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# The Effect of Organizational Justice Dimensions on Nurses' Job Performance

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**Abstract:** *This paper aims to study the effect of organizational justice on nurses' job performance: "the moderator role of organizational ethical climate and affective commitment". In addition, this research has studied the moderator role of organizational ethical climate and affective commitment. The statistical population of the research consists of 10 hospitals' nurses and the minimum sample size was estimated by Sample Power SPSS software. The sampling method is cluster sampling. The data collection tool is questionnaire and Likert measurement scale. SPSS and SmarsPLS3 software were used to analyze the data. The results revealed that each 3 dimensions of organizational justice have a significant positive effect on nurses' job performance. Besides, research findings showed that increasing organizational ethical climate increases the effect of procedural justice on nurses' job performance.*

**Keywords:** *Organizational Justice, Organizational Ethical Climate, Affective Commitment, Nurses' Job Performance*

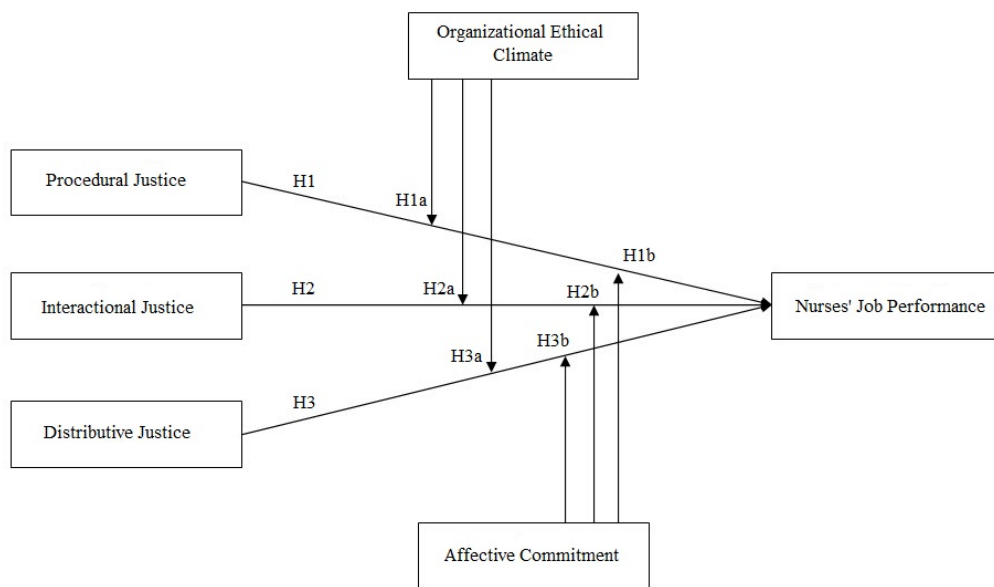
## INTRODUCTION

Studies in human resource management and organizational behavior have focused on the concept of organizational justice due to its relationship with several consequences related to job such as job performance, commitment, organizational citizenship behavior, job satisfaction, perceived organizational support, etc. (Hao et al., 2016). Although the relationship between the components of perceived organizational justice (distributive justice, procedural justice, interactional justice) and job-related consequences have assessed by numerous empirical studies, few empirical studies have focused on organizational justice related to job-related consequences in Middle Eastern countries (Arab and Atan, 2018). In the contemporary literature of organizational justice, many empirical studies have shown that organizational justice dimensions such as distributive justice, procedural justice, and interactional justice each have a significant positive effect on staff performance (Shan et al., 2015). These days, employees are looking for organizations that provide them a fair and decent workplace, where everyone feels accepted, respected, and valuable. Justice, as an important social value and sense of justice with significant consequences in society and workplace, should be implemented in any organization. When managers treat their employees with care and respect, employees consider these behaviors to be consequences and then, the input/output rates of the employees are influenced by this. Since employees have received fair behavior from their managers, they respond to this fair behavior with a better job performance and a higher level of satisfaction (Wei and Lee, 2015). Organizational justice explains that how groups or individuals perceive organizational justice in their organization and how these perceptions

affect their behavior (Farndale et al., 2015). So far, different pieces of evidence have specified various factors in efficiency and favorable job performance of employees. But, the issue that has never been less important is the commitment of employees to their organization in every situation. Because, reducing organizational commitment causes increasing the absence from work, increasing the intention of leaving the job, and even worsening employees' health (Gamble and Tian, 2015). Over the years, researchers have observed that loyal and committed employees tend to be more productive and do their job well. So, there is a possibility that more committed and loyal employees can be more profitable for the organization and have a better job performance compared to non-committed employees with less loyalty. Because the level of organizational commitment is the driving force behind the organization's performance (Swalhi et al., 2017).

It seems that each of the three aspects of commitment—*affective*, *normative*, and *continuous*—helps a psychological state by which employees form their relationship with the organization and affect the various aspects of their career, including job performance (Sharma and Dhar, 2016). Besides, organizational justice is one of the effective indexes on the satisfaction and commitment of employees, so that the feeling of injustice by the employees causes their job dissatisfaction and this affects their organizational commitment and job performance (Jiang et al., 2015). In addition, justice relies on moral features and ethical principles and people are sensitive to justice due to respect for human values (Mayer, 2014). Justice and fair behavior are of significance as scales of work ethic, since, compared to rules and regulation, they need higher ethical standards and apart from legal dimensions, they also consist of economic dimensions and ethics in business (Stamenkovic et al., 2018). Employees' perceptions of business ethics in the organization environment and objective realization of this perception creates an ethical climate in the work and organizational behavior will be significantly affected by the personal perception of organizational ethics climate and organizational justice (Yenera et al., 2012)

**Theoretical framework and research model**



**Figure 1:** conceptual model of research

The researcher-constructed conceptual model of the research has been illustrated in Fig. 1. According to the model, organizational justice dimension is regarded as an independent variable, affective commitment and ethical climate of the organization as moderating variables, and nurses' job performance as a dependent variable.

We attempt to find the answer to this question: Considering the mediator role of affective commitment and ethical atmosphere of the organization, how much is the effect of organizational justice dimensions on nurses' job performance?

Job performance consists of the area of organizational behavior which is related to the job of individuals and is in order to meet the goals of the organization. Definitions of job performance mainly emphasize on the behaviors compared to the results (Sharma and Dhar, 2016). In a comprehensive definition, job performance consists of behavior and results. This definition of organizational behavior points out that in job performance both the inputs (behavior) and the outputs (results) should be taken into consideration (Shan et al., 2015). Similarly, organizational justice is an important index of human resource approach in an organization which guides and directs the behaviors of employees and managers and behavioral management (Stamenkovic, 2013). This definition has been defined as justice in the workplace and it directly is related to the employees' performance (Iqbal et al., 2017). Organizational justice is a multi-dimensional structure because it involves justice in paying salaries and etc. to employees, as well as fair behavior of managers with employees (Sert et al, 2014). In practice, organizational justice means managing activities that lead to the formation of the organization's climate, the behavior of individuals in relation to each other in the process of work and commitment of employees to the organization (Stamenkovic et al., 2018). Organizational commitment is a multi-dimensional mental and psychological state that identifies the relationship between an individual and an organization (Gamble and Tian, 2015). Affective connection refers to affective commitment by identifying and engaging in an organization (Schoemmel and Jönsson, 2014). Affective commitment includes job challenge, role clarity, goal clarity, goal difficulty, managerial acceptance, coherence of colleagues, organizational compliance, justice, personal importance, feedback, and participation (Schoemmel et al., 2015). Opportunities for affective commitment are categorized into four categories: Personal characteristics, job features, structural features and work experience (Swalhi et al., 2017). Numerous studies in relation to organizational commitment have shown that organizational commitment has a direct relationship with job performance and organizational citizenship behaviors (Saha and Kumar, 2018). On the other hand, it seems that attention to organizational justice is one of the key factors affecting organizational commitment, which has a significant impact on employees' performance and increases the level of commitment to the organization (Jiang et al., 2015). According to Adams' theory of equality, when employees feel that they are treated unfairly, they engage in activities the aim of which are to correct feelings about fair behavior. So, if the rewards provided by the organization are fair to the employees, a higher satisfaction arises. Since employees feel that they are rewarded according to their work and effort. Justice is an important incentive for employees, and when they feel injustice, their ethic also decline (Schminke et al., 2014). The ethical climate is a kind of work environment which is necessary for the success of an organization's business. In order to make sure of long-term sustainability, organizations should respond to the demands of both the economic and non-economic environments which are their social and ethical responsibility. This organization can create an ethical structure and it creates an ethical environment that guides people to ethical behavior. In that environment employees always try to adjust their moral value system and their organization's ethical environment (Demirtas and Akdogan, 2015). Therefore, the ethical climate indicates the ideal value unit as well as the orientation of decent individual and group organizational behavior (Mayer, 2014). Considering the mentioned model, the following hypotheses have been presented:

H1: procedural justice has a positive effect on nurses' job performance.

H1a: organizational ethical climate moderates the effect of procedural justice on nurses' job performance.

H1b: Affective commitment moderates the effect of procedural justice on nurses' job performance.

H2: Interactional justice has a positive effect on nurses' job performance.

H2a: organizational ethical climate moderates the effect of interactional justice on nurses' job performance.

H2b: Affective commitment moderates the effect of interactional justice on nurses' job performance.

H3: Distributive justice has a positive effect on nurses' job performance.

H3a: organizational ethical climate moderates the effect of distributive justice on nurses' job performance.

H3b: Affective commitment moderates the effect of distributive justice on nurses' job performance.

### Research Methodology

#### Sample size and data collection

This study is an applied in terms of research and it is a descriptive-correlational research in terms of data collection. The statistical population of the research consists of nurses of 10 hospitals and the minimum sample size was estimated by SPSS Sample Power software. The optimum minimum sample was estimated to be 91. In order to make sure that the minimum condition is met, 110 questionnaires were distributed and 102 questionnaires returned by nurses were used in analyses. The sampling method is cluster sampling.

#### Variable measurement, Reliability, and Validity

The field method was used to collect data using a questionnaire tool. The measurement scale is five-point Likert scale (1- very high, 2- high, 3- average, 4- low, 5- very low). Each of the dimensions of organizational justice (procedural justice, interactional justice, and distributive justice) is measured by the three items used in previous research (Swalhi et al., 2017). To measure the affective commitment moderator variable, 4 items (Meyer and Allen, 1997; Solatianaghizi et al., 2017) have been used. The organizational ethical climate moderator variable is measured with 4 items used in previous research (Victor and Cullen, 1988; Wang and Hsieh, 2013). Eventually, nurses' job performance is measured with 4 items used in previous studies (Williams and Anderson, 1991; Swalhi et al., 2017). All items are localized to use in the environment of this research and are approved by nursing experts in terms of content validity. In order to evaluate the measurement models SmartPLS software version 3 has been used (Hair et al., 2016).

The convergent validity of the measurement models was assessed based on the AVE index as well as factor loads for reagents. In case of AVE index, values greater than 0.5 (hulland, 1999) indicates the convergent validity of the measurement models (Table 1). In case of factor loads, values greater than 0.4 are regarded as desirable which shows the convergent validity (Table 1). In addition, the Fornell & Larker criterion has been used to check the discriminant validity which its results have been shown in table 2. In this research, the reliability of the questionnaire has been investigated through the Composite Reliability (CR) and Cronbach's alpha coefficient (Table 1). Values greater than 0.7 are desirable (Hulland, 1991). Plus, due to the importance of the assessment of coherence between independent variables, VIF criterion has been used, in which, values less than 3 are considered desirable (Hair et al., 2016).

**Table 1.** Results of convergent validity and reliability

Variables	Items	Outer loadings	AVE	Cronbach's alpha	CR
Procedural Justice	Q1	0.906	0.782	0.861	0.915
	Q2	0.884			
	Q3	0.864			
Interactional Justice	Q4	0.876	0.721	0.807	0.886
	Q5	0.814			
	Q6	0.857			
Distributive Justice	Q7	0.830	0.710	0.795	0.880
	Q8	0.801			
	Q9	0.894			
OEC	Q10	0.887	0.670	0.832	0.890
	Q11	0.866			
	Q12	0.816			
	Q13	0.692			
Affective Commitment	Q14	0.879	0.671	0.837	0.891

	Q15	0.766			
	Q16	0.805			
	Q17	0.824			
Nurses' Job Performance	Q18	0.780	0.645	0.816	0.879
	Q19	0.809			
	Q20	0.770			
	Q21	0.852			

**Table 2.** Results of discriminant validity

Variables	AC	DJ	IJ	NJP	OEC	PJ
AC	0.819					
DJ	0.657	0.843				
IJ	0.699	0.694	0.849			
NJP	0.651	0.647	0.682	0.803		
OEC	0.702	0.723	0.711	0.732	0.819	
PJ	0.607	0.754	0.678	0.666	0.698	0.884

**Analysis of data and findings**

The demographic characteristics of respondents have been investigated. Most respondents (82 individuals or 84.7%) are female nurses. Most respondents were between the ages of 35 and 44 (44.1%). Most of the respondents have had a bachelor’s degree in nursing (65 individuals or 63.7 %). In terms of work experience, most respondents (43.0%) had work experience between 10 and 20 years, which indicates that most respondents were completely familiar with the issues of the nursing and hospital affairs. The output of the software is calculated after the conceptual model test for the path coefficient as well as for the T-statistics values (Figs 2 and 3).

In the case of significant values which are of great importance in interpreting the results, generally if the statistical value of t is greater than 1.96, it is meaningful at the certainty level of 5 % and if the value is greater than 2.58, it is meaningful at the certainty level of 0.01 (Ebrahimi and Mirbargkar, 2017).

The measure for fitting the structural model have been investigated. The most important indexes are the coefficient of determination ( $R^2$ ) and  $R^2$  adjusted (Table 3). Besides, to evaluate the predictive power of the model, the index ( $Q^2$ ) including Construct Crossvalidated Redundancy (CC-Red) and Construct Cross-validated Commuality (CC-Com) was used (Table 3). The closer the values to 1 the more favorable it is (Stone, 1974; Geisser, 1974).

The SRMR index is used to evaluate the whole model, including the internal structural model and the external measurement models. The values less than 0.08 are desirable for this index (Hair et al., 2016). In this research SRMR value has been reported to be 0.071 in the output.

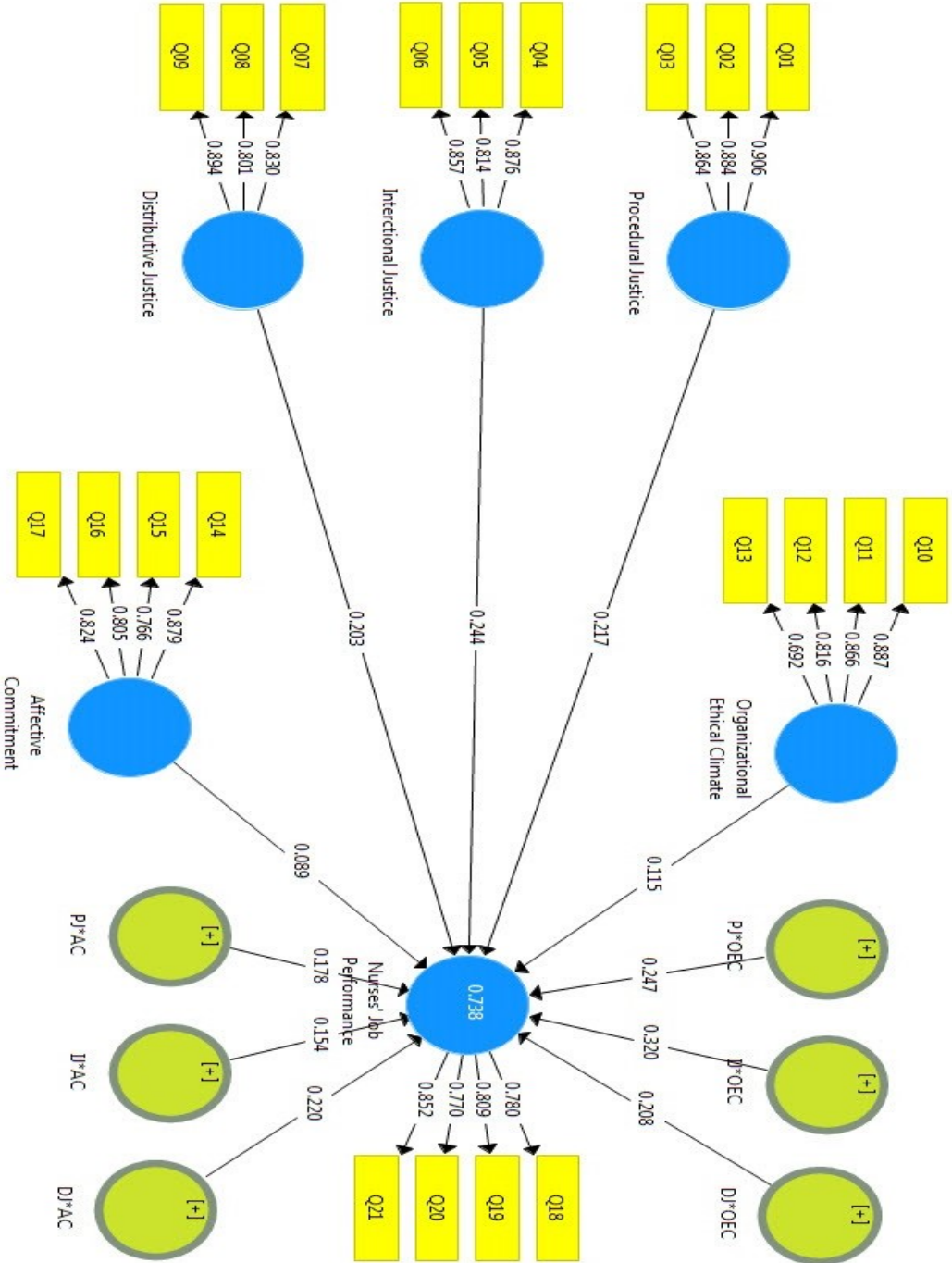


Figure 2. Values of path coefficient (and values of factor loads) of the research model

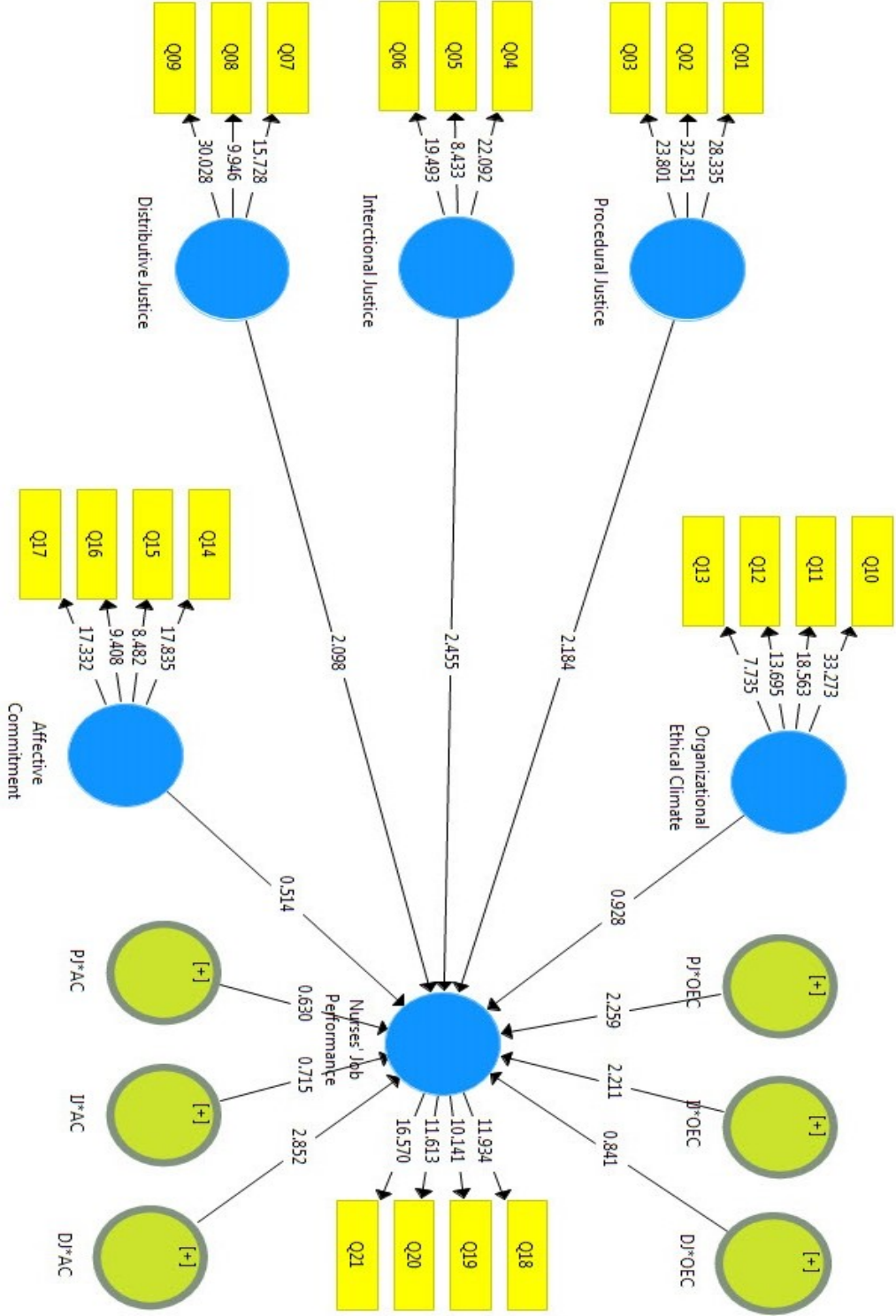


Figure 3. Values of t-statistics of the research model

**Table 3.** Analysis of structural model indexes

Variable	R <sup>2</sup>	R <sup>2</sup> Adjusted	CC-Red	CC-Com
Affective Commitment				0.420
Distributive Justice				0.398
Interactional Justice				0.404
Nurses' Job Performance	73.8%	70.6%	0.378	0.373
OEC				0.424
Procedural Justice				0.509

In order to examine the hypotheses three indexes namely path coefficients, t-statistics, and significance level (P-level) were used. In order to test the hypotheses H1, H2 and H3, direct effects were evaluated. Based on the results of table 4, the evaluation results of hypothesis H1 ( $\beta=0.217$ ,  $t=2.184$ ,  $p=0.000$ ), hypothesis H2 ( $\beta=0.244$ ,  $t=2.455$ ,  $p=0.000$ ), and hypothesis H3 ( $\beta=0.203$ ,  $t=2.098$ ,  $p=0.000$ ) showed the hypotheses H1, H2, and H3 were confirmed at a confidence level of 95%.

To investigate the hypotheses with a moderating effect, the product indicator approach has been used in SmartPLS 3 software. In the case of hypothesis H1a, the level of product indicator ( $\beta=0.247$ ,  $SD=0.109$ ,  $t=2.259$ ,  $p=0.000$ ) has a significant difference with zero, therefore, the ethical climate of the organization moderates the effect of procedural justice on the nurses' job performance and considering the positive amount of  $\beta$ , it can be stated that with increasing organizational ethical climate (OEC), the effect of procedural justice on nurses' job performance increases. Similarly, other hypotheses were assessed, and the results have been shown in Table 4. Based on the results, hypotheses H1a, H2a, and H3b were confirmed and other hypotheses with moderating effect were rejected. Plus, hypothesis H2a has the most value of coefficient effect and H3b has the most value of t.

**Table 4.** The results of the research hypothesis

Hypothesis	$\beta$	SD	t-statistics	P-value	Result
H1	0.217	0.099	2.184	0.000	Confirmed
H1a	0.247	0.109	2.259	0.000	Confirmed
H1b	0.178	0.283	0.630	0.102	Reject
H2	0.244	0.099	2.455	0.000	Confirmed
H2a	0.320	0.144	2.211	0.000	Confirmed
H2b	0.154	0.215	0.715	0.096	Reject
H3	0.203	0.096	2.098	0.000	Confirmed
H3a	0.208	0.247	0.841	0.087	Reject
H3b	0.220	0.077	2.852	0.000	Confirmed

**Discussion and Conclusion**

Hospitals are one of the most important elements of the health care system and in terms of resources, they account for about half of the health expenditure. The existence of high anxiety, uncertainty, and perceived risk, and more importantly, the necessity of protecting human lives are some of the features of providing health service. These features increase the importance of the behavior of the staff with the most contact with patients. Nurses as those who are responsible for caring patients are the frontline hospital workers (Sharma and Dhar, 2016). Considering the important role of organizational justice in the survival and stability of the development and progress of the organization and its employees, one of the most important duties of management is the maintenance and development of fair behaviors by managers and the sense of justice in employees (Swalhi et al., 2017). In order to achieve this goal, it is important for managers to have a proper understanding of how the dimensions of organizational justice affect the attitudes and behaviors of



employees. Distributive justice refers to employee perceptions of the fair distribution of resources and its consequences, procedural justice means the employee perceptions of the fairness of processes that determine the consequences, and interactional justice means the perceived fairness of the quality of interpersonal communication associated with organizational procedures (Arab and Atan, 2018). The results of path analysis based on empirical data confirms the suggestion of the hypotheses of the model which implies the increase of job performance by all aspects of organizational justice.

Previous studies have shown that justice, either as a general variable or considering dimensions, has a direct impact on job performance (Shan et al., 2015). The relationship between organizational justice and job performance is based on theories that can be regarded as content and reaction theories. These theories focus on how people respond to unjust interventions and behaviors. These theories state that people exhibit certain negative emotions against unfair relationships, so they get excited to avoid those situations by taking actions that compensate for the experienced injustice (Suliman and Kathairi, 2013). In most of the previous studies, procedural justice has been mentioned as the most important and in some cases the only effective dimension of organizational justice on job performance. In our study, the most effective effect was interactional justice on the nurses' job performance, followed by procedural justice and then distributive justice. Similarly, previous studies are consistent with this study and confirm the results of the present study which imply the positive effect of distributive justice on job performance. As the table shows, the only affective commitment has a moderating role through the effect of distributive justice on nurses' job performance and the procedural and interactional dimensions of organizational justice through organizational ethos have a significant indirect effect on job performance. Based on the results of this study, it is suggested to use management authority such as leave requests, the number of shifts and overtime, the choice of the best nurse, the amount of the right of participation of each person, the behavior with nurses and questioning their mistakes and negligence, dividing the daily work, annual evaluation and ... based on specific and non-discriminatory procedures. According to the results of this study, more attention to the mentioned issues causes an increase in perception of the fairness of the decisions of the managers and nursing supervisors and, consequently, a better commitment to the hospital in clinical nurses. Hopefully, these issues will prevent nurses' resignation and leave by causing an improvement in their commitment to the hospital they work in, and eventually prevent the imposing of heavy costs on the health system

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