

Relation between Organizational Justice and Workplace Deviance Behavior among Staff Nurses

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Abstract

Background: Organizational justice and workplace deviance behavior are the most important factors affecting the employees in each organization. When there was lack of fairness and support in the organization, staff tended to perform behaviors that damaging the organization. **Aim:** The study aimed at assessing the relation between organizational justice and workplace deviance behavior among staff nurses. **Research design:** A descriptive, correlational design was used. **Setting:** The study was conducted at Ain Shams University hospital. **Subjects** 173 staff nurses were included in the study. **Tools of data collection:** Data were collected by using organizational justice questionnaire and Egyptian questionnaire of nursing workplace deviance. **Results:** Slightly less than half (49.1%) of staff nurses had low perception level toward organizational justice, slightly more than two thirds (68.2%) of staff nurses had high workplace deviance behavior. **Conclusion:** There was a statistically significant negative relation between organizational justice and workplace deviance behavior. **Recommendations:** Managers have to ensure fairness in rewards distribution, making policies with equal benefits to all stakeholders. Organizations have to implement strategies to handle with workplace deviance behaviors.

Key Words: Organizational justice, Staff nurses, Workplace deviance behavior.

Introduction

Nursing as a profession involves direct contact with people. Nurses are responsible for the human health. Hospitals need to recruit personnel who contribute to achieve organizational goals based on the principles and missions of the organization. The speed and accuracy of achieving goals and effective productivity depend on conscientious staff who feels a close connection between their personal and organizational goals (Azizollah et al., 2014).

Now a day, organizational justice concept and attitude toward the workers has a new meaning and it is more vital and central. First organizational justice concept was announced as a reward and punishment in an organization, then applying the processes and rule equally were added. And lastly human relations and interactions were added (Ali, 2016).

Organizational justice was defined as treating the employees by the organization according to the efforts they have exerted in order to achieve the goals of the employees and the organization (Al-A'wasa, 2018). Organizational justice

refers to employee's perception of fairness within an organization. It reflects the extent, to which individuals perceive, that they are treated fairly at work. (Yadav&Yadav, 2016).

There are three dimensions of the organizational justice: the distributive, procedural and interactional dimensions of justice. Distributive justice reflects the perceived fairness, with regard to how resources and rewards are distributed, and allocated in organizations. Procedural justice is defined as the perceived fairness of the process and procedures, used to make decisions. The last justice dimension is interactional justice which relates to the quality of the interpersonal treatment people receive, when procedures are implemented (Kılıç et al., 2015).

Modern organizations are trying to obtain competitive advantage through human force. Unfortunately, the staff gets involved into deviant activities in almost every organization and such workplace deviance can be a great threat that can affect the organizational efficiency. Most of these deviant practices are due to injustice events that arise in the organization and ultimately reduce employees' satisfaction. (Baig&Ullah, 2017).

The prevalence of workplace deviance among workers has become a critical issue and the existence of deviance affects the performance of the organizations. Lack of integrity at work, fraudulence, underperformance, and fake medical claims were among the types of deviances that were reported (Alias & Rasdi, 2015). Deviant Workplace Behaviors refers to the behaviors of the employees that can harm an organization or its members (Walsh, 2014). Deviant behaviors are practices which are beyond the reasonable norms of the organization.

The norms are those acceptable behaviors and beliefs which are permitted in the organization (Abdullah & Marican, 2017).

There are two forms of deviances; whether the deviance was centered at the institutions (organizational deviance) such as theft, sabotage, being late to work or leave early and withdraw effort from work whether or the deviance was directed to the co-workers, managers, and subordinates (interpersonal deviance) such as exhibiting actions such as making fun of others, behaving rudely, arguing, and physical aggression (Akinbode et al., 2012).

Organizations should use appropriate methods to recruit, select, promote, reward, and discipline their workers, ensuring the standards for raises, promotions, and punishments are clearly communicated to them. Additionally, incentives should be used to reward ethical behaviors which are valuable to the organization (Howald, et al., 2018).

Significance of the Study

The researcher observed that there is unfairness in the treatment of staff nurses such as inequity in distribution of incentives and working shifts and as a result of those unfairness actions the researcher noticed that some of staff nurses do certain behaviors as leaving early, taking excessive breaks, intentionally working slow, wasting resources, gossiping about co-workers, blaming co-workers and verbal abuse. So, these serious phenomena should be addressed and investigated because it has a great impact on organizational efficiency as low performance of staff and low productivity.

Aim of the Study

This study aimed at assessing the relation between organizational justice and workplace deviance behavior among staff nurses.

Research Question

Is there a relation between organizational justice and workplace deviance behavior among staff nurses?

Subjects and Methods

Research design

A descriptive correlational design was used to carry out this study.

Setting

This study was conducted at Ain Shams University Hospital which affiliated to Ain Shams University Hospitals. It provides care for patients in different medical specialties. Its total bed capacity is 618 beds. It contains one main building consists of six floors.

Subjects of the study

One hundred seventy three (173) out of three hundred and three (303) staff nurses who working in the above mentioned setting were participated in the study. Simple random sample technique was used for selection. The study subjects size was determined based on this equation:

$$n = \frac{N}{1 + N(e)^2}$$

n=sample size

N=population size

e=co-efficient factor*95% confidence level and p = 0.5 are assumed (Yamane, 1967).

Data collection tools

Two tools were used to collect data for this study namely; Organizational Justice questionnaire and Egyptian questionnaire of nursing workplace deviance.

First tool: Organizational justice questionnaire :

This tool aimed to assess organizational justice as perceived by staff nurses. It was developed by Niehoff and Moorman (1993) and adopted from Abu Tayeh (2012). This tool consisted of two parts:

The first part:

This part aimed to collect data related to the demographic characteristics of study subjects including age, gender, marital status, place of residence, years of experience, work unit and qualifications.

The second part:

This part was consisted of 19 statements divided into three dimensions as follow: Distributive justice (5 items), Procedural justice (5 items) and Interactional justice (9 items).

Scoring system:

Responses were measured on five points Likert scale and polarized in (Strongly agree =5, Agree= 4, Neutral =3, Disagree =2, Strongly disagree=1). The scores of the statement of each component were summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. Negative statements had adverse score. The respondent perception of organizational justice was considered

low if the total percent score was less than 60% and moderate if total score was ranged from 60-75% and high if the total score was more than 75% (Abu Tayeh, 2012).

Second tool: Egyptian questionnaire of nursing workplace deviance behavior:

This tool aimed at identifying nursing workplace deviance behavior among staff nurses. This questionnaire was adopted from Aly and El Shanawany (2016) and modified by the researchers.

It was consisted of 38 statements divided into five dimensions as follow: Nurses' behavior deviant (9 items), Nurses' attitude deviant (6 items), Nurses' ethics deviant (8 items), Nurse Manager deviant (5 items) and Nurses' performance deviant (10 items).

Tool validity:

Face and content validity of proposed tool which was judged by jury group. This group was consisted of five professors specialized in Nursing Administration and Psychiatric Health Nursing from Faculty of Nursing- Ain Shams University. Jury group reviewed the tool to judge its clarity, comprehensiveness and accuracy. Their opinions were elicited regarding the tool format, layout, parts and scoring system. According to jury opinions the researchers modified few items of the tool as rephrasing some statements and rearranging some items in order to be clear, accurate and comprehensive.

Scoring system:

Responses were measured on five points Likert scale ranging from strongly agree (5) to Strongly disagree (1).

Respondents not have workplace deviance behavior if the total percent score is less than 60% and they have workplace deviance behavior if the total percent score is more than 60%. The scores of the statement of each component were summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. Negative statements had adverse score.

Tools Reliability:

The reliability of the data collection tools was assessed its internal consistency by using Cronbach's Alpha Coefficient test. Organizational justice questionnaire was 0.978 and Egyptian questionnaire of nursing workplace deviance behavior was 0.992.

Operational Design:

The operational design for this study included three phases namely: preparatory phase, pilot study and field work.

Preparatory phase:

This phase started from the beginning of January 2019 and completed at the end of February 2019. During this phase, the researcher reviewed the national and international related literature concerning the topic of the study, this review was conducted through using available textbooks, articles, periodicals journals and internet search to be acquainted with study subject. The researcher also communicated with the researchers who developed the Egyptian questionnaire of nursing workplace deviance to take their approval for using their tool in the present study.

Pilot study:

The pilot study was carried out on 18 staff nurses who representing 10% of total study subjects. The aim of the pilot study was to examine the applicability of the tool, clarity of language, test the feasibility and suitability of tools. It also served to estimate the time needed to complete the forms by each study subject and identifying potential obstacles and problems that may be encountered during data collection. The time for filling the questionnaires took around 25-30 minutes. A pilot study was conducted in March 2019. No modifications were done so the study subjects included in the pilot were included in the main study sample.

Field work:

The field work of the study took three months started in the beginning of May 2019 and completed at the end of July 2019. The researcher met the head nurse of each unit for determining the suitable time to collect the data from the staff in each unit. The researcher introduced herself to staff nurses in the workplace, explains the aim and component of the questionnaires and distributed the sheets to staff nurses in their work settings at different times and attended during the filling of the questionnaires to clarify any ambiguity and answer any questions. Data was collected two days per week on Sunday and Tuesday at the morning and afternoon shifts. The researcher collected about 13 to 15 sheets every week. The researcher checked each filled questionnaire to ensure its completion.

Ethical consideration:

Prior to the actual work of research study, ethical approval was obtained from the Scientific Research Ethical Committee

of the Faculty of Nursing at Ain Shams University. In addition, informal agreement was obtained from each participant in the study. The subjects were informed about the study aim and their rights to participate or refuse or withdraw from at any time without giving any reason and the collected data kept confidential and used for research only.

Administrative Design:

Before starting on the study, an official letter was submitted from the Dean of the Faculty of Nursing, at Ain Shams University to the medical and nursing directors of Ain Shams University Hospital to take their approval to conduct the study and collect data. The letter contained the aim of the study and forms of data collection tools. Then the researcher met the head nurse of each unit to explain the aim of the study, the expected benefits and results of the study and to obtain their approval and seek their support.

Statistical Design:

Data collected from the studied sample was coded and entered into statistical package for social sciences (SPSS version 20.0). Statistical presentation and analysis of the present study was done using the frequencies and percentages for non-numerical data, means and standard deviations (+ SD) and range for parametric numerical data. Cronbach's Alpha coefficient was calculated to assess the reliability of the tools through their internal consistency. Also, using analytical statistics in the form of chi square test to examine the relationship between two qualitative variables but when the expected count is less than 5 in more than 20 % of cells; Fisher's Exact Test was used. Pearson correlation coefficient test (r) was used to conduct correlation matrix.

Statistical significance was considered at P- value <0.05 and high Statistical

significance was considered at P- value <0.001.

Results:

Table (1): Demographic characteristic of study sample (n = 173).

Items	N	%
Age years		
<30	77	44.5
30 -40	65	37.6
>40	31	17.9
Range	23-55	
Mean±SD	33.98±7.73	
Qualification		
Nursing diploma	65	37.6
Technical institute diploma	82	47.4
Bachelor degree	26	15
Years of Experience in Nursing:		
<15	89	51.5
15-25	35	20.2
>25	49	28.3
Range	3-31	
Mean±SD	13.64±7.68	
Gender		
Male	49	28.8
Female	124	71.1
Department		
Critical units	123	70.6
Non critical units	50	29.4

Table (1) describes that less than half (44.5%) of staff nurses had age less than 30 years , Slightly more than half (51.5%) of them had years of experience less than 15 years, more than two thirds (71.1%) of staff nurses were females, less than half (47.4%) of studied staff nurses had high average diploma and less than one third (29.4%) of staff nurses were working in non-critical units.

Table (2): Staff nurses perception level regarding organizational justice dimensions (n= 173).

Organizational justice dimensions	Perception level					
	Low < 60%		Moderate 60% - 75%		High > 75%	
	No	%	No	%	No	%
Distributive justice	128	74.0	32	13.3	22	12.7
Procedural justice	70	40.5	43	24.9	60	34.7
Interactional justice	67	38.7	24	13.9	82	47.4

Table (2) describes that slightly less than three quarters (74 %) of staff nurses had low perception level toward distributive justice dimension ;while more than two fifth (40.5%) of staff nurses had also low perception level toward procedural justice dimension. On the other hand less than half (47.4%) of them had high perception level toward interactional justice dimension.

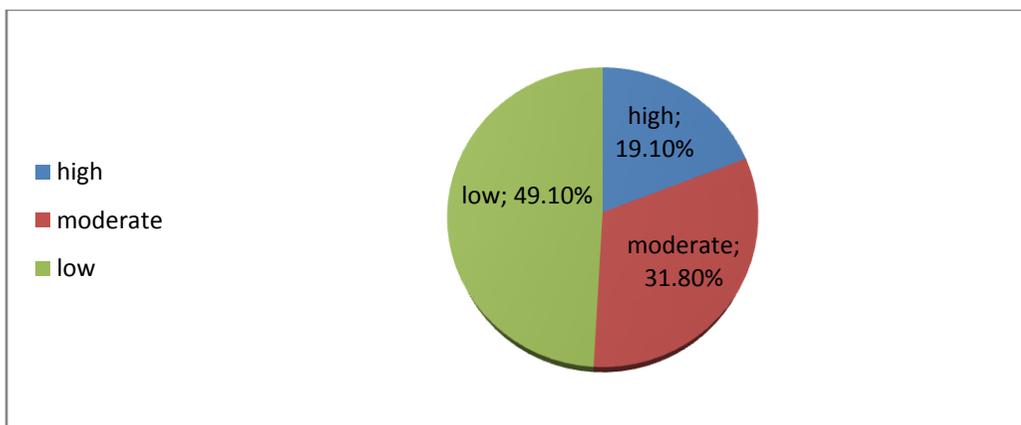


Figure (1): Total organizational justice perception level among staff nurses (n=173)

Figure (1) shows that slightly less than half (49.1%) of staff nurses had low perception level toward total organizational justice.

Table (3): Staff nurses’ total workplace deviance behavior (n= 173).

Workplace deviance behaviordimensions	Mean±SD
Nurses’ Behavior deviant	27.69±9.23
Nurses’ Attitude deviant	18.94±7.90
Nurses’ Ethics deviant	23.75±11.88
Nurses’ Performance deviant	30.30±14.52
Nurse Manager deviant	15.00±7.38
Total workplace deviance behavior	114.78±52.34

Table (3) describes that, regarding nurses’ performance deviant had the highest mean score with mean 30.30±14.52, followed by nurses’ behavior deviant with mean 27.69±9.23 respectively, while the nurse manager deviant had the lowest mean score with mean 15.00±7.38.

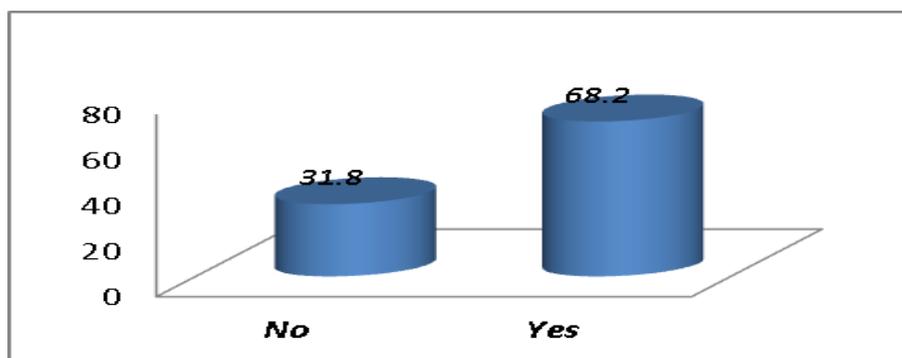


Figure (2): Total workplace deviance behavior among staff nurses (n=173)

Figure (2) shows that slightly less than one third (31.8%) of studied staff nurses had no total workplace deviance behavior, and slightly more than two thirds (68.2%) of studied staff nurses had high workplace deviance behavior.

Table (4): Correlation between total organizational justice and total workplace deviance behavior among studied staff nurses.

Organizational justice	r
Workplace deviance behavior	-0.532**

**Correlation is significant at the 0.01 level (2-tailed).

Table (4) illustrates that, there was a negative statistically significant correlation between total organizational justice and total workplace deviance behavior among studied staff nurses $P > 0.05$.

Discussion

Today, healthcare organizations are challenged to retain nurses' generation and to maintain justice that is a predictor of nurses' behaviors in their work environment. Acquiring knowledge about the level of organizational justice and workplace deviance could help in identifying factors amenable for change that can make a difference in enhancing nurses' dedication and loyalty to their organizations (Abou Hashish, 2017).

Furthermore, one of the incredible challenges confronting healthcare

organizations is to maintain high workplace justice that is a predictor of nurses' behaviors. Understanding how justice or injustice in an organization affects the attitudes and behaviors of nurses is essential (Abou Hashish, 2019). Hence, the current study aimed at assessing relation between organizational justice and workplace deviance behavior among staff nurses.

Regarding to, the first variable investigated in the present study was organizational justice. The present study finding revealed that, slightly less than half of studied staff nurses had low perception

level toward total organizational justice. This finding may be due to long work hours, work load, salaries and wages which are not commensurate with staff nurse family life and needs. Moreover, staff nurses perceived that, their manager isn't fair in taking work decisions, and not explains the major justifications about the decisions made. This finding consistent with research conducted at Ain Shams University hospitals by **El-naggar, (2019)** who mentioned that, the staff nurses had low perception about justice.

In contrary with the present study finding a study conducted at University Hospitals of Shiraz by **Hatamet et al., (2013)** concluded that, the highest percentages of nurses perceived a high level of organizational justice. Also, research conducted at Japan by **Ito et al., (2015)** concluded that, staff nurses had moderate organizational justice level.

In conclusion the present study finding revealed that, the highest perception level was for the interactional justice, while the lowest perception level was for distributive justice. These findings could be due to that the head nurses treated staff nurses in a fairly and respectful manner that could positively effect on the interactional justice. On the other hand, nurses may feel that there were an unequal distribution of incentives, inequity between the effort they exert and the salaries they received, that could negatively affect the distributive justice.

The present study findings are supported by other previous studies as the one carried out by **Abdul Rauf, (2014)** conducted at Sri Lanka, and the other done by **Vaamonde et al., (2018)** conducted at Argentina, and found that, highest mean score of participant perception was interactional justice; while the lowest mean

score was distributive justice. Meanwhile, in contrary with the present study findings a study conducted at Iran by **Tourani et al., (2016)** who studied the relationship between organizational justice and turnover intention of hospital nurses and found that, the participants' perception of the highest mean score was for the distributive justice; while the lowest mean score was for interactional justice.

Regarding to, the second variable investigated in the present study was workplace deviance behavior. The present study finding revealed that, studied staff nurses had high workplace deviance behavior. This result may be attributed to lack of fair practices, stress, job dissatisfaction, and low financially rewarding. This finding supported by **Omar et al., (2011)** who studied stress and job satisfaction as antecedents of workplace deviant behavior and considered that, job stress and job satisfaction as creators of workplace deviant behavior.

The research question was confirmed by that, there was a negative statistically significant correlation between total organizational justice and total workplace deviance behavior among studied staff nurses. This finding indicated that, when staff nurses are treated fairly and valued by their supervisors and organizational management; nurses exert their maximum efforts to show positive behaviors such as less absenteeism, improvement in work outcomes, and less workplace deviance behavior.

In agreements with **Faheem and Mahmud, (2015)** who concluded that, there is strong negative relationship between distributive justice and workplace deviance. Also, **Robinson (2008)** who studied the organizational injustice and

deviant work behavior found that, employees perceiving injustice tend to react negatively and this leads to workplace deviant behavior.

Similarly, **Furham and Siegal (2011)** in their study of reactions to organizational injustice identified that the employees, who face injustice and unfair treatment, become dissatisfied with their job and management and thus their dissatisfaction results into a threat for organization by deviant work behavior. This finding is supported by **Baig and Ullah, (2017)** who studied the curing of workplace deviance through organizational justice in the mediating role of job satisfaction and mentioned that, organizational justice as a whole and its dimensions too including distributive, procedural and interactional justice found significantly correlated with workplace deviance behavior.

Conclusion:

In the light of the current study findings, it is concluded that, Slightly less than half of staff nurses have low perception level toward organizational justice. Slightly more than two thirds of studied staff nurses have high workplace deviance behavior. There is a statistically significant negative correlation between organizational justice and workplace deviance behavior among staff nurses.

Recommendations:

- Provide different kinds of bonuses and incentives for appreciating positive behaviors of employees.

- Take corrective measures, actions and strategies for reducing workplace deviance behaviors.

- provide spiritual, trustful and friendly work environment for creating emotional relationship with employees.

- Future researches can be suggested:

- Studying the relationship between organizational justice and organizational commitment, motivation and organizational support.

- Investigating the relationship between workplace deviance behaviors and stress, leader mistreatment, organizational support and personality traits.

- Examining the influence of workplace deviance behaviors on job performance and productivity.

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