

# The association of perceived organizational justice and organizational expectations with nurses' efforts

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## ABSTRACT

**Background:** One important factor in growth, progress, and increase in work efficiency of employees of any enterprise is to make considerable effort. Supreme leader of the Islamic Republic of Iran also addressed the issue of need for more efforts. The goal of this study was to determine the association of perceived organizational justice and organizational expectations with efforts of nurses to provide a suitable model.

**Materials and Methods:** The current study was a descriptive study. The study group consists of all nurses who worked in hospitals of Isfahan. Due to some limitations all nurses of the special unit, surgery wards and operating room were questioned. The data collection tools were the Organizational Justice Questionnaire, organizational expectations questionnaire, and double effort questionnaire. Content validity of the mentioned questionnaires was confirmed after considering the experts' comments. The reliability of these questionnaires, using the Cronbach's alpha, were 0.79, 0.83 and 0.92, respectively. The Pearson correlation and the structural equation model were used for the analysis of data.

**Findings:** There was a significant correlation between the perceived organizational justice and the double effort of nurses during the surgery of patients. Correlation of the expectation from job, usefulness of job, and its attractiveness with double effort of nurses before the surgery was also statistically significant. Moreover, it was shown that the root of the mean square error of estimation (RMSEA) was 0.087, the fitted goodness index (GFI) was 0.953, the value of chi-square was 268.5, and the model was statistically significant ( $p < 0.001$ ).

**Conclusions:** Today Justice is an essential need for human life and its importance in organizations and social life of individuals is evident.

**Key words:** Organizational justice, organizational expectations, double effort, nurse

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## INTRODUCTION

One important factor in growth, progress, and increase in work efficiency of employees of any enterprise is additional effort.<sup>[1]</sup> Human resources, which are the most important resource of any enterprise, can be best used by this method.<sup>[2]</sup> Under such circumstances, the boundaries between the expected organizational behavior and the employee's personal behavior are significantly reduced. Moreover, employees consider organizational behavior and values to be their own. This only occurs if employees are treated fairly. The employee's perception of lack of justice within the organization can cause non-productive and self-destructive behavior, and increase actions such as expression of fatigue, absence and resistance to change.<sup>[3,4]</sup> Such consequences in the health and medical treatment services organizations, whose employees give important services in respect to the health and life of the society, necessitate much careful thought. Negligence or insufficient amount of work of nurses can have serious negative impacts on patients. Therefore, efficient working requires motivation.

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A study showed that considering expectations and perceived organizational justice of nurses is necessary for their satisfaction and they increased their work and efforts when attention was paid to their organizational expectations.<sup>[3]</sup> On the other hand, the understanding of injustice in organizations causes increase of non-productive and self-destructive behaviors and increase actions such as expression of fatigue, absence, and resistance to change.<sup>[3,4]</sup> Moreover, consequences such as retaliation, deviation, and aggressive behavior were considered in studies related to justice and injustice.<sup>[4]</sup>

A study showed that justice processes play an important role in organizations. The way in which supervisor treats employees in the organization can affect beliefs, feelings, views and behavior of employees. It can cause higher commitment. On the other hand, employees who feel injustice more probably leave the organization or show behaviors such as revenge. Therefore, the understanding of how individuals demand a system of justice in their organization and how they react to justice or injustice is an important subject in the understanding of organizational behavior.<sup>[5]</sup>

Organizational justice is divided into three categories:<sup>[5]</sup>

1) Distributive justice: it emphasizes the importance of outcomes and results received by employee. This type of organizational justice focuses on the reaction of individuals to the interference and injustice of managers and administrators in the distribution of facilities and rewards within the organization.<sup>[6]</sup> 2) Procedural justice: justice understood of procedures used to determination of the distribution of rewards. 3) Transactional justice: the third type of organizational justice is called transactional justice. This consists of a method through which organizational justice is transferred from supervisors to their subordinates. Because the transactional justice is determined by the supervisors' behavior, this type of justice is related to cognitive, emotional and behavioral reactions toward the management.<sup>[7]</sup>

This study aimed to find to what extent the organizational expectations and justice of nurses is associated with their effort and performance. In other words, the current study tried to determine the amount of efforts considering the perceived justice and expectation using modern statistical methods.

## MATERIALS AND METHODS

The current study was a descriptive study. It consisted of

all nurses in hospitals of Isfahan. Due to limitations, all nurses of the special units, surgery wards and operating rooms were included. The two methods of library and field methods were used to collect data. The data collection tools were:

- Organizational Justice Questionnaire: This questionnaire consisted of the three parts of distributive justice, procedural justice, and transactional justice. The distributive part consisted of nine questions (1-9), the procedural part consisted of five questions (10-14) and the transactional part consisted of seven questions (15-21). In total, the questionnaire included 21 questions.
- Organizational expectations questionnaire: This researcher designed questionnaire consisted of eighteen questions and three parts of job expectations (1-6), job usefulness (7-10) and job attractiveness (11-18).
- Double effort questionnaire: This researcher designed questionnaire consisted of fifteen questions in three parts of before the surgery (1-4), during the surgery (5-10) and after the surgery (11-15).

Content validity of these questionnaires was confirmed when the comments by experts were considered. The reliability coefficient of the three mentioned questionnaires, using the method of Cronbach's alpha, were 0.79, 0.83 and 0.92, respectively. The Pearson correlation and the structural equation model were used for the analysis.

## FINDINGS

Distributive justice has been evaluated by nurses at a medium level, and the procedural justice was lower than the medium level. Transactional justice was also lower than the medium level but this difference was not significant. The average organizational justice was 2.92. It was shown that distributive justice was slightly higher than procedural justice and transactional justice.

A statistically significant association between the perceived organizational justice and the double efforts of nurses during the surgery was found. According to table 1, the correlation between distributive, procedural, and transactional justice was statistically significant. Correlation of the expectation from job, usefulness of job, and its attractiveness with double effort of nurses before the surgery was statistically significant. Moreover,

correlation of the expectation from job, usefulness of job, and its attractiveness with double effort of nurses during and after the surgery was statistically significant. There was a direct correlation between the perceived organizational justice and double effort of nurses before the surgery.

In the final models, variables which play the most important role in the explanation of the double effort of nurses before, during and after surgery, were expectations from job, usefulness, an attractiveness of job (Table 2). The factor of expectation from job had a direct effect on the double effort of nurses before surgery (0.41), during surgery (0.35), and after surgery (0.37). Usefulness of job had a direct effect on the double effort of nurses during surgery (0.33). The factor of attractiveness of job had a direct effect on the double effort of nurses before surgery (0.33).

The wedge index of the final model was as follows: The fitted adaptive Index (CFI) was 0.944, lackey - Lewis index (TLI) was 0.926, the fitted normalized frugal index (PNFI) was 0.784, the fitted of comparative frugal (PCFI) was 0.638, the root of the mean square error of estimation (RMSEA) was 0.087, the relative chi-square, the fitted goodness index (GFI) was 0.953, the value of chi-square was 268.592 ( $p < 0.001$ ).

## DISCUSSION

Justice has been proposed throughout history as an essential need for human social life. Today because of the pervasive role of organizations in human social life, the role of justice in organizations has become clearer than ever. Therefore, this is a subject that organizations have become aware of its importance and have begun to study in this regard.<sup>[8]</sup>

According to the findings of the current study a correlation between the distributive, procedural and transactional justice and the double effort of nurses before, during and after the surgery was found. Moreover, the perceived organizational justice of the mentioned dimensions caused an increase in the efforts of nurses. The most important and most valuable asset of an organization is its human resources and the more attention is paid to this asset the more the organization is successful. Therefore, managers' efforts to gain organizational justice can create a feeling of commitment in nurses.

Lind and Tyler in their study about the importance of justice found two models of personal gain and group value. In the personal gain model, the importance of

**Table 1. Correlation of the factors of organizational justice and organizational expectations with nurses' double effort**

	Before Surgery		During Surgery		After Surgery	
	p	r	p	r	p	r
Distributive justice	0.001	0.601	0.001	0.668	0.001	0.719
Procedural justice	0.001	0.682	0.001	0.669	0.001	0.735
Transactional justice	0.001	0.601	0.001	0.639	0.001	0.602
Expectations from job	0.001	0.644	0.001	0.695	0.044	-0.106
Usefulness of job	0.001	0.684	0.001	0.819	0.001	-0.258
Attractiveness of job	0.001	0.646	0.001	0.687	0.402	0.044

**Table 2. Estimated data for free parameters in the final model of the research**

Parameter	Estimation of standard of parameters of Gamma and Beta	Standard error	Critical ratio	Significant level	
Distributive justice	Effort before the surgery of patients	0.14	0.061	4.48	<0.001
	Effort during the surgery of patients	0.24	0.031	3.637	<0.001
	Effort after the surgery of patients	0.14	0.054	745.1	0.021
Procedural justice	Effort before the surgery of patients	0.14	0.025	2.382	<0.001
	Effort during the surgery of patients	0.19	0.032	7.385	<0.001
	Effort after the surgery of patients	0.26	0.004	1.762	0.246
Transactional justice	Effort before the surgery of patients	0.19	0.004	1.548	0.162
	Effort during the surgery of patients	0.29	0.092	3.727	0.000
Expectation from job	Effort after the surgery of patients	0.17	0.041	6.765	<0.001
	Effort before the surgery of patients	0.41	0.048	4.356	<0.001
	Effort during the surgery of patients	0.35	0.042	2.428	0.002
Usefulness of job	Effort after the surgery of patients	0.37	0.039	1.534	0.258
	Effort before the surgery of patients	0.12	0.087	5.644	<0.001
	Effort during the surgery of patients	0.33	0.024	2.293	<0.001
Attractiveness of job	Effort after the surgery of patients	0.27	0.634	1.781	<0.001
	Effort before the surgery of patients	0.33	0.013	2.476	<0.001
	Effort during the surgery of patients	0.19	0.035	1.634	<0.001
	Effort after the surgery of patients	0.12	0.029	1.928	<0.001

justice is explained on the basis of maximizing the individual's income. This means that individuals value actions because they believe they will gain favourable results. In the group value model, justice is important because through understanding behavior of supervisors, employees recognize the dignity of membership and group identity.<sup>[9]</sup> There is a third approach for the understanding of the importance of justice considering it to be a moral characteristic.<sup>[10]</sup>

Organizational justice has mental and behavioral consequences. When individuals feel they have been treated unjustly, their work commitment and effort decreases and they are less willing to help their co-workers. Bies and Tripp considers nonproductive behavior to be a rational answer to injustice.<sup>[8]</sup> Greenberg also believes that work slowdown in the work place is a response to injustice.<sup>[10]</sup> He also states that tolerance and teaching moral principles can affect this reaction. Some studies<sup>[11,12]</sup> showed that there is a meaningful and positive correlation between organizational justice and organizational commitment. Findings of Hosseini and MedizadehAshrafi<sup>[13]</sup> and Karimi et al.<sup>[14]</sup> showed that the amount of effort of employees of hospitals depends on their perception of justice in their income. Moslehi and Moslehi also showed that the amount of effort of employees of hospitals depends on their perception of justice in their income.<sup>[15]</sup> The study by Schminke named 'Organization Structure and Fairness effects perceptions', concluded that organizational structure has significant effects on understood organizational justice and this in turn has effect on employee satisfaction and their effort in the organization.<sup>[16]</sup> In the current study the findings showed that there was a correlation between all aspects of organizational expectations (expectation from job, job usefulness and attractiveness of job) and effort of nurses before, during, and after surgery. This shows that the individuals' organizational expectation is in close correlation with their desire to work hard within the organization. According to Victor Vroom's hypothesis<sup>[4]</sup> the motive behind each action and behaviour is specified according to these cases:

- A) The individuals' expectation of the results (reward or punishment) of certain behaviours (the expectation to pass an exam as a result of studying).
- B) The attractiveness of those results in satisfying that individual (how favourable the passing of the exam is to that individual).
- C) The belief in the possibility of reaching that result (the belief that they can definitely pass the exam through studying).

Therefore, motive is the result of understanding gain by comparing that which the individual expects to gain and that which they actually gain. According to this theory, people take action when there is a chance of gaining a favorable result and this result is motivating enough. As a result, when there is a small possibility of gaining a favorable result and this result is not very attractive, there is a small possibility of that action taking place. Consequently, the motivation to work depends on the 'expected result' and 'attractiveness of that result'. Motivation of individuals is dependent on 'attractiveness of result', 'the belief that the effort of the individual results in the action taking place', and 'the action results in the favorable outcome'. In total the results of the study showed that variables, which play the most important role in the explanation of the effort of nurses before, during, and after surgery, are expectation from the job, usefulness of the job and attractiveness of the job. Therefore, attention must be paid to the expectations of nurses from their job and the services they provide for patients, and their expectations should be met.

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