

Effect of Organizational Justice and Job Satisfaction on Service Quality among Nursing Staff: A Systematic Review

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Abstract: Organizational justice is one of the critical elements of organizational and professional development and is associated with improved staff performance, commitment and job satisfaction, leading to enhanced quality of care. Additionally, the job satisfaction of nursing staff is an indication of a good working environment and institutional management. The article answers the following question: "Is there a relationship between organizational justice and job satisfaction among nurses at national and international levels?" based on an online search of 12 scientific databases, which allows various national and international data to be examined. A comprehensive systematic review of 260 titles was conducted, of which 50 studies met the inclusion criteria. However, 12 studies completed the data and were included in the qualitative synthesis. Most nurses were satisfied that overall, nurses' perceptions of organizational justice and workplace deviance were above average. Moreover, most of the studies analyzed found a strong relationship between organizational justice and job satisfaction. The results of this study demonstrate a positive relationship between job satisfaction and quality of care, as well as a positive relationship between organizational justice and quality of care.

Keywords: organizational justice, job satisfaction, service quality, nursing staff.

组织公平和工作满意度对护理人员服务质量的影响：系统评价

摘要：组织公正是组织和专业发展的关键要素之一，与提高员工绩效、承诺和工作满意度有关，从而提高护理质量。此外，护理人员的工作满意度表明良好的工作环境和机构管理。这篇文章回答了以下问题：“在国家与国际层面的护士中，组织公平与工作满意度之间是否存在关系？”基于对 12 个科学数据库的在线搜索，可以检查各种国家和国际数据。对 260 个标题进行了全面的系统评价，其中 50 个研究符合纳入标准。然而，12 项研究完成了数据并被纳入定性综合。大多数护士对总体而言护士对组织公正和工作场所偏差的看法高于平均水平感到满意。此外，大多数分析的研究发现组织公平与工作满意度之间存在密切关系。这项研究的结果表明，工作满意度与护理质量之间存在正相关关系，组织公平与护理质量之间也存在正相关关系。

关键词：组织公平、工作满意度、服务质量、护理人员。

1. Introduction

Organizational justice (OJ) is considered one of the most important factors in the development of organizations and their professionals. Organizational justice in nursing is defined as the nurses' view of how

well they are treated in their healthcare organizations and how this view affects their moral and ethical outcomes such as commitment and satisfaction [1, 2].

Organizational justice affects not only organizations but also workers, especially nurses who are considered

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as the leading healthcare professionals in healthcare organizations [3]. Organizational justice promotes employee ethical conduct that improves employee performance. According to the book, there has been a positive correlation between fairness, organizational commitment, organizational trust, and job satisfaction among nurses [4].

More recently, organizational justice has gained the attention of investigators because of the critical importance of this concept in employee behavior, satisfaction, and profit objectives [5]. Additionally, Gumus et al. [6] have confirmed that increased organizational justice among employees is associated with organizational trust, commitment and job satisfaction [7].

Apart from development and technology, human resources are the main resources of organizations. The retention of the nursing staff must improve organizational performance. It is recommended that nursing managers provide a basis for staff satisfaction and maintain it through organizational justice to avoid the cost of hiring and training newly appointed nurses [8].

Additionally, OJ has three main components, namely Distribution Justice (DJ), Process Justice (PJ), and Interoperability Justice (IJ), all of which serve as key predictions for JS and performance outcomes. Unfair conditions in the workplace create negative feelings and have a damaging effect on employees' behavior. For this reason, the importance of developing OJ in the workplace, as a factor that raises a positive attitude among employees, should be emphasized [9, 10].

Meanwhile, organizations with low satisfaction and OJ will meet a high number of employees and, therefore, will not be able to achieve its institutional objectives, which will lead to a culture of misunderstanding about organizational issues within and between employees [11].

A high level of employee satisfaction is critical to the growth and efficiency of an organization [38]. According to this view, a management structure with members who are satisfied with the work will be better off than those who have dissatisfied employees [12–14].

Most previous research agreed that OJ is central to improving job satisfaction and individual outcomes. Therefore, poor performance or inequality in the workplace will lead to low levels of employee satisfaction. However, equally treated employees will contribute positively to the organization in accordance with their satisfaction [4].

Satisfaction with work has been described as “an enjoyable or pleasant experience from work experience or work experience.” Job satisfaction can be assessed either at a global or individual level. Factors may be in the form of salary, other financial benefits, openness within the organization, workplace, social

relationships, and team strength [15].

Job satisfaction is closely linked to health satisfaction. Job satisfaction is influenced by the employee's desire to use their skills and abilities. From the organization's perspective, they employ people who are responsible for a particular task to achieve their goals. Organizations want people who are fit for their job needs and employees who are satisfied with whatever they are offered, and then a win-win situation is expressed between employer and employee [16].

Individual expectations of justice in the activities of the institution reflect different favorable outcomes for staff and forecast working conditions and behaviors [17]. Accordingly, JS can be achieved by different means like promotions, payments, supervision, and the actions of peers in the workplace [18]. Moreover, justice could be a key component of the success of an organization and could impact different outcomes within an organization [17].

According to Colquitt et al. [1], OJ is one of the most researched topics and is a strong predictor of JS among the employees. Additionally, a meta-analysis conducted by Colquitt et al. [1] determined that positive perceptions about organizational justice improved JS for individual employees. Therefore, we propose that a positive perception of OJ at the workplace contributes positively to JS [19] and that different forms of OJ improve different aspects of JS [17, 20]. According to Mashi [21], individuals who are treated fairly in the workplace will be more satisfied with their job. The study by McFarlin and Sweeney [22] showed that DJ has a greater impact on JS than PJ. However, according to Ghnan et al. [11] DJ has a greater impact on JS than IJ, whereas PJ has an insignificant impact on JS. Moreover, Masterson et al. [23] indicated that PJ has a greater impact on JS than IJ. Bayarçelik and Findikli [24] and Lambert et al. [25] reported that DJ and PJ have a positive impact on JS, whereas IJ had an insignificant effect on JS.

However, a limited number of studies have been conducted to determine the impact of OJ on JS in Arab countries in general and in Saudi Arabia in particular [11]. A study by Suifan et al. [26] in Jordan reported that OJ has a positive and significant effect on JS in the Jordanian context. According to the studies conducted in the field of OJ, high justice will enhance the satisfaction in the organization among the employees. However, a profound understanding of OJ will lead to JS, which in turn will lead to an increased ambition of the employees to achieve the organizational goals.

Thus, the current framework of organizational justice and job satisfaction information reveals the importance of understanding the factors that can lead to or contribute to organizational justice and job satisfaction among nurses. Additionally, strategies can be used or used in healthcare facilities to promote or improve organizational justice and job satisfaction among nurses. This study aimed to describe and

interpret the findings of studies that examined the organization justice and job satisfaction among nurses and to make recommendations for further studies to develop the working environment in healthcare settings.

2. Methodology

2.1. Searching Strategies

In this review, the search process was conducted on various national and international data including Google Scholar, Scopus, Web of Science, Science Direct, Pub Med, Med Line, CINAHL, EBSCO, health aspects nursing, psych knowledge, pro thesis, and dissertation, Cochrane, in addition to the research gateway website, uses keywords such as "Organizational justice, job satisfaction, quality of service, quality of health care, and nursing staff.

Initially, the search for these keywords is performed by the researchers separately for each keyword; then, a new search is performed while a new keyword is inserted until all keywords are included. Later, searches were performed using all keywords in combination with each other. Boolean operators (AND, OR) have been used to increase the likelihood of obtaining relevant courses and reducing search results. Additionally, a list of references from articles reviewed by the reviewer, reviews related to organizational justice, job satisfaction, and service quality. Published conference summaries were also used.

2.2. Selection Criteria

The search covered the titles, abstracts, and whole studies were if they met the following criteria (a) peer-reviewed studies published in national or international journals, (b) studies measure job satisfaction and organizational justice among nurses in all types of healthcare, (d) studies using different measurement tools to measure job satisfaction and organizational justice, (e) written in English, (f) studies used quantitative descriptive designs, and (g) published between 2000 and 2021. On the other hand, articles were excluded from the review if they were (a) incomplete reports in the form of editorials, (b) opinion papers, and (c) conference abstracts.

2.3. Research Quality Evaluation

Documents selected for retrieval were evaluated by a process of suitability and performance by two independent inspectors before inclusion in the review. A total of 12 subjects were included in the review. According to the Cochrane guidelines for systematic review of subjects, first subjects were reviewed. Second, the suitability of the summaries was assessed for inclusion in the review. Subsequently, the full types of returned studies were reviewed. Studies that used different results than job satisfaction or organizational justice were not included. Finally, the PRISMA flow

chart was completed to summarize and explain the selection process (Fig. 1).

Documents selected for retrieval were evaluated by a process of suitability and performance by two independent inspectors before inclusion in the review. Critical evaluation and review of relevant articles are carried out by agreement between the reviewers.

Data were extracted from submitted articles using a limited data extraction table using specific data on study composition, participants and results. After that to display the extracted data, all the summarized pages are grouped into a single matrix using a word sheet. Any dispute is resolved by negotiation, or by third party judgment if necessary.

2.4. Data Extraction

In this review, the data were independently extracted by two reviewers (A. H and F. S), disagreements were resolved by discussion. A Microsoft Excel worksheet was used to extract the relevant data (quantitative or qualitative) on the characteristics associated with each study (authors, year, setting, study design, sample size, measurement tools). Moreover, the information was extracted, and the characteristics of the intervention programs in the qualified studies, including the type, route/path of administration, the number of sessions, follow-up and therapist. Results related to adjustment to cancer and QoL were also extracted along with conclusions describing the effectiveness of the intervention.

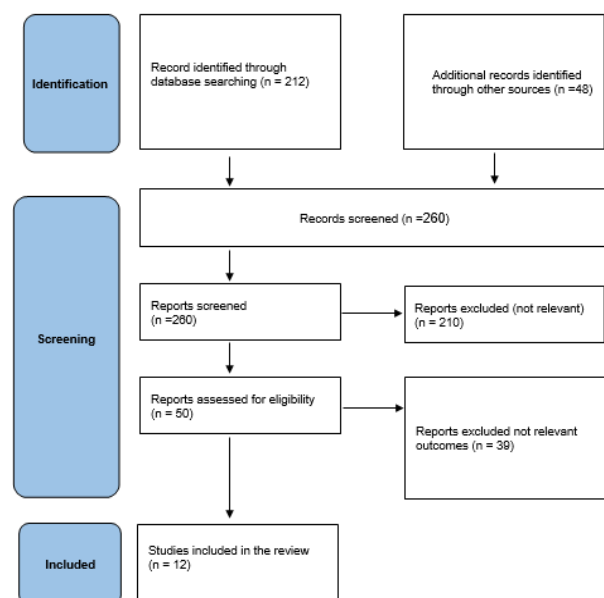


Fig. 1 Search strategy and outcomes (Developed by the authors)

3. Results

3.1. Description of Studies

In this review, all 12 quantitative studies were reviewed by the author and checked for the quality and eligibility to be included in this review. The study's authors, years, methodology, aims, and main results

were retained (Table 1).

Table 1 Summary of reviewed studies (Developed by the authors)

Year	Author (S)	Aim	Theory	Design	Method of Estimation	Main Results
2007	Ambrose et al. [19]	Exploring the bond among organizational justice and OCB, job satisfaction, and organizational consequences	None	Descriptive	Correlation and regression	Organizational justice absolutely and meaningfully impacts job satisfaction ($\beta = .46$) and organization outcomes ($\beta = .62$).
2018	Mashi [21]	Examining the relationship between organizational justice and job satisfaction of managers, supervisors, and staff	Equity theory	Descriptive	Regression	The results revealed that distributive and interactional justice positively affects employees' job satisfaction
2019	Ghran et al. [11]	Examining the influence of organizational justice perceptions on job satisfaction and self-perceived performance in the Saudi Arabia	Adams' equity theory and 2-factor theory of Herzberg	Descriptive	Regression	All the justice dimensions significantly influenced self-perceived performance
2000	Masterson et al. [23]	Examining the mediating role of job satisfaction in the relationships between organizational justice and employee's outcome	Social exchange theory	Quantitative descriptive	Correlation and regression	Individuals who are treated fairly in the workplace will be more satisfied with their job and the 3 dimensions of OJ, namely DJ, PJ, and IJ, have an appositive impact on JS
2016	Bayarçelik and Findikli [24]	Examining the mediating effect of job satisfaction on the relationship between the perception of organizational justice and the intention to leave	Adams' equity theory	Quantitative	Regression	DJ and PJ had a positive impact on JS, whereas IJ had an insignificant effect on JS
2020	Lambert et al. [25]	Exploring whether the job satisfaction and organizational commitment of correctional staff were affected by distributive and procedural justice, the two major dimensions of organizational justice, fear of victimization, role overload, and perceptions of training	None	Quantitative	Ordinary least squares regression	DJ and PJ had a positive impact on JS, whereas IJ had an insignificant effect on JS
2019	Safdar and Liu [31]	Investigating the effect of justice on commitment, the mediating effect of job satisfaction on this relationship, and the impact of affective commitment on citizenship behavior	Social exchange theory	Quantitative descriptive	Correlation and regression	JS was positively impacted by DJ and PJ
2017	Suifan et al. [26]	Investigating the effect of organizational justice on turnover intention via the mediating influences of organizational commitment and job satisfaction. Additionally, the study aims to incorporate all four facets of organizational justice (procedural, distributive, interpersonal, and informational) in an attempt to test the model in a developing country context	None	Quantitative descriptive	Multiple regression analysis	OJ has a positive and significant effect on JS in the Jordanian context
2016	Colquitt et al. [1]	Exploring the relationship between organizational justice and job satisfaction	None	Descriptive	Multiple regression analysis	OJ strongly predictor of job satisfaction and improve job satisfaction
2020	Jameel et al. [28]	Exploring the effect of organizational justice on job satisfaction	Adams' equity theory	Descriptive	Review	Proposed that the three dimensions of OJ have an appositive and significant impact on JS
2016	Fleming et	Examining how different types	None	Descriptive	Regression	OJ at the workplace has a

al. [27]	of justice affect different attitudes, job satisfaction with distributive justice predicted to affect attitudes about specific events (e.g., performance evaluation), and procedural justice predicted to affect attitudes about organizations (e.g., organizational commitment)	and correlation	positive impact on JS
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3.2. Job Satisfaction

Job satisfaction is one of the most meticulously planned and time-consuming constructs in the literature. Most nursing staff was satisfied, according to the findings of this review. The highest level of satisfaction came from "being seen as a health resource," while the lowest level of satisfaction came from "lack of possibilities for additional education and training."

Several factors impacting nurse job satisfaction have been identified in the literature. Positive interpersonal relationships (loyalty, trust, and shared values) as well as the quality of care provided have been linked to better levels of job satisfaction. Nurses' job satisfaction rises when they believe that patient care is at the heart of their profession. Job satisfaction is also linked to clearly defined duties and responsibilities, balanced workload, and reward for effort. High patient-to-nurse ratios, discontent with the quality of work, poor leadership, and insufficient empowerment at work, on the other hand, have been linked to burnout and poor job satisfaction.

3.3. Organizational Justice

Organizational justice (OJ) is a key variable for promoting effectiveness in organizations as a competitive advantage. This study showed that overall nurses' perceptions of organizational justice and workplace deviance are more than the average.

3.4. Job Satisfaction and Organization Justice

Most analyzed research found a strong link between organizational justice and job satisfaction, according to the findings of the current review. According to Ambrose et al. [19], organizational justice has a significant and favorable impact on job satisfaction, with distributive and interactional justice having a positive impact. Furthermore, another study found that all aspects of justice have a significant impact on self-perceived performance [21]. Ghnan et al. [11] and Fleming et al. [27] looked at the impact of work satisfaction in mediating the relationship between organizational justice and employee outcomes.

4. Discussion

Once people have realized that both processes and outcomes are equal and not equal, JS will be at the top of the job. Feeling thanked for accomplishing a task often meets the requirements for equal treatment, which leads to positive emotions. Similarly, believing

that work ethic is good will help see work positively. The feeling of inequality found in hospitals leads to feelings of anger and mistrust among nurses. If a person feels that his or her management or managers in the organization or hospital are treating him or her well, the level of confidence between the people or the nurses in relation to the organization or hospital will be higher [28].

The results of the current systematic review showed that most nursing staff was satisfied [11, 19, 21, 24]. "Being considered a resource of health" provided the highest sense of satisfaction, while "Lack of opportunities for further education and training" provided the lowest sense of satisfaction. This finding was supported by a study conducted in Saudi Arabia by Takroni et al. [29], who concluded that most nurses who participated in the study were averagely satisfied with their job. Therefore, the administration needs more interventions to build the satisfaction of staff nurses for better nurse retention.

Besides, Morton et al. [30], who carried out a pilot study on job satisfaction of registered nurses in a private critical care unit in the Eastern Cape, showed that the majority of the registered nurses in this private critical care unit were extremely satisfied with their job. However, there were areas where this could be improved. The high levels of satisfaction at this single critical care unit lead to the question of whether this situation is common throughout the Eastern Cape, which opens the path for further research in this regard.

In the same context, the findings adduced that several factors impacting nurse job satisfaction have been identified in other studies [23, 25, 31]. Positive interpersonal relationships (loyalty, trust, and shared values) as well as the quality of care provided have been linked to better levels of job satisfaction. Nurses' job satisfaction rises when they believe that patient care is at the heart of their profession. Hamid et al. [32] came to the same conclusion, stating that the research reveals many characteristics that influence nurse job satisfaction. Positive interpersonal relationships (loyalty, confidence, and mutual interests) as well as the quality of treatment have been linked to increased job satisfaction. Nurses' job satisfaction grows when they believe that patient care is at the heart of what they do. High levels of job satisfaction are also linked to clearly defined tasks and duties, balanced workload, and a reward for effort.

Furthermore, the results indicated that job

satisfaction is also linked to clearly defined duties and responsibilities, balanced workload, and a reward for effort, as mentioned by other studies [27-29]. High patient-to-nurse ratios, discontent with the quality of work, poor leadership, and insufficient empowerment at work, on the other hand, have been linked to burnout and poor job satisfaction.

Chen et al. [33] found that the patient–nurse ratio is related to nurses' intention to leave their job through mediating factors of burnout and job dissatisfaction. Self-administered surveys were completed by 1409 full-time registered nurses working in medical and surgical wards of 24 secondary or tertiary Taiwanese hospitals. The average age of the participants was 29.9 years, and most participants were female (97.2%). Personal burnout, client-related burnout, and job unhappiness all played a role in the relationship between the standardized ADPNR and their decision to leave their employment. The higher the standardized ADPNRs, the higher the level of prediction.

One of the most difficult challenges facing healthcare organizations is maintaining high workplace justice, which is a predictor of nurses' behavior as reported by Bayarclik and Findikli, [24]. It is crucial to understand how an organization's justice or injustice affects nurses' attitudes and behavior [37]. Nurses' perceptions of organizational justice and workplace deviance are greater than the national norm, according to the findings of this study. A study conducted in Egypt by Eldossoqi et al. [34] concluded that around half of the nurses had a moderate degree of overall organizational justice perception and job burnout.

Hashish [35] disagreed with this finding, claiming that overall nurses' perceptions of organizational justice and workplace deviance are lower than the national average.

Regarding the relationship between organizational justice and job satisfaction, most analyzed research found a strong link between organizational justice and job satisfaction, according to the findings of the current review [26-28, 31, 36]. This finding agreed with [36], which stated that perceptions of organizational justice influence job satisfaction for both Saudi employees and foreign workers.

Additionally, Jameel et al. [28] in the study on organizational justice and job satisfaction among nurses indicated that the dimensions of organizational justice, namely distributive justice, procedural justice, and interactional justice, have a positive and significant impact on the nurses' job satisfaction. Distributive justice showed a greater impact on job satisfaction than procedural justice and interactional justice. The supervisors and administrators should be provided with information on how improvement in organizational justice leads to job satisfaction and facilitation of employee innovation. The results of this study provide a clear image for hospital administrations about the substantial role of justice in the workplace.

5. Conclusion

This review focuses on studies on job satisfaction, organizational justice, and quality of nursing care among nurses. Most studies were published between 2000 and 2021 and mainly conducted in healthcare settings. The findings of this review provide evidence of a positive relationship between job satisfaction and the quality of nursing care, as well as a positive relationship between organizational justice and the quality of nursing care. It is important to assess the levels and determining factors of nursing job satisfaction and organizational justice and their impact on the level of nursing care. Healthcare organizations need and want to understand how they can maintain and improve nursing careers and future roles. Nurses are central to promoting and improving the quality of care and support of other nurses to increase working nurses' satisfaction and retention and promote quality patient care. Additionally, the current review contributes to nursing management to maintain organizational justice and provide a conducive environment for nursing staff to fulfill their roles and promote professional growth and development. Additionally, understanding the correlates and factors that may contribute to job satisfaction can help nursing managers provide strategies for initiating, developing and supporting nursing leadership to ensure that organizations can continue to provide quality patient care. The results of the current review also provide nursing managers with developmental strategies to empower nurses and involve them in actively engaging in decision-making processes that can increase job satisfaction and improve the quality of nursing care. Additionally, further research can be conducted to find other factors that may contribute to or contribute to job satisfaction, organizational justice, or quality of nursing care. Many evaluations or quality projects can be used to evaluate the effectiveness of specific interventions to improve job satisfaction, organizational justice, or the quality of nursing care. Several limitations of this review are discussed here. Firstly, the diversity of speculation and the measure of job satisfaction and organizational fairness can limit the legitimacy and legitimacy of the findings. Second, the potential bias in selecting and reporting published studies tends to report positive and significant results. The results of this review recommend nursing managers to support their healthcare settings with policies, guidelines, or guidelines to improve job satisfaction and organizational justice to promote and improve the quality of nursing services.

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