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DO ORGANIZATIONAL JUSTICE PERCEPTIONS INFLUENCE HEALTHCARE WORKERS' ORGANIZATIONAL CITIZENSHIP BEHAVIOR?

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ABSTRACT

Employees in complex and chaotic hospitals have become important for the perception of organizational justice to see themselves as a citizen of the institution. This study aims to investigate the effect of sub-dimensions of organizational justice perceptions on the sub-dimensions of organizational citizenship perceptions in the hospital sector. It will then try to explain how managers' decisions and practices are reflected to hospital staff.

Study analyzes were conducted at the individual level. The study was conducted with 346 health workers who volunteered to fill the Likert type questionnaire in three hospitals. Moorman's organizational justice scale was used to measure Organizational Justice Perception, and the scale developed by Podsakoff, MacKenzie, Moorman and Fetter was used to measure Organizational Citizenship Behavior. The aim of this study is to reveal the relationship between the perceptions of organizational justice (OJP) and organizational citizenship behaviors (OCB) of the health care workers with the model created in the framework of the aims and assumptions of the research. Pearson correlation and multiple linear regression analysis were used to test the developed model.

In research findings, it was seen that the perception of organizational justice of health workers affected organizational citizenship behavior. From the sub-dimensions of organizational justice perception, it has been understood that procedural justice is the strongest influential factor in organizational citizenship perception. It has been determined that the justice of interaction in health care workers affects consciousness and courtesy behaviors positively and distribution justice has a negative relation.

It is thought that health managers are required to support the sense of organizational justice in health workers positively, for to strengthen institutional peace and order.

Key words: *Organizational Justice Perception, Organizational Citizenship Behavior, Health Care Workers, Hospital.*

1. Introduction

Businesses generally function as labor-intensive or technology-intensive systems. Hospitals providing healthcare services not only use state-of-the-art technology intensively but also employ a great number of staff with different educational backgrounds ranging from low levels to high levels of education. That is, hospitals are both technology-intensive and labor-intensive units of production. Services are very complicated in such businesses because each patient requires a different service process. Aside from regular working hours, continued service is also offered in hospitals through twenty four-hour shifts or rotating shifts. Some employees contribute to the servicing process through physical strength, while some contribute to the production process by their advanced knowledge and techniques. Some employees earn as low as the minimum wage, while some are known to earn 10-20 times the minimum wage.

In such a complicated and chaotic structure, perceived organizational justice of employees become significant for due performance of their duties. The degree to which employees perceive themselves as citizens of an organization and the fairness of organizational practices towards employees are two important issues. The present study aims to examine how the sub-dimensions of organizational justice perceptions of employees affect the sub-dimensions of their organizational citizenship perceptions in healthcare sector. It will thus be attempted to explain how the decisions and practices of hospital management are reflected on hospital staff.

Conceptual Framework:

Perceived organizational justice (POJ) is defined in many different ways; however Beugre collects these definitions on a common ground and defines organizational justice as “the equity perceived by an individual in economic and social exchanges with his/her superiors, colleagues, and organization as a social system [1]”. Some theories are proposed to describe how justice perception occurs in individuals within the organizations, including Equity Theory [2], Relative Deprivation Theory, [3,4], Justice Judgment Model [5], Comparative Cognition Theory [6] and Control Theory [7].

Dimensions of Perceived Organizational Justice are addressed in three sub-dimensions which are distributive, procedural and interactional justice. However, Kılıç et al. [8] also add collective justice to these three dimensions. These dimensions can briefly be described as: Distributive Justice: The justice perceived by comparing individual’s investments (effort, labor etc.) in the organization and gains/results earned in exchange [2]. Procedural Justice: The perception of an individual in relation to the fairness of procedures/processes regulating the allocation of organizational rewards and resources [5]. Interactional Justice: The quality of relationships between an individual and his/her superiors (courtesy, respect, explanation etc.) [9]. Collective Justice: Collective organizational justice perception, differently from individual justice perception, encompasses the justice practices of other employees as well and can be defined as the reflection of individual justice perception on group level [8].

Organizational Citizenship Behavior (OCB) is defined as an individual’s voluntary behavior that is not directly or explicitly described in an organization’s official reward system and helps the organization to operate effectively [10]. According to another definition, OCB includes behaviors such

as avoiding the use of commanding remarks, providing organizational benefits, informal, minimizing undesirable behaviors such as complaining, finishing the work within the given time, innovating and voluntarily helping others [11].

Dimensions of Organizational Citizenship:

It is categorized into five sub-dimensions [12]:

Altruism (Practice of concern for the welfare of others): Helping colleagues, customers and superiors voluntarily [10].

Sportsmanship: Taking a positive attitude against obstacles and difficulties; willingness and cooperation [13].

Civic Virtue: Macro-level devotion to the organization and voluntary involvement in the life of the organization as evidenced by attending meetings, sharing opinions and ideas regarding organizational policies and vision [13].

Conscientiousness: Effective use of time and resources to increase productivity; making an effort above and beyond formal requirements [10].

Courtesy: Behaviors to prevent intra-organizational conflicts; interpersonal constructive communication [10].

Studies in the related literature determined that there is a relationship between perceived organizational justice and organizational citizenship and that organizational justice is the independent (precursor) variable and organizational citizenship is the dependent (control) variable [14-15].

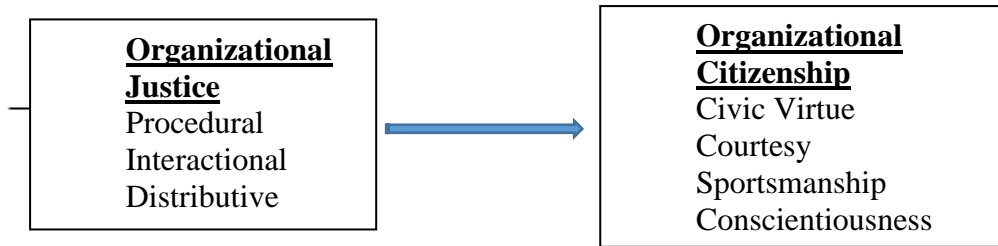
2. Method:

Studies are analyzed on the individual level. The target population consists of healthcare staff working in state-run hospitals in the cities of Gümüşhane and Trabzon. The state hospital in Gümüşhane and three state hospitals in Trabzon were called, face-to-face interviews were performed with the staff working in these hospitals, and 346 employees who agreed to fill in the survey were included in the sampling.

Five-point Likert scales were used to collect study data containing agreement/disagreement levels from 1 (Strongly Disagree) to 5 (Strongly Agree). Increasing points promote perceived organizational justice and organizational citizenship behaviour positively. Moorman's organizational justice scale was used to measure Perceived Organizational Justice which is the independent variable of the study [19]. Organizational justice scale consists of 7 items for procedural justice, 6 items for interactional justice and 5 items for distributive justice. To measure Organizational Citizenship Behavior, the dependent variable of the study, the scale developed by Podsakoff, MacKenzie, Moorman and Fetter [13,26] was used. Sub-dimensions of the Organizational Citizenship Behavior scale consist of 5 items for conscientiousness, 5 items for sportsmanship, 4 items for civic virtue, 5 items for courtesy and 5 items for altruism. The mentioned scale is widely used in the literature [27].

The model created within the framework of the objective and assumptions of the study [28-31] aims to present the relationship between perceived organizational justice (POJ) and organizational citizenship behaviors (OCB) of healthcare staff. Pearson correlation and multiple linear regression analysis have been used for testing the model developed.

3. Research Model:



4. Findings

64.7% of the hospital staff work in Trabzon and 35.3% of them work in Gümüşhane. 67.9% of them are females, 45% nurses, 14.1% technicians, 9.6% doctors and 27.7% other hospital staff. Average age is 35.54 (7.98), average working period in the profession is 5.73 (4.93) years and average working period in the hospital is 3.06 (3.56) years.

Agreement/Disagreement levels of the hospital staff in the scale items regarding the dimensions of perceived organizational justice and organizational citizenship behaviors are given in Table 1.

Table 1: Descriptive Data

Dimensions	Mean	Standard Deviation
Organizational Citizenship		
Civic Virtue	3.9137	.69267
Courtesy	4.1860	.56719
Sportsmanship	3.1621	.80249
Conscientiousness	4.2355	.58265
Altruism	4.1079	.60072
Organizational Justice		
Procedural	3.2959	.83572
Interactional	3.4396	.91874
Distributive	2.8511	1.10326

It is observed that the healthcare staff participating in the study had an average above 4 in conscientiousness, courtesy and altruism dimensions and an average above 3 in sportsmanship and civic virtue dimensions of organizational citizenship perception. As for perceived organizational justice, it is understood that interactional and procedural justice values were above 3 and distributive justice had the lowest value with 2.85.

Table 2. Relationships between parameters

	1	2	3	4	5	6	7	8
1-Civic Virtue	[.71]							
2-Courtesy	.565**	[.73]						
3-Sportsmanship	.226**	.119*	[.67]					
4-Conscientiousness	.519**	.699**	-.034	[.72]				
5-Altruism	.599**	.667**	.093	.588**	[.70]			
6-Procedural	.299**	.266**	.206**	.253**	.246**	[.94]		
7-Interactional	.227**	.227**	.164**	.230**	.097	.703**	[.93]	
8-Distributive	.034	.026	.247**	.011	-.021	.603**	.590**	[.95]

** P< .01; * P<.05

Pearson correlation coefficients between the variables are summarized in Table 2. Analysis of the calculated correlation coefficients demonstrates that the relationships between independent variables are not above the limits (.80) that would cause a multiple linear regression problem. Cronbach Alpha coefficients which are calculated to test the reliability of the scales used are given on the diagonal parentheses in Table 2. Coefficients show that the reliability is above the acceptable limit (.70) for all scale dimensions.

Table 3: Multiple Linear Regression Analysis Results

	Conscientiousness	Altruism	Sportsmanship	Courtesy	Civic Virtue
Procedural	.282**	.443**	.105	.304**	.372**
Interactional	.192**	-.068	-.027	.163**	.120
Distributive	-.272**	-.247**	.200**	-.254**	-.261**
F	14.473**	13.690**	8.141**	14.290**	16.694**
R square	.113	.107	.067	.111	.130

Results of multiple linear regression analysis conducted to test the effect of organizational justice dimensions on organizational citizenship behaviors are given in Table 3. According to the analysis results, procedural justice is proven to have positive effects on conscientiousness ($\beta=.282$), altruism ($\beta=.443$), courtesy ($\beta=.304$) and civic virtue ($\beta=.372$) ($P<.01$). Interactional justice produces significant ($P<.01$) and positive effects on conscientiousness ($\beta=.192$) and courtesy ($\beta=.163$). Distributive justice has negative effects on conscientiousness ($\beta=-.272$), altruism ($\beta=-.247$), courtesy ($\beta=-.254$) and civic virtue ($\beta=-.261$) and significant ($P<.01$) positive effects on sportsmanship ($\beta=.200$).

Within the framework of the research model developed, a strong total effect is found between perceived organizational justice (procedural justice, interactional justice and distributive justice) and organizational citizenship behavior (civic virtue, courtesy, sportsmanship, conscientiousness and altruism dimensions).

5. Discussion and Results

In the present study conducted on healthcare staff, as suggested by many researchers above [15,16] and in accordance with the general findings, it is overall proven that there is a significant and positive relationship between organizational justice and organizational citizenship. Differently from

these studies, a negative relationship was detected between the POJ sub-dimension distributive justice and OCB. In an examination of the sub-dimensions of both concepts, Mathur and Umari [14] found that interactional justice is the most important factor affecting organizational citizenship behavior in a study conducted on retail sector employees in India. This study shows that, for healthcare staff, procedural justice is a stronger factor affecting OCB and interactional justice has a positive effect on conscientiousness and courtesy.

In a study conducted in two private institutions in the US, Moorman [19] detected that procedural justice had relationships with four dimensions of OCB and distributive justice had no relationship with any dimensions of OCB. Just like Moorman's study, this study also revealed that procedural justice had relationships with four dimensions of OCB except for sportsmanship and distributive justice had negative relationships with all dimensions of OCB.

Yıldız's study [21] on nurses shows that perceived organizational justice has no effects on altruism and courtesy dimensions of OCB, while the present study shows that procedural justice has positive effects and distributive justice has negative effects on altruism and courtesy.

In conclusion, it can be suggested that perceived organizational justice affects organizational citizenship behavior in healthcare staff. It is observed that the sub-dimension of POJ, procedural justice, is the strongest factor affecting OCB. It can thus be said that the sense of justice generated from rules and procedures determining the allocation of sources and facilities to employees and stakeholders and their implementation has the most effect on the organizational citizenship behavior of healthcare staff. It is observed that interactional justice has a positive effect on conscientiousness and courtesy in healthcare staff. Therefore, it can be assumed that a high-quality communication between management and employees will increase the level of conscientiousness and the courtesy in behaviors of healthcare staff. It is essential that healthcare authorities support the perceived organizational justice of healthcare staff in order to strengthen organizational welfare and order.

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