

Organizational Justice: A Predictor of Job Satisfaction among Hospital Nurses

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Abstract: Nurses perception of organizational justice is an important predictor of healthy work environment that facilitate achievement of occupational goals, professional resilience, and nurses' job satisfaction. This environment positively impacts quality of patients' outcomes.

Aim: The study aimed to explore the relationship between level of organizational justice and the level of job satisfaction among nurses.

Methods: A descriptive correlational research design through a self-administered questionnaire was used to examine the relationship between organizational justice and job satisfaction among hospital nurses. A convenience sample of 313 nurses from one of the governmental universities in the delta region of Egypt completed the questionnaires.

Results: Data revealed that nurses had low level of organizational justice and low level of job satisfaction. There was a significant positive correlation between total score of organizational justice and job satisfaction at ($p=0.01$), and highly statistically significant positive correlation between levels of organizational justice subcategories and total score job satisfaction among study sample at ($p=0.000$). A significant correlation was also found among organizational justice, job satisfaction, gender, hospital type, and experience. Education was positively correlated to job satisfaction only.

Conclusion: There was positive correlation between organizational justice and job satisfaction. Therefore, frontline nursing managers need to develop a justice-based system practice transparency in all daily nursing activities to improve nurses' job satisfaction.

Keywords: Hospitals, job satisfaction, nurses, organizational justice.

1. INTRODUCTION

Organizational justice affects not only organizations but employees as well, especially nurses who are considered the frontline of health professionals in healthcare organizations (Hatem, Fardid, Kavosi, 2013). Organizational justice improves staff's organizational citizenship behaviors which improves employees' performance. According to literature, there were positive correlation between perception of justice, organizational commitment, organizational trust, and job satisfaction among nurses (Mahmoudi, Hassani, Aghlmand, 2017).

Organizational justice is considered one of the fundamental factors in the development of organizations and its professionals. Organizational justice in nursing is defined as the perception of nurses about how fairly they were treated in their healthcare organizations and how this perception affects their behavioral and attitudinal outcomes such as commitment and satisfaction (Colquitt, Greenberg, & Zapata-Phelan, 2005, Lotfi, & Pour, 2013).

Organizational justice involves three dimensions: Distributive, procedural, and interactional justice. Distributive justice refers to the distribution of resources and workload among nurses, procedural justice refers to performance appraisal process and the equality of applying regulations, laws, and policies in the organization, and interactional justice which focuses on professional communication between nurses and managers, and how nursing managers provide nurses with needed information (Klendaer, & Deller, 2009).

Recently, organizational justice had witnessed attention of researchers due to the vital significance of this concept on employees' behaviors, satisfaction, and turnover intentions (Choi, Moon, Ko, & Kim, 2014). In addition, Gumus, Hamarat, Colak, and Duran (2012) verified that increase in organizational justice among employees is definitely associated to employees' organizational trust, commitment and job satisfaction (Moon, Hur, Ko, Kim, and Yoon, 2014). In spite of advances and technology, human resources are of the major resources for organizations. Nursing workforce retention is required to enhance organizational effectiveness. It is recommended that Nursing managers provide the basis for staff satisfactions and maintain it through organizational justice to avoid the expenses of recruitment and training newly recruited nurses (Tourani, Khosravizadeh, Omrani, Sokhanvar, Kakemam, & Najafi, 2016).

Job satisfaction denotes the extent to which employees like their jobs (Ahmed et al., 2013). Furthermore, nurses' job satisfaction was defined as the attitude and feelings nurses have about their work (Kumar et al., 2013 a). Thus, job satisfaction is one of the most vital factors that define efficiency and productivity of nurses (Dignani and Toccaceli, 2013). Poor job satisfaction has many organizational and behavioral consequences such as absenteeism, turnover, burnout, decision-making failure, aggressive behavior, and lack of self-esteem (Sirin, 2015).

Nurses are the pillar of healthcare system in Egypt (Kabeel and Eisa, 2017). Nurses in Egyptian healthcare organizations are performing a basic role in enhancing healthcare outcomes by contributing their own part for achieving the Millennium Development Goals (MDGs) (Francis, 2013). In spite of the fact that nurses are considered the frontline of caring for our beloved relatives during hospitalization (Alam and Mohammad, 2010), nursing personnel efforts in most of healthcare organizations are not given the proper appreciation they really deserve (Pillay, 2009).

In conclusion, nursing managers must pay more attention to practice justice on a daily basis to improve nurses' job satisfaction and commitment to healthcare organizations. Thus, it is highly recommended for nursing managers at all administrative levels to: maintain written rules and principles perform justice as a basic principle of interest to everyone, patients' care assignment should be based on nurses' experience, skills and capabilities, and provide newly appointed nursing personnel with all information needed to work effectively in the organization during orientation period (Keramati, Eslamieh, & Mozaiini, 2015).

2. METHODS

Aim

The study aimed to explore the relationship between level of organizational justice and the level of job satisfaction among nurses.

Hypothesis

There is a positive correlation between level of organizational justice and level of job satisfaction among study sample.

Research Design

A descriptive correlational research design through a self-administered questionnaire was used to explore the relationship between level of organizational justice and the level of job satisfaction among hospital nurses.

Setting

The current study was conducted at one of the governmental universities in the delta region of Egypt. The hospital's bed capacity is nearly 1000 beds with an occupancy rate of 80%. The University hospital provides healthcare services to almost all residence of the delta region of Egypt.

Participants

A convenience sampling technique was used to recruit participants in the current study. Sample size was calculated by utilizing G*Power Software, with a power of (0.80), alpha of (0.05), and a medium effect size. The minimum sample size required for Pearson product-moment correlation was 67 respondents from each setting. The total sample size of the existing study should be 268, which was raised to three hundred and thirteen to avoid the negative impact of attrition. All nurses who joined the study were required to be with at least one year of experience to guarantee that participants had the chance to perceive organizational justice and can express their satisfaction level in current work. All participants who met the inclusion criteria were invited to take part in the study.

Data Collection

Data were collected from four different building in the governmental university hospital. Those buildings provide different healthcare services such as emergency, oncology, general medical and surgical care. Data collection lasted for 3 months. The questionnaires took around fifteen minutes from each nurse to be completed.

Ethical Considerations

The current study was approved by Faculty of Nursing Institutional Research Board (IRB) committee. The ethical approval was also obtained from the selected settings for data collection. Voluntary participation and withdrawal from the study were assured to all participants. Moreover, confidentiality was assured by telling all participants that their information was used for the research purpose only. The aim of the study and the method of completing the questionnaires were clearly explained for all participants. Oral consent was approved from each participant before administration of the questionnaires.

Instruments

Two instruments were used to investigate the relationship between organizational justice and nurses' job satisfaction in the selected settings. The two scales are: organizational justice scale developed by Niehoff and Moorman (1993), and the job satisfaction scale developed by Fernand and Awamleh (2006). In addition, socio-demographic characteristics such as: age, gender, marital status, experience, work settings and level of education were collected as well.

The organizational justice scale by Niehoff and Moorman (1993) consists of 20 items measures the perception of three types of justice: distributive, procedural, and interactional. Distributive justice consists of five items, procedural justice consists of six items, and interactional justice consists of nine items. The whole scale uses 5-point likert scale ranges from (1=strongly disagree to 5=strongly agree). The cronbach alpha for the three types of the justice scale is (0.90, 0.85, and 0.90) respectively. In the current study cronbach alpha for the total perceived organizational justice (POJ) scale was (0.721).

Job Satisfaction scale which was developed by Fernand and Awamleh (2006) assesses the level of job satisfaction among nurses. This questionnaire is composed of seven items using a five-point Likert scale ranges from (1=strongly disagree to 5=strongly agree). The cronbach alpha for this scale is (0.87). For the current study cronbach alpha for perceived job satisfaction (PJS) scale was (0.692). The score obtained for both perceived organizational justice and perceived job satisfaction are shown in table (1).

Table (1): The Total score of job satisfaction and organizational justice and its subcategories

| Scales and subscales | No of items | Range | Low | Moderate | High |
|------------------------|-------------|--------|-------|----------|--------|
| Job Satisfaction | 7 | 7-35 | 7-16 | 17-25 | 26-35 |
| Organizational Justice | 20 | 20-100 | 20-46 | 47-73 | 74-100 |
| Distributive | 5 | 5-25 | 5-11 | 12-18 | 19-25 |
| Procedural | 6 | 6-30 | 6-13 | 14-22 | 23-30 |
| Interactional | 9 | 9-45 | 9-20 | 21-32 | 33-45 |

Data Analysis

For the research purposes, Statistical Package for Social Sciences (SPSS) version 22 was used to generate descriptive and inferential statistics at a significance level of .05. Mean and SD values were reported to estimate the levels of perceived job satisfaction and perceived organizational justice among study participants. Pearson product-moment correlation for non-parametric distribution was used to assess the relationship between the study's variables (Polit& Beck, 2017).

3. RESULTS

The current study aimed to explore the relationship between level of organizational justice and the level of job satisfaction among study sample. Table (2) described the study sample characteristics. The table showed that majority of the study sample were (90.7%) female, around half of the sample (48.9%) were from specialty hospital, more than half (54.7%) of the participants had bachelor degree in nursing, the majority (61.3) of nurses were between (20-30) years old and had experience of (6-10) years.

Table (2): Demographic characteristics of study sample

| Item | Frequency | % | M | SD |
|----------------------------|------------|------------|------|-----|
| Hospital | | | | |
| Main Hospital | 96 | 30.7 | | |
| Specialty Hospital | 153 | 48.9 | | |
| Emergency Hospital | 46 | 14.6 | | |
| Oncology Institute | 18 | 5.8 | | |
| Gender | | | | |
| Male | 29 | 9.3 | | |
| Female | 284 | 90.7 | | |
| Education | | | | |
| Technical Nursing | 143 | 45.7 | | |
| Bachelor Degree | 170 | 54.3 | | |
| Experience in years | | | | |
| 0 - 5 | 48 | 15.3 | 10.6 | 5.5 |
| 6 - 10 | 137 | 43.8 | | |
| 11 - 15 | 71 | 22.7 | | |
| 16 - 25 | 57 | 18.2 | | |
| Age | | | | |
| 20 - 30 years | 192 | 61.3 | 30.7 | 4.9 |
| 31 - 40 years | 90 | 28.8 | | |
| 41 - 50 years | 31 | 9.9 | | |
| Total | 313 | 100 | | |

Table (3) showed the mean score of organizational justice subscales and job satisfaction as perceived by study sample. The table indicated that all nurses included in the study had low levels of both organizational justice and job satisfaction (36.8, 12.3) respectively. The higher mean score of organizational justice subcategory was for interactional justice, while the lowest mean score was for distributive justice (16.7, 8.9) respectively.

Table (3): Mean score of organizational justice and job satisfaction among study sample

| Items | M | SD |
|------------------------|------|-----|
| Job Satisfaction | 12.3 | 2.6 |
| Organizational Justice | 36.8 | 4.4 |
| Distributive Justice | 8.9 | 1.7 |
| Procedural Justice | 11.3 | 2.0 |
| Interactional Justice | 16.7 | 2.4 |

Table (4) implied the correlation between total score of job satisfaction's level and total score of organizational justice and its subscales among study sample. The table indicated that there was positive correlation between the total score of job satisfaction and total score of organizational justice at (0.01) significance level. There were also a highly statistical significant positive correlation between level of organizational justice subscales and total score of job satisfaction at (0.000) significance level among nurses.

Table (4): Correlation coefficient between total score of (JS) and total score of (OJ) and its subscales

| OJ | JS | |
|---------------|------|----------|
| | r | P |
| Distributive | 0.21 | 0.001 ** |
| Procedural | 0.15 | 0.001 ** |
| Interactional | 0.29 | 0.001 ** |
| Total | 0.16 | 0.01* |

* P< 0.05

**P< 0.001

Table (5) showed the relationship between sample's demographic characteristics and total mean score of organizational justice (OJ). The table indicated that there was a statistically significant difference between total mean score of OJ and gender with a higher mean score (38.5) for males. There were also a highly statistically significant difference between total mean score of OJ and both hospital and experience with a higher mean score for (38.9, 38.1) nurses from emergency hospital who had experience between (6-10) years of experience respectively.

Table (5): The correlation between sample's demographic characteristics and total mean score of organizational justice (OJ)

| Characters | OJ | | | | |
|---------------------|------|-----|-----|-----|---------|
| | M | SD | t | F | P |
| Age in years | | | | 2.5 | 0.08 |
| 20 - 30 | 37.2 | 4.3 | | | |
| 31 - 40 | 36.1 | 4.4 | | | |
| 41 - 50 | 35.9 | 4.4 | | | |
| Education | | | 1.3 | | 0.2 |
| Technical Nursing | 36.5 | 4.4 | | | |
| Bachelor Degree | 37.1 | 4.4 | | | |
| Gender | | | 2.2 | | 0.03* |
| Male | 38.5 | 4.8 | | | |
| Female | 36.6 | 4.3 | | | |
| Hospital | | | | 6.4 | 0.000** |
| Main | 35.8 | 5.1 | | | |
| Specialty | 36.6 | 3.7 | | | |
| Emergency | 38.9 | 4.4 | | | |
| Oncology | 38.3 | 4.1 | | | |
| Experience in years | | | | 9.6 | 0.000** |
| 0 - 5 | 34.8 | 3.7 | | | |
| 6 - 10 | 38.1 | 4.4 | | | |
| 11-15 | 36.6 | 4.5 | | | |
| 16 -25 | 35.6 | 3.8 | | | |

* P< 0.05

**P< 0.001

Table (6) showed the relationship between sample's demographic characteristics and total mean score of Job satisfaction (JS). The table revealed that there was statistically significant difference between total mean score of JS, and both gender and education (12.4, 12.7), with a higher mean score for female nurses with a technical degree in nursing education respectively. There was also highly statistically significant difference between total mean score of JS, and both hospital and experience, with a higher mean score for nurses from main hospital with (11-15) years of experience.

Table (6): The correlation between sample's demographic characteristics and total mean score of job satisfaction (JS)

| Characters | JS | | | | |
|---------------------|------|-----|-----|------|---------|
| | M | SD | t | F | P |
| Age | | | | 1.21 | 0.31 |
| 20 - 30 years | 12.1 | 2.6 | | | |
| 31 - 40 years | 12.6 | 2.7 | 2.8 | | |
| 41 - 50 years | 12.5 | 2.1 | | | |
| Education | | | | | 0.005** |
| Technical Nursing | 12.7 | 2.3 | | | |
| Bachelor Degree | 11.9 | 2.8 | | | |
| Gender | | | 2.2 | | 0.03* |
| Male | 11.3 | 2.1 | | | |
| Female | 12.4 | 2.6 | | | |
| Hospital | | | | 24.2 | 0.000** |
| Main | 13.9 | 2.9 | | | |
| Specialty | 11.3 | 2.0 | | | |
| Emergency | 12.5 | 2.1 | | | |
| Oncology | 12.6 | 2.4 | | | |
| Experience in years | | | | 12.5 | 0.000** |
| 0 - 5 | 11.8 | 1.9 | | | |
| 6 - 10 | 11.6 | 2.8 | | | |
| 11 - 15 | 13.6 | 2.5 | | | |
| 16 - 25 | 12.9 | 1.6 | | | |

* P< 0.05

**P< 0.001

4. DISCUSSION

Because organizational justice has been an indicator of nurses' job satisfaction in healthcare organizations, the current study aimed to explore the relationship between level of organizational justice and the level of job satisfaction among nurses.

The current study revealed that nurses had low level of both organizational justice and job satisfaction. The higher mean score of organizational justice subscale was for interactional justice, while the lowest mean score of organizational justice subscale was for distributive justice. Moreover, there was a positive correlation between low level of organizational justice and low level of job satisfaction among nurses. These results were related to nurses' feeling of unfair work assignment performed by nurse managers, decision related information is not clear, nurses were not treated equally by nursing managers, nurses did not participate in decision making, and nurses are not satisfied with their payment and incentives.

These results were congruent with Tourani, Khosravizadeh, Omrani, Sokhanvar, Kakemam, and Najafi (2016) who studied the relationship between organizational justice as an influential factor and turnover intention in the Comprehensive Jame Women's Hospital of Tehran. The findings showed that nurses experienced very low levels of organizational justice. Moreover, Mengstie (2020) who investigated the organizational justice perceptions and turnover intentions among healthcare workers in Amhara region. The results emphasized that healthcare workers in the public hospitals held low perceived distributive, procedural, interpersonal and informational justice. Similarly, private hospitals healthcare workers had low perceptions on distributive and procedural justice.

Additionally, Hany, Hassan, and Badran (2020) conducted a study to assess the association between organizational justice and workplace deviance behavior among staff nurses at Ain Shams University hospital. The study revealed that around half of nurses had low level of organizational justice. The authors related these results to long work hours, work overload, low salaries which are not adequate for nurse family life expenses. Additionally, nurses perceived that, managers were not fair in making work related decisions, and did not provide them with rationalizations about decisions made. On the other

hand, a study by Mohamed, Ahmed, and Goda (2018) conducted to examine the relationship between organizational justice and workplace bullying among nurses in one of the university hospitals in Demiatte Governorate, Egypt. The study revealed that nurses had moderate level of perceived organizational justice, and the highest mean score was for procedural justice subscale. Similarly, the relationships among organizational commitment, job satisfaction, organizational justice, and self-efficacy of nurses were appraised in public hospitals with 200 to 600 beds in Tabriz, Iran. The findings showed that although nurses had high levels of organizational commitment and self-efficacy, they had moderate levels of organizational justice and job satisfaction (Chegini, Janati, Asghari-Jafarabadi, Khosravizadeh, 2019).

The current study also indicated that there was a highly statistically significant positive correlation between score of job satisfaction and scores of organizational justice subscales. Interactional justice was the main predictor of job satisfaction followed by distributive justice. From authors' point of view, interactional justice was the most predictor of job satisfaction among study sample because nurses in the study sample recognized supervisors' and managers' fair behavior toward them had the highest share in nurses' perception of justice. Moreover, the perception of unfair distribution of resources, working schedules, rewards, application of rules and disciplines were the main factors in the sense of injustice among study sample.

Negahban, Jaberi, Manssouri (2017) conducted a descriptive study to determine nurses' perception of organizational justice and job satisfaction in a framework of transformation Plan for Iranian Health System. The study indicated a significant positive association between organizational justice and job satisfaction of nurses. The study also asserted that organizational justice can be significant predictor of nurses' job satisfaction. Among organizational justice subscales' interactional justice had the highest rate (Keivanara et al., 2014, Sayedin et al., 2014, Ghasemian, & Foroutan, 2014, Vatankhah et al., 2014, and Khosrozadeh et al., 2016)

A Jordanian study aimed to discover the association between organizational justice and job satisfaction by physical education teachers from public schools. The results emphasized that the majority of physical education teachers were generally satisfied with their job and their perceptions about organizational justice were positive. On top of that, the study's outcomes presented significant positive correlation between all subscales of organizational justice and teachers' job satisfaction. Interactional justice was the best predictor of teachers' job satisfaction (Althayneh, Khasawneh, & Abedalhafiz, 2014). Whereas, a study assessed the relations among Iranian nurses' organizational commitment, job satisfaction, organizational justice, and self-efficacy. The results indicated that although nurses had moderate level of perceived organizational justice and job satisfaction. The study also implied the presence of significant positive relationship of organizational justice with job satisfaction. Moreover, the study sample emphasized that, procedural justice had the strongest relationship with job satisfaction (Chegini, Janati, & Khosravizadeh, 2019).

The current study also revealed a significant correlation among both organizational justice, job satisfaction and some of demographic characteristics of study sample such as gender, hospital type, and experience with a higher mean score for male from emergency department who had between 6 to 10 years of experience. While, education was positively correlated to job satisfaction only with a higher mean score for nurses who had associate degree in nursing. Due to little sample size of male in relation to female in the study sample as nursing still a female dominant profession in Egypt, and patients still prefer female nurses over males. Consequently, male nurses had lower workload than female nurses in the hospital settings. Additionally, the major portion of Egyptian nurses still with associate degree as number of nursing school, and associate degree programs are more than Bachelor degree programs. Likewise, Hatam, Fardid, and Kavosi, (2013) conducted a comparative study between general and specialty hospitals in Shiraz University of Medical Sciences to examine perception of organizational justice among nurses. The study indicated that mean score of organizational justice in specialty hospitals were higher than general ones.

In contrary, an Egyptian study conducted to determine the relationship between organizational justice and workplace bullying among university hospital's nurses in Demiatte Governorate. The study discovered a significant relationship between organizational justice and gender with a higher mean for females, who had bachelor degree in nursing, and with less than ten years of experience. Similar to the current study only educational level was significantly correlated to the dependent variable in the study (Mohamed, Ahmed, and Goda, 2018). Nevertheless, Ansari, Moazzam, and Jabeen, (2016) performed a study in the University of Punjab, Lahore, Pakistan to investigating the gender differences in perceptions of organizational justice. The study concluded that gender does moderate justice perceptions, with higher score in females than males.

5. CONCLUSION

The study indicated that interactional justice was a strong predictor of job satisfaction among study sample. Nurses in the current study had low level of both organizational justice and job satisfaction. Also, there was a positive significant correlation between total score of organizational justice and total score of job satisfaction. There was also a highly significant correlation between level of organizational justice subcategories and total score of job satisfaction's level. Therefore, the results implied that organizational justice especially interactional justice is one of the significant contributing factors of nurses' job satisfaction in the hospital setting. Hospital's administrators may need to assure frontline nursing managers' justice to improve nurses' job satisfaction. Further research studies may examine the influence of organizational justice on nurses' job involvement and retention of competent nurses.

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