Organizational Justice and Its Relation to Work Stress and Citizenship Behavior among Staff Nurses

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Abstract:
Background: *Organizations that practice justice have a very important effect on their employees and on its success. This effect represents a critical factor that decreases nurses' stress, which in turn increases their citizenship behavior.* **Aim:** *To investigate organizational justice and its relation to work stress and citizenship behavior among staff nurses.* **Design:** *Descriptive correlation design.* **Setting:** *Study was conducted at General Hospital.* **Subjects:** *A convenient sample of staff nurses providing direct care and willing to take part into the study (225).* **Tools:** *Three developed questionnaires were used for data collection: Organizational Justice (20 items), Job Work Stress (35 items) and Citizenship Behavior (33 items).* **Results:** *The study findings concluded presence of statistical significant negative correlation between all organizational justice and stress dimensions. Also the study findings showed a statistical significant positive relation between all dimensions of organizational justice and all dimensions of citizenship behavior.* **Conclusion:** *We observed a significant correlation among all studied variables.* **Recommendations:** *Health care organizations should support nurses and give recognition for nurses who perform well to enhance citizenship behavior, staff nurses should be respected and treated equitably despite of individual differences to decrease work related stress, and nurse managers should behave as role models for staff nurses when they dealt their staff with respect, fairness and support.*
Keywords: *Citizenship behavior, Organizational justice and Work stress*

I.   Introduction

Nursing as a profession involves direct liaison with people. Hospitals must recruit employees who will help in attaining its goals, supporting its rules and functions. Attentive employees who feel a relation between their personal and institutional goals can increase the pace and thoroughness of organizational goals achievement (Azizollah, Hajipour, & Mahdi, 2014). Now a day, organizational justice concept and attitude toward the workers contains a newfangled tenor and it's more necessary and fundamental. At first organizational justice was declared as an award and sanction, then equality in applying processes and rules were added, and eventually the relationships and interactions among people (Ali, 2016).

Justice is famed as a drain or decision that is comprehended to be morally right on the assumption of manners, fairness and square deal (Nakagawa et al 2014 and Faheem &Mahmud, 2016). Organizational justice pointed out to employee's perception of organizational righteousness. Employees influenced by their perceptions to fair treatment practiced by their place of work. This perception of fairness is illustrating the real fact of organizational power. It enhances employees' ability to predict and control coming events and circumstances, so it reduces the misconception of daily working life. Moreover, it elucidates faithfulness of leaders and authorities to organizational ethical standards (Srivastava, 2015 and Baig & Ullah, 2017).

Organizational justice is defined as an employees' comprehension to their workplace proceedings, relationships and consequences (Demirkiran, Taskaya, Dinc 2016). It also refers to individuals understanding of fairness in institutions and organizations (Bahrami, Montazeralfaraj, Gazar &, Tafti, 2014 and Ali, 2016). Organizational justice incorporates a considerable impact on people's demeanor, conduct, execution and also on the organizational success (Aul-Abd El Rauf, 2014). Bahrami, Montazeralfaraj, Gazar &, Tafti, (2014) noticed that employees perception has the capacity to impact their attitudes and behaviors for perfect and bad, reverberating a positive or negative effect on employee's accomplishment and organizational results.

Organizational justice has components; distributive, procedural and interactional. Distributive justice is refers to the adjuster allocation of resources (e.g., performance estimation, payment, and career uplift) (Alvi&Abbasi, 2012). Procedural justice points out to fairness perceived by employees and also to the translucence of the procedures followed in making decisions related to allocation of supplies, equipments

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and materials. Interactional justice indicates the emotional state of employees of the way their supervisors treat them (Alfaraj, 2014).

Organizational justice has been related to emotional responses (Yassine, 2014). When justice misperceived by employees or recognized low, this affects their health status and welfare (Tziner & Sharoni (2014). This misconception is related to job displeasure, vengeance, workplace truculence, depressed work commitment and retraction (Ito, Nakamura & Kimura, 2015). It can also increase the danger of mental problems, psychiatric troubles, sickness absence, and intent to leave the work (Fathabad, Yazdanpanah & Hessam, 2016).Also, other studies suggest that low organizational justice may additionally contribute to serious problems, like increase in work stress (Khalifa & Hassan,2018). It can influence the employees' commitment to the organization and their performance (Mohamed & Higazee 2018).

Lee, Gillen, & Krause, (2014) stated that organizational justice is one among the strain aspects which will lead to somatic and psychic reactions. Disorders related to stress are a result of organizational justice (Kahya &Kesen, 2014 and Sert etal 2014). Proost, Verboon &Ruysseveldt (2015); Armstrong, Atkin-Plunk & Wells (2015) and Malisetty &Kumari (2016) reported that distributive justice could be a big stressor when employees reckon that distributive unfairness is a product of iniquitous procedures. However, when perceived inequity includes both distributive and procedural components, it enhances higher stress ripostes. Malisetty &Kumari (2016) indicated that distributive justice comprises a worthy influence on work stress. The findings revealed that work stress of employees increased when they feel with unfairness and inequality. Furthermore, Ferreira et al (2017) found that procedural justice influences employees stress.

In current years, job stress has been one amongst the leading prominent matters within the field of work (Greenberg 2011). According to Brate (2014) work stress refers to the hiatus between environmental requirements and human resources. Armstrong, Atkin-Plunk &Wells (2015) added that lack of individuals' capabilities and lack of resources will promote their stress. This stress can affects individuals negatively, while it leads to inconvenient work demeanor and poor conduct which in turn affects the organizational achievements (Armstrong, Atkin-Plunk &Wells, 2015 and Proost, Verboon, & Ruysseveldt, 2015). Situations that exhilarate stress impact individuals differently according to their experiences. This denotes that the style personnel can handle the situations will modulate the degree of job stress (Malisetty & Kumari 2016).

Professional stress, job stress and organizational stress are synonyms for stress resulted from work. Nowrouzi (2013) and Chen etal (2014) defined the work stress as an effect of the lack of equilibrium or stability, especially in relation to work supply, demand, individuals skills and abilities and desires. It represents styles of sentimental, cognitive, behavioral and reflex response to detrimental and inopportune work condition components (Khamise etal, 2015). Job stress happens when one is confronting with situations or circumstances that they comprehend as a source of danger to his physical or psychological wellbeing (Bowling etal, 2015).

Organizational citizenship behavior (OCB) is taken into account very crucial for organization to survive (Kolade, Oluseye & Omotayo, 2014). It refers to evenhanded and voluntary conductance as assisting each other on work activities, treating personnel politely and describing the organization to outside stakeholders effectively (Altuntaş, & Baykal, 2014 and Huak, & Pivi, 2015). Kandeepan, (2016) defines the organizational citizenship behaviors as "the voluntary way by which individuals' act. It isn't defined distinctly within the rules followed by the organization to reward and punish personnel, but it assists in achieving organizational effectiveness and efficiency. Armstrong, Atkin-Plunk &Wells (2015) mentioned that distributive justice and procedural justice are help in enhancing the organizational citizenship behavior among workers because they feel that their organization is supporting them.

In addition, OCB is capable of improving employees and organizational performance and this will enhance the organizational success (Huak & Pivi, 2015).While, OCB was highly affected by organizational execution and commitment, which in turn improves the quality of service, provided to customers and keep them satisfied with this service (Campbell, & Joy, 2016). Citizenship behavior in association with other organizational variables as employees' satisfaction with their work and commitment to their organization enhance employees' effectiveness and performance and increase their intention to stay at work. Therefore the overall workplace performance impacted positively   (Huak & Pivi, 2015 and El Badawy et al 2017).

Significance:

Nurses constitute the key employees at healthcare organizations. While they have a very adjacent relation with their patients, they require that their perception of justice should be taken into consideration industriously because it will affect their performance and the standard of care provided to patients (Ahmed, Fadel, & Ghallab, 2014). Nursing is considered one among the versed professions in Egypt; that has the knowledge and ability to perform activities and tasks well. However, nurses encounter different workplace conditions that is faced with low recognized and de motivated as a result of low salaries, besides other problems as nursing shortage, nursing workload, indirect nursing activities, lack of equipment and supplies. These problems stimulate work stress that have make nurses dissatisfied with their work , increase frustration and lead

to lack of citizenship behavior among employees (World Health Organization, 2012 and Haghighinezhad etal, 2019).

From the investigators standpoint, it was observed that staff nurses express dissatisfaction and annoyance about lack of recognition for their personal affairs and interests. They do additional tasks as non nursing activities; they complain about nursing workload, perceive that they treated with inequality, didn't supported by their supervisors and they don't get an acceptable remuneration from them. All these factors may increase their stress and may influence their citizenship behavior towards their workplace. So, this study investigates organizational justice and its relevance to work stress and citizenship behavior among staff nurses.

II.   Subjects and Methods

Aim:
Investigate organizational justice and its relation to work stress and citizenship behavior among staff nurses at a general hospital.

Research questions:
1. What is the relationship between organizational justice and work stress among staff nurses?
2. What is the relationship between organizational justice and citizenship behavior among staff nurses?
Design:
Descriptive correlation design-Cross sectional.
Study setting:
This study was conducted at a university hospital. Units include medical, surgical, critical care units and other units such as kidney dialysis, obstetric and plastic surgery units.

Sample:
A convenient sample of staff nurses who were working in the previous selected units at a general hospital constituted the study sample. The total sample size was (225) staff nurses out of (450) staff nurses.

Inclusion criteria:
Staff nurses, who took a daily patient assignment, had at least one year of experience, provided lineal patient care and accepted to participate in the study.
Data collection Tools:
Data were collected from the beginning of May to the end of July (2019). Data were collected through utilizing the following three tools:
1- Organizational Justice Questionnaire. It was developed by Colquitt (2001). It was used to assess the staff nurses perception to organizational justice, it covers two parts:
a. The first part includes the staff nurses' personal data as age, gender, marital status, educational level, years of experience in nursing profession and years of experience in the current unit. b. Second part: Organizational justice questionnaire consists of four dimensions covered by 20 items as follows: procedural justice (7), distributive justice (4), interpersonal justice (4) and informational justice (5).
2- Work Stress Scale, it was developed by Hoffman and Scott (2003). It was used to assess the staff nurses perception to work stress and it consists of seven dimensions covered by 35 items as follows: death and dying (6), conflict with physician (6), inadequate preparation (4), problems relating to peers (5), problems relating to supervisors (6), workload (4) and uncertainty concerning treatment (4).
3- Citizenship Behavior Questionnaire, it was developed by Fox and Spector (2012). It was used to assess the staff nurses perception to citizenship behavior. It consists of (33) items which was cover five dimensions as follows: altruism (10), civility (6), sportsmanship (5), civilized behavior (6) and conscience (6).
The scoring system:
Respondents answered items against three-point Likert scale ranging from one to three as follows, (1 = disagree, 2 = neutral and 3 = agree)
Tools validity and reliability:
Validity:
Content validity was carried out by five experts in nursing administration, three professors and two assistant professors from nursing administration department, Faculty of Nursing/ Cairo University. Each expert was asked to examine the instruments for content coverage, clarity, wording, length, format and overall appearance. Double translation English-Arabic-English was done to ensure validity of translation.

Reliability:
Reliability test was assessed through Cronbach's Alpha Coefficient for the different questionnaires; Perceived organizational justice was (0.94), work stress scale was (0.90) and citizenship behavior was (0.93). This indicated that questionnaires are highly reliable.

Pilot study:
A pilot study was carried out on (10%) of the current sample before starting the actual data collection to ascertain that tools are clear and can be applied, and to determine the time consumed to fill questionnaires. Time consumed to complete questionnaires was ranged from 20 to 30 minutes. No changes were made according to pilot. Staff nurses participated in pilot weren't included in the study sample.

Ethical consideration:
Aim of study was explained to the administrative personnel. Official permissions were obtained from hospital's director and nurse director to conduct the study at the selected units. They were consoled that the gathered data might have been continuously dealt with secrecy.

Procedures:
Once permission was granted from the nursing administrator of the selected hospital to proceed with the prepared research, the researchers elucidated the purpose and importance of research for all nurses who met the inclusion criteria to get their approval to share in the study and then oral consent was get. Also, the purpose and importance of research clarified to administrator to gain preferable collaboration through the pursuance stage of the research. Questionnaires handed by researchers to every participant at his/her working units at different shifts after illustrating the way of answering and completing them. The time consumed to fill the questionnaires taken about 20 to 30 minutes. Data were collected from the beginning of May to the end of July (2019).

Statistical design:
Data entry and statistical analysis were done using computer software the statistical package for social studies (SPSS), version 21. Suitable descriptive statistics were used such as frequencies, and percentages for qualitative variables, means, and standards deviations for quantitative variables. Correlation coefficient (r) test was used to estimate the closeness association between variables for all the tests.

III. Results:

Table 1: Frequency and percentage distribution of study sample according to their personal characteristics (n=225)

Personal Characteristics	N	%
1. Age (years):		
a. less than 25	57	25.3
b. 25- less than 35	70	31.1
c. 35- less than 45	68	30.2
d. 45- less than 55	30	13.3
e. 55 and more	0	0
X= 2.315 SD= 0.996		
2. Educational level:		
a. Technical diploma of nursing	121	53.8
b. Technical institutional nursing	104	46.2
3. years of experience in nursing:		
a. 1year - less than 3 years	66	29.3
b. 3 years -less than 6 years	56	24.9
c. 6 years and more	103	45.8
X= 2.164 SD= 0.852		
4. years of experience at the unit:		
a. 1year - less than 3 years	77	34.2
b. 3 years -less than 6 years	47	20.9
c. 6 years and more	101	44.9
X= 2.106 SD= 0.884		

Table (1) showed that about one third (31.1%) of staff nurses had age25 to less than 35 years old with X + Sd (2.315+0.996), about have of them (53.3%) had technical diploma of nursing. Concerning experience in nursing, this table showed that (45.8%) of staff nurses had 6 years and more experience in nursing, also, (44.9%) of them had 6 year and more experience years at the unit with X + Sd (2.106+0.884).

Figure 1: Frequency distribution of staff nurses regarding their sex (n= 225)
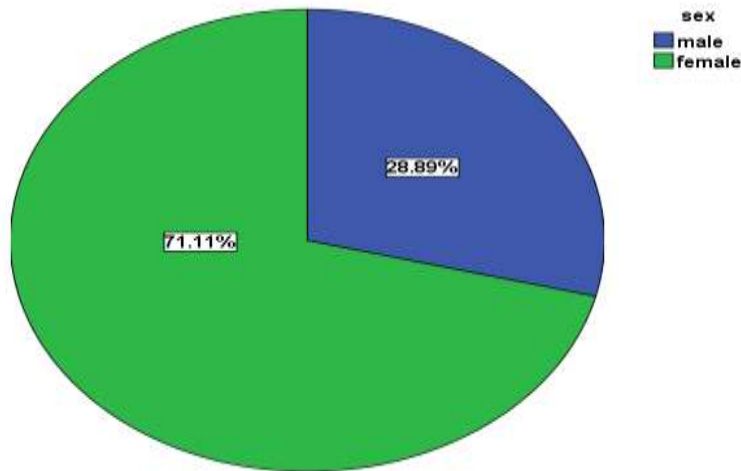

Figure (1) shows that the highest percentage of (71. 11%) staff nurses were female.

Figure 2: Frequency distribution of staff nurses regarding their social status (n= 225)
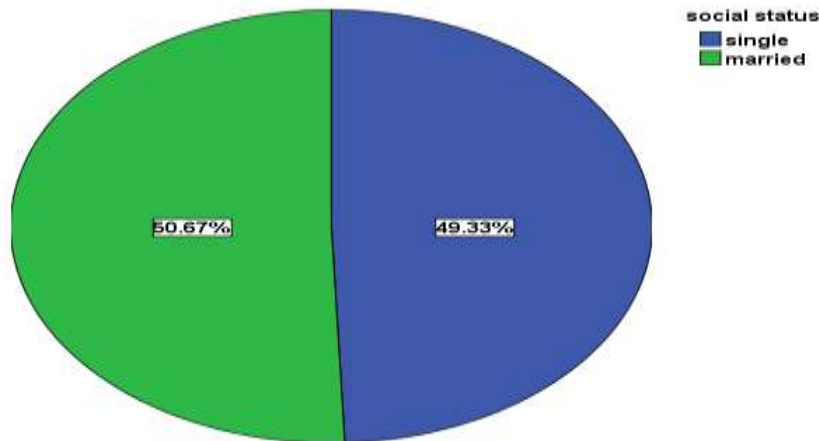

Figure (2) Clarifies that (50.67%) of staff nurses were married.

Table 2: Correlation between dimensions of organizational justice and work stress (n=225)

Work Stress		Organizational Justice			
		Procedural justice	Distributive justice	Interpersonal justice	Informational justice
Death and dying	r:				
	p:	-0.541	-0.497	-0.572	-0.560
		0.000	0.000	0.000	0.000
Conflict with physician					
	r:	-0.527	-0.431	-0.542	-0.554
	p:	0.000	0.000	0.000	0.000
Inadequate preparation					
	r:	-0.513	-0.435	-0.527	-0.581
	p:	0.000	0.000	0.000	0.000
Problems relating to peers	r:				
	p:	-0.531	-0.452	-0.569	-0.551
		0.000	0.000	0.000	0.000
Problems relating to supervisors	r:				
	p:	-0.468	-0.377	-0.490	-0.509
		0.000	0.000	0.000	0.000
Workload	r:	-0.518	-0.428	-0.532	-0.571
	p:	0.000	0.000	0.000	0.000
Uncertainty concerning treatment	r:				
	p:	-0.457	-0.358	-0.494	-0.548
		0.000	0.000	0.000	0.000

Table (2): Reveals a highly statistical significant negative correlation between all dimensions of organizational justice and all dimensions of work stress.

Table 3: Correlation between dimensions of organizational justice and citizenship behavior
(n=225)

Citizenship Behavior		Organizational Justice			
		Procedural justice	Distributive justice	Interpersonal justice	Informational justice
Altruism					
	r:	0.545	0.549	0.541	0.528
	p:	0.000	0.000	0.000	0.000
Civility					
	r:	0.323	0.334	0.312	0.273
	p:	0.000	0.000	0.000	0.000
Sportsmanship					
	r:	0.344	0.349	0.320	0.294
	p:	0.000	0.000	0.000	0.000
Civilized behavior					
	r:	0.346	0.358	0.332	0.289
	p:	0.000	0.000	0.000	0.000
Conscience					
	r:	0.390	0.390	0.371	0.332
	p:	0.000	0.000	0.000	0.000

Table (3): Reveals a highly statistical significant positive correlation between all dimensions of organizational justice and all dimensions of citizenship behavior.

Table 4: Correlation between organizational justice, work stress and citizenship behavior (n=225)

Study variables	Organizational Justice	
	r	p
Work Stress	-0.568	0.000
Citizenship Behavior	0.442	0.000

Table (4): Shows a highly statistical significant correlation between organizational justice, work stress and citizenship behavior.

Table 5: Correlation between organizational justice, work stress & citizenship behavior and study sample personal characteristics   (n=225)

Personal Characteristics		Organizational Justice	Work Stress	Citizenship Behavior
Age:				
	r:	-0.340	0.583	0.004
	p:	0.000	0.000	0.950
Years of experience in nursing:	r:			
	p:	-0.133	0.245	0.079
		0.000	0.000	0.236
Years of experience at unit:				
	r:	0.027	0.172	0.170
	p:	0.688	0.010	0.011
Gender:				
	f:	9.496	0.059	13.547
	p:	0.002	0.808	0.000
Marital status:				
	f:	12.500	1.167	15.290
	p:	0.000	0.281	0.000
Educational level:				
	f:	3.357	13.421	0.071
	p:	0.037	0.000	0.932

Table (5): Shows a highly statistical significant positive correlation between gender, marital status and educational level of staff nurses and their perception of organizational justice. Moreover, there is a highly statistical significant negative relation between age and years of experience of staff nurses and their perception of organizational justice. While there is no statistical significant correlation between staff nurses years of experience at unit and organizational justice (p= 0.688). Also, this table shows that there is a highly statistical significant positive correlation between all personal data of staff nurses and their perception of work stress except for gender and marital status (p= 0.808 and 0.281 respectively), and there is highly statistical significant positive correlation between gender, marital status and years of experience at unit of staff nurses and their

perception of citizenship behavior except for age, years of experience in nursing and educational level (p= 0.950, 0.236 and 0.932, respectively).

IV.   Discussion:

This study was aimed to investigate organizational justice and its relation to work stress and citizenship behavior among staff nurses at a general hospital. As regards correlation between organizational justice and personal data of staff nurses, the findings indicated a highly statistical significant positive correlation between staff nurses gender and hoe they perceive organizational justice. This was contrasted by a study of Jafari and Bidarian (2012) whose research findings demonstrated absence of relationship between men or women and the way of perceiving justice.

Moreover, the results revealed a highly statistical significant indirect relation between years of experience of staff nurses and their perception of organizational justice. This result wasn't matched with Jafari and Bidarian (2012), who found a direct association between employees' perception to organizational justice and their years of experience; they indicated that when employees serve in a corporation for an extended time, they can perceive organizational justice properly.

Regarding the relationship between age and years of experience of staff nurses and their perception to work stress, the present study demonstrated a highly statistical significant direct correlation between age and years of staff nurses and work stress. This result was congruent with the result of Yada (2014) that specified when, nurses become older and when their years of experience increase their work stress decreased. However this result was incongruent with Bahrami , Akbari , Mousavi , Hannani and Ramezani (2011) who reported absence of the association between age and years of experience and work stress. Additionally the current study reported absence of statistical significant correlation between staff nurses' marital status and their perception to work stress. This result was confirmed by Dehghan, etali (2014) who indicated that nurse's marital status and work stress are not related.

Furthermore, the current study findings indicated that, years of experience at unit of staff nurses and their citizenship behavior was directly correlated. This result was propped by a study of Sadodin, Daghian, Esmaily, and Hooshmand (2016), it indicated a direct linkage between OCB and years of service, they added that when the years of employment increase, the workers are probably to exhibit OCB.   Also, the study reported a highly statistical significant positive correlation between marital status of staff nurses and their citizenship behavior. This result was incompatible with the result of Sadodin, Daghian, Esmaily, and Hooshmand (2016), whose result proved that OCB and marital status aren't correlated.

The current study displayed absence of the relation between age and educational level of staff nurses and their citizenship behavior. This result was consistent with the studies of Jain (2012), Dehghani et al (2014), and Sadodin, Daghian, Esmaily & Hooshmand (2016) whose studies did not affirm an association between OCB and age and education of their study participants. While this result was inconsistent with the studies of Mahjoob (2012) and Abed & Elewa (2016), who affirmed the presence of direct relation between OCB and educational level.

As regards the relationship between dimensions of organizational and work stress, the present study displayed a highly statistical significant negative correlation between all organizational justice and all work stress dimensions. This indicated that when staff nurses perceived that their organization treated them fairly, they exhibit low stress. This result was confirmed by Ito etal (2015) whose results proved that the seriousness of nurses' stress was significantly attached with the degree of distributive, procedural, and interpersonal justice. Also, This result was also assured by Suzuki,etal (2017) whose result proved an indirect association between interpersonal justice and the problems related to supervisors subscale and between procedural justice and the improper preparation and death and dying subscales. These results showed that when health care organizations display high interpersonal justice, nurses confront low stress regarding problems related to supervisors and when these organizations display high procedural justice, nurses face low stress regarding death and dying and inadequate preparation.

Additionally, findings showed a highly statistical significant positive correlation between all dimensions of organizational justice and all dimensions of citizenship behavior. From researchers' point of view this association happened when staff nurses perceived that their organization deals with them rightly and provides them with the proper support, they exhibit a citizenship behavior towards organizations. This result was in the same line with Mathur & kumara (2013) and Nandan & Azim (2015), who reported that organizational justice has a direct connection with organizational citizenship behavior. This means that organizational justice reinforces organizational citizenship behavior of employees. Employees' perception of equitable compensation for their work obligations motivated them to exhibit organizational citizenship behaviors.

Results revealed also a highly statistical significant correlation among studied variables. This result was consistent with the studies of Altuntas & Baykal (2010) and Tziner & Sharoni (2014), they demonstrated that

when nurses highly perceived organizational justice, this perception promotes their organizational citizenship behavior. Consequently, this citizenship behavior will reduce their stress and in turn it will improve nurses' performance and enhances their achievement. They also found an impact of perceived organizational justice on stress that the highly perceived organizational justice, the less experienced stress by staff nurses.

V.   Conclusion:

It was concluded that all dimensions of organizational justice and all dimensions of work stress indirectly correlated. Moreover, all dimensions of organizational justice and all dimensions of citizenship behavior were directly related. The study proved a highly statistical significant relationship among all variables of the study.

VI.   Recommendations:

According to the study findings, the following recommendations have been generated:

1. Health care organizations should support nurses and give recognition for nurses who do well to enhance citizenship behavior.

2. Staff nurses should be respected and treated equitably despite of individual differences to decrease work related stress.

3. Nurse Managers should behave as role models for staff nurses, when they dealt their staff with respect, fairness and support.

4. Healthcare leaders must take into account the factors that promote nurses citizenship behavior. These make nurses satisfied with their work and decrease their job stress.

5. Nurse Managers should take into consideration job stressors and its passive effect on nurses' citizenship behavior.

6. Future researches should be replicated to:
a)   Examine these variables in a variety of sectors and make a comparison.
b)   Investigate the impact of other variables on nurses' citizenship behavior.

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