

Investigation of Nurses' Perceptions of Organizational Justice, Job Satisfaction, and Their Relationship: A Descriptive Study

Hemşirelerin Örgütsel Adalet Algıları, İş Tatminleri ve Arasındaki İlişkinin İncelenmesi: Tanımlayıcı Bir Çalışma

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This study was prepared based on the findings of Şenay Şener Özalp's thesis study titled "Examination of nurses' perceptions of organizational justice and job satisfaction" (Karabük: Karabük University; 2017).

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ABSTRACT Objective: The study was designed to determine nurses' perceptions of organizational justice, job satisfaction and the relationship between them. Investigation of the relationship between nurses' perception of organizational justice and job satisfaction is regarded as important. Currently, there are no studies comparing public and private sector nurses. **Material and Methods:** The study was planned as descriptive and analytical. The data were collected from nurses working in a public and a private hospital in Turkey (n=450, n=290). In the study, an information form containing sociodemographic and occupational characteristics of nurses, the Organizational Justice Scale, and the Job Satisfaction Scale was used. **Results:** A positive and moderate relationship was determined between the perception of organizational justice and job satisfaction (r=0.445; p<0.005). A positive and moderate relationship was found between the perception of organizational justice and job satisfaction in public hospitals (r=0.468; p<0.05) and private hospitals (r=0.408; p<0.05). It was determined that distribution justice, which is one of the sub-dimensions of organizational justice in the public hospital, and interpersonal justice in the private hospital, affect the job satisfaction of nurses more. **Conclusion:** The factors affecting the organizational justice perceptions and job satisfaction of nurses working in public and private hospitals are different. Knowledge of these differences by managers is important for predicting the behavior of nurses.

Keywords: Nurse; job satisfaction; organizational justice; public and private hospital

ÖZET Amaç: Araştırma, hemşirelerin örgütsel adalet algılarını, iş tatminlerini ve aralarındaki ilişkiyi belirlemek amacıyla tasarlandı. Hemşirelerin örgütsel adalet algısı ile iş doyumları arasındaki ilişkinin incelenmesi önemli görülmektedir. Hâlen kamu ve özel sektör hemşirelerini karşılaştıran bir çalışma bulunmamaktadır. **Gereç ve Yöntemler:** Çalışma, tanımlayıcı ve analitik olarak planlandı. Veriler, Türkiye'de bir devlet hastanesinde ve bir özel hastanede çalışan hemşirelerden toplandı (n=450, n=290). Araştırmada hemşirelerin sosyodemografik ve mesleki özelliklerini içeren Bilgi Formu, Örgütsel Adalet Algısı Ölçeği ve İş Doyumu Ölçeği kullanıldı. **Bulgular:** Örgütsel adalet algısı ile iş doyumları arasında pozitif ve orta düzeyde bir ilişki belirlendi (r=0,445; p<0,005). Kamu hastanelerinde (r=0,468; p<0,05) ve özel hastanelerde (r=0,408; p<0,05) örgütsel adalet algısı ile iş doyumları arasında pozitif ve orta düzeyde bir ilişki tespit edildi. Kamu hastanesinde örgütsel adaletin alt boyutlarından dağıtım adaletinin, özel hastanede ise kişilerarası adaletin hemşirelerin iş doyumlarını daha çok etkilediği belirlendi. **Sonuç:** Kamu hastanelerinde ve özel hastanelerde çalışan hemşirelerin örgütsel adalet algılarını ve iş doyumlarını etkileyen faktörler farklıdır. Yöneticiler tarafından bu farklılıkların bilinmesi, hemşirelerin davranışlarını öngörmeleri açısından önemlidir.

Anahtar Kelimeler: Hemşire; iş tatmini; örgütsel adalet; kamu ve özel hastane

The health sector has different characteristics from other sectors in terms of tolerating no mistake and error, making frequent critical decisions, using

advanced technology and working together with many different occupational groups because of human life.¹ The most important quality indicators of

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this sector are patient care quality and patient satisfaction, which are influenced from the job satisfaction and working behavior of employees (Söyük S. *The effect of organizational justice on job satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007*).^{2,3}

Job satisfaction is an important concept as it directly influences the physical and mental health of the employees as well as productivity. Managers must continuously maintain job satisfaction, which represents a dynamic process. Because, as job satisfaction can be achieved quickly, it can turn into dissatisfaction with the same speed (Söyük S. *The effect of organizational justice on job satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007*).

Having the organizational justice perception the employees may develop their behaviors according to the support given to them, provided fair conditions, their contributions to the organization, and how their contributions are received (Söyük S. *The effect of organizational justice on job satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007*).⁴⁻⁶ Organizational justice is a perception and these perceptions are reflected in the employee's attitudes and behaviors and thus in their performance (Söyük S. *The effect of organizational justice on job satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007*).^{7,8} Organizational justice is an instrument of motivation and the basis of job satisfaction is motivation.⁹ Factors affecting job satisfaction overlap with the dimensions of organizational justice.¹⁰ In a limited number of studies conducted with health professionals, it is emphasized that organizational justice significantly affects job satisfaction (Söyük S. *The effect of organizational justice on job satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007*).¹¹⁻¹⁴

Nurses with the positive perception of justice and job satisfaction can provide quality health care

services that may affect the patients they care for.^{10,11} It is essential to predict executive nurses' behaviors and so determine the association of their organizational justice perception and job satisfaction. There is no study examining that relationship for nurses working in public or private sectors who have different working environments.

THE AIM OF THE STUDY AND RESEARCH QUESTIONS

We aim to examine the organizational justice perception, job satisfaction and their relationship among nurses. The research questions are as follows:

1. What are the mean scores of their organizational justice perception with sub-dimensions?
2. What are the mean scores of their job satisfaction with sub-dimensions?
3. What is the relationship between these mean scores?
4. What is the level of relationship between the sub-dimensions of their organizational justice perception and job satisfaction?
5. Is there a significant difference between the organizational justice perception and job satisfaction in comparison those working in public and private hospitals'?

MATERIAL AND METHODS

POPULATION

The study population consisted of 450 nurses working in a public hospital (n=320) and a private hospital (n=130). The number of samples from the known population was calculated as 257 with a 5% error margin in the 95% confidence interval. After obtaining informed consent, data collection forms were distributed and 290 of the returned 386 forms were included in the study since they were filled out completely. The general participation rate was 64% (64% in public and 66% in private).

DATA COLLECTION TOOLS

In the study, an information form containing sociodemographic and occupational characteristics of nurses, the Organizational Justice Scale, and the Job

Satisfaction Scale were used. In the information form, the nurses participating in the study were asked questions about their age, gender, marital status, educational status, work experience, etc.

ORGANIZATIONAL JUSTICE PERCEPTION SCALE

Organizational Justice Perception Scale developed by Colquitt was used in the study.¹⁵ The scale is a 5-point Likert scale consists of 4 sub-dimensions and 20 items, 1 of which is a reverse item. Subscales are called procedural justice, distributive justice, interpersonal justice, and informational justice. As the average score increases, the perception of organizational justice is evaluated as positive. Colquitt's 4 sub-dimensional scale was first adapted to Turkish by Ozmen et al. and 3 sub-dimensions were reported. In the study conducted by Yelboğa, a four-factor structure was determined by using explanatory and confirmatory factor analysis techniques together.¹⁶

Cronbach's alpha internal consistency coefficient of the organizational justice scale was 0.84, distributive justice was 0.85, procedural justice was 0.82, interpersonal justice was 0.85, and the informational justice perception was 0.59.¹⁶ In this study, the 4-dimensional structure mentioned by Yelboğa and in the original study of the scale was taken into consideration.¹⁶ The Cronbach alpha internal consistency coefficient of the organizational justice scale was calculated as 0.93, distributive justice perception was 0.83, procedural justice was 0.83, interpersonal justice was 0.77, and the informational justice perception was 0.88.

JOB SATISFACTION SCALE

In order to measure job satisfaction, the Job Satisfaction Scale developed by Spector and adapted to Turkish by Yelboğa was used.^{17,18} Job Satisfaction Scale consists of 36 items and 9 different sub-dimensions that are scored on a 6-point Likert scale. Since the items were written in two-way, half of them were scored opposite. In the scale, job satisfaction increases as the mean scores increase. The Cronbach alpha internal consistency coefficient of the Job Satisfaction Scale was 0.82, while the subscales were as follows: Salary was 0.63, promotion was 0.69, supervision was 0.74, benefits was 0.65, cont rewards

was 0.71, conditions were 0.76, relations with colleagues was 0.77, work itself was 0.82, and communication was 0.88. In this study, the Cronbach's alpha reliability coefficient of the Job Satisfaction Scale was found to be 0.79. The sub-scales were as follows: Salary was 0.79, promotion was 0.74, supervision was 0.79, benefits was 0.73, cont rewards was 0.79, conditions were 0.70, relations with colleagues was 0.76, work itself was 0.72, and communication was 0.75.

ETHICAL CONSIDERATIONS

The study was carried out in accordance with the Helsinki Declaration principles. Permission was sought from Private Medikar Hospital (approval 2016/300), Karabük Public Hospital Association for National Education (approval number: 88919140/663.08) and ethical approval was taken from Bülent Ecevit University Ethics Committee (approval number: 2015-129 / 02/12) dated prior to the study. All participants were informed about the research work and their consent was taken.

STATISTICAL ANALYSIS

The study was planned as descriptive and analytical. The data obtained from the research were analyzed by the IBM-SPSS version 20.0 program by receiving consultancy service from a private statistical consulting company. Data were evaluated at a $p < 0.05$ significance level. Cronbach's alpha internal consistency coefficients were calculated. Number, percentage, median, mean and standard deviation were used for descriptive analysis. The suitability of the variables to normal distribution was examined with Shapiro-Wilk's because of the number of units. Mann-Whitney U and Kruskal-Wallis H tests were used to examine the differences between the groups, and post hoc multiple comparison test (Bonferroni corrected Mann-Whitney U test) was used in case of significant differences in Kruskal-Wallis H test. The relationships between the variables were analyzed by Spearman's correlation coefficient. In this study, it was considered that 0.70-1.00 interval is high, 0.70-0.30 interval is moderate and 0.30-0.00 interval is low in the interpretation of correlation coefficient ranges.¹⁹

RESULTS

Of a total of 290 nurses included in the study, 70.34% (n=204) were from public hospital and 29.66% (n=86) were from a private hospital. The mean age of the nurses was 30 and most of them were between 29 and 34 (24.83%). For demographic characteristics, 80.69% (234) of the nurses were female, 53.79% (156) of them were married and 39.66% (115) of them were graduates of health vocational high schools.

The overall organizational justice perception score was 2.67±0.79 in the study group, 2.71±0.83 in the public hospital, and 2.56±0.70 in the private hospital (Table 1).

The overall job satisfaction score was 3.25±0.50 in the study group, 3.31±0.47 in the public hospital, and 3.11±0.53 in the private hospital (Table 2).

In summary, the mean score of organizational justice perceptions of nurses was 2.67±0.79, 2.71±0.83 in the public hospital and 2.56±0.70 in the private hospital (low-moderate), job satisfaction was 3.25±0.50, 3.31±0.47 in the public hospital and 3.11±0.53 in the private hospital (moderate).

There was a statistically significant correlation between organizational justice perception score and job satisfaction score (r=0.445; p<0.05). These are positively and moderately associated with each other, that's the higher the organizational justice score, the higher the job satisfaction score.

For the relationships between the organizational justice perception and job satisfaction sub-dimensions, the analytical results are: For organizational justice perception, a positive and moderate relationship was found with salary (r=0.327; p<0.05) and promotion (r=0.409; p<0.05), and a positive and low

TABLE 1: Distribution of mean scores of nurses' perceptions of organizational justice and sub-dimensions (n=290).

	Public hospital (n=204)		Private hospital (n=86)		Study group (n=290)				Level	
	Median	SD	Median	SD	Median	SD	Minimum	Maximum		n
Distributive justice	2.49	1.02	2.28	0.92	2.43	0.99	1.00	5.00	290	Low- Moderate
Procedural justice	2.64	0.91	2.61	0.73	2.63	0.86	1.00	4.57	290	Moderate
Interpersonal justice	2.96	0.77	2.83	0.93	2.92	0.83	1.00	5.00	290	Moderate
Informational justice	2.73	1.04	2.43	0.98	2.64	1.03	1.00	5.00	290	Moderate
General justice	2.71	0.83	2.56	0.70	2.67	0.79	1.00	4.60	290	Moderate

SD: Standard deviation.

TABLE 2: Results pertaining in the mean scores of nurses' job satisfaction and sub-dimensions (n=290).

	Public hospital (n=204)		Private hospital (n=86)		Study group (n=290)				Level	
	Median	SD	Median	SD	Median	SD	Minimum	Maximum		n
Salary	3.00	0.96	2.00	1.06	2.75	1.03	1.00	4.50	290	Moderate
Promotion	2.75	0.91	3.50	1.03	3.00	0.96	1.00	6.00	290	Moderate
Supervision	3.25	0.89	3.38	1.07	3.25	0.95	1.00	5.25	290	Moderate
Benefits	3.25	0.90	2.38	1.16	3.00	1.00	1.00	5.75	290	Moderate
Cont rewards	3.25	0.84	2.50	1.00	3.00	0.91	1.00	5.75	290	Moderate
Conditions	3.00	0.69	2.75	0.70	3.00	0.69	1.00	5.50	290	Moderate
Relations with colleagues	4.25	0.80	3.75	0.97	4.00	0.86	1.00	6.00	290	High
Work itself	3.75	0.90	4.13	1.13	3.88	0.98	1.00	6.00	290	Moderate
Communication	3.50	0.75	3.25	0.95	3.50	0.83	1.00	5.00	290	Moderate
General job satisfaction	3.31	0.47	3.11	0.53	3.25	0.50	1.61	4.61	290	Moderate

SD: Standard deviation.

relationship with the communication ($r=0.298$; $p<0.05$), supervision ($r=0.280$; $p<0.05$), cont rewards ($r=0.263$; $p<0.05$), conditions ($r=0.174$; $p<0.05$), nenefits ($r=0.165$; $p<0.05$), work itself ($r=0.139$; $p<0.05$). However, the organizational justice perception had no relationship with the relations with colleagues under job satisfaction.

The overall job satisfaction had a positive and moderate relationship with organizational justice perception among the nurses in both public ($r=0.468$; $p<0.05$) and private hospitals ($r=0.408$; $p<0.05$). (Table 3).

For the comparison of both types of hospital, private hospital nurses differed from public hospital nurses in terms of the relationship of organizational justice perception and job satisfaction sub-dimensions. Concretely, the perception had a positive and moderate relationship with salary ($r=0.383$; $p<0.05$),

promotion ($r=0.429$; $p<0.05$), and cont rewards ($r=0.304$; $p<0.05$) for public hospitals and with promotion ($r=0.392$; $p<0.05$) and supervision ($r=0.442$; $p<0.05$) for private hospitals (Table 3).

Similarly, there were differences between job satisfaction and its subdimensions in the public and private hospitals. Job satisfaction had a positive and low relationship with supervision ($r=0.213$; $p<0.05$), benefits ($r=0.214$; $p<0.05$), conditions ($r=0.144$; $p<0.05$), work itself ($r=0.160$; $p<0.05$) and communication ($r=0.286$; $p<0.05$) for public hospitals and with conditions ($r=0.214$; $p<0.05$) and communication ($r=0.289$; $p<0.05$) for private hospitals (Table 3).

No relationships were detected for the sub-dimension of relations with colleagues in public hospitals and for the sub-dimensions of benefits, cont rewards, relations with colleagues, and work itself in private hospitals.

TABLE 3: Distribution of the findings pertaining to the relationship between the mean scores of nurses' perception of organizational justice and job satisfaction, according to the working status of the nurses in public or private hospitals (n=290).

		General organizational justice									
		Distributive justice		Procedural justice		Interpersonal justice		Informational justice		General organizational justice	
		Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Salary	r value	0.413	0.027	0.416	0.178	0.216	0.064	0.298	0.110	0.383	0.126
	p value	0.001*	0.802	0.001*	0.101	0.002*	0.559	0.001*	0.311	0.001*	0.249
Promotion	r value	0.484	0.137	0.471	0.517	0.210	0.173	0.319	0.359	0.429	0.392
	p value	0.001*	0.207	0.001*	0.001*	0.003*	0.112	0.001*	0.001*	0.001*	0.001*
Supervision	r value	0.230	0.307	0.168	0.179	0.156	0.528	0.172	0.366	0.213	0.442
	p value	0.001*	0.004*	0.016*	0.098	0.026*	0.001*	0.014*	0.001*	0.002*	0.001*
Benefits	r value	0.231	-0.220	0.256	0.090	0.051	-0.051	0.213	0.071	0.214	-0.02
	p value	0.002*	0.035*	0.001*	0.408	0.471	0.643	0.002*	0.518	0.002*	0.852
Cont rewards	r value	0.350	0.062	0.291	-0.117	0.160	0.351	0.237	0.035	0.304	0.115
	p value	0.001*	0.571	0.001*	0.285	0.022*	0.004*	0.001*	0.749	0.001*	0.291
Conditions	r value	0.162	0.055	0.141	0.179	0.130	0.227	0.106	0.087	0.144	0.214
	p value	0.021*	0.616	0.044*	0.098	0.063	0.036	0.132	0.428	0.040*	0.048*
Relations with colleagues	r value	0.010	0.191	0.032	-0.034	0.064	0.340	-0.010	-0.012	0.039	0.161
	p value	0.886	0.079	0.654	0.751	0.364	0.001*	0.887	0.915	0.584	0.139
Work itself	r value	0.145	0.174	0.032	0.078	0.214	0.203	0.136	0.002	0.160	0.129
	p value	0.038*	0.109	0.646	0.475	0.002*	0.061	0.053	0.984	0.023*	0.235
Communication	r value	0.268	0.302	0.308	0.18	0.130	0.273	0.291	0.196	0.286	0.289
	p value	0.001*	0.005*	0.001*	0.098	0.063	0.011*	0.001*	0.071	0.001*	0.007*
General job satisfaction	r value	0.482	0.187	0.473	0.266	0.277	0.477	0.390	0.285	0.468	0.408
	p value	0.001*	0.085	0.001*	0.013*	0.001*	0.001	0.001*	0.008*	0.001*	0.001*

Compared with the Pearson correlation test and interpreted according to $p<0.05$ significance level.

In this study, we found that the average scores of organizational justice perception and job satisfaction were found to be subdimensionally and totally moderate among all the nurses, and additionally organizational justice perception was positively associated with the average scores of job satisfaction subdimensions. Furthermore we determined positive associations between mean scores of organizational justice perception and job satisfaction, as well as their sub-dimensions. Finally, a positive relationship of the organizational justice perception with job satisfaction among nurses depends on type of their workplace, public or private hospital.

DISCUSSION

Based on our study, we determined the mean score of organizational justice perception as medium level among nurses. Out of the sub-dimensions of organizational justice perception, interpersonal justice perception takes the highest score and distributive justice perception the lowest on average. This result is considered as an indicator of good communication and information flow between employees and management. However, the low perception of the distribution justice of the employees shows that the perception towards the material/moral resources of the organization, such as promotion, reward, punishment, and salary, is negative.

In the literature, although there are results that support this study, in which the perception of interpersonal justice has the highest mean score, there are other studies in which the sub-dimension of distributive justice perception or procedural justice perception has the highest mean score.²⁰⁻²²

In the literature, there are similar studies found to indicate that the nurses were satisfied with their work at a moderate level as in this study, but there are also studies with low job satisfaction of nurses (Söyük S. *The effect of organizational justice on job satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007*).²³⁻²⁵

When the organizational justice (with its sub-dimensions) and job satisfaction (with its sub-dimensions) are examined, it is seen that salary distribution,

participation in decisions, information, promotion, good relations with colleagues, and supervisor behaviors have similar average scores. In the literature, it is emphasized that the contributing factors to job satisfaction and organizational justice perception are very similar and that employees with positive perception on justice are supposed to have positive job satisfaction.¹⁰

Some meta-analysis studies show that organizational justice perception are strongly associated with job satisfaction.^{26,27} In review of the studies conducted with nurses, it is reported that these significantly have positive relationship usually at medium or upper-medium levels (Söyük S. *The effect of organizational justice on job satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007*).^{6,14}

We observed that distributive justice has higher relationship with job satisfaction compared to other sub-dimensions of organizational justice in consistent with the literature.^{11,12} The lack of performance evaluation when determining the nurses' wages, their desire for better living standards and the fact that they think that the wages they receive are low when compared to other occupational groups may cause this result.

Similar to this study, McAuliffle et al. found that while job satisfaction of health care workers was low in distributive justice, job satisfaction was high in relationships with colleagues.¹³ In his study, Seyrek found that nurses think that they are treated most unfairly in terms of distributive justice.⁸ In the study of Bağcı, it was emphasized that nurses met an important part of their expectations from their organizations and they gave more importance to the factors such as work itself and responsibility, recognition, success, and appreciation.¹⁴

Seyrek emphasized that the dimension of procedural justice is following distributive justice, similar to this study.⁸ Söyük found that the perception of procedural justice differs according to the employees' department, working hours, total professional experience, and employs thoughts about their income (Söyük S. *The effect of organizational justice on job*

satisfaction and a study on nurses working in private hospitals in Istanbul. [Unpublished doctoral thesis]. İstanbul: İstanbul University; 2007). There have been studies indicating that out of organizational justice subdimensions procedural justice was best related to job satisfaction.^{6,11,28} In their study, Lotfi and Pour stated that only procedural justice allows us to estimate the level of job satisfaction.²⁹ Nurses are responsible for the relationship between procedural justice and job satisfaction, who are eager to express their own ideas in decision making process regarding the related procedures to wages, promotion, management, additional payment, and rewards.

In the studies examining the perception of organizational justice, there are studies that found that interpersonal justice is one of the influential factors under the dimension of job satisfaction.^{16,30} It is thought that if supervisors display more attentive behaviors and discourses when determining the salaries, promotions, management, and rewards, the more the perception of interpersonal justice will increase.

In this study, we determined that informational justice was directly proportional to job satisfaction at a moderate level. It is thought that sharing the information about the activities that the executives do or will do with the employees will increase the employees' perception of justice, job satisfaction, job performance, work speed, and efficiency, as well as increasing the trust in the management. Similar to this study, there is evidence in the literature that informational justice does not significantly influence job satisfaction.¹⁶

Organizational justice perception dimension is positively associated with job satisfaction among nurses from public and private hospitals at a moderate level. It was determined that the organizational justice subdimensions of distributive justice for public hospitals and interpersonal justice for private hospitals were more related to job satisfaction of nurses. Based on the analyses conducted, despite a similarity between the justice perceptions of the nurses public and private sectors, it can be said that there are some differences in the issues that managers will need to primarily deal with in order to increase this perception positively. Because the salaries of the employees working in public hospitals are determined by the

government, supervisors have no effect on the distribution of salaries. However, managers can play an active role by directing/advising the nurses to register to professional associations for nurses and to contribute to the formation of a political power. In comparison of organizational justice perception and job satisfaction for private hospitals, their association with each other was considered significant in the subdimensions of promotion and supervision. When examining the management styles for public and private sector nurses-supervisors, the socio-demographic characteristics of employees should be taken into consideration including education status, age, and marital status. Managers should be aware that job satisfaction is not only affected by the distribution of financial resources of the organization such as salaries, but also the distribution of moral/nonmaterial resources such as promotion, reward, punishment, and relationship with management. Nurse supervisors should be aware of the importance of fair management and job satisfaction and seek ways of satisfying their employees.

In a study conducted by Tutar with employees of public and private hospitals, employees had similar levels of job satisfaction but (contrary to this study), procedural justice scores were partly higher in public hospitals.³¹

Hatam et al. and Altan found that nurses from private hospitals had higher justice perceptions than the others from public hospitals. In the subdimensions of organizational justice, Hatam et al. found a high perception of interactional justice, Altan found a high perception of procedural justice.^{3,32} Durmuş, Günay found that private hospital nurses also had higher job satisfaction than their public hospital colleagues.²⁵

LIMITATIONS

As this study was conducted only on a number of nurses working in a public hospital and a private hospital, the results could not be generalized to all nurses or all employees.

CONCLUSION

It is important that managers know the factors that affect organizational justice perception and job sat-

isfaction level of the nurses from public and private hospitals. Their organizational justice perceptions differ from the influencing factors of their job satisfaction. It is important that managers predict the behavior of nurses. Higher perceptions of justice and higher levels of job satisfaction among nurses will lead to a decrease in job turnover rates and an increase in performance and productivity. It will also affect the quality of patient care outcomes. We concluded that several nursing management strategies could enhance organizational justice perception and hence job satisfaction among nurses, including promoting fairness in the distribution of public and private resources, material and nonmaterial, rearranging working conditions for better outcomes, and supporting personal development opportunities.

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Conflict of Interest

No conflicts of interest between the authors and / or family members of the scientific and medical committee members or members of the potential conflicts of interest, counseling, expertise, working conditions, share holding and similar situations in any firm.

Authorship Contributions

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