

## Impact of Organizational Justice on Performance Appraisal Process and Commitment among Staff Nurses at an Oncology Hospital

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### Abstract

**Background:** Today's organizations cannot succeed without the employees' agreement to contribute to the mission and survival of their organization. Employers and employees need to agree on their contributions. The main problem faced by any organization is how to provide an environment that facilitates the development of emotional bonds between members in order to keep talented employees in the organization.

**Aim of Study:** Assess the impact of organizational justice on the performance appraisal process and commitment among staff nurses at Almansura Oncology Hospital.

**Material and Methods:** A descriptive/correlation research design was utilized in the current study; the study was conducted at Al-Mansura Oncology Hospital.

**Sample:** Convenient sample of all available staff nurses who agreed to participate in the research and met the inclusion criteria was included in the study. The total number of participants was (121). Data was collected by using questionnaires to assess the impact of organizational justice on the performance appraisal process and commitment among staff nurses at Al-Mansura Oncology Hospital.

**Result:** The results revealed positive correlation between organizational justice and organization commitment with highly statistically significant differences.

**Recommendation:** The hospital should have a mechanism for explaining the effects of performance appraisal practices on the employee. Increase awareness of organizational justice and their level of organizational commitment.

**Key Words:** *Organizational justice – Performance appraisal – Organizational commitment.*

### Introduction

IN the realm of organizational viewpoint and behavior, organizational justice has critical concepts

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which indeed concerning with job gratification, organizational commitment, and competent productivity. Hence, the member of staff attitudes and behaviors are affected by organizational justice. Organizational justice is essential for effective proactive management and processes by shared managers and operational executives [1].

Numerous distinct types of organizational justice contain “distributive, procedural, and interactional justice”. Distributive justice is mainly concerned with the fairness of rewards. Procedural justice is improved throughout adhesiveness to "due process" standards, similar to lack of bias, truth, and consistency. Interactional justice is enhanced when personnel is treated with regard during the appraisal process. Interactional justice has been divided into “informational justice, focusing on outlet such as the adequacy of explanations, and interpersonal justice, stressing issues of politeness, and respect” [2].

Organizational justice is essential to the vital psychological contract and to a member of staff engagement and discretionary sweat. In addition, helpful in public presentation appraisal maturation. Organizational justice is concerned with the certain forms of institutional paleness in which” the welfare and burdens of an organization are allocated; the fairness of the process by which decisions are made and; the fairness of interpersonal discourse and information”. Organizational justice is an intelligent tool which examines the physical process and outcomes of the performance appraisal [3].

Organizational justice approach to performance appraisal reactions is an influential approach to accepting performance appraisal reactions that indeed provided by the organizational justice perspectives. Furthermore, satisfaction with perform-

ance appraisal system has positive appraisal results in pay rise, encouragement, training and development, awards, and incentives. Moreover, satisfaction with performance appraisal has a positive association with organizational commitment [4].

On the other side, organizational trust promotes cooperation between personnel and organizations, the organizational commitment of staffs, and the intention of the organization to retain workforces' personnel [5].

In contrast, organizational commitment of the nursing staff depends on the staff acknowledge the organizational goals, values and willingness to make efforts to improve the efficiency of the patient care in the hospital. Organizational commitment is reflected in the nursing work performance and hospital success in achieving organizational goals [6].

Organizational commitment has a positive influence on staff's behavior and desired outcomes. Commitment denotes to the binding forces that push an individual to a particular course of action with the purpose of achieving a certain goal [7]. Organizational commitment can be measured within three major components; (normative, affective and continuance). Essentially, those three components of organizational commitment outlook for a psychological state of mind that suggests that self remains with an organization or not. Therefore, Organizational Commitment is influenced by Organizational Justice (OJ). Moreover, vast numbers of researches emphasis on the relationship between, organizational justice, organizational commitment, and performance appraisal [8].

### Subjects and Methods

A descriptive correlation research design was utilized. A sample of convenience of 121 nurses (pilot sample included) who agreed to participate in the research and met the inclusion criteria will be included in the study nurses who are providing direct care and have more than three years of experience in the current setting. Total capacity (17) bed emergency room and (50) bed for ICU.

The current study was conducted at Mansoura Oncology Hospital. The departments that were selected from the hospital was Intensive Care Unit and Emergency Department, from Sept. 2017 – March 2018.

*Data was collected by using questionnaire in an Arabic language:*

1- Performance appraisal tool was developed by [9].

2- Organizational commitment tool was developed by [10].

3- Organizational Justice questionnaire sheet. This tool was developed by [11] and was modified by the researcher to be applicable for measuring healthcare workers organization justice from his/her perspectives.

After reviewing related literatures and content validated by supervisors the questionnaire was divided into:

- *Section A:* Was used to gather data related to job title, education, experience, certifications, sex, age, training courses, and marital status.
- *Section B:* Contains questions that used to measured organizational justice as perceived by staff nurses. It was including (24) items to identify nursing staff perception toward the organizational justice in the selected hospitals.
- *Section C:* Contains items that used to performance appraisal process as perceived by staff nurses. It was including (72) items to identify nursing staff perception toward the performance appraisal process in the selected hospitals.
- *Section D:* Contains items that used to measure the organizational commitment as perceived by staff nurses. It was including (24) items to identify nursing staff perception toward the organizational commitment in the selected hospitals.

### Results

A sample of convenience of 121 nurses (pilot sample included) who agreed to participate in the research and met the inclusion criteria will be included in the study nurses who are providing direct care and have more than three years of experience in the current setting. Total capacity (17) bed emergency room and (50) bed for ICU.

Table (1) shows that, the majority of nurses (71.9%) were female, (67.0%) were married, (46.3%) of them had bachelor's degree. While, more than half of nurses (53.7%) had experience more than 10 years, (52.9%) had worked as a staff nurse, (95.0%) of them were proud of nursing profession and 67.0% of them attended training course.

Table (2) shows that (64.5%, 67.8% & 70.3%) of the study subjects had low agreement regarding to distributive justice, procedural fairness & fair dealings. In relation to total organizational justice,

two-thirds of the study subjects (66.9%) had low agreement regarding total organizational justice.

Table (1): Percentage distribution of demographic characteristics of nurses (n=121).

Items	No	%
<i>Age in year:</i>		
20-25	15	12.4
25-30	43	35.5
30-35	38	31.4
≥35	25	20.7
Mean ± SD	28.6±2.4	
<i>Gender:</i>		
Female	87	71.9
Male	34	28.1
<i>Marital status:</i>		
Single	30	24.8
Married	81	67.0
Widow	5	4.1
Divorced	5	4.1
<i>Qualification:</i>		
Bachelor	56	46.3
Technical associate diploma	40	33.1
Tech. Diploma nurse	25	20.6
<i>Experience years:</i>		
<5 years	30	24.8
5 <10 years	26	21.5
≥10 years	65	53.7
<i>Occupation:</i>		
Director of nursing	22	18.2
Nursing supervisor	35	28.9
Staff nurse	64	52.9
<i>Proud of nursing profession:</i>		
Yes	115	95.0
No	6	5.0
<i>Attend training courses:</i>		
Yes	81	67.0
No	40	33.0

Table (2): Percentage distribution of the study nurses' perception level of organizational Justice regards total organizational justice (n=121).

Items	Low		Moderate		High	
	No	%	No	%	No	%
Distributive justice	78	64.5	17	14.0	26	21.5
Procedural fairness	82	67.8	24	19.8	15	12.4
Fair dealings	85	70.3	23	19.0	13	10.7
Total organizational justice	81	66.9	21	17.4	19	15.7

Table (3) shows that 66.1%, 71.9% & 74.4% of the study subjects had low agreement regarding

to reaction toward last performance appraisal, reaction toward supervisor & reaction toward performance appraisal. In relation to total satisfaction, less to three-quarters of the study subjects (71.1%) had low agreement regarding total satisfaction.

Table (3): Percentage distribution of the study nurses' satisfaction regards performance appraisal system (n=121).

Items	Low		Moderate		High	
	No	%	No	%	No	%
• Reaction toward last performance appraisal	80	66.1	21	17.4	20	16.5
• Reaction toward supervisor	87	71.9	18	14.9	16	18.2
• Reaction toward performance appraisal	90	74.4	16	18.2	15	12.4
Total satisfaction	86	71.1	18	14.9	17	14.0

Table (4) shows that 71.9%, 67.7% & 73.5% of the study subjects had low agreement regarding emotional commitment continue commitment & normative commitment respectively. In relation to total satisfaction toward performance appraisal, the above table illustrates that 71.1 % had low agreement regarding total organization commitment.

Table (4): Percentage distribution of the study nurses' perception of organizational commitment regards total organization commitment (n=121).

Items	Low		Moderate		High	
	No	%	No	%	No	%
Emotional commitment	87	71.9	18	14.9	16	18.2
Continue commitment	82	67.7	22	18.2	17	14.0
Normative commitment	89	73.5	18	14.9	14	11.6
Total organization commitment	86	71.1	19	15.7	16	18.2

Table (5) clarified positive correlation between organizational justice and satisfaction with performance appraisal with statistically significant differences at  $p < 0.05$ .

Table (6) clarified positive correlation between organizational justice and organization commitment with highly statistically significant differences at  $p < 0.01$ .

Table (5): Correlations between Organizational Justice and satisfaction with performance appraisal.

Satisfaction	Organizational Justice			
	Distributive Justice	Procedural fairness	Fair dealings	Total Organizational Justice
Reaction toward last performance appraisal	0.73 *	0.76*	0.74*	0.75*
Reaction toward supervisor	0.71 *	0.73 *	0.79*	0.76*
Reaction toward performance appraisal	0.63 *	0.65*	0.63 *	0.66*
Total satisfaction	0.69*	0.70*	0.76*	0.72*

Table (6): Correlations between Organizational Justice and Organization Commitment.

Organization commitment	Organizational Justice			
	Distributive Justice	Procedural fairness	Fair dealings	Total Organizational Justice
Emotional commitment	0.86**	0.84**	0.82*	0.86**
Continue commitment	0.83**	0.87**	0.86**	0.85**
Normative commitment	0.81*	0.86**	0.84**	0.86**
Total Organization Commitment	0.84**	0.85**	0.84**	0.85**

**Discussion**

The present study aimed to assess the impact of organizational justice on performance appraisal process and commitment among staff nurses. The findings of this study answer the following research question, what is the impact of organizational justice on performance appraisal process and commitment among staff nurses.

The finding of the current study regarding to personal characteristic data revealed that the majority of the nurses more than three quarters were female, more than two-thirds were married, less than half of them had bachelor's degree. Meanwhile, more than half of the study nurses had experience more than 10 years, more than half of them had worked as staff nurse, most of them near to hundred percent of them were proud of nursing profession and more than two third of them had attended training course.

The current study revealed that near to three-quarters of the study subjects had low agreement regarding to distributive justice, procedural fairness & fair dealings. In relation to total organizational justice and two-thirds of the study, subjects had low agreement regarding total organizational justice. However, the lowest percentage was for distributive justice. From point view of investigator, this result could be due to staff nurses not receiving the debated superiors about their practical decisions in the enterprise, staff nurses not receiving attention to their views from supervisors before decision equality, staff nurses not receiving the decisions

regarding their work take after sufficient information and that they're not perceiving match abilities and practical tasks with performance, also not perceiving the bonus of extra effort from their superiors that do at work.

The results of the current study were consistent with [12]. This study showed that overall nurses' perceptions of organizational justice and workplace deviance are lower than the average. Also, [13]. explained that, the perceived organizational justice was identified average approximately. On the other hand, the present study was inconsistent with [14]. Showed that, perceived organizational justice which was believed to be higher than average which is congruent with the present results.

The present study revealed that near to three-quarters of the studied sample had low satisfaction regarding performance appraisal system reaction toward last performance appraisal, reaction toward supervisor, reaction toward performance appraisal. This finding could be because that the staff nurses might think the performance process was subjective and not on significant criteria.

This result is congruent with the study of [15] which found that the nurses in study units were hardly satisfied with the performance appraisal process. On the other hand, the current study was inconsistent with the study of [16] who observed that increases in perceptions of positive treatment resulted in an increased likelihood of tenants viewing the process as fair, the outcome as fair.

The present study showed that near to three-quarters of the nurses perceived, had low agreement regarding emotional commitment, continue commitment & normative commitment respectively. In relation to total satisfaction toward performance appraisal moreover, the present study illustrates that near to three quarters had low agreement regarding total organization commitment. From the viewpoint of the investigator, this may be because of not receiving their rewarding thanks to the organization in building their career. Also, receiving that the organization isn't the place prefers to work at.

The current study results are consistent with the study of [17] and the study of [18] their results reveal moderate level of organizational commitment perception from the staff. Also, the study of [19] have weak predictor towards the organizational commitment this result is incongruent with the study of [20] which revealed that staff commitment to their agencies and its predictors is positive and statistically significant. Also, the study of [21] which revealed that, nurses had high levels of organizational commitment also, supported by the study of [22] which mentioned that, their employees have high commitment level however stress.

The current study shows clear positive correlation between organizational justice and satisfaction with performance appraisal with statistically significant differences at  $p < 0.05$ . The study of [19] is consistent with the current study. Their results show that there is a relationship between distributive justice of performance appraisal and organizational commitment. The final stage of the evaluation process will be the resource allocation in which those who excellently performed will be rewarded with promotion, compensation and etc. Thus, if the distribution of resource is fairly conducted, the employees will be more committed towards the organization.

There is a relationship between interactional justice of performance appraisal and organizational commitment. The study of [23] was consistent with our study. Their results show that there is a relationship between distributive justice of performance appraisal and organizational commitment. Also, the study of [24] supported the results of the current study that there was a clear positive correlation between organizational justice and organizational commitment.

#### *Conclusion:*

There was a statistically significance positive correlation between nurse's perception of organi-

zational justice and performance appraisal fairness, also their was positive correlation between nurses perception of organizational justice and satisfaction with performance appraisal with statistically significant, and their was positive correlation between nurses perception of organizational justice and organization commitment with high statistically significant.

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## أثر العدالة التنظيمية على عملية تقييم الأداء والالتزام على الفريق التمريضي في أحد مستشفيات الأورام

تسهم العدالة التنظيمية في تهدئة سلوك الموظفين ومواقفتهم التي تتعلق بالعدالة في مكان العمل وتركز على زيادة إدراك العدالة التنظيمية لدمج كل من الأبعاد التوزيعية والإجرائية. تحتوي العديد من أنواع العدالة التنظيمية المتميزة على العدالة التوزيعية والإجرائية والتفاعلية. توزيع الإنصاف يهتم أساساً بإنصاف المكافآت. يتم تحسين العدالة الإجرائية من خلال الالتزام بمعايير الإجراءات القانونية، مثل الحياد والحقيقة والاتساق. يتم تعزيز العدالة التفاعلية عندما يتم التعامل مع الأفراد فيما يتعلق بأدائهم خلال عملية التقييم. أن من المرجح أن يوافق أفراد فريق التمريض الذين يكونون أكثر إرتياحاً لهذه العملية على تقييمهم ويرون أنها ذات قيمة في تحسين أدائهم وتطويرهم. ترتبط ردود فعل التمريض الإيجابية والإتفاق مع تقييم الأداء بتحسين الفهم بين إدارة المستشفى والمرضات، والإلهام لتحسين الأداء والتحسين الفعلي. يرتبط عدم رضى الممرضات وخلافه بإجراءات تقييم الأداء أيضاً بتحسين عدم الرضا الوظيفي، والالتزام التنظيمي المنخفض، وزيادة الرغبة في ترك المستشفى.

كان الهدف من البحث هو تقييم تأثير العدالة التنظيمية على عملية تقييم الأداء والالتزام بين الممرضات في إحدى مستشفيات الأورام.

أجريت هذه الدراسة الحالية لتقييم تأثير العدالة التنظيمية على عملية تقييم الأداء والالتزام بين الممرضات العاملين في مستشفى المنصورة لعلاج الأورام. لتحقيق هدف الدراسة، تمت صياغة السؤال البحثي التالي: ما هو تأثير العدالة التنظيمية على عملية تقييم الأداء والالتزام بين الممرضات؟ تم استخدام تصميم البحث الوصفي/الإرتباطي في الدراسة الحالية. تم جمع جميع البيانات لمدة سبعة أشهر بدءاً من سبتمبر ٢٠١٧ وتنتهى في مارس ٢٠١٨.

مكان البحث: تم تطبيق الدراسة في مستشفى الأورام الجامعي بالمنصورة شاملة أقسام العناية المركزة.

العينة وطرق وأدوات البحث: تشمل عينة الدراسة ١٢١ ممرض وممرضة من جميع فئات التمريض على أن تكون لديهم على الأقل ثلاث سنوات خبرة وترغب في الإشتراك بالدراسة. وقد تم تجميع البيانات التي تم جمعها باستخدام أداة إستبيان واحدة: هذه الأداة عبارة عن ورقة إستبيان باللغة العربية.

نتائج البحث: تظهر نتيجة البحث أن ثلثي أفراد الدراسة (٦٦.٩٪) كان لديهم إتفاق ضعيف فيما يتعلق بالعدالة التنظيمية كما تظهر أن غالبية الممرضات (٧٠.٢٪) لديهم إتفاق منخفض فيما يتعلق بتقييم الأداء الكلي، وأقل من خمسة بالمائة (٤.١٧٪) كان لديهم إتفاق معتدل فيما يتعلق بإنصاف تقييم الأداء الكلي، و فقط (١٢.٤٪) لديهم إتفاق بشأن تقييم الأداء كما تظهر أن غالبية الممرضات (٧١.١٪) لديهم إتفاق ضعيف تجاه الإلتزام التنظيمي.

لقد أسفرت الدراسة عن وجود علاقة إيجابية ذات دلالة إحصائية بين العدالة التنظيمية ونزاهة تقييم الأداء، كما أسفرت أيضاً عن علاقة إيجابية بين العدالة التنظيمية والرضا مع تقييم الأداء مع دلالة إحصائية، وكان هناك علاقة إيجابية بين العدالة التنظيمية والالتزام المنظمة مع وجود دلالة إحصائية كبيرة  $p < 0.01$ .