

PERCEIVED ORGANIZATIONAL JUSTICE OF NURSES AND ASSOCIATED FACTORS

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ABSTRACT

The aim of this study was to determine perceived organizational justice levels of nurses and the associated factors. The descriptive study was conducted on 75 nurses who were working in Sakarya University Training and Research Hospital and agreed to participate in the study, after receiving institutional approval/ethics committee approval, between January and March 2014. The data were collected by using personal interview form and the Scale of Organizational Justice Perception (SOJP). The data were evaluated by using percentage, mean, Mann Whitney U, Kruskal Wallis H, and correlation tests on the computer. It was determined that 60% of the nurses having an average age of 31.24 ± 8.67 were married, 54.7% had bachelor's degree, 50.7% worked in surgical units, they were working in the profession for 10.13 ± 7.55 , their monthly average shift was 6.05 ± 3.60 times, and 34.7% never met with their managers in a week, 33.3% met with their managers a few times, and 32% met with their managers every day. SOJP mean score of the nurses was 60.44 ± 17.42 . It was observed that variables of educational background, age, marital status, and unit did not affect SOJP scores ($p > 0.05$), the variable of weekly meeting with managers affected SOJP score; and mean scores of the nurses who met with their managers every day were statistically higher than those never meeting with their managers and meeting with their managers a few times a week ($p < 0.01$). It was determined that as the number of monthly shifts increased, perceived organizational justice of nurses was negatively affected ($p < 0.05$). Perceived organizational justice of the nurses was moderate and the number of monthly shifts and state of meeting with the manager affected their perceived organizational justice levels.

Key Words: Nurses, organizational justice, perception

INTRODUCTION

The concept of justice is described as “providing the use of rights owned with laws by everyone” by Turkish Language Association (TDK) (<http://www.tdk.gov.tr/>). Organizational justice is a term used in order to reveal the effect of justice in organizations (Karademir, 2010), and described as the fact that decisions made and applications by managers regarding organization and employees are positively perceived by employees (Pelit and Bozdoğan, 2014).

The concept of organizational justice is examined in 3 dimensions; distributive justice, procedural justice, and interactional justice (Pelit and Bozdoğan, 2014; Çıraklı, Uğurluoğlu, Şantaş, Çelik, 2014; Tekingündüz, Aydın, Polat, 2014; Cihangiroğlu, Şahin, Uzuntarla, 2015). Organizational justice is effective on organizational commitment and personal satisfaction levels and organizational performance of employees. Some studies reveal that perceived organizational justice affects individuals' organizational commitment, job satisfaction, pay satisfaction, withdrawal behavior, organizational identification, organizational citizenship behavior, and trust in the organization (Meydan, 2010; Ambrose, Seabright, Schminke, 2002). This, as is in other sectors, is also important for health institutions in which employees possess considerably high level of specialization and

functional commitment (Şahin and Taşkaya, 2010). Personnel working in such institutions (hospital, etc.,) are the one hard to employ and they leave the work, become demoralized and demotivated, have problems in identification with their institution due to the justice they perceive, all of which may cause serious pecuniary loss and intangible damages (Cihangiroğlu, Şahin, Uzuntarla, 2015). It is emphasized in health organizations that commitment behaviors of nurses have an important role in coping with the problems occurring in delivering healthcare services and organizational support is also important for improving organizational commitment of nurses. Job satisfaction is one of the most crucial factors influencing nurses' desire to continue their profession. Nursing studies report that organizational commitment affects satisfaction with the nursing profession (Kaya, 2010).

Consequently, it is emphasized that professional performance, efficiency, job satisfaction, commitment, and motivation of an employee are closely associated with the concept of organizational justice (Cihangiroğlu, Şahin, Uzuntarla, 2015). In this context, this study was conducted in order to determine perceived organizational justice levels of nurses and the associated factors.

MATERIAL AND METHOD

This descriptive study was conducted on 75 nurses who were working in Sakarya University Training and Research Hospital and agreed to participate in the study, after receiving institutional approval and ethics committee approval, between January and March 2014. The data were collected by using personal interview form and the Scale of Organizational Justice Perception (SOJP). Turkish adaptation of SOJP developed by Colquitt in 2001 was conducted by Özmen et al., 2007. OJS is a 5-point likert type [(5) Strongly agree, (4) Agree, (3) No idea, (2) Disagree, (1) Strongly disagree], consists of 20 items and 4 subscales (Procedural Justice, Distributive Justice, Interpersonal Justice, Informational Justice), and there is no reversely coded item in the scale. Score to be obtained from SOJP ranges between 20 and 100 and high scores signify high perception of justice. In this study, Cronbach's Alpha coefficient of the scale was calculated as 0.95. The data were evaluated by using percentage, mean, Mann Whitney U, Kruskal Wallis H, and correlation tests on the computer environment.

RESULTS

According to evaluation of socio-demographic data; 34.7% of the nurses were in the age range of 26-34 years, 89.3% were female, 60% were married, and 54.7% had a bachelor's degree. Almost all of the nurses (98.7%) were staff nurse, 50.7% were working in surgical units, most of them (36%) were working in this profession for 1-5 years (10.13 ± 7.55 years in average), 48% were working in double shift (their average monthly shifts were 6.05 ± 3.60 times), 34.7% never met with their manager once a week, 33.3% met with their manager a few times, and 32% met with their manager every day (Table 1).

Table 1: Descriptive characteristics of the nurses

Characteristics	f	%
Age		
25 years and younger	23	30.7
26 – 34 years	26	34.7
35 – 44 years	21	28.0
45 years and older	5	6.6
Gender		
Female	67	89.3
Male	8	10.7
Marital Status		
Married	45	60
Single	30	40
Educational Background		
VSH	21	28.0
Associate Degree	13	17.3
Bachelor’s degree/Postgraduate	41	54.7
Unit		
Internal Medicine Units	37	49.3
Surgical Units	38	50.7
Working Duration in the Profession		
1-5 years	27	36.0
6-10 years	19	25.3
11-15 years	10	13.4
16 years and more	19	25.3
Staff		
Staff	74	98.7
Contracted	1	1.3
Number of Shifts		
One	23	30.7
Double	36	48.0
Three and more	16	21.3
Weekly meeting with the manager		
Almost never	26	34.7
A few times	25	33.3
Every day	24	32.0

It was determined that total scores of the nurses from SOJP ranged between 20-96, and total mean score was 60.44±17.42; subscale mean scores were 21.92±6.66 (procedural), 11.04±4.68 (distributive), 12.41±3.47 (interpersonal), and 15.06±5.50(informational), respectively (Table 2).

Table 2: Subscale and Total Mean Scores of the Nurses for Scale of Organizational Justice Perception

Scale	Mean ± SD	Min-Max Score
Organizational Justice Scale	60.44±17.4	20-96
Procedural Justice	21.92±6.66	7-35
Distributive Justice	11.04±4.68	4-20
Interpersonal Justice	12.41±3.47	4-18
Informational Justice	15.06±5.50	5-25

It was observed in the study that gender, marital status, staff, unit, age, educational background, and the number of children did not affect SOJP total scores and scores of all subscales ($p>0.05$), the variable of weekly meeting with manager had impact on SOJP total scores and scores of all subscales; mean scores of the nurses who met with their managers every day were higher at a statistically significant level compared to those who never met and met with their managers a few times a week ($p<0.01$) (Table 3).

Table 3: Organizational justice perceptions of the nurses in terms of their descriptive characteristics

CHARACTERISTICS	Overall Organizational Justice Perception	Subscales of Scale of Organizational Justice Perception			
		Procedural Justice subscale	Distributive Justice subscale	Interpersonal Justice subscale	Informational Justice subscale
Gender					
Female (67)	37.04	37.37	36.93	37.66	37.08
Male (8)	46.06	43.25	47.00	40.81	45.69
	$z=-1.108$ $p=0.268$	$z=-0.722$ $p=0.470$	$z=-1.259$ $p=0.208$	$z=-0.389$ $p=0.697$	$z=-1.059$ $p=0.289$
Marital Status					
Married	38.30	39.80	35.02	38.82	38.50
Single	37.55	35.30	42.47	36.77	37.25
	$z=-0.146$ $p=0.884$	$z=-0.878$ $p=0.380$	$z=-1.476$ $p=0.140$	$z=-0.403$ $p=0.687$	$z=-0.244$ $p=0.807$
unit					
Internal medicine units	40.07	39.18	40.32	39.16	40.00
Surgical units	35.99	36.86	35.74	36.87	36.05
	$z=-0.811$ $p=0.417$	$z=-0.462$ $p=0.644$	$z=-0.928$ $p=0.353$	$z=-0.459$ $p=0.646$	$z=-0.787$ $p=0.431$
Age					
a-25 and younger	37.31	39.89	40.85	37.89	37.04
b-26 – 34 years	35.15	35.31	35.00	36.08	36.96
c-35 – 44 years	38.81	39.38	39.07	39.95	38.83
d-45 years and older	37.70	37.50	36.00	40.30	44.30
	$x^2=0.36$ $p=0.94$	$x^2=0.66$ $p=0.88$	$x^2=1.01$ $p=0.79$	$x^2=0.43$ $p=0.93$	$x^2=0.55$ $p=0.90$
Educational Background					
VSH	41.45	43.62	45.57	36.26	35.60
Associate Degree	36.38	35.08	34.81	38.50	37.35
Bachelor's degree	36.74	36.05	35.13	38.73	39.44
	$x^2=0.73$ $p=0.69$	$x^2=1.96$ $p=0.37$	$x^2=3.65$ $p=0.16$	$x^2=0.18$ $p=0.91$	$x^2=0.44$ $p=0.79$
Number of children					
No	37.54	36.72	41.03	37.38	37.49
1	41.63	43.58	34.29	38.79	44.42
2	33.59	35.02	31.85	35.13	32.46
3 and more	56.63	49.88	57.25	57.75	55.25
	$x^2=4.21$ $p=0.23$	$x^2=2.538$ $p=0.46$	$x^2=6.218$ $p=0.10$	$x^2=3.784$ $p=0.28$	$x^2=5.092$ $p=0.16$
Weekly meeting with manager					
Almost never	28.96	29.08	30.48	32.02	29.92
A few	35.26	35.96	36.08	35.76	33.60
Every day	50.65	49.79	48.15	46.81	51.33
	$x^2=12.96$ $p=0.002^{**}$	$x^2=11.64$ $p=0.003^{**}$	$x^2=8.80$ $p=0.012^*$	$x^2=6.23$ $p=0.044^*$	$x^2=13.67$ $p=0.001^{**}$

* $p<0.05$, ** $p<0.01$, *** $p<0.001$

While there was not a significant correlation between total time of work and SOJP scores ($p>0.05$), a negatively significant correlation was determined between the number of turn in a month and SOJP scores ($p<0.05$) and organizational justice perceived by nurses was negatively influenced as the number of turn increased (Table 4).

Table 4: SOJP total score correlation

	Scale of Organizational Justice Perception Total	
	r	P
The number of monthly shifts	-0.234*	0.043
Total working period	-0.074	0.528

* $p<0.05$, ** $p<0.01$, *** $p<0.001$

DISCUSSION

It was determined that scores obtained by the nurses from SOJP ranged between 20-96, and their mean score was 60.44 ± 17.42 ; subscale mean scores were 21.92 ± 6.66 (procedural), 11.04 ± 4.68 (distributive), 12.41 ± 3.47 (interpersonal), and 15.06 ± 5.50 (informational), respectively.

On the contrary of the present study; it was determined in a study with 170 people working at a hospital and 424 people working at a hotel that organizational justice perception was higher than moderate level (3.09 ± 0.80 , 3.31 ± 0.97). Mean scores of scale's subscales were 3.21 ± 1.10 for distributive justice, 3.28 ± 1.05 for procedural justice, 3.45 ± 1.04 for interpersonal justice in a study conducted on 424 people; and also 3.0 ± 1.0 for interpersonal justice, 2.9 ± 0.9 for informational justice, 2.5 ± 0.9 for distributive justice, and 2.6 ± 0.9 for procedural justice in another study on 458 healthcare professionals. In the study of Gür, Overall mean score of the scale was 3.28 ± 0.77 , mean score of procedural justice was 2.97 ± 0.85 , mean score of distributive justice was 2.96 ± 1.10 , mean score of interpersonal justice was 3.69 ± 0.92 , and mean score of informational justice was 3.63 ± 0.97 (Gür, 2014; Tekingündüz, 2014; Pelit, 2014; Cihangiroğlu, Şahin, Uzuntarla 2015). According to the present study, the reason behind why different results were obtained was that different scales were used and different occupational groups were studied.

In the study, gender, marital status, staff, unit, age, educational background, and the number of children were determined not to affect SOJP total scores and scores from all subscales ($p>0.05$). Similar to the present study, gender did not affect total score of organizational justice in the study conducted by Taşkaya and Şahin (2011) on 477 healthcare professionals; gender did not affect both organizational justice and its subscales in the study conducted by Gür (2014) on 327 nurses; while marital status did not affect procedural justice and distributive justice, it affected interpersonal justice, informational justice, and organizational justice in contrast to the study; unit had no effect on distributive justice and interpersonal justice similar to this study; unit influenced procedural justice, informational justice, and organizational justice similar to the study. In the study conducted by Karademir (2010), on 106 physical education teachers, it was found that procedural justice was affected by gender and distributive justice and interpersonal justice by educational background differently from this study; there was no difference in the variable of marital status similar to this study. Cihangiroğlu et al, (2015) conducted a study on 458 allied health care professionals and determined that gender influenced procedural

justice, interpersonal justice, informational justice, and distributive justice differently from this study; age had no effect on organizational justice perception and its subscales similar to this study (Karademir, 2010; Taşkaya and Şahin, 2011; Gür, 2014; Cihangiroğlu, Şahin and Uzuntarla, 2015).

In this study, the reason behind why gender did not affect organizational justice perception might be associated with the fact that the number of male nurses was few. In the literature review; it was found that there was no study examining the correlation between staff, educational background, the number of children and organizational justice perception and its subscales.

In the present study, it was seen that while organizational justice perceptions and its subscales were better for those meeting with their manager more, mean scores of nurses meeting with their managers every day were statistically higher than those meeting or meeting with their managers never or a few times a week; although upon literature review there was no study examining the variable of weekly meeting with managers and perceived organizational justice, meetings with managers frequently may lead them to introduce their ideas to the managers more easily and to feel themselves more valuable. Similar to this study, there was a negative significant correlation between the number of monthly shifts and perceived organizational justice in study by Taşkaya and Şahin (2011) (Taşkaya and Şahin, 2011). Increased frequency of shifts might have led individuals to feel physically and mentally more tired and to have decreased organizational perceptions and thus to have a decreased satisfaction from work environment.

CONCLUSION

It was determined that perceived organizational justice of the nurses was moderate, perceived organizational justice of the nurses meeting with their managers frequently was higher, and perceived organizational justice of the nurses having shifts more was lower. Therefore, we are of opinion that nurses need to meet with their managers more frequently and the number of monthly shifts should be decreased in order to increase their perceived organizational justice.

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