

## Effect of Organizational Justice on Staff Nurses' Performance Appraisal and their Intention to Stay at Work



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### 1.ABSTRACT

**Background:** Justice in every organization is important. Organizational justice has the potential to provide significant advantages for both organizations and staff nurses greater trust, improved performance appraisal and an increase intention to stay at work. **Aim:** To determine effect of organizational justice on staff nurses' performance appraisal and their intention to stay at work at Gastro Entrology Surgery Center Mansoura University. **Methods:** A descriptive correlational approach was used with a sample of (250) staff nurses at Gastro Entrology Surgery Center Mansoura University. Tools of data collection were Organizational Justice Survey, Performance Appraisal Questionnaire and Intention to stay at work Questionnaire. **Results:** The highest level of organizational justice of studied staff nurses had (72.25%), More than half of the studied nurses who were examined (64.42%) had the greatest level of intention to stay at work, and the majority of them (86.08%) had the highest level of performance appraisal. The relationship between organizational justice, performance appraisal, and intention to stay at work was statistically significant and in support. **Conclusion:** There was statistically significant positive relationship between organizational justice, performance appraisal and intention to stay at work at Gastro Entrology Surgery Center Mansoura University. **Recommendations:** Create a good reward system that is not really focused on financial concerns, distribute tasks, job awards, and promotions fairly, and implement ongoing educational programs to expand employees' expertise and improve the quality of their work and patient satisfaction.

**Keywords:** *Intention to stay, Justice, Nurses, organizational justice, performance appraisal*

### 2.Introduction

Organizational justice is a crucial concept in the field of organizational vision and performance, as it relates to job satisfaction, Performance appraisal, and competent intention to stay at work. As a result, On the attitudes and efficiency of staff members, organizational justice has an effect. Organizational justice is necessary for shared managers and operational directors to effectively manage and procedures in a positive manner (DINC, et al., 2018). The government must provide a clear and equitable organizational climate. Employees may establish organizational expectations, find their responsibilities, and ultimately help organizations to improve their performance and achieve their goals in a positive organizational climate. The importance of a fair and equal corporation climate cannot be overstated. The perception of organizational justice among staff has a beneficial effect on their engagement to their jobs and organizational citizenship behavior, organizational trust, and organizational success, according to empirical studies (Lye,2016).

Justice is the most important element that has been generated great attention during long time. It is a positive and good moral being for transforming the life of human being. All societies are based on justice; so, any discussion about it is one of the first requirements of human life. The foundation of human wisdom is justice. Any development and efficiency of organizations is mostly dependent on correct implementation of human force (Aghaei, Moshiri & Shahrbanian, 2022). According to Kareem, Jameel, and Ahmad (2019), justice, defined as a Member's feeling of the moral property of how they are treated, is a vital component in the establishment and maintenance of a sustainable labor environment. It is an individual's observations of how decisions and policy-making processes operate inside organizations and how those recognitions influence. (Pracha, Malik, Azeem & Yasmin, 2017).

According to one definition, organizational justice is a set of essential presumptions that all

members of the organization's share. These assumptions are comparable to people's characteristics in that they have perspectives and meanings that are primarily influenced by the organization's work. The values and beliefs of an organization's members frequently have an impact on individuals ( **Boateng and Hsieh 2019**). Moreover, organizational justice is described as a framework of different, shared concepts that members of a particular group inside organization use to differentiate how their organization administers justice from how another organization applies justice (**Khan, Nawaz et al. 2016**).

According to fairness perceptions, organizational justice is frequently divided into four categories: distributive justice, procedural justice, interpersonal justice, and informational justice (**Karam, et al., 2019**). "the apparent fairness that staff perceive in how their employer's organization distributes incentives and recognition" is the definition of Distributive Justice (**Biswas, et al., 2013**). The term "feeling of fairness in the decision-making process, incorporating motivations, techniques, procedures, and processes involved in selecting results" is used to define procedural justice. (**Ghasi ,et al., 2020**). Interpersonal justice, the third component of organizational justice, is how "people feel that they are treated with equity, decency, and respect." (**Nimmo, 2018**). Informational justice, the fourth element of organizational justice, relates to the perception of fairness in the accuracy, appropriateness, and justification of information utilized in decision-making inside an organization. (**Ali, 2016**). Interactional justice is the term used to refer to both interpersonal and informational justice (**Lee et al., 2020**).

Organizational justice is necessary for all organizations to advance. The functioning of the organization in the context of the justice system for its employees must be devoid of any preferential treatment if it is to sustain worker pleasure, loyalty, and devotion to the organization. Employees tend to exhibit more positive attitudes and actions, such as job satisfaction, intention to stay, loyalty, and putting forth more effort to help the organization reach its goals, when they feel the organization treats them equally in all respects. Regarding judicial matters, factors including financial distribution, staff recruitment in organizations, policy making, and the consequences of policy making for organization, staff need to be taken into account. (**Orishade and Bello, 2019**).

In order to acquire a competitive advantage over competitors, effective organizations emphasize the integration of numerous organizational justice processes that enhance employees' performance and trust both directly and indirectly (**Fiaz, Rasool, Ikram & Rehman, 2021**). Organizational justice has been identified as a significant factor that significantly affects how well employees perform in an organization. Employees who are not treated fairly naturally respond by producing less work as a result of the unfair treatment. (**Iqbal, 2017**).

Performance appraisal is one of the most crucial aspects of management processes. It alludes to a technique for assessing an employee's performance using specific appraisal criteria. The purpose of performance appraisal (PA), which links individual goals and behaviors with the strategic goals of the business, is also to improve individual performance (**DeNisi & Murphy, 2017**). Performance appraisal is referred to a formal, structured contact between a supervisor and a subordinate that typically takes the form of an annual or semiannual interview and examined the subordinate's work performance (**Warokka, Gallato, Thamendren& Moorthy, 2022**).

Performance appraisal consist of two parts: formal (systematic) and informal (Nonsystematic). Formal appraisal is a systematic, Formal appraisal is a systematic, official organizational process that enables a comparison of anticipated and actual performance for an individual (or group).. Informal appraisals are ongoing evaluations of a worker conducted by superiors while they are performing their duties ( **Nawi & Ismail 2021** ).

Organizations able to developing performance appraisal systems that staff nurses' view to just be rewarding produce numerous critical workplace outcomes for employees according to **Ismail and Rishani (2018)**. Particularly for a variety of attitudes and behaviours, including intrinsic motivation, satisfaction of a performance evaluation system's participants is essential (**Aly and El-Shanawany, 2016**), creativity and job progression (**Ismail and Rishani, 2018**), commitment (**Salau et al., 2014**), and decrease turnover (**Ahmad, et al., 2011**). Employee discontent with performance appraisal, on the other hand, leads to unfavorable attitudes and views, which cause the organization's performance appraisal to fail and undesirable workplace outcomes. (**Ismail and Gali, 2016**). Employees' positive perceptions of performance

evaluations have been shown to have a major impact on their attitudes and behaviors.

The ratees' views of justice and their responses to important aspects of the appraisal process may very well influence whether or not an appraisal system is successful. Any appraisal system will be destined to failure if there are emotions of dissatisfaction, injustice in the process, and equity in assessments (Neena & Dinesh, 2022).

Employees who feel unfairly treated may become dissatisfied with both the organization and the performance review process. The performance appraisal process will be automatically rejected if it is perceived to be bias and shows apparent symptoms of being untrustworthy (Jufrizen & Kandhita, 2021).

The intention to stay at work is a global significance subject that has piqued the interest of nurse managers worldwide. The definition of nurses' intention to stay includes their readiness to continue working for the same organization for the rest of their lives, as well as their willingness to remain with the employer (Karlsson, et al., 2019). The nurse's intention to stay can be interpreted as her desire to remain in her current position for a considerable future. Intention to stay encompasses not just behavior before departing a place, but also mental proclivity. Increase nurse retention and decline turnover (Park & Lee, 2018).

According to Birt et al. (2004), Employee retention is influenced by factors including challenging and meaningful work, opportunities for advancement, empowerment, responsibility, managerial integrity and quality, and new opportunities or challenges. Retention strategies Organizations should make sure that the necessary safeguards are in place to stop workers from leaving their job (Ghosh et al., 2013).

## **2.1 Significance of Study**

Organizational justice is very important element for achieving desired organizational success and existence of any organization especially healthcare organization and helping in decision making. Fair performance appraisal is helping increase the efficiency of workers and guaranteeing the organization to remain a competitive environment (Muda & Erlina, 2018). It is observed that their many staff nurses complain from their performance appraisal and this affect in sense of fairness's this lead to absenteeism, burnout and turnover. So, the purpose of this study was to determine effect of organizational justice on staff

nurses 'performance appraisal and their intention to stay at work at Gastro Entrology Surgery Center Mansoura University.

## **2.2 Aim of the study**

This research aims to determine effect of organizational justice on staff nurses 'performance appraisal & their intention to stay at work at Gastro Entrology Surgery Center Mansoura University.

## **2.3 Research hypotheses**

Specific hypotheses are as follows:

**H1.** What impact does organizational justice have on performance as perceived by studied nurses at Gastro Entrology Surgery Center Mansoura University?

**H2.** How does organization justice affect the desire to stay at work as perceived by studied nurses at Gastro Entrology Surgery Center Mansoura University?

**H3.** What is the relationship between organizational justice and on performance appraisal among nurses and intention to stay at work at Gastro Entrology Surgery Center Mansoura University?

## **3. Methods**

### **3.1 Research design:**

This study's research methodology was descriptive correlational.

### **3.2 The study setting :**

The research was carried out at Gastro Entrology Surgery Center Mansoura University, which serves the Delta Area with a comprehensive range of healthcare services.

### **3.3 Participants in the research:**

All accessible staff nurses (n= 250) at the time of data collection and prepared to participate in the study, who working at Gastro Entrology Surgery Center Mansoura University.

### **3.4 Tools of data collection:**

The data was obtained through three tools.

#### **Tool (I): Organizational Justice Survey.**

The development of this questionnaire by Niehoff & Moorman (1993). To evaluate organizational justice among staff nurses. It is Separated into two parts.

**Part I:** personal characteristics. This section was used to identify the study staff nurses' personal

qualities, including age and years of experience, gender, education level and marital status.

**Part II:** It includes 20 items aimed to evaluate assess organizational justice among nursing staff. Participants responded to the organizational justice depend on a 5-point scale (One is strongly disagree, five is strongly agreed). The mean score of organizational justice across all 20 items yielded a total score, with higher scores indicate stronger organizational justice. The scoring system of items varied from 50 – 100. There were three levels in it as the following:

- Low organizational justice <50% .
- Moderate organizational justice 50%-75% .
- High organizational justice >75% .

#### **Tool (II): Performance Appraisal System Questionnaire.**

It was established by **Hunter & Leathy, (2008)** that aimed to evaluate opinion of nurses toward performance appraisal of manger. It consists of 23 statements. Five-point range of responses categories (1 to 5) grouped into five groups as follows ranged strongly disagree (1) disagree (2), neither agree nor disagree (3), agree (4), strongly agree (5). The scoring system of Performance Appraisal System ranged from 50-100. It was classified into three levels as the following:

- Low performance appraisal system <50% (scored from 0- 49) .
- Moderate performance appraisal system 50%-75% (scored from 50 - 75).
- High performance appraisal system >75% (scored from 76- 100).

#### **Tool (III) Intention to stay at work Questionnaire (JIQ).**

It was adopted by **Boyle et al. 1999; Cowden and Cummings (2012)**. It is aimed at measuring the nurse's desire to continue working. The questionnaire includes 24 items. The elements are evaluated on a four-point scale, between 1 (not applicable) to 4 (strongly agree).

#### **3.5 Validity and reliability:**

Five academic experts from the faculty of nursing at Mansoura University reviewed the study instruments for transparency, applicability, required t comprehensiveness, understanding, and ease of use. The researcher modified and translated three tools into Arabic.

#### **3.6 Pilot study:**

An experiment was conducted on 8 staff nurses (10% of the research population) to examine the feasibility of the statement, its transparency, and the amount of time required to complete the questionnaires. To assess the clarity, viability, and application of the instruments, staff nurses who participated in the pilot study were not included in the overall study sample. And depend on their comments, the appropriate modifications were made.

#### **3.7 Data Collection:**

The available staff nurses received the questionnaire sheets (I, II, and III). The researcher stated the purpose of the study and how to finish the questionnaire forms. Staff nurses completed the forms one at a time, reading the surveys and filling out the forms that they had been given for 25 to 30 minutes. Beginning at the beginning of December 2021 and lasting through the end of January 2022, data was collected. Performance Appraisal System and intention to stay at work reliability were (0.940, 0.812) respectively.

#### **3.8 Data Analysis:**

the gathered data were coded, processed, and examined using SPSS (Statistical Package for Social Studies) type 25 and appropriate statistical test was used.

#### **3.9 Ethical Consideration:**

Ethical permission was granted from the Research Ethics Committee of Faculty of Nursing, Mansoura University. The hospital's responsible administrator gave the study official permission to proceed. An informed consent was acquired from head nurses who agreed to participate in the study after providing the explanation of nature and aim of the study. All participants were notified that participation in the study was completely voluntary and that they might withdraw at any time. At every stage of the investigation, the privacy of the study sample and the privacy of the data acquired were guaranteed to all participants.

#### **3.10 Statistical analysis:**

SPSS software (Statistical Package for the Social Sciences, version 25, SPSS Inc. Chicago, IL, USA) was used to organize, tabulate, and statistically assess the collected data. The normality presumption was accepted. As a result, frequency and percentage were employed to describe categorical data. The continuous variable was represented by the mean and standard deviation. An

independent t-test was utilized to look for any differences between the two means of continuous variables. The changes between two means of continuous variables were examined using the ANOVA test. The purpose of the Pearson correlation coefficient test was to investigate the relationship between two continuous variables. Several linear regressions were performed to explore two independent variables (performance appraisal, and intention to stay) with organizational justice (dependent variable). Statistical significance was considered to be (p-value < 0.001 & 0.02).

**4.Results: -**

**Table (1)** reveals personal characteristics of the studied staff nursing. According to this table average age of the studied staff nurses was 30.22±9.85 and one third of studied sample aged between 19-58 years, most of staff nurses were female (91.6%). Whereas more than one third of studied staff nurse (40.4%) possessed a lower than five years of experience, while (17.6%) were more than 25 years of experience. Most of the studied staff nurses was female & high level graduated from Technical Institute of Nursing degree on nursing science (34.4%) and were wedded.

**Table (2)** shows Organizational justice's total mean scores, Performance Appraisal Intention to Stay at Work among Studied Nurses at Gastro Entrology Surgery Center (n=250). This table showed total mean organizational justice scores (72.25) was evaluated by staff nursing at Gastro Entrology Surgery. The interactional justice test's highest mean score with organizational dimension was (33.76). Also, total mean score of performance appraisal system was (86.06). Finally, total mean score for intention to remain at work was (64.24).

**Table (3)** shows Levels of organizational justice, performance appraisal & intention to stay at work among studied nurses (n= 250). This table

illustrated levels of organizational justice, performance appraisal system and intention to stay at work. The highest level of organizational justice was (66.8%), while the lowest level was (4.8%). Regarding to performance appraisal system the high level ≤median score (88) was (50.8%). And high-level median score of intention to stay at work ≤median score (65) was (51.6%) among staff nurses.

**Table (4)** shows relationship between organizational justice, performance appraisal & intention to stay at work. Demonstrated relationship between organizational justice and performance appraisal and intention to stay at work among staff nursing at Gastro Entrology Surgery Center. Regarding to high level of performance appraisal ≤median score (88) were (65.3%), low performance appraisal ≤median score (88) were None (0%) of them. While in high level of intention to stay at work ≤median score (65) were (54.5%), Low ≤median score (65) where was (41.7%). There were variations that were statistically significant between organizational justice, performance appraisal & intention to stay at work (p= <0.001, p=0.02) respectively.

**Figure (1)** demonstrates correlation between organizational justice score & performance appraisal system among studied staff nurses. The figure revealed that statistically, there was a positive correlation between organizational justice score & performance appraisal among staff nurses at Gastro Entrology Surgery Center (p=<0.001).

**Figure (2)** shows correlation between organizational justice score & intention to stay at work score among studied nurses. The figure showed that positive correlation statistically significant between organizational justice score & intention to stay at work score among studied nurses at Gastro Entrology Surgery Center (p = < 0.001).

Table (1): Personal characteristics of the studied nurses at Gastro Entrology Surgery Center (n=250).

	n=250	%
Age/years Mean ±SD (min-max)		(19-58) 30.22±9.85
Sex		
Male	21	8.4
Female	229	91.6
Marital status		
Single	79	31.6
Married	151	60.4
Divorced	10	4.0
Widow	10	4.0
Duration /years		
Less than 5 years	101	40.4
From 5-14 years	60	24.0
From 15-24 years	45	18.0
More than 25 years	44	17.6
level of education		
Bachelor science in nursing	33	13.2
Diploma of secondary technical nursing school	86	34.4
Technical institute of nursing	112	44.8
Other	19	7.6

Table (2): Total Mean Scores of Organizational justice, Performance Appraisal Intention to Stay at Work among Studied Nurses at Gastro Entrology Surgery Center (n=250).

variables	Mean ± SD	Median (min-max)
Organizational justice	72.25(11.68)	74(20-100)
Distributive justice	17.2(3.44)	18(5-25)
Procedural justice	21.29(3.91)	22(6-30)
Interactional justice	33.76(6.09)	36(9-45)
Performance Appraisal System	86.06(12.87)	88(27-115)
Intention to stay at work	64.24(8.85)	65(37-92)

SD: Standard deviation

Table (3): Levels of Organizational justice, performance Appraisal & Intention to Stay at Work among Studied Nurses (n=250).

	n=250	%
Organizational justice		
Low	12	4.8
Moderate	71	28.4
High	167	66.8
Performance Appraisal System *		
High (≤median score(88))	127	50.8
Low (> median score(88))	123	49.2
Intention to stay at work*		
High (≤median score(65))	129	51.6
Low (> median score(65))	121	48.4

median is taken as an arbitrary cut off point

Table (4): Relationship between organizational justice and performance appraisal and intention to stay at work.

	Organizational justice			test of significance
	Low n=12(%)	Moderate n=71(%)	High n=167(%)	
Performance Appraisal System				
Low ( $\leq$ median score (88))	12(100)	57(80.3)	58(34.7)	$\chi^2=53.57$ $p<0.001^*$
High ( $>$ median score(88))	0	14(19.7)	109(65.3)	
Intention to stay at work				
Low ( $\leq$ median score (65))	7(58.3)	46(64.8)	76(45.5)	$\chi^2=7.64$ $p=0.02^*$
High ( $>$ median score(65))	5(41.7)	25(35.2)	91(54.5)	

$\chi^2$ =Chi-Square test \*statistically significant

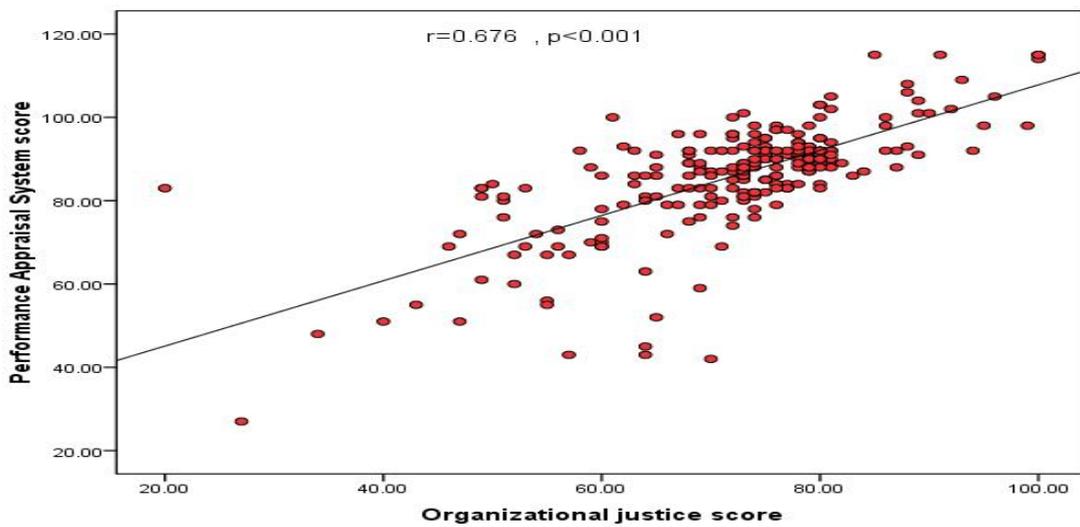


Figure (1): correlation between organizational justice score & performance appraisal system among studied nurses.

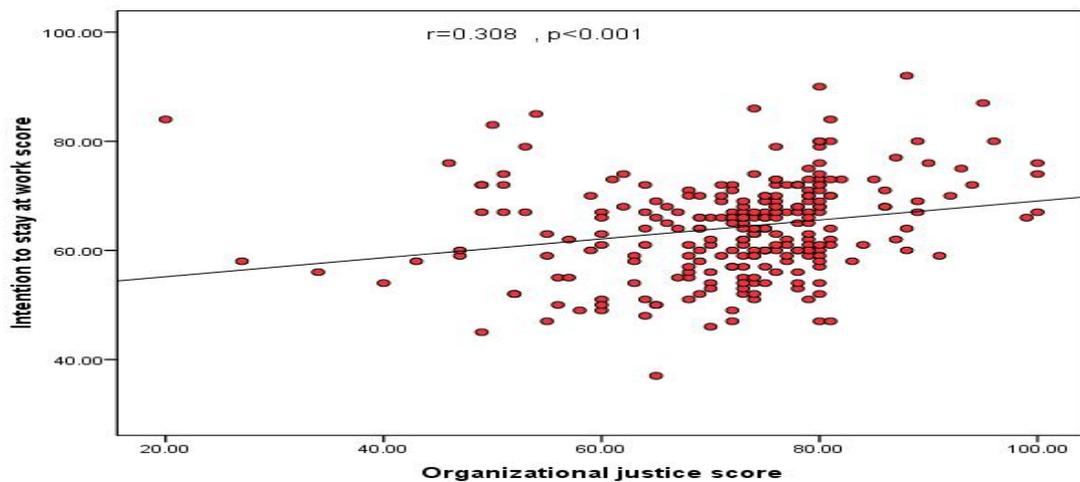


Figure (2): correlation between organizational justice score& intention to stay at work score among studied nurses

**5. Discussion: -**

Organizational justice is the term for the context of social, ethical, and religious principles shared by staff and determines how they interact and their moral development (**Kadim, et al., 2021**). Despite the significance of performance appraisal fairness and the literature's focus on it, little attempts have been made to define and evaluate a set of performance process elements that influence a nurse's opinion of fairness in performance appraisals. This will aid in the creation of efficient performance evaluation systems (**Zumrah, 2015**).

Organizational justice is a key factor of people's decisions to stay in the healthcare service; when comparing to certain other healthcare professions, nursing staff have the highest perceived organizational justice & the lowest intention to leave. Nurses' job satisfaction & retention could be enhanced by perceived justice (**Chin et al., 2017; Tourani et al., 2016**).

The current study's findings revealed that total mean scores of organizational justice (72.25%) as considered by staff nursing at Gastro Entrology Surgery. The organizational dimension interactional justice has the highest mean score (33.76%). Also, total mean score of performance appraisal system was (86.06%). Finally, total mean score of intention to remain at work was (64.24%). This may be due to good communication between manger and staff, important role & effective of nursing in the organization.

This was confirmed by **Mathur & Umari, (2013)** conducted study on retail sector Employees in India found that, interactional justice was the most important factor influencing OCB. Additionally, **Adimi Naghani, Whisenant and Jordan (2016)**, reported that, Interactional justice has the highest mean of justice among organizational realizations.

These results were disagreed with **Diab, (2015)** The perception of distributive justice was highest, followed by that of procedural justice, while interactional justice had the lowest perception. Mean score of distributive justice is 4.1, Mean score of interactional justice is 3.88. Moreover, **Tourani et al., (2016)** reported that, The distributive justice category received the highest mean score from the participants' perspective.

The finding of the current study indicated that mean scores of performance appraisal was high. This due to fairness of performance appraisal,

job satisfaction & feel proud to work for my organization. This is consistent with the result of a study by **Mohamed Fahmy, (2021)** who stated that total mean score percentage of staff nurses about their performance appraisal perception was high. Additionally, the study result is congruent with **Mohamed & Hussien, (2023)** who revealed that the overall mean score with respect to performance appraisal determinants was a high. On the other side, this result inconsistent with **Abu-Doleh & Weir, (2007)** who mentioned that mean response of performance appraisal systems in the entire sample of organizations had a moderate.

The present study indicated that mean score of intention to stay was moderate This is due to need of fixed salary, no other work place to change to. This result was matched with **Mohamed & Hussien, (2023)** who evaluated intention to stay in Al-Eman General Hospital and the Main Assiut University Hospital: who shown that the majority of the study sample had no intention of leaving either of the two hospitals However, this study's findings were different compared to **Asegid et al., (2014)** who found the intention of leaving nurses is highly related to their sense of fulfillment, contentment, and enjoyment at work.

Again, findings of the results study revealed that highest degree for organizational justice. This might be because the organization gives me all my rights & fairness in the evaluation. This result was consistent with **Alhussaina et al., (2021)** reported that of all organizational justice was indicated that nurses rated organizational justice as high.

Also, **Demirkiran et al., (2016)** who performed a survey at Turkey by studied the interaction between organizational justice and Organizational citizenship behavior in hospitals indicated that, respondent's impression of general justice was high. On the other hand, the means of organizational justice were estimated to be higher than average by **Fathabad et al., (2016) and Ito et al., (2015)**. In contrast to the results of the current study, **Quraan & Kasawneh, (2017)** who studied the impact of OJ on OCB determined that level of organizational justice and its dimensions was moderate. Additionally, **Haghighinezhad et al., (2019)** mean value of overall organizational justice were lower.

Regarding to performance appraisal system the high level  $\leq$  median score (88) was high. this may because fairness during evaluation, trust and respect between head nurses and nursing staff.

This finding was accepted by **Baird, Tung & Su, (2020)** who reported performance appraisal perception mean score percentage of total studied staff nurses was high. The current findings, however, were contradicted by **Youssif, Eid, and Safan (2016)** who investigated the staff performance appraisal system and its connection to employees' work satisfaction and empowerment and found that the staff nurses under research had low impression of performance appraisal.

In the relation intent to continue working, the current result showed that high level median score of intention to stay at work  $\leq$  median score (65) among staff nurses because of satisfaction with job, The main breadwinner of the family & good salary and work condition. This result was consistent with **Sasso et al., (2019)** who mentioned that level of intent to stay was high. On the other side, the outcome was disputed with **Eshetu et al., (2021)** who found that there was little desire to continue working as a nurse .

The result of the study revealed that high level of performance appraisal  $\leq$  median score (88) was low, performance appraisal  $\leq$  median score (88) were None. This may be due to the hospital encourages its staff nurses to maintain team work that will help ensuring the success of the organization. This result supported by **Mohamed Fahmy, Mostafa Shelly & Saad Soliman, (2021)** who found that, high level of performance appraisal. Moreover, **Arif, 2018; Belete, 2018)** who indicated that a high perception of justice is connected to increased intention, **Krishnan et al., (2018)** who concluded that improved job performance is correlated with a high level of perceived justice.

Furthermore, findings showed that high level of intention to stay  $\leq$  median score (65), Low  $\leq$  median score (65). This may be because the staff nurses believed that their workplace was stable and dependable, lower availability of substitute jobs in the community. This finding confirmed by **Gizaw et al., (2018), Lwin et al., (2017)** who conducted at work Ethiopia and Thailand; found high level intention to stay at work, low Intention to stay in the nursing profession Additionally, the study's result demonstrated there were statistically significant disparities between organizational justice & performance appraisal and intention to continue working. This may be because applying of justice in organization, cooperation between staff nurses. This finding congruent with **Mok Kim Man & Yie Yeen (2021)** who stated that the effectiveness of organizational justice is positively

and significantly correlated with the perceived fairness of the performance evaluation process. Furthermore; **Jung & Choi, (2020)** who claimed that Organizational justice positively affected workers' intention to stay.

The study result showed there was statistically significantly favorable association. between corporate justice and performance appraisal. Organizational fairness and intent to remain at work had a statistically significant positive association. This could be owing to the hospital management's feeling of justice and respect, staff are likely to be retained at their jobs.

This finding is agree with **Aryee, Walumbwa, Mondejar, & Chu, (2015)** who showed positive predictive correlation between organizational justice and individual job performance, with emphasis, in most research, on the job performance. In the same spirit, this result was agreed with **Zeb et al., (2019)** who revealed that organizational justice's main components (distributive, procedural, and interactional) produced both direct and indirect consequences on each staff's job performance. Moreover, **Chen, & Khuangg, (2021)** who reported that there is a significant connection between organizational fairness and job effectiveness.

Hence, the study's findings, organizational justice and intention to remain at work have a statistically significant positive relationship. This may be due to job satisfaction of staff nurses, good salary & benefits package. This finding confirmed by **Imran and Allil (2016)** who mentioned that employees' impression of OJ has a a strong and favorable impact on staff retention Moreover, discovery of **Hickman, (2021)** who showed that **Organizational** justice positively affected workers' intention to stay.

This study is incompatible with **Sapkota, (2021)** who conducted the relationship between job performance and organizational fairness is insignificant. In addition to results of **Rehman, Din& Kashif (2022)**, who demonstrated that Performance appraisal influence nurses' intent to quit negatively.

#### **6. Conclusion:**

According to the study's findings, at Gastro Entrology Surgery Center Mansoura University. The perception of organizational fairness and performance evaluation among staff nurses showed a statistically significant favorable association. Additionally, The impression of organizational fairness by staff nurses and their intention to

remain at work showed a positive association that was highly statistically significant.

#### **7.Recommendations: -**

##### **Based on the results suggested to:**

- ❖ Provide a more flexible atmosphere in the hospital.
- ❖ Encourage staff nurses to attend training courses or by competing higher studies, which leads to multiple sources of knowledge.
- ❖ Encourage staff nurses to be creative and participate in solving problems by presenting a reasonable alternative Maintain the spirit towards teamwork, cooperation and mutual respect among all staff nursing working in the hospital of different job categories.

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