	ت	All administrative decisions are made impartially and without any bias.	13
	35.7	27.1	37.1	%		
2.17	15	28	27	ت	The manager impartially resolves conflicts among the employees in the unit.	14
	21.4	40	38.6	%		
2.13	21	19	30	ت	The manager discusses with you the outcomes resulting from the decisions made, which may impact your role.	15
	30	27.1	42.7	%		
2.03	25	18	27	ت	The unit's management avoids discrimination among employees.	16
	35.7	25.7	38.6	%		
2.13					Total	

Table (10) clarifies the responses of the study sample regarding procedural justice, with the researcher aiming to understand the level of perception among civil defense personnel regarding organizational justice. Notably, the data presented in the table indicate a disagreement rate of 45.7%, an agreement rate of 38.6%, and an average score of 1.93. This suggests a moderate level of perception among civil defense personnel that the management deals with them impartially. Regarding statement number 10, which addresses whether the management informs you of the criteria used to evaluate your performance, results show that 45.7% agree and 27.1% disagree. This indicates a moderate level of perception, confirmed by an average score of 2.19.

Concerning response to statement 11, the data reveals that 64.3% agreed and 14.3% disagreed, with an average score of 2.50 indicating a high level of perception that the manager, when making organizational decisions related to their work, treats them with respect. Furthermore, for statement 12, 47.1% of the sample agreed, while 31.4% disagreed, suggesting a moderate perception that the management explains the main reasons for decisions related to their tasks, as indicated by an average score of 2.16.

Responses to statements 13 and 14 indicate a moderate level of perception, with average scores of 2.01 and 2.17, respectively. This suggests that civil defense personnel perceive, at a moderate level, that all administrative decisions are made impartially without bias, and that the manager impartially resolves conflicts among them in the unit.

Only 42.7% of the sample agrees that the manager discusses with them the outcomes resulting from decisions that may affect their jobs. The average score of 2.13 indicates a moderate level of perception. Additionally, civil defense personnel perceive at a moderate level that the unit's management avoids discrimination, as evidenced by an average score of 2.03, along with agreement and disagreement rates of 38.6% and 35.7%, respectively.

2.2.1.3 Response of the study sample to procedural justice

Table 11 : Illustrates the frequencies, percentages, and mean scores for the procedural justice dimension.

Main score	Choices				Phrase	Phrase number
	Disagree	I dont Know	Agree			
1.99	26	19	25	ت	Decisions made within the unit are based on accurate information.	17
	37.1	27.1	35.7	%		
2.31	15	18	37	ت	The performance evaluation process focuses on the efforts exerted.	18
	21.4	25.7	52.9	%		
2.00	25	20	25	ت	The official procedures that decisions within the unit are based on are grounded in equality.	19
	35.7	28.6	35.7	%		
2.01	24	21	25	ت	The organizational regulations governing work are characterized by transparency.	20
	34.3	30	35.7	%		
1.94	27	20	23	ت	Employees are allowed to object to unfair decisions against them equally.	21
	38.6	28.6	32.9	%		
1.89	30	18	22	ت	All employees are subject to similar procedures when addressing their administrative situations.	22
	42.9	25.7	31.4	%		
2.07	23	19	28	ت	The procedures implemented in the unit align with the official standards of public service employment.	23
	32.9	27.1	40	%		
1.53	44	15	11	ت	Fair rewards are received	24
	62.6	21.4	15.7	%		

1.64	38	19	13	ت	All administrative procedures are applied fairly.	25
	54.3	27.1	18.6	%		
1.93					Total	

The key findings from Table (11) indicate that 37.1% responded with disagreement, 35.7% with agreement, and 27.1% with "I don't know" regarding statement 17, which states that decisions made within the unit are based on accurate information. The calculated average of 1.99 suggests a moderate level of perception among civil defense personnel that decisions within the unit are based on accurate information.

Regarding statement 18, personnel agreed with it, with an overall agreement rate of 52.9%, which is moderate compared to the disagreement rate of 21.4%. This reinforces the perception that performance evaluation focuses on the efforts exerted, as indicated by an average score of 2.19.

For statement 19, responses were evenly split between agreement, disagreement, and "I don't know," with rates of 35.7%, 35.7%, and 28.6%, respectively. The average score of 2.00 indicates a moderate level of perception among civil defense personnel that the formal procedures on which unit decisions are based are equal.

Concerning statement 20, 35.7% agreed, 34.3% disagreed, and 30% responded with "I don't know." The average score of 2.01 suggests that civil defense personnel perceive at a moderate level that the organizational regulations governing work are characterized by transparency.

For statement 21, 38.6% disagreed, resulting in an average score of 1.94. This indicates a moderate level of perception that personnel are allowed to object to unfair decisions against them equally.

Additionally, statement 22 received a disagreement rate of 42.9%, an agreement rate of 31.4%, and an average score of 1.89, suggesting a moderate perception that all employees undergo similar procedures when addressing their administrative situations.

Statement 23 recorded a close agreement and disagreement rate, with 40% agreement and 32.9% disagreement, and an average score of 2.07. This indicates a moderate perception that the procedures applied in the unit align with the official standards of public service employment.

Moreover, a majority of civil defense personnel disagreed with statement 24, indicating that they do not receive fair rewards. The disagreement rate was 62.6%, and the agreement rate was 15.7%, with an average score of 1.53, confirming a moderate level of perception.

Finally, civil defense personnel perceive at a moderate level (average score of 1.64) that all administrative procedures are applied fairly.

2.2.2 Discussion and Interpretation of Study Results According to Hypotheses

2.2.2-1 Discussion and Interpretation of Study Results in Accordance with the General Hypothesis

The general hypothesis posits that the level of organizational justice awareness among the personnel of the Civil Protection Unit at the main unit of the deceased martyr Saud Al-Kunz is moderate.

To test this hypothesis and unveil the level of organizational justice awareness among the study sample, we computed the arithmetic mean, and the obtained result is illustrated in the following table.

Table 12: Illustrates the Level of Organizational Justice Awareness

Level	Arithmetic Mean	The Variable
Moderate	1.95	Organizational Justice

The scale for interpretation is as follows:

Less than 1.66: Low Level / Between 1.67 and 2.33: Moderate Level / Between 2.34 and 3: High Level

From the preceding table, it is evident that the level of organizational justice awareness among the Civil Protection personnel is moderate. This is supported by the calculated arithmetic mean of 1.95, falling within the range of (2.33-1.67). This implies that the Civil Protection personnel perceive, on average, that the authorities in the unit deal with credibility and transparency in decision-making and implementation. They also believe in the fair distribution of rewards, salaries, promotions, and financial compensations based on merit for each officer. Moreover, they perceive the unit's management as evaluating their performance through transparent and unbiased criteria, elucidating the main reasons behind decisions related to their tasks impartially and without discrimination. Additionally, they acknowledge justice, fairness, and equality in the treatment they receive within the main unit. They are aware that formal procedures governing unit decisions are based on equality, allowing them equal opportunities to contest unfair decisions.

These findings align with the results of several studies. For instance, the current study corresponds with the findings of Al-Taamseh and Hasab Allah (2015), who reported moderate procedural justice application in Qualified Industrial Zones companies, and Zawati's (2015) study, indicating moderate levels of organizational justice in its three dimensions (distributive, procedural, and interactional) in a port institution. Similarly, Talfah's study (2017) suggested a moderate level of organizational justice application in sports organizations in Jordan.

Furthermore, the study by Jalloul, Rabahi, and Akab (2020) found that organizational justice is achieved at a moderate level in the Central Directorate of Electricity and Gas Distribution Excellence in the Ghardaia Province.

However, our results differ from those of studies such as Wahidi's (2018), which showed high perceptions of organizational justice among teachers towards school principals, and Dahabi and Boukemish's (2019) study, which revealed a decrease in the levels of distributive, procedural, and interactional justice in an Algerian institution.

Consequently, the hypothesis has been confirmed.

2.2.2.2 Discussion and Interpretation of Study Results According to the First Sub-Hypothesis

The first sub-hypothesis posits that interactional justice occupies the first position in terms of its level of awareness among the Civil Protection personnel at the main unit of the deceased martyr Saud Al-Kunz.

To test this sub-hypothesis and reveal the ranking of organizational justice dimensions in terms of awareness among the study sample, we computed the arithmetic mean, and the obtained result is illustrated in the following table.

Table 13 : Illustrates the Ranking of Organizational Justice Dimensions in Terms of Awareness Level

Dimension	Arithmetic Mean	Rank	Level
Interactional Justice	2.13	1	Moderate
Procedural Justice	1.93	2	Moderate
Distributive Justice	1.81	3	Moderate

Less than 1.66: Low Level / Between 1.67 and 2.33: Moderate Level / Between 2.34 and 3: High Level
«Prepared by the researcher based on SPSS outputs ».

From the examination of the table above, it becomes evident that the level of organizational justice awareness among the Civil Protection personnel is moderate across all its dimensions (distributive, interactional, procedural). Interactional justice took the first position with an arithmetic mean of (2.13), followed by procedural justice in the second position with an arithmetic mean of (1.93). Distributive justice came in the third and last position with an arithmetic mean of (1.81). Consequently, it can be concluded that the Civil Protection personnel at the main unit of the deceased martyr Saud Al-Kunz perceive that the unit's management treats them objectively, is aware of the criteria used to evaluate their performance, and explains the main reasons behind decisions related to their tasks impartially and without bias. The personnel also believe that conflicts within the unit are resolved fairly.

Therefore, the hypothesis has been confirmed.

2-2-2-3 Discussion and Interpretation of Study Results According to the Second Sub-Hypothesis

The second sub-hypothesis posits that there are no statistically significant differences in the level of organizational justice awareness attributed to the age variable.

To verify this hypothesis, a one-way analysis of variance (ANOVA) test was conducted. The source of variance, sum of squares, degrees of freedom, "F" value, and significance level for the responses of the sample members regarding the level of organizational justice awareness based on the age variable are presented in the following table.

Table 14 : Illustrates the Result of the One-Way Analysis of Variance (ANOVA) Test for Significance of Differences Based on the Age Variable.

The statistical significance	The significance level (p-value)	The F-value	The degrees of freedom	The mean square	The sum of squares	The source of variance	Variable
The difference is not statistically significant	0.571	0.945	39	1.338	52.200	Between groups	Organizational Justice
			30	1.417	42.500	Within groups	

Based on the results of the table above, it is observed that the analysis of variance test revealed a lack of statistically significant differences in the level of organizational justice perception among individuals in the study sample according to the variable of age. The test statistic (F) for organizational justice was (0.945), which is a non-significant value at the significance level of (0.571). This indicates that there are no significant

differences, as the significance level is greater than (0.05). Therefore, it can be concluded that there are no statistically significant differences in the level of organizational justice perception based on the variable of age. In other words, regardless of the age differences among civil protection personnel, their perception of organizational justice remains consistent.

These findings align with the study conducted by Zouiti (2015), which similarly found no differences in the evaluation of justice among workers based on age. Thus, the hypothesis has been confirmed.

2.2.2-4 Discussion and interpretation of the study results according to the third sub-hypothesis

There are no statistically significant differences in the level of organizational justice perception based on the variable of social status. To test and address this hypothesis, the T-test was utilized to calculate the significance of differences, as illustrated in the following table

Table 15 : Illustrates the results of the T-test for the significance of differences based on the social status variable.

Statistical significance	Two-tailed p-value	The t-statistic-all	The p-value	The homogeneity value (f)	Degrees of freedom df	The standard deviation	The arithmetic mean	The statistical approach Variables ¹	
								Married at 36	Organizational Justice c
The difference is not statistically significant	0.925	0.094	0.050	3.984	68	15.241	49.19	Single at 34	Organizational Justice c
						12.185	48.88		

The table illustrates the results of applying the T-Test statistical method for two independent and homogeneous samples. This test summarizes the descriptive statistics, including the mean and standard deviation of the scores for the variable of social status in the level of organizational justice perception. Additionally, the homogeneity test (F) was conducted, yielding a value of (3.984). However, this value is not statistically significant, considering the significance level (0.050)P, which exceeds the predetermined significance level (α) of 0.05. Consequently, the two samples are considered homogeneous.

Based on this, the T-Test was applied, resulting in a value of (0.094) under the degree of freedom (68). This value is also not statistically significant, as the two-tailed P-value (0.925) is lower than the confidence level (α) of 0.05. This implies that there are no statistically significant differences in the level of organizational justice perception attributed to the variable of social status. In other words, regardless of the social status differences among civil protection officers, their perception of organizational justice remains consistent.

Thus, the hypothesis has been validated.

2.2.2.5 Discussion and interpretation of the study results in light of the fourth sub-hypothesis

which states that there are no statistically significant differences in the level of organizational justice perception attributed to the educational level variable.

To test and address this hypothesis, the T-Test was employed to calculate the significance of the differences. The following table illustrates this process:

Table 16 : Illustrates the results of the T-Test for the significance of differences based on the educational level variable

Statistical significance	Two-tailed p-value	The t-statistic-all	The p-value	The homogeneity value (f)	Degrees of freedom df	The standard deviation	The arithmetic mean	The statistical approach Variables ¹	
								Married at 36	Organizational Justice c
The difference is not statistically significant	0.925	0.094	0.290	1.136	68	12.879	49.19	Single at 34	Organizational Justice c
						14.795	48.88		

The preceding table illustrates the results of applying the T-Test statistical method for two independent and homogeneous samples. This test summarizes the descriptive statistics, including the mean and standard deviation of the scores for the variable of educational level in the level of organizational justice perception. Additionally, the homogeneity test (F) was conducted, yielding a value of (1.136). However, this value is not

statistically significant, considering the significance level (0.290)P, which exceeds the predetermined significance level (α) of 0.05. Consequently, the two samples are considered homogeneous.

Based on this, the T-Test was applied, resulting in a value of (0.094) under the degree of freedom (68). This value is also not statistically significant, as the two-tailed P-value (0.925) is lower than the confidence level (α) of 0.05. This implies that there are no statistically significant differences in the level of organizational justice perception attributed to the variable of educational level. In other words, regardless of the educational level differences among civil protection officers, their perception of organizational justice remains consistent.

Our study results align with the findings of Wahidi (2018), who also concluded the absence of statistically significant differences at the 0.05 significance level in the means of teachers' perceptions of organizational justice among principals based on the variable of academic qualification.

Thus, the hypothesis has been validated.

2.2.2.6 Discussion and interpretation of the study results in light of the fifth sub-hypothesis

There are no statistically significant differences in the level of organizational justice perception attributed to the variable of years of seniority in the unit.

To confirm the validity of this hypothesis, and to test it, the analysis of variance (ANOVA) single-variable test was applied. The following table illustrates the source of variation, the sum of squares, the degrees of freedom, the "F" value, and the significance level for the responses of the sample individuals regarding the level of organizational justice perception based on the variable of years of seniority in the unit.

Table 17 : Illustrates the result of the ANOVA test for the significance of differences based on the variable of years of seniority in the unit.

Statistical Significance	Significance Level	F-value	Degrees of Freedom	Mean Square	Sum of Squares	Variance Source	Variable
The difference is not statistically significant	0.418	1.080	39	1.143	44.593	Between groups	Organizational Justice
			30	1.058	31.750	Within groups	

Through examining the results in the table above, it is observed that the analysis of variance test indicates no statistically significant differences in the level of organizational justice perception among individuals in the study sample based on the variable of years of seniority in the unit. The value (F) for organizational justice is (1.080), which is a non-significant value at a significance level of (0.418), suggesting the absence of differences, as the significance level is greater than (0.05). Consequently, it is concluded that there are no statistically significant differences in the level of organizational justice perception attributed to the variable of years of seniority in the unit. This implies that regardless of the variations in work experience within the unit among employees, their perception of organizational justice remains unchanged.

Our study's findings align with Zouiti's study (2015), which found no differences in employees' justice evaluations based on years of experience, and with Wahidi's study (2018), which found no statistically significant differences at a significance level of 0.05 in teachers' perceptions of organizational justice among managers based on the variable of years of experience in education. However, our results differ from Talafah's study (2017), which identified statistically significant differences in organizational justice attributed to the variable of experience, favoring those with 11 years or more.

Therefore, the hypothesis has been confirmed.

Conclusion: All individuals working within organizations, including civil protection personnel, aspire to receive fair treatment and the application of equal procedures without discrimination. This involves distributing tasks, financial incentives, and returns in parallel with the efforts and sacrifices they contribute. In this study, we have highlighted these factors and essential points for stability and satisfaction in the workplace, aiming to provide the best possible insights. The key findings of our study are as follows:

- The level of organizational justice perception among civil protection personnel is average.
- Procedural justice ranks first in terms of the perceived level among civil protection personnel.
- There are no statistically significant differences in the level of organizational justice perception based on the age variable.
- There are no statistically significant differences in the level of organizational justice perception based on the social status variable.
- There are no statistically significant differences in the level of organizational justice perception based on the educational level variable.
- There are no statistically significant differences in the level of organizational justice perception based on the years of seniority in the unit variable.

Based on these findings, we propose the following suggestions:

- Implement field studies on workers facing real challenges in their work to solve, interpret, and understand the underlying causes.
- Increase wages and benefits for civil protection personnel, providing them with sufficient financial compensation for additional tasks, especially considering the current challenging circumstances and the rising cost of living.
- Reinforce the principles of justice and equality in the allocation of rewards, compensation, incentives, and applied procedures.

REFERENCES

1. Abu Labda, Hammam Fareed. (2020). The Degree of Availability of Organizational Justice Dimensions in the Directorates of Education in the Provinces of Gaza and its Relationship with Job Satisfaction from the Perspective of Employees. Unpublished Master's Thesis, College of Education, Al-Aqsa University, Gaza, Palestine.
2. Jawal, Mohammed Al-Saeed, Rabahi, Mukhtar, and Aqab, Mohammed. (2020). Perceived Level of Organizational Justice and its Impact on Job Integration: A Field Study in the Central Directorate for the Excellence of Electricity and Gas Distribution in the Wilaya of Djelfa (Algeria). *Journal of Economic Studies*, 11(2), 73-90.
3. Al-Derawi, Ayman Hassan. (2019). Social Responsibility in Organizational Citizenship Behavior: The Role of Organizational Justice among Employees at Al-Aqsa University as a Mediating Variable. *Journal of Economic, Administrative, and Legal Sciences*, 30(9), 43-66.
4. Shaldan, Fayez Kaman, and Alsulti, Mohammed Ishaq. (2017). The Practice Level of Government Secondary School Principals in Gaza Governorates for Human Relations and its Relationship with Organizational Justice. *Journal of Islamic University for Educational and Psychological Studies*, 25(2), 15-40.
5. Ataamseh, Salama Abdullah Khalaf, and Hasballah, Abdel-Hafiz Ali. (2015). The Impact of Procedural Justice on Organizational Citizenship Behavior: An Analytical Study of the Views of Employees in Qualified Industrial Zones in Jordan. *Journal of Economic Sciences*, 16(2), 15-33.
6. Osman, Ayman Mohammed Mohamed. (2019). The Impact of Organizational Justice on Organizational Loyalty of Employees: An Applied Study on Some Financial Services Companies. Unpublished Master's Thesis, Graduate College, Sudan University of Science and Technology, Sudan.
7. Aishoush, Osman, and Daghman, Boubekur El-Sadeq. (2018). The Relationship between Organizational Justice and Organizational Citizenship Behavior among University Professors: A Field Study at the College of Social and Human Sciences, University of Blida. *Journal of Social and Research Studies*, University of El Oued, 25, 121-139.
8. Qehiri, Fatima. (2019). The Impact of Modern Leadership Styles on the Quality of Work Life through Mediating Organizational Justice: A Case Study of the Electricity and Gas Distribution Directorate in the Wilaya of Djelfa. Unpublished Third-Stage Doctoral Thesis, Faculty of Economic Sciences, Commercial Sciences, and Management Sciences, Ziane Achour University, Djelfa, Algeria.
9. Muzail, Mohammed Mazhar. (2018). The Role of Organizational Justice in Enhancing Trust among Employees in Iraqi Banks. *Journal of Economic and Administrative Sciences*, Sudan University of Science and Technology, 19(1), 119-135.
10. Malham, Mahmoud Ibrahim. (2020). The Impact of Organizational Justice on Job Burnout in Palestinian Government Schools. *Journal of the Islamic University for Economic and Administrative Studies*, 28(2), 51-77.