

Case Study

Considering effect of overall organizational justice on organizational commitment with mediator role of job satisfaction and tendency to leaving job (case study: hospitals of Guilan medical science university in Rasht)

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ABSTRACT

One challenge that organizations face is the problem of organizational commitment of staff and also their motivation problem that annually devote expensive cost for employment and even education of staff that entitled as human capitals and the most fundamental capital of organizations. Therefore the main goal of this research is considering the effect of perceived organizational justice on organizational commitment regarding mediating role of job satisfaction and tendency to leaving service in nurses of health educational centers of Guilan University of medical science. Statistical society of research is all nurses of educational-health centers of Guilan University of medical science in Rasht city. Number of these centers in Rasht city is 8 centers and number of employed nurses in these centers is 1288 people. Sampling method in this research are quota sampling, in this form that after distinguishing number of research samples each moderate classes of researcher were identified and are distributed in equal ratio in them. Current research is applied research and regarding classification of research based on the way of data collection it is descriptive research. Tool of data collection is standard questionnaire. For considering hypothesis of research confirming factor analysis and structural equation modeling was used. Result of research denotes confirming all hypothesis of research.

Keywords: Organizational commitment, organizational justice, job satisfaction, the intention of leaving service

INTRODUCTION

Regarding that the section of healthcare due to direct relationship with health of human is counted as one of the most important area of constant development in human societies this research needs healthy, happy and motivated therapist with high motivation. Such therapist of this section is nursing cadre of hospitals [22]. In any organization staff is known as an important asset and lack of their organizational

commitment imposes much cost to any organization [17]. In between lack of organizational commitment in nurses that conforms the most important section of human resources in healthcare system [25] and synchronous with other medical skills in the way of establishing life, supplying health, preventing and restraining diseases they are responsible they have more importance in the system of

presenting healthcare services [4,14,1]. Organizational commitment has been used as a tool for decreasing the degree of leaving service and absence of staff [14].

Throughout the world nurses constitute the greatest group of healthcare team so attention to organizational commitment in this section of staff of hospital is important [17]. And regarding studies lack of organizational commitment in nurses is one important existing problem in service-health organizations [16]. Regarding research of Marzkou et al [15] factors such as tendency to leaving job, organizational justice and job satisfaction are counted as effective organizational commitment. of course relationship between tendency to leaving job with negative organizational commitment and relationship of organizational justice and positive job satisfaction [15].

Organizational commitment has three dimensions of effective commitment, normative commitment and calculative commitment [15]. Effective commitment reflects psychological and social interest of members of the organization. Effective commitment encompasses emotions of loyalty and honesty that reflects the effect of organization on its member. Effective commitment develops from connecting positive emotions and social problems in a relationship. Effective commitment includes strong sense of identifying loyalty, dependency and consistency. Effective commitment reflects commitment based on affective interest of staff that in an organization develops by positive working experience [10]. With this supposition effective commitment includes homology of values between organization and people. Probably personal effective commitment encompasses similar personal emotion [23]. Effective commitment is for personal commitment in the direction of tendency to survival in an organization. Emotions of staff are strong motion in the direction of following in the organization that has interest to an organization. It means

strong affective interest resulted from tendency of staff for cooperation and existentially of an organization. Because effective commitments is a positive affective interest to values of an organization [8]. Second dimension of organizational commitment is accountable commitment [15]. Accountable commitment entitled as perceive cost related to an organization that customer identification of assessed value based on varied cost of placement and capability of replaced use. In experimental and theoretical framework they did development of cost of topology in the direction of identifying three types of cost: firstly varied cost of variable of work method that includes losing time and activity. Secondly cost of finance variable that includes losing resources of financial quantity and thirdly costs of finance variable of the relation including psychological cost or affective costs [6]. Accountable commitment is to attention to people in relationship with costs of leaving a work in an organization (Bachman & Wilkins, 2014). Third dimension of organizational commitment is normative commitment [15]. Staffs who have normative commitment know remaining in the organization as a duty for them. If staff feel that membership in an organization causes they achieve their goals and values staff will be committed toward organization and this committed staff do behaviors such as backbiting, delay and leaving work with less probability [13].

The first effective factor on organizational commitment is the intention of leaving job [15]. The intention of leaving service is aware goal that person implement through thinking and planning [12]. Intention of leaving service is one important predicting factor of leaving real service and being aware of this subject that what factors can cause a nurse decide for separation, is vital in ability of an organization for saving staff. Hard working condition and job stress is one factor tht will lead to the intention of leaving service of nurses [4].

Regarding research of Marzoko et al (2014) another effective factor on organizational commitment is job satisfaction [15]. Job satisfaction that is positive emotion of a person toward job and conditions of employment has significant role [21]. Job satisfaction of staff as an important job attitude is an important variable that leads to better presentation of services. Therefore doing scientific considerations in this field and using its result in different skills can have useful consequences for any organization. This problem in service organization like hospitals and especially in nurses has especial importance. Long, various working turns and willingly or unwillingly additional work are such cases that affect job satisfaction of nurses and harmful effect of this dissatisfaction is leaving job [11].

Another effective factor on organizational commitment is organizational justice. Organizational justice includes three dimensions of procedural justice, interactional justice and informational justice [15]. It is motivating factor for staff and when people feel injustice their commitment will be weakens, their performance decreases and it is possible to cooperate less in working affairs [18].

Organizational justice is the expression that is applied for describing the role of justice that relates with job situation. Especially in organizational justice it is introduced that how should behave with staff to feel that they are faced fairly [7]. Therefore regarding consideration of the problems in nurses and considering cause relations between variables of research the main question of research is identified as below:

-Does job satisfaction and tendency to leaving job have moderating role in relationship between perceived organizational justice and organizational commitment?

LITERATURE REVIEW

Organizational commitment has been known as one important factor of success of organizations

that has long-term effect on organizational success. In recent years organizational commitments has been important section of organizational studies and center of studies. Because is relationship with quality of life of organization has been proved and researches showed that commitment of a staff is a strong and effective force in success of organizations [19]. Commitment of staff toward an organization is as a key and effective index on performance of an organization. Organizational commitment points out this subject that staff should pay sufficient attention to the goals and identity of an organization and loyalty toward an organization. On the other hand one index of assessing the degree of excellence of organizations toward each other are staff working that the degree of their loyalty and commitment causes do duties with higher quality that this action can cause increase of performance, utilization and effectiveness of an organization. A general definition that can be identified is the degree of involvement of staff with an organization and as staff are more committed; satisfaction, motivation and performance of people will be located at more favorable level [5]. Factors like organizational justice, job satisfaction, and intention of leaving work are factors that affect organizational commitment. Organizational commitment reflects attitude of people toward values and organizational goals and denotes the force that forces a person to remain in the organization and do some action in the direction of implementing organizational goals with relief (Jafari et al, 2011). Justice has been discussed as a social structure in organizational projects [3]. Many researches have been done in the area of organizational justice? Organizational justice points out perceived equity of staff about employment relations [20]. Important factor that cause commitment of staff is fairly behavior with them. Procedural justice and distributional justice have been introduced as the most important

antecedents of organizational citizenship behavior [8]. Fairly behavior with staff increases their commitment and doubles voluntarily attempts for achieving goals. Fairly behavior of organization with staff generally leads to higher commitment toward organization and citizenship behavior higher than role [3]. On the other hand people who feel injustice leave the organization with more probability or show low levels of organizational commitment and even may start abnormal behavior like revenge. Job satisfaction is the factor that has positive and meaningful effect on organizational commitment. Staffs that have higher job satisfaction have higher organizational commitment toward the organization and show proper performance [24]. Finally intention of leaving work is the factor that has negative relationship with organizational commitment of the staff and as tendency to leaving work increases their organizational commitment decreases [15].

METHODOLOGY

This research regarding goal is counted as applied research. Research based on the way of obtaining required data are divided into two groups: descriptive research (non-experimental) and experimental research. Descriptive research includes a set of methods that its goal is describing conditions or considering phenomenon.

Therefore current research is descriptive research. On the other hand current research since studies features and attributions of people in the society and considers current situation of society in the form of some attribution is descriptive-surveying research. Also this research is correlation research type and distinctly based on structural equation modeling. Statistical society of research is all nurses of educational-health centers of Guilan University of medical science in Rasht city. Number of these centers in Rasht city is 8 centers and number of employed nurses in these centers is 1288 people. Regarding that each hospital has different sections like especial care, emergency, burning events section, and so on, sampling method in this research is quota sampling in this form that after distinguishing number of research samples each classes were identified by the researcher and distributed in equal ration between them. Number of calculating samples is 314 people. Due to lack of receiving some questionnaires about 350 questionnaires were distributed among which 334 ones were collected. Some questionnaires weren't filled and finally regarding that calculated sample equal 314 customers therefore 314 questionnaires have been used for final analysis. In this research questionnaire has been used as tool of data collection. Features of research questionnaire regarding number of questions have been presented in table (1):

Table (1) information of research questionnaire

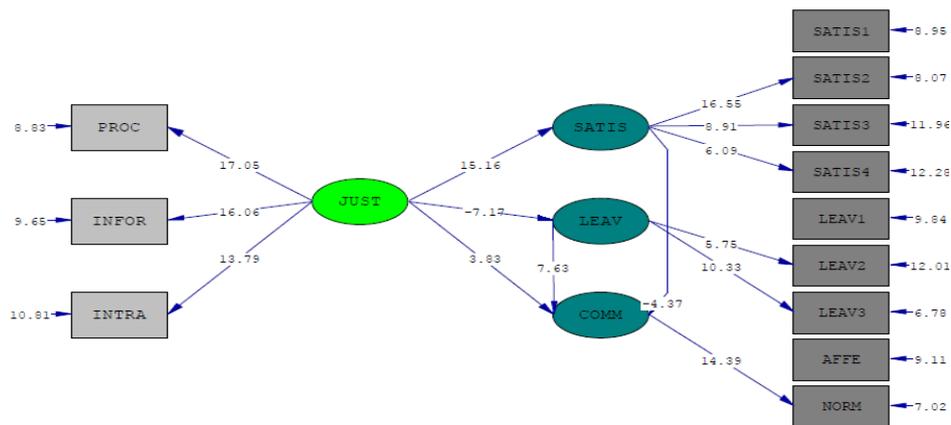
Questionnaire reference	Questions' row	Number of questions	Dimension	Research variable
(2014) Lu et al	5 - 1	5	Perceived procedural justice	Perceived organizational justice
(2014) Lu et al	10 - 6	5	Perceived interactional justice	
(2014) Lu et al	14 - 11	4	Perceived informational justice	
(1997) Isenberger et al	18 - 15	4	Job satisfaction	
(2002) Thatcher et al	21 - 19	3	Tendency to leaving job	
(1997) Alen and Mayer	24 - 22	3	Effective commitment	Organizational commitment
(1997) Alen and Meyer	27 - 25	3	Normative commitment	

In order to be certain about the result of measurement and in simple word claim that data resulted from measurement are certain, measurement should have two features of reliability and validity. In this research by using cronbach alpha reasonable compatibility between questions of questionnaire have been assessed. For considering content validity research questionnaire were given to experts and authorities and in some sessions their considering reforms were implemented on structure and content of questionnaire. After translating questionnaire and confirming it by professors and specialties, researcher was going to determine the degree of reliability of questionnaire. Therefore a primary sample including 30 questions were pretested and then by using obtained data of these questionnaires

and through statistical software of SPSS degree of reliance coefficient through cronbach alpha was calculated for this tool. Amount of cronbch alpha for all indices of questionnaire of research and also amount of this coefficient for the whole questionnaire was above 0.7.

Considering research hypothesis by using structural equation modeling

Fig(1) shows output of model in meaningfulness mode of coefficients and obtained parameters of the model that all obtained coefficients have become meaningful. Basis of confirming or rejecting hypothesis of research is considering model in meaningfulness mode. Regarding mentioned cases all hypothesis of research are confirmed. Result of considering hypothesis has been considered in table (3).



Chi-Square=156.61, df=60, P-value=0.00000, RMSEA=0.052

Figure 2: research model in meaningfulness coefficient mode

Table (3) summary of result of research hypothesis

H	Direction	t	Result
1	perceived organizational justice affects job satisfaction	15/16	confirmed
2	.perceived organizational justice affect tendency to leaving job	-7/17	confirmed
3	Perceived organizational justice affects organizational commitment	3/83	confirmed
4	Job satisfaction affects organizational commitment	4/37	confirmed
5	tendency to leaving job affects organizational commitm	-7/63	confirmed

Indices related to fit model have been mentioned beside its favorable amount. In comparing amount of model of research and favorable amount this subject is manifested, research model is located in favorable state regarding all indices.

Table (4): fit index of research model

Favorable amount	amount of research index	fit index of model
≤ 3	2/6101	χ^2 / df
≤ 0/08	0/052	RMSEA
≥ 0/8	0/95	AGFI
≥ 0/9	0/83	GFI
≥ 0	60	Degree of Freedom

DISCUSSION AND CONCLUSION

As we observed regarding consideration of hypothesis through structural equation modeling it is regarded that all hypothesis of research have been accepted. Therefore in this direction it suggested that managers and matron should pay attention to organizational justice that affect formation of job satisfaction a lot and performance of people and affects process of organization more than before; because with some actions and procedures even partial we can affect attitudes of people and increase or decrease job satisfaction of people. Therefore it is suggested managers of hospitals of organization pay attention to observing justice at the way of distributing resources and organizational result such as the way of distributing rewards, considering advantages, the way of assessing periodical assessment (procedural assessment), in applied procedures while distributing resources and organizational result (informational justice and in their daily interaction and considering emotions and demands of staff (interactional justice) as an important and effective factor at improving job satisfaction of nurses. Regarding hypothesis of organizational justice we can predict nurses react against existence or lack of organizational justice at working environment. Increasing interest to an organization is one reaction that means if nurses observe that justice is not implemented in hospital they face a kind of tension and so for reducing this tension they try to reduce the degree of their tendency and commitment toward hospital. In such cases their organizational

commitment reduces/ In contrast if nurses feel that there is organizational justice in working place there are stimulated to accept more responsibility, duty in their job. Therefore their organizational commitment will increase. Therefore it is suggested writing duties of nurses and manifesting relationship of goals and performance, exact determination of the way of calculating cash and non-cash rewards and awarding nurses about them, determining the way of achievement of nurses to the last required information for doing duties, determining the area of authorities of nurses in order to increase organizational commitment, providing opportunities of growth and development for nurses and enhancement from inside can increase organizational commitment in them. Also it is suggested to design a proper system for measuring job satisfaction and organizational commitment and by management of university of medical science and managers of hospitals to consider daily, monthly and annual situation of hospitals regarding fluctuation of job satisfaction in the form of an strategic plan and for removing it modifying actions should be defined.

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