

Organizational Justice and Nursing

Örgütsel Adalet ve Hemşirelik

ABSTRACT

Organizational justice refers to employees' perceptions of justice within the organization. This concept includes the elements of distributing employees' resources such as sales, promotions, and task distribution fairly (distributive justice), transparency of decision-making processes (procedural justice), and providing respectful and honest communication to employees (interactive justice).

In the field of nursing, perception of organizational justice has a great impact on job satisfaction, job performance, burnout and intention to leave. Research suggests that nurses working in a fair environment have high job satisfaction and exhibit high motivation. At the same time, it has been observed that burnout and turnover tendencies are lower. It is very important for healthcare organizations to adopt policies that support organizational justice in terms of both employee satisfaction and patient care quality.

Keywords: Organizational justice, Nursing.

ÖZET

Örgütsel adalet, çalışanların kurum içindeki adalet algılarını ifade etmektedir. Bu kavram çalışanların maaş, terfi, görev dağılımı gibi kaynakların adil bir şekilde dağıtılması (dağıtıcı adalet), karar alma süreçlerinin şeffaf olması (prosedürel adalet), ve çalışanlara saygılı ve dürüst bir iletişim sunulması (etkileşimsel adalet) unsurlarını kapsamaktadır.

Hemşirelik alanında, örgütsel adalet algısı iş tatmini, iş performansı, tükenmişlik ve işten ayrılma niyeti üzerinde büyük etkiye sahiptir. Araştırmalar, adil bir ortamda çalışan hemşirelerin yüksek iş doyumuna sahip olduğunu ve yüksek motivasyon sergilediklerini göstermektedir. Aynı zamanda tükenmişlik ve işten ayrılma eğilimlerinin daha düşük olduğu gözlemlenmiştir. Sağlık kuruluşlarının örgütsel adaleti destekleyici politikaları benimsemesi hem çalışan memnuniyeti hem de hasta bakım kalitesi açısından çok önemlidir.

Anahtar Kelimeler: Örgütsel adalet, Hemşirelik.

INTRODUCTION

Justice is a philosophical concept whose origins date back to Plato and Socrates. In daily life, "justice" is used to describe the fairness of a behavior, its accuracy and the honesty of people (İçerli, 2010). The concept of justice, which has two basic principles in the form of recognizing that everyone has equal rights and opportunities in society, constitutes one of the most prominent qualities of organizations that want to achieve interests through joint efforts by coming together around certain goals (Eker, 2006; Başar, 2011). Effective use of resources for the organization is also an important problem today. For this reason, organisations usually attempt to increase employee commitment in order to reduce the high costs arising from employee turnover and to ensure continuity (Meyer & Allen, 2004).

One of the important reasons why the concept of organizational justice has been the subject of numerous studies, especially in recent years, is its impact on the attitudes and behaviors of employees (Yürür, 2008). Employees want to feel trust both towards the organization they work for and towards their managers. One of the most important tools in ensuring this trust is employees' perceptions of organizational justice (İçerli, 2009).

The effects of organizational justice perception on nurses are associated with many important job outcomes such as job satisfaction, burnout, feeling of leaving work, and patient care quality. Nurses' perception of fairness increases their loyalty to the organization and reduces their intention to quit their jobs (Elovainio et al., 2002). The presence of justice positively affects the job performance of nurses by increasing their motivation (Kaya & Bozkurt, 2016). A positive relationship has also been found between the quality of patient care and the perception of organizational justice. Nurses working in a fair work environment work in a more meticulous and attentive way in patient care, which leads to an increase in the quality of health services (Moorman, 1991). On the other hand, reluctance towards their jobs and intention to quit work increase in nurses working in environments where organizational justice is lacking, and unfair

Zahide Keser¹

Aysun Türe²

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¹ Master's Student, Eskisehir Osmangazi University, Health Sciences Institute, Department of Nursing, Eskisehir, Turkey. ORCID: 0009-0007-9608-1405.

² Associate Professor, Eskisehir Osmangazi University, Health Sciences Faculty, Department of Nursing Management, Eskisehir, Turkey. ORCID: 0000-0003-2513-0904

work environments also lead to burnout in nurses (Yıldız & Yücel, 2013).

Job performance and commitment levels increase in institutions where nurses have a high perception of organizational justice, burnout and intention to quit work decrease, and job satisfaction is also positively affected (Altuntaş, Baykal & Ersoy, 2010; Tural & Şirin, 2012).

In institutions where the perception of justice is low, nurses' job satisfaction and commitment to work decrease, and negative consequences such as job stress and burnout occur (Yıldız & Yücel, 2013). In line with these results, the development of fair management policies by health institutions and the adoption of strategies aimed at improving nurses' perceptions of fairness have a very important role in terms of increasing both employee satisfaction and patient care quality (Kaya & Bozkurt, 2016).

THE CONCEPT OF ORGANIZATIOANAL JUSTICE

Justice is the ability to transform treating everyone equally into a way of life by making truth, honesty, impartiality and the right decision. The consideration of the rights of individuals is that everyone faces the reward and punishment that they deserve (Abbasoğlu, 2015).

Organizational justice is defined as the perceptions of individuals about whether they are treated equally in the practices carried out against them within the organization to which they belong. This perception may differ from person to person. In addition, the concept of organizational justice is also defined as the way in which practices such as promotion, reward, punishment and wage applied within the organization are communicated to employees (İçerli, 2010). Researchers who argue the importance of organizational justice argue that employees are more likely to show a positive attitude if they believe that they are treated fairly (Moorman, 1991).

Organizational justice is considered in three main dimensions as distributive, procedural and interactive justice (Greenberg, 1990).

Organizational Justice is Generally Examined Under Three Basic Dimensions: If the three components are applied fairly by the leaders, they will produce positive results for the organization (Paolillo et al., 2015; Spriha Mukherjee et al., 2016; Wolfe & Piquero, 2011).

Distributive Justice: Focuses on the perceived consequences of justice in an organisational context. It helps to distribute salaries and promotions fairly among employees by their managers, and to increase the quantity and quality of work efficiency. (Wolfe & Piquero, 2011).

Procedural Fairness: Procedural justice is related to the justice process in which an outcome is determined (Cropanzano & Molina, 2015). These are the steps taken by the governing body of an organization to reach fair decisions. Fair reward and discipline systems are important in developing the employee's perception of procedural fairness (Yean & Yusof, 2016).

Interactive Justice: Justice is a promising approach to increase motivation and performance at work and to ensure peace between employees, but when a sense of injustice is felt, it can turn into aggression or another way to harm the target. Decapitation is a promising approach to improve motivation and performance at work and to ensure peace between employees. The perception of justice in the organization affects not only the beliefs, feelings, attitudes and behaviors of employees, but also their dignity and social identity (Bayer & Şahin, 2020).

Emotional Processes and Organizational Justice: Current approaches suggest that organizational justice is shaped not only by a rational assessment, but also by emotional processes. In particular, Colquitt and Zipay (2015) argue that employees' perceptions of justice can cause positive or negative emotional reactions and that their reactions have a direct impact on job performance and organizational commitment.

The Relationship between Fair Climate and Performance: Studies investigating the role of organizational justice in creating a general climate in the workplace and the effects of this climate on employee performance show that justice creates an environment of trust and cooperation among employees. Rupp and others (2017) have taken the concept of "fair climate" and revealed that employees' performance is higher and their organizational commitment increases in environments where the perception of justice is high in an organization.

Perception of Justice and Innovative Behaviors: Kim and others (2021) stated that the perception of justice encourages innovative thoughts and behaviors of employees. Employees who feel more free and creative in a fair organizational climate have the ability to create innovative solutions.

Injustice and the Tendency to Leave Work: In recent years, the effect of organizational justice on turnover intentions is among the frequently researched issues. For example, Tepper (2017) showed that employees who are

treated unfairly have a decrease in their trust in their organizations, and as a result, their intention to quit their job increases. The results suggest that fairness is a factor that prevents turnover and plays an important role in organizations' employee retention strategies.

Multi-Focussed Justice Approach: In recent studies, different aspects of organizational justice are emphasised. For example, employees may have a perception of fairness not only towards their managers, but also towards their colleagues, customers and even the policies of the institution. These multi-focus approach studies argue that justice is affected by the behavior of all organizational participants, not just managers. (Rupp et al., 2017).

Perception of Justice in the Process of Technology and Digital Transformation: Recently, with the digital transformation and the integration of technology into organizational processes, new questions have emerged about how organizational justice is perceived. Especially with the increasing use of remote working and digital communication tools, employees' perceptions of justice have also changed. With the inclusion of high technology in business processes, fair distribution of work and managers' behavior towards their employees in the digital environment have become an important issue (Stich et al., 2019).

ORGANIZATIONAL JUSTICE AND NURSING

Nursing is characterized as a stressful profession with an intense workload due to the influence of many negative factors arising from both the individual and the working environment, where human relationships are experienced intensively (Aytaş, Kartalcı and Ünal, 2011).

Nurses, who meet the care needs of patients in health institutions and play an important role in the quality and quality of the service, are the most important supports for organizational success. (Alan H, Yıldırım A, 2016).

Nurses' perceptions of how fairly or unfairly they are treated in their organizations, which are in the subject area of organizational justice, affect them both emotionally and behaviorally, which ultimately also affects work-related variables. (Hashish EAA, 2020).

Nursing in terms of Distributive Justice: Distributive justice is a perception of justice in which nurses evaluate whether the material and moral rewards they receive at work are directly proportional to their contributions (Adams, 1965). When nurses receive the reward for their efforts, their job satisfaction increases and their loyalty to the organization strengthens. On the contrary, when they think that rewards such as promotion, salary increase or recognition are distributed unfairly, their organisational commitment decreases (Cohen-Charash & Spector, 2001).

In order to ensure distributive justice, nurses should be paid incentives and rewarded in accordance with their workload and performance. Transparency and comprehensibility of the reward system will increase the perception of justice (Colquitt et al., 2001).

Nursing in terms of Procedural Justice: Procedural justice is explained as the nurses' perception of how fair the decision-making processes in the workplace are (Leventhal, 1980). In institutions where continuous decisions are made, such as the health sector, transparent and fair procedures ensure that nurses have confidence in these processes. Research has revealed that fair decision-making processes increase the motivation of nurses, while the presence of a perception of injustice increases the intention to quit work. (Folger & Konovsky, 1989). Justice-based training programs for managers should be organized in order to positively affect nurses' perceptions of justice. These programs can guide managers on how procedural fairness can be applied and how to establish a more effective and respectful communication with employees (Gilliland, 1993).

Nursing in terms of Interactional Justice: Interactional justice is related to the behavior of managers to nurses, whether they show respect to them and whether they share information (Bies & Moag, 1986). In the health sector, open communication established by managers with nurses, respectful and kind behaviors increase nurses' job satisfaction and organizational commitment (Jafari et al., 2014). In environments where interactional justice is low, burnout syndrome increases among employees and work stress becomes more common (Elovainio et al., 2002).

STUDIES ON NURSING AND ORGANIZATIONAL JUSTICE

Studies conducted by Colquitt et al. (2001) also found that the intention to quit work and absenteeism rates are high in organizations where the perception of justice is low, and job satisfaction, organizational commitment and performance increase in organizations where the perception of justice is high. It has been revealed in various studies that organisational justice has significant effects on trust within the organisation, job stress and leader-employee relations (Greenberg, 1990; Cropanzano & Mitchell, 2005). In a study conducted by Altuntaş, Baykal and Ersoy (2010), the relationship between nurses' perceptions of organisational justice and job satisfaction was examined and it was determined that especially interactional justice positively affected nurses' job satisfaction. In

another study, it is also observed that in environments where nurses' perceptions of justice are high, their job satisfaction increases, their commitment to the organisation is strengthened and their job performance is positively affected (Tural & Şirin, 2012).

A study conducted by Yavuz and Karadeniz (2015) investigated the effect of nurses' perceptions of organizational justice on burnout and, as a result, it was found that low organizational justice perception increases the emotional burnout level of nurses and increases the stress level they experience in the work environment.

Başol et al. (2012) studied the effect of organizational justice on nurses' intention to quit their jobs and found that nurses' perceptions of organizational justice are directly proportional to their intention to quit their jobs. Workplace environments where fair decision-making processes do not exist and which are not based on respect and trust reduce nurses' commitment to their workplaces (Demir & Çavuşoğlu, 2015).

In the research conducted by Karataş and Öztürk (2013), the effect of organizational justice perception on nurses' job performance was examined and as a result of the research, it was concluded that the level of justice perceived by nurses positively affects their job performance. It has been stated that nurses show higher job performance in work environments where both distributive justice and procedural justice are high.

A study conducted by Çavuş and Develi (2014) also examined the relationship between nurses' perceptions of organizational justice and their commitment to work, and it was observed that nurses' commitment to work increased in environments where organizational justice was high.

CONCLUSIONS AND RECOMMENDATIONS

In health institutions where organizational justice is high, it is observed that nurses' job satisfaction increases, their commitment to the institution they work for strengthens and they approach their jobs with a higher motivation. In a fair working environment, nurses feel valued, which increases their professional commitment, the quality of the service they provide to patients, and their overall success performance.

As a result, nurses in institutions with a high perception of justice have lower stress levels and, accordingly, less burnout rates. In fairly managed health institutions, nurses are more resilient despite the difficulties and workloads they face, and they also feel psychologically supported. Unfair working conditions may cause stress, dissatisfaction, low morale and motivation in nurses as well as negative consequences such as leaving the job. In the healthcare sector, which has an intensive work pace, the lack of organizational justice can negatively affect the quality of healthcare services by causing loss of labor force and employee turnover.

It is understood that ensuring organizational justice is very important not only from the point of view of health workers, but also from the point of view of the overall quality of health services and patient satisfaction. A work environment in which justice is ensured enables nurses to pay more attention to patient care, therefore increasing the quality and patient satisfaction in health services. Organizational justice, an indispensable element for a sustainable health service, has a broad impact, starting with the individual performance of nurses and extending to corporate success.

As a suggestion;

- ✓ Training programs for managers,
- ✓ Fair remuneration and reward systems,
- ✓ Effective feedback mechanisms,
- ✓ It can be ensured that justice is supported by institutional policies.

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