

Organizational Justice and Job Satisfaction among Nurses

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Abstract

Background: Justice and job satisfaction are determinants of quality of work in any organization. The **aim of the study** is to investigate organizational justice and job satisfaction among nurses working at Ain Shams University Hospitals. **Study subjects and methods:** A descriptive correlational design was used in this study and conducted in Ain Shams University Hospitals (Medical Ain Shams University, Surgical El-demerdash, obstetric and pediatric hospitals). The study subjects were 216 nurses (40 head nurses, 176 staff nurses). Two data collection tools were used namely (organizational justice questionnaire consisted of 18 statements categorized into three domains and job satisfaction questionnaire covered ten dimensions of satisfaction and contained (64) statements). **Results :** revealed that the highest percentages of job satisfaction among staff nurses in the interpersonal hospital relation , and the same with the head nurses. It illustrated that both the staff nurses and head nurses have low perception about justice . The study findings **concluded** that there is a positive relationship between organizational justice and nurses' job satisfaction. For that, the study **recommended** using motivation strategies by nurse leaders to activate nurses, recommended improvement of salaries and reward systems.

Keywords: Head nurses, Job Satisfaction, Justice, Staff nurses.

Introduction:

Organizational justice refers to the study of fairness within organizational settings. It originates from work in social psychology and aims at understanding fairness issues in social interactions (Ponnu & Chuah, 2010).

There are three types of organizational justice are distributive, procedural, and interactional. Distributive justice means employees' perceptions of rewards they experience. The concept of distributive justice derives from equity theory, which purports that individuals compare their rewards to their output and with the output and rewards of other workers (Jeon, 2010).

Procedural justice refers to the fairness of processes that leads to outcomes. Interactional justice is defined as the

perceived fairness of the interpersonal treatment received from the supervisor (Colquitt et al., 2016).

Job satisfaction is the extent to which employees feel positively or negatively about various aspects of their work. Satisfaction of employees depends on how they feel about several components, such as work, pay, promotions, coworkers and supervision (Kinicki & Williams, 2012).

Job satisfaction is an important issue because of its impact on nurses' job performance, patient's satisfaction and the quality of nursing care. Job satisfaction is considered as the feelings and emotions which nurses perceive based on their work experiences. Job satisfaction emphasizes on the attitudes of nurses towards various

aspects of their jobs as satisfaction with communication and colleagues (Williams, 2016).

Aim of the study

The aim of this study is to investigate organizational justice and job satisfaction among nurses working at Ain Shams University Hospitals.

Research Hypothesis

-There is a relation between organizational justice and job satisfaction among nurses working at Ain Shams University Hospitals.

Subjects and Methods

Design and Setting:

A descriptive Correlational design was conducted in this study. **Sampling technique:** A simple random sampling technique was used to recruit 40 head nurses from 75. Systematic sampling technique was used to choose 176 staff nurses from 600, from each three nurses one was chosen. The study was conducted at Ain Shams University Hospitals, Egypt.

Subjects:

The sample of this study was composed of 40 head nurses and 176 staff nurses. Criteria of selection: The only inclusion criterion set was a work experience of at least one year in the study settings with no exclusion criteria.

Tools of Data Collection:

The data in this study was collected by using two different tools.

1-Organizational Justice Questionnaire: This tool involved two parts:

Part 1: Socio demographic data sheet: This was concerned with collection of data about age, gender, marital status, qualification in nursing, years of experience, salary, and incentives received.

Part 2: Organizational Justice Questionnaire: used to assess the current state of organizational justice among study

respondents. The tool consisted of 18 statements categorized into three domains of organizational justice as follows: distributive justice, procedural justice, and interactional justice.

-Distributive Justice Index (DJI):

The DJI consisted of six statements to measure respondents' perceptions of justice rewards they received for their contributions to their work organizations.

-Procedural Justice Measure: It consisted of six statements to measure respondents' perceptions of the justice of processes that lead to outcomes.

-Interactional Justice Measure: It also included six statements to measure interactional justice which focuses on the manager of each respondent.

❖ Scoring system:

The possible responses to the tools items are a 3-point Likert scale " No , Sometimes, Yes ". These were scored from 0 to 2 respectively. The scores of each group of items were summed-up and the total divided by the number of the items in this group, giving a mean score for each domain of the organizational justice. The scores were converted into a percent score. The organizational justice were determined on the basis of "Low, Moderate and High". This tools was adopted from Ahmed (2014). No change was done on the version of the tool, so validity and reliability were not affected as in Ahmed (2014).

2- Job Satisfaction Questionnaire:

used to assess level of job satisfaction among nurses at the study settings.

The scale covered ten dimensions of satisfaction and contained (64) statements.

❖ Scoring system:

The responses to items are a 3-point Likert scale " Yes, Sometimes, and No ".

These were scored from 2 to 0 respectively. The scores of the items were summed-up and the total divided by the number of the items, giving a mean score for the part. These scores were converted into percent scores. The nurse was considered unsatisfied if the percent score was less than 60% and satisfied if the score is 60% or more. No change was done on the version of the tool, so validity and reliability were not affected as in **Hussain (2007)**.

Pilot study

A pilot study was carried out on 10% of the study subjects (22 nurses) to examine the sequence of items, feasibility, practicability and applicability of the tools, clarity of the language, and for estimating the time needed to fill them out. No modifications were done in the form of re-wording and re-phrasing the items. Those participants in the pilot study were not included in the main study sample.

Field work

The actual fieldwork started at the beginning of January 2016 after securing all official permissions. It was completed by the end of April 2016 at Ain Shams University Hospitals. The data collected by the researcher through meeting the subjects, explaining the aim of the study and the method of filling out the questionnaire about organizational justice and job satisfaction scale, and obtaining a verbal consent to participate. The researcher met with the subjects at Ain Shams University Hospitals which consist of (Medical Ain Shams university, Surgical El-demerdash, Obstetric and pediatric hospitals) according to time schedule and rotation. Each nurse took from 15 to 20 minutes to fill in this form. The data were collected 3 days per week from 9 am to 2 pm. The filled forms were collected, and the researcher checked each questionnaire to ensure completeness of data filling.

Methods of data collection:

The study was conducted according to the following steps:

An official letter was issued from the Faculty of Nursing, Ain Shams University, to obtain the permission from each hospital Director of the four hospitals of Ain-Shams University to collect the data for the study. Then, the researcher met with each of these directors to explain to them the purpose of the study and to obtain their help and cooperation.

Ethical Approval

Prior to study conduction, ethical approval was obtained from the scientific research and ethics committee at the faculty of nursing, Ain Shams University. Oral informed consents were obtained from each of the participants. They were informed about rights to refuse or withdraw from the study with no consequences. They were reassured about the anonymity and confidentiality of the information collected, and that it would be used only for the purpose of scientific research.

Statistical analysis:

Data were analyzed using Statistical Package for Social Sciences (SPSS) version 20.0 analyzing and scoring sheets were followed in tabulation and calculation. Data were presented using descriptive statistics in the form of frequencies and percentages for qualitative variables and means \pm standard deviations for quantitative variables. Chi-square test was used to identify significant differences perception between staff nurses and head nurses. Spearman correlation was used for assessment of interrelationship among quantitative variables.

Results

Table (1): shows that 33% of staff nurses are 30 years old while 45% of head nurses are 40 years old. Majority of staff nurses (84.7%) and most

(90%) of head nurses are females. 51.7% of staff nurses are married. As regards to qualifications 74.4% of staff nurses have technical institute degree while the highest percentages of head nurses (95%) have bachelor's degree. The highest percentage of staff nurses (62.5%) and (70%) of head nurses takes salary ≥ 1000 pounds and 40.9% of staff nurses and 62.5% of head nurses takes incentive ≥ 200 pounds.

Table (2): illustrates that both the staff nurses and head nurses have low perception about organizational justice as the highest percentages of them perceive that the organizational justice is low (88.6%, 90%) consequently. There is no significant difference between the scores of both of them.

Table (3): indicates that the highest percentages of job satisfaction were observed among staff nurses in the interpersonal hospital relations, and the job appreciation and recognition (54.5%,

33.5%), and the same was found with the head nurses (75%, 35%). The table demonstrates lowest percentages of job satisfaction were found in the items related to salary and incentives, and job advancement for both staff nurses (7.4%, 23.9%) consequently and head nurses (15%, 17.5%) consequently. Moreover the differences was statistically significant in job satisfaction between staff nurses and head nurses in the items related to interpersonal hospital relations and work itself (<0.01).

Table (4): illustrates the correlation between job satisfaction items and justice items among staff nurses. It reveals there is a statistically significant relation among all items of job satisfaction and justice.

Table (5): illustrates the correlation between job satisfaction items and justice items among head nurses. It reveals there is a statistically significant relation among all items of job satisfaction and justice.

Table (1): Socio demographic characteristics of study subjects.

Items	Staff nurses (176)		Head nurses (40)		
	No	%	No	%	
Age (in Years)	20-	47	26.7	5	12.5
	30-	58	33	13	32.5
	40-	44	25	18	45
	50-	27	15.3	4	10
Mean \pm SD	36.98\pm10.07		39.18\pm7.67		
Gender	Male	27	15.3	4	10.0
	Female	149	84.7	36	90.0
Marital status	Single	77	43.8	8	20.0
	Married	91	51.7	29	72.5
	Divorced	6	3.4	2	5.0
	Widow	2	1.1	1	2.5
Qualification In nursing	Diploma	45	25.6	2	5.0
	Technical diploma	131	74.4	0	0.00
Years of experience in nursing	Bachelor	0	0.00	38	95.0
	Lessthan10years	46	26.2	6	15.0
	10years-	49	27.8	16	40.0
	20 years-	57	32.4	15	37.7
	30 years-	22	12.5	3	7.5
	40 years-	2	1.1	0	0.00
Mean \pm SD	17.48\pm10.01		16.78\pm7.43		
Salary	Less than 500 pounds	12	6.8	5	12.5
	500-999pounds	54	30.7	7	17.5
	≥ 1000 pounds	110	62.5	28	70.0
	Less than 50 pounds	17	9.7	4	10
	50-99 pounds	38	21.6	3	7.5
	99-199 pounds	49	27.8	8	20
Incentives	≥ 200 pounds	72	40.9	25	62.5

Table (2): Organizational justice as perceived by study subjects at the studied hospitals.

Variable	Staff nurses n=176						Head nurses n=40						X ²	P
	Low		Moderate		High		Low		Moderate		High			
	No	%	No	%	No	%	No	%	No	%	No	%		
Distributive justice	15	87.4	19	10.8	3	1.7	34	85.0	5	12.5	1	2.5	0.22	0.896
Procedural justice	16	90.0	14	8.0	2	1.1	35	87.5	4	10.0	1	2.5	0.64	0.725
Interactional justice	12	69.2	36	20.5	18	10.2	29	72.5	10	25.0	1	2.5	2.58	0.276
Total	15	88.6	17	9.7	3	1.7	36	90.0	2	5.0	2	5.0	2.34	0.236

Table (3): Job satisfaction among study subjects at the studied hospital.

Variable	Staff nurses n=176				Head nurses n=40				X ²	P
	Unsatisfied		Satisfied		Unsatisfied		Satisfied			
	No	%	No	%	No	%	No	%		
Hospital administrative policy	118	67.0	58	33.0	27	67.5	13	32.5	0.006	0.938
Salaries and incentives	163	92.7	13	7.4	34	85.0	6	15.0	4.72	0.125
Interpersonal hospital relations	80	45.4	96	54.5	10	25.0	30	75.0	11.22	0.013**
Work environment	141	80.1	35	19.9	28	70.0	12	30.0	3.92	0.162
Work itself (work method)	107	60.8	69	39.2	15	37.5	25	62.5	14.4	0.001**
Job appreciation and Recognition	117	66.5	59	33.5	26	65.5	14	35.0	0.12	0.498
Job responsibility	118	67.0	58	33.0	26	65.5	14	35.0	0.12	0.470
Job advancement	134	76.1	42	23.9	33	82.5	7	17.5	1.5	0.260
Supervision	124	70.5	52	29.5	29	75.5	11	27.5	0.14	0.467
Job achievement	132	75.0	44	25.0	32	80.0	8	20.0	0.90	0.329
Total	133	75.6	43	24.4	28	70.0	12	30.0	1.06	0.294

Table (4): Correlation between job satisfaction and justice among staff nurses.

Job satisfaction	Spearman's rank correlation coefficient				
	Job satisfaction	Distributive justice	Procedural justice	Interactional justice	Total justice
Distributive justice	0.239**				
Procedural justice	0.278**	0.619**			
Interactional justice	0.458**	0.333**	0.440**		
Total justice	0.439**	0.748**	0.822**	0.797**	

Table (5): Correlation between job satisfaction and justice among head nurses.

Job satisfaction	Spearman's rank correlation coefficient				
	Job satisfaction	Distributive justice	Procedural justice	Interactional justice	Total justice
Distributive justice	0.552**				
Procedural justice	0.518**	0.586**			
Interactional justice	0.487**	0.369*	0.467**		
Total justice	0.644**	0.690**	0.874**	0.708**	

Discussion

This study aimed at investigating the organizational justice and job satisfaction among nurses working at Ain Shams University Hospitals. Research Hypothesis was there is a relation between organizational justice and job satisfaction among nurses working at Ain Shams University Hospitals.

The present study finding revealed that, both the staff nurses and head nurses had low perception about justice as the highest percentages of them perceive that, the justice is low. Also, there is no significant difference between the scores of both. This may be due to work hours, work load, salaries and wages are not commensurate with staff nurse family life. In contrary with the study finding a study conducted at University Hospitals of Shiraz by **Hatam et al., (2013)** found that the

highest percentages of nurses perceived a high level of organizational justice.

Furthermore, the present study finding showed that, the lowest perception was related to procedural justice, which related to perception of fairness of the process which leads to the outcomes. This finding may be due to that the hospital's administration don't collect accurate information for making decisions,

In agreement with this study findings a study conducted at Fayoum University by **Mohamed, (2014)** who showed that, nurses perceived procedural justice as the lowest organizational justice. In addition, staff nurses had low perception related to distributive Justice. This result may be attributed to the workload; salaries and distribution of benefits are not equal and didn't base on fixed system and regulations applied to all nurses working in the

university hospitals. The current finding is contradicted with the study conducted by **Owolabi, (2012)** who agreed upon, the equality in the allocation of rewards within the group is very important item to shape employee sense of organizational justice.

The present study finding shows that, staff nurses have low perception related to interactional justice which is a distinct perception of fairness in the interpersonal treatment of employees by the organization. This result may be due to some decisions are taken without any explanation about causes of these decisions also the relation between staff nurses and their supervisor had some sort of conflict and sharing of staff nurses in the decisions taken specially in related nurses' issues and problems was minimal.

The present study findings showed that, unsatisfactory perceptions of total job satisfaction scores among staff nurses and head nurses. Also, there was no significant difference between perceptions of total job satisfaction scores among staff nurses and head nurses. This is probably since, currently undergoing significant socioeconomic changes such as the cost of living is becoming increasingly high to most workers.

This is similar with a study conducted by **Leshabari et al., (2008)** who found that, more than half of Doctors and nurses were dissatisfied with their job. There is dissimilarity with **Gabrani (2014)** who concluded that nurses in public hospitals in Albania experience high level of overall job satisfaction and organizational commitment.

Furthermore, the present study findings revealed that, the highest percentages of satisfaction were observed among both staff nurses and head nurses in the interpersonal hospital relation. This finding could be due to that the university hospital environment is providing a model

of collaboration teamwork, experienced high levels of respect, appreciation and support, and nurses had good communication and interaction with all healthcare team. The foregoing is in accordance with the findings of **Abd-El Hamid study, (2014)** who revealed that, interpersonal relationship was the source of satisfaction among staff nurses.

Moreover, interpersonal relationship was significantly higher in head nurses than in staff nurses. Possible reasons for this could be explained as head nurses consciously establish and reinforce the norms and attitudes related to safety practices, which could engender a positive patient care outcomes and satisfactions.

According to the study findings, the high percentages of satisfaction were observed among staff nurses in the job appreciation and recognition. In addition, there was no significant difference between perceptions of the job appreciation and recognition scores among staff nurses and head nurses. This situation may be due to staff nurses who are working in this hospital more satisfied and emotionally committed to their units because they perform work that directly affects other people. In disagreement with the current study finding **Rashid, (2013)** concluded that, staff nurses had low satisfaction related to job appreciation and recognition.

On other hand, the current study demonstrates that, the lowest percentages of satisfaction were found in the items related to salary and incentives for both staff nurses and head nurses. In addition, there was no significant difference between staff nurses and head nurses. This finding may be due to that nurses felt the salary paid doesn't equal to effort exerted at work, also there is lack of clear system of incentives, and there is a feeling that incentives distribution is not fair.

This finding agreed with the conclusion of a study conducted at South Ethiopia by **Asegid et al., (2014)**; **Zaghloul et al., (2008)** who mentioned that, nursing staff had reported low satisfaction with salary and incentives.

Furthermore, the present study findings demonstrate that, a low percentage of satisfaction was found in the items related to job advancement for both staff nurses and head nurses. Also, there was no significant difference between staff nurses and head nurses. This finding may be due to the highest percentage of nurses are having fourteen years old, consequently they want to get more training opportunities, and job advancement.

In contrary with **Mohammed, (2010)** who found that less than two thirds of the study subject at the Faculty of Nursing at Cairo University were satisfied with opportunities.

Regarding hospital administrative policy dimension, the present study findings showed that, a low percentage of satisfaction for both staff nurses and head nurses. Also, there was no significant difference between staff nurses and head nurses related to this dimension. In congruent with this finding **Rashid, (2013)** concluded that, staff nurses had low satisfaction related to hospital administrative policy.

The present study showed that, work environment had low percentage of satisfaction for both staff nurses and head nurses. Also, there was no significant difference between staff nurses and head nurses related to this dimension. Majority of nurses need nursery for their children in the hospital. Also, the most common factors include lack of budget, and there is no place inside hospital to establish custody. In agreements **Almalki and Clark, (2012)** found that, the respondents were dissatisfied

with inappropriate working environment in terms of the level of security.

According to the study finding, work itself (work method) had low percentage of satisfaction for both staff nurses and head nurses. This finding may be due to lack sharing in decision making. This finding may be due to lack sharing in decision making, lack of communication and feedback. The previous study finding is inconsistent with **Ahmed, (2011)** who clarified that more than half of staff nurses were highly satisfied with nature of the work, this mean that the staff nurses like their job and they are pride in doing their job.

Regarding the correlation between justice items among both head nurses and staff nurses, the results revealed that, there is a statistically significant relation among all items of justice. In agreement with study finding **Rai, (2013)** who concluded that, there was a statistically significant relation among all the items of justice.

The research hypothesis was confirmed by the study findings which declared that there is a statistically significant relation between job satisfaction items and justice items among both head nurses and staff nurses. This finding may be due to that the organizations and managers justice influence nurses' job satisfaction. In consistent with the study finding **Mahmoudi et al., (2016)** concluded that, there was a statistically significant relation between job satisfaction and justice.

Conclusion

The findings of this study concluded that nurses working at Ain Shams University Hospitals were dissatisfied regarding hospital administrative policy, salaries and incentives, interpersonal hospital relations, job appreciation, job

responsibility, job advancement, and job achievement. The present study also illustrated that low perception scores among staff nurses and head nurses at the study hospital regarding the three dimensions of justices as distributive justice, procedural justice and interactional justice.

Based on the findings of this study it could be deduced that there is a positive relationship between organizational justice and nurses' job satisfaction.

Recommendation

In relation to the study findings, the recommendations proposed are as follows:

Practice

- Making a written policy, work rules and manual procedures clear and available to nurses and involving them in their revision and communicating to all hospital departments.
- Recommended improvement of salaries, benefits and reward system as strategies.

Education

- Provision of on- the job and off- the job training opportunities and staff development activities to enhance their job satisfaction.

Further research

- Further research is suggested to investigate the effectiveness of such programs in improving nurses' job satisfaction and organizational justice.

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