

Organizational Justice and Job Satisfaction among Nurses

Thesis

*Submitted for Partial Fulfillment of Master Degree
in Nursing Sciences (Nursing Administration)*

By

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قالوا

لسببناك لا علم لنا
إلا ما علمتنا إنك أنت
العليم العظيم

صدق الله العظيم

سورة البقرة الآية: ٣٢

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Dedication

I know that this work wasn't my individual achievement, but the result of many people to whom I will be forever grateful; of those, I would like to express my sincere gratitude to my mother, my father, my sister and my brothers, whom have been cheerleader. Those unwavering support through this process could never be fully contributed countless hours to the completion of this work they always will be my rock.

LIST OF CONTENTS

<i>Title</i>	<i>Page</i>
▪ Introduction	1
▪ Aim of the Study	7
▪ Review of Literature	
<u>Organizational Justice</u>	8
➤ Organization.....	8
➤ Definition of organizational justice.....	10
➤ Why employees care about justice?.....	14
➤ Component of Organizational Justice.....	18
➤ The impact of Organizational Justice.....	28
➤ Positive effects of organizational justice.....	34
➤ Responses to injustice.....	35
➤ Process and ways to promote organizational justice.....	40
➤ Strategies for Promoting Organizational Justice.....	40
<u>Job satisfaction</u>	46
➤ Definition of job satisfaction.....	46
➤ The importance of job satisfaction.....	50
➤ Dimensions of Job Satisfaction.....	53
➤ Sources of satisfaction.....	54
➤ Important measures to job satisfaction.....	54
➤ Evaluation of job satisfaction.....	58
➤ Factors affecting job satisfaction.....	60
➤ Theories of job satisfaction.....	68
➤ Determinants of Job Satisfaction.....	73
➤ Job Dissatisfaction.....	76

➤ Sources of dissatisfaction.....	78
➤ Consequences of job satisfaction.....	79
➤ Outcomes of Nurses' Job Satisfaction.....	83
➤ Strategies to increase Job Satisfaction among Nurses.....	87
▪ Subjects and Methods	93
▪ Results	103
▪ Discussion	126
▪ Conclusion	144
▪ Recommendations	145
▪ Summary	147
▪ References	151
▪ Appendices	188
▪ Protocol	
▪ Arabic Summary	

LIST OF TABLES

<i>No.</i>	<i>Table</i>	<i>Page</i>
<u>1</u>	Socio demographic characteristics of study subjects.	104
<u>2</u>	Organizational justice as perceived by study subjects at the studied hospital.	106
<u>3</u>	Job satisfaction among study subjects at the studied hospital.	107
<u>4</u>	Correlation between justice items among staff nurses.	109
<u>5</u>	Correlation between justice items among head nurses.	110
<u>6</u>	Correlation between job satisfaction items among staff nurses.	111
<u>7</u>	Correlation between job satisfaction items among head nurses.	112
<u>8</u>	Correlation between justice and job satisfaction among staff nurses.	113
<u>9</u>	Correlation between justice and job satisfaction among head nurses.	114
<u>10</u>	Relation between total justice and staff nurses' socio-demographic characteristics.	115
<u>11</u>	Relation between total justice and head nurses' socio-demographic characteristics.	116
<u>12</u>	Relation between total job satisfaction and staff nurses' socio-demographic characteristics.	117

<i>No.</i>	<i>Table</i>	<i>Page</i>
<u>13</u>	Relation between total job satisfaction and head nurses' socio-demographic characteristics.	119
<u>14</u>	Correlation between total justice, total job satisfaction and their demographic characteristics among nursing staff.	120
<u>15</u>	Correlation between total justice, total job satisfaction and their demographic characteristics among head nurses.	121
<u>16</u>	Best fitting multiple liner regression model for the score of justice among staff nurses.	122
<u>17</u>	Best fitting multiple liner regression model for the score of justice among head nurses.	123
<u>18</u>	Best fitting multiple liner regression model for the score of job satisfaction among staff nurses.	124
<u>19</u>	Best fitting multiple liner regression model for the score of job satisfaction among head nurses.	125

LIST OF ABBREVIATIONS

<i>Abb.</i>	<i>Meaning</i>
CSR	: Corporate social responsibility
CWBs	: Counterproductive work behaviors
DJI	: Distributive Justice Index
HF	: Human Factor
HR	: Human Relations
OCB	: Organizational citizenship behavior

Organizational Justice and Job Satisfaction among Nurses

Abstract

Background : Justice and job satisfaction are determinants of quality of work in any organization. **The aim of the study** is to investigate the relationship between 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 of organizational justice as follows: distributive justice, procedural justice, and interactional justice and job satisfaction questionnaire covered ten dimensions of satisfaction and contained (64) statements). **The findings of this study** revealed that the highest percentages of job satisfaction among staff nurses in the interpersonal hospital relation (54.5%), and the same with the head nurses (75%) and also demonstrated lowest percentages of satisfaction were found in the items related to salary and incentives for both staff nurses and head nurses consequently. It illustrated that both the staff nurses and head nurses have low perception about justice as the highest percentages perceived that the justice is low (88.6%, 90%) consequently. The study findings **concluded** that there is a positive relationship between organizational justice and nurses' job satisfaction. For that, the study **recommended** Active steps have to be taken by nursing managers and hospital administration to improve nurses' job satisfaction and organizational justice through addressing the domains with the lowest levels of agreement among them.

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

Introduction

Organizations are social systems where human resources are the most important factors for effectiveness and efficiency. They need effective managers and employees to achieve their objectives. Organizations cannot succeed without their personnel efforts and commitment. The terms "justice", "fairness", and "equity" are used interchangeably in the literature. Justice is fundamental social value motivating behavior among individuals. The concept of justice in organizational settings started with concerns about the fairness of resource distributions, including pay, rewards, promotions and the outcome of dispute resolutions (**Ahmed, 2014**).

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 and Chuah, 2010**). Organizational justice can take several forms, ranging from the perception of fairness of policies and procedures to how the distribution of rewards and punishment are viewed and finally to simply being treated with courtesy and respect. If employees are being treated fairly by their supervisors, they will have positive attitudes about their work, their work outcomes and their supervisors (**Ahmed, 2014**).

There are three types of organizational justice are distributive, procedural, and interactional. Distributive justice means employees' perceptions of rewards they experience. Typical examples include perceptions of human resource management practices, such as hiring decisions, the outcomes of performance appraisals, raise requests, decisions about downsizing, layoffs, etc. 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. When employees feel that they have a voice in the process or the process includes characteristics such as accuracy, ethicality, and lack of bias then procedural justice is enhanced (**Ahmed, 2014**). Interactional justice is defined as the perceived fairness of the interpersonal treatment received from the supervisor. These justice perceptions have been linked to variety of important work outcomes, such as job satisfaction and organizational commitment (**Colquitt et al., 2016**). Perception of organizational justice constitute an important factor in organizational decision-making, as research relates it to job satisfaction, turnover, leadership, organizational citizenship, organizational commitment,

trust, customer satisfaction, job performance, role breadth, and leader-member exchange (**Jeon, 2010**).

Job is a set of tasks or duties, relationships with others and reward assigned to be performed (**Dilworth, 2017**). Satisfaction is largely determined by the comfort offered by the environment and the situation and reflects the individual's happiness with the situation (**Hegney and Plank, 2011**). Job satisfaction is a multi-dimensional complicated concept. It is in general, being an emotional reaction and behavioral expression. Job satisfaction is established as a result of individual assessment of work performed, work environment and work life. It is defined to be an effective reaction to a job that results from the comparison of perceived outcomes with those that are desired. Job satisfaction was defined as the degree of positive approach related to work or the elements of work (**Essa, 2010**).

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 and Williams, 2012**). Job satisfaction is the foundation on which higher levels of

productivity can be built. It is an important element in the motivation of employees (**Goetsch, 2013**).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as personal well-being. Job satisfaction implies doing a job one enjoys, doing it well, and being rewarded for one's efforts. Job satisfaction is the important ingredient that leads to recognition, income, promotion, and achievement of other goals that lead to a feeling of fulfillment (**Kaliski, 2010**).

Employee's job satisfaction is the key variable that impacts the performance of organizations. In highly competitive global businesses must strive to identify factors that influence the performance and job satisfaction of employees. One such factor is organizational justice; which describes the individual's perception of the fairness of treatment received from an organization and their behavioral reactions to such perceptions (**Fernandes and Awamleh, 2011**).

Employees are more satisfied when they feel they are rewarded fairly for the work they have done by making sure these rewards are for genuine contributions to the organization and consistent with the reward policies. The reward can include a variety of benefits and perquisites
