



بسم الله الرحمن الرحيم

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تم رفع هذه الرسالة بواسطة / حسام الدين محمد مغربي

بقسم التوثيق الإلكتروني بمركز الشبكات وتكنولوجيا المعلومات دون أدنى

مسئولية عن محتوى هذه الرسالة.

ملاحظات : لا يوجد





**The Relationship between
Organizational Justice and Organizational
Commitment among Staff Nurses**

Thesis

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

By

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**Faculty of Nursing
Ain Shams University
2022**



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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

قالوا

لسبب انك لا تعلم لنا
إلا ما علمتنا إنك أنت
العليم العظيم

صدق الله العظيم

سورة البقرة الآية: ٢٢

Acknowledgments

*First and foremost, I give thanks to **ALLAH** to Whom I relate in success in achieving any work in my life.*

*I would like to express my deep appreciation to **Prof. Dr. Samah Faisal Fakhry**, Professor of Nursing Administration, Faculty of Nursing, Ain Shams University for providing me with a lot of help and encouragement, valuable advice, and moral support, which gave me more confidence to fulfill this work.*

*My sincere gratitude is also due to **Dr. Azza El-Azabab Mohamed**, Lecturer of Nursing Administration, Faculty of Nursing, Ain Shams University, for her kind help, constant support, constructive criticism, and for the time and effort she dedicated to this work.*

My special thanks are extended to all the members of the jury group who revised the tools, as well as the study participant nurses for their time and cooperation during the fieldwork.

✍ Shaimaa Ahmed



Dedication

*I would like to extend my greatest and deepest
thanks to people, who inspired me and supported
me throughout my entire life,*

***My Family members**, especially*

***My Mother** she helped me to grow sensitive to the
needs of the people around...,*

*to **My Husband** for his Cooperation and Support*

And also

*to **My Friends** for their kind and constant
encouragement, and love.*

*"For being always tolerate and encouraging me
throughout my life*

and to every one of you, my life is dedicated."

Shaimaa Ahmed Abd elhaleem

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List of Abbreviations

Abb.	Full-term
AC	Affective Commitment
CC	Continuance Commitment
DJ	Distributive Justice
EI	The Emotional Intelligence
INFJ	Informational Justice
INTJ	Interpersonal Justice
NC	Normative Commitment
OC	Organizational Commitment
OJ	Organizational Justice
PJ	Procedural Justice

Abstract

The Relationship between Organizational Justice and Organizational Commitment among Staff Nurses

Background: Organizational justice is an increasingly important construct in management research and is considered as a major determinant of organizational effectiveness. **Aim of study:** to find out the relationship between organizational justice and organizational commitment among staff nurses. **Subjects and Methods:** This analytic cross-sectional study was conducted at Alagouza Hospital, Cairo, Egypt on a sample of 130 staff nurses. Data were collected using a self-administered questionnaire with organizational justice and organizational commitment scales. The fieldwork was from the beginning of March to the end of April 2021. **Results:** Staff nurses' age ranged between 22 and 59 years, 98.5% were females, and 85.4% had a diploma degree. Overall, 58.5% of the staff nurses were having high perception of organizational justice. The emotional commitment was the most predominant type (58.5%). Their scores of procedural justice had significant positive correlations with and predicted all three types of organizational commitment. **Conclusion and recommendations:** A higher perception of procedural justice could foster staff nurses' organizational commitment. The study recommends fostering staff nurses' perception of organizational justice and commitment through fair distribution of workload and a clear reward system. Nursing administration should foster a trusting relationship with them. Further research for investigation of the effectiveness of implemented programs in improving nurses' organizational justice and organizational commitment is proposed.

Keywords: Organizational commitment, Organizational justice, Staff nurses.

Introduction

Human resources constitute the most important part of any organization. Employees' attitudes and work behaviors are influenced by how their managers behave and treat them. Fairness is an increasingly important construct in behavior and management given its serious staff and organization consequences (*Fritz and Cox, 2020*). It is considered as a major determinant of organizational effectiveness (*Srivastava, 2015*).

The concept of organizational justice or fairness is essential in the work environment when policies and procedures are implemented and decisions are taken concerning the distribution of incentives and assets (*Mohammadi et al., 2020; Cao et al., 2021*). Organizational justice is a multidimensional construct encompassing a gamut of actions and behaviors at work from compensation of the employees to their treatment by own supervisors. It is a conviction felt by an employee about how fair outcomes are distributed, the processes of their allocation, as well as the interpersonal relationships at work (*Mengstie, 2020*).

The healthcare organizations employ highly skilled staff, including nurses, who strive to being respected at work and need a good work environment. For nurses, the

working in healthcare settings constitutes a considerable part of their lives and their wellbeing. Moreover, recently, nurses are becoming more aware of their rights to fairness and justice at work (*Mathur, 2013; Mohamed et al., 2018*).

On the other hand, the perception of unfair treatment by the care providers reduces their performance and negatively affect hospital operational efficiency (*Ghasi et al., 2020*). The employees who lack job satisfaction, and the feeling of justice at work have lower organizational commitment and tend to quit. This not only hinders achievement of organizational goals, but also have negative impacts on their colleagues' organizational commitment. Thus, research focused on this issue during the last two decades (*Abou Hashish, 2020*). It can enhance nurses' dedication and devotion to their organizations (*Abou Hashish, 2020*).

Employees' organizational commitment is a key element in any organization, particularly in healthcare institutions because of their special features. Often, employees are highly committed to their organizations if they have good links to these organizations. The benefits of high employees' organizational commitment are reflected on the employees themselves, as well as on the organization, and whole served community (*Rodríguez-Fernández et al., 2021*).

Organizational commitment is the employees frame of mind of being committed to facilitate in the accomplishment of the organizations goals, and involves the employees levels of identification, involvement, and loyalty (*Cherian et al., 2018*). Motivated employees are vital to an organizations competitiveness and therefore understanding people in their jobs and what motivates them could be a driving force in strengthening organizational commitment (*Mete, Sokmen, and Biyik, 2016*).