

The Relation between Organizational Justice and Nurses' Job Enjoyment

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Abstract: Background: Nurses enjoyment is a growing global challenge in healthcare organizations. Promoting nurses' organizational justice may help to maintain enjoyment, satisfaction among nurses and have an impact on their job attitudes and work behaviors. **Purpose:** To determine the relation between organizational justice and nurses' job enjoyment **Design:** A descriptive correlational research design was used **Setting:** The study was conducted in all units and departments at Sers El-Lyan Central Hospital. **Sample:** A Simple random sample technique of 176 nurses constitutes the study sample. **Instruments:** Two instruments were used, which are organizational justice questionnaire and nurses' Job enjoyment scale. **Results:** More than half (56.1%) of the studied nurses had a low perception level regarding organizational justice. While, the minority (13.9%) of them had a high perception level of organizational justice. Moreover, half (50%) of the studied nurses had a moderate perception level concerning job enjoyment. While, the minority (17.2%) of them had a low perception level of job enjoyment. **Conclusion:** There was a highly statistically significant strong positive correlation between total scores of organizational justice and job enjoyment among studied nurses. **Recommendations:** Hospital administration need to develop strategies to improve job enjoyment among staff nurses especially who working at critical care units as increasing incentives and a future study to determine factors affecting on organizational justice and job enjoyment among nurses.

Keywords: *Job enjoyment, nurses and organizational justice.*

Introduction

To achieve the vision, mission, and objectives, organizations in health care Organizations should have sufficient resources such as human resources, finance, and raw materials to accomplish their tasks. Human

resources play a vital role in all the sectors. Accordingly, justice in the workplace is a vital factor that can contribute to an increase in the job enjoyment of the nurses. Organizational justice (OJ), described

as the ethical treatment of staff, involves fair allocation of tasks, strategy, and methods to deal with individuals at the workplace (Jameel et al., 2020).

Furthermore, OJ consists of 3 main subdivisions, namely distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ), which all serve as vital predictors of JS and work outcomes (Al-Ashwal, et al., 2022). Cases of workplace injustice create negative emotions and have adverse effects on the employees' behavior and, for that reason, the importance of improving OJ in the workplace, as a factor to evoke desirable attitude among staff, should be emphasized (De Clercq, et al., 2021). Meanwhile, organizations with low enjoyment and low OJ will suffer a high staff turnover rate, and it will therefore not be able to reach its institutional goals, which will lead to the creation of a culture of misunderstanding about the issues within the organization and among its employees (Mustafa, et al., 2023).

A high degree of employee enjoyment is an essential element for the growth and efficiency of an organization. From this perspective, a management structure with members that are enjoying in the workplace will be more efficient than those with lack enjoying employees (de Oliveira, et al., 2019). Most of the previous research agreed that OJ plays a vital role in improving JS and individual results. Therefore, a low level or absence of justice in the workplace will lead to a low level of employee enjoyment. However, employees who are treated equally will contribute positively to the

organization in agreement with their enjoyment.

Justice in the organization would include perceptions related to payment, opportunities for promotion, and nurse selection procedures. Nurses who perceive fair treatment from the organization tend to develop and maintain relationships with the organization (Hsieh, et al., 2024). However, perceptions of injustice can impact job attitudes and work behaviors. When an employee perceives they are being treated unfairly by the organization they will likely behave in a counter-productive manner that can result in lower nurses' productivity and performance (Basuny, et al., 2024)

Organizational justice is defined as the way employees perceive fairness in the way they are treated within the organization and in the methods by which decisions are made by management (Siddiqi, et al., 2023). Organizational injustice is defined as the perception of how fairly or unfairly healthcare organizations treat nursing personnel based on ethics, law, or religion across various contexts and cultures (Mohamed, et al., , 2022).

Organizational justice encompasses various components, including procedural justice, distributive justice, and interactional justice. Procedural justice, distributive justice, and interactional justice are the three main dimensions of organizational justice, as identified by Adams (1965), Leventhal (1976), and Bies (2013). In addition to these, informational justice and interpersonal justice are additional elements that fall within the realm of

interactional justice (Phong, et al., 2020).

The development and success of every health organization at large depend on an important organizational behavior variable known as organizational justice. For nurse trust, loyalty, productivity, and enjoyment to be achieved and drive the accomplishment of the vision of organizations fairness policies should be applied by health organizations. Thus, organizational justice aspects should be applied to organizations' policies, practices, and systems. Nurses tend to show trust in their organization or supervisor and as well become productive when they perceive that they have been treated fairly by their organization (Alheety, et al., 2020).

Enjoyment has been defined as the satisfaction of both hedonic and non-hedonic needs where hedonic needs are defined by arousal and affect, and non-hedonic needs include competence and autonomy (Davidson, et al., 2023). Enjoyment is seen by a number of authors as an aspect of job satisfaction and items on enjoyment are included in some job satisfaction scales in nursing. Enjoyment has been associated with the affective domain of job satisfaction. Two dimensions of job satisfaction were including cognitive which examines individual views of the job conditions and affective, which relate to individual emotional appraisal of their job or job enjoyment (Guidetti, et al., 2020).

Job enjoyment can be defined as the sense of contentment one feels as a direct result of Being employed in a particular role. It isn't only when the nurses are content while in the

workplace their job makes them feel content in life, affecting areas such as confidence and security. Job enjoyment is a must-have if manager want the employees to have a long tenure with the organization (Abdullah, et al., 2021).

Job enjoyment is a state of mind satisfaction regarding the nature of their work. Importance and nature of job enjoyment include; establishing a healthy organizational environment in an organization, job enjoyment is very important for a person's motivation and contribution to production, reducing tiredness, absenteeism and turnover, increasing organizational citizenship behaviors, higher level of job enjoyment is associated with positive outcomes and organizational commitment that defined as the nurses' level of engagement with a particular organization. It reflects people attitudes towards the organizational goals and values, a desire to stay with the organization, and a willingness to expend effort on Its behalf (Saad Soliman Saad, et al., 2021).

Job enjoyment and satisfaction can be influenced by a variety of factors, such as the quality of one's relationship with supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, job enjoyment also influenced by leadership (supervisory support, top management leadership, employee relation (team interdependence, team participation, co-worker relationship) , job scope (job description, job performance, task variety, task autonomy, task orientation, salary and compensation on performance moreover, it is influenced by adequate

staff training and development opportunity, stress reduction, leadership, work standards, fair rewards, and adequate authority (Olynick, et al., 2020).

Considering management; the nurse supervisor is responsible for maintain, preserving a fair organizational climate free from conflict, supervisors are also by providing equity and diversity, a healthy and safe environment, implementation of hospital policies, implementation of employment agreements, and staff development, fair and ethical nursing practices, compliance with the law, the delivery of newly programs; and a supportive environment. And also, to promote staff enjoyment by supporting, motivation, solving problems, and continuous staff training for new skills and new updates(Mathafena ,et al., 2018).

Significance of the study

Creating healthy justifiable and positive organizational climate is very crucial to maintain the welfare of nurses that expected to be positively affect their performance (Rondini et al., 2024). From the researcher's perspective, organizational justice has not been adequately applied in the hospital environment. Organizational justice plays a crucial role in the success of any organization as nurses receive instructions from management and interact with decisions on a daily basis. Their perception of these decisions as fair or unfair is very important because it can influence nurses' subsequent behaviors (e.g., job enjoyment, building trust between nurses and superiors). Moreover, the

field of organizational justice and job enjoyment are missing hard academic research. Hence, this study was conducted to determine the relation between organizational justice and nurses' job enjoyment.

Purpose of study

The purpose of the study is to determine the relation between organizational justice and nurses' job enjoyment at Sers El-Lyan Central Hospital.

Research questions

To fulfill the purpose of this study, the following research questions are formulated:

- 1) What is the level of organizational justice among nurses at Sers El-Lyan Central Hospital?
- 2) What is the level of job enjoyment among nurses at Sers El-Lyan Central Hospital?
- 3) What is the relation between organizational justice and job enjoyment among nurses at Sers El-Lyan Central Hospital?

Methods

The present study was conducted to assess the relation between organizational justice and nurses' job enjoyment at sers el-lyan central hospital. This part includes the research design, setting, sample, instruments used in data collection, ethical consideration, pilot study, collection procedure and statistical test used.

Research design:

A descriptive correlational research design was utilized to determine the relation between organizational justice

and nurses' job enjoyment at Sers El-Lyan Central Hospital.

Setting:

This study was conducted in all units and departments at Sers El-Lyan Central Hospital at Sers El-Lyan city, Menoufia Governorate. The hospital area is estimated at 16 thousand square meters, and it includes 5 buildings, with a capacity of 113 beds, it constitute of four intensive care units (ICU, CCU, P.ICU, Intermediate ICU). It provides therapeutic services in specialties (internal medicine, pediatric care, general surgery, obstetrics and gynecology, ear, nose and throat, premature babies, cardiac care, intensive care, operations department, and emergency) and include a power of 462 nurses which are classified as 151 head nurses, 311 staff nurses.

Sampling technique

A simple random sample technique of 311 nurses was used in the present study, which entails nurses working in the above-mentioned setting during the time of data collection and agree to participate in the study.

Sample size

Sample size was determined by using Yamane (1976) formula to assess the sample size of staff nurses:

$$n = N/(1+N(e)^2)$$

N= is the total number of staff nurses.

n = is the sample size.

e is coefficient factor = 0.05.

1= is a constant value.

Sample size of staff nurse at Sers El-Lyan Central Hospital is $311 / (1+311 \times (0.05)^2) = 176$ nurses.

The sample was increased to 180 to avoid attrition rate.

Data collection instruments:

The data of this study was collected by using two instruments which are organizational justice questionnaire and nurses' job enjoyment scale to achieve the study purpose. Personal characteristics of nurses, including (age, sex, years of experience, marital status and educational qualification, department) were collected too.

Instrument one: Organizational justice Questionnaire

This instrument was developed by Niehoff & Moorman (1993) and adopted by the researcher. It was used to assess organizational justice from nurses' perspective. It consisted of a total 20 items and divided into three dimensions: procedural justice (6items), interactional justice (9 items) and distributive justice (5 items).

Scoring system:

Responses were measured on a five-point Likert scale ranging from 1- 5. The 1 on the scale indicated "strongly disagree", 2 "disagree", 3 "neutral", 4 "agree" and 5 "strongly agree". The scores of the items of subscales were summed- up and the total score was 51. Then, it was converted into a percent score. The organizational justice perception was considered low if the percent score was less than 60%, moderate from 60% - <75% and high if it was 75% or more.

Instrument two: Nurses' job enjoyment scale:

It was developed by Hughes et al., (2009) and adapted by the researcher to assess nurses' job enjoyment. It included 30 items that were divided

into five dimensions, pleasure (4 items), supportive relation with others (10 items), workplace conditions (7 items), feeling of competence (6 items) and challenge/improvement of performance 3 items.

Scoring system:

Responses were measured on three-points Likert scales ranging from agree (3), Neutral (2) and Disagree (1). Therefore, the total score was converted into percentages, the total level of enjoyment was considered low if the percent score < 60%, moderate if the percent score 60% - < 75% and high if the percent score 75%.

Validity of instruments

Translation and Back-Translation

Instruments was translated from English to Arabic to ensure that they are comprehensible and culturally relevant for the participants. This translation process was followed a standard translation and back-translation procedure:

- 1) Initial Translation:** The instruments were translated into Arabic by a qualified translator fluent in both English and Arabic and was familiar with the cultural nuances of both languages.
- 2) Back-Translation:** A different translator, who was not involved in the initial translation and is also fluent in both languages, independently translated the Arabic version back into English. This step helped to check for consistency and accuracy in the translation.
- 3) Comparison and Revision:** The original English version and the back-translated English version was

compared. Any discrepancies was discussed and resolved by a panel of experts, including translators and researchers, to finalize the Arabic version of the instruments.

Reliability of instruments:

By using Cronbach alpha coefficients test, Cronbach's alpha showed 0.96 for organizational justice questionnaire and 0.94 for nurses' job enjoyment scale.

Ethical consideration:

The study was conducted with careful attention to ethical standards of research and rights of participation. A written approval was obtained from Ethical and research committee of faculty of Nursing-Menoufia University N. (956), November, 2023. The respondents rights were protected by ensuring voluntary participation so the informed consent was obtained after explaining purpose, time of conducting the study, potential benefits of the study, how data was collected, expected outcomes and the respondent rights to refuse to participate in the study. Each respondent was assured that the data would be treated strictly confidential. Furthermore, each respondent's anonymity was maintained as they were not required to mention their names.

Pilot study

A pilot study was carried out on 10% (18) nurses to evaluate the clarity, applicability of the study instruments and to determine the obstacles that may be encountered during data collection. It was helpful to estimate time needed to fill the study instruments. No required modifications were done.

Meanwhile, the pilot study subjects were included in the main study sample.

Data collection Procedure:

Self-administered structured questionnaire was applied by the investigator after translating into Arabic. An official letter was sent from the Dean of the Faculty of Nursing containing title and explaining the purpose and methods of data collection to the director of Sers El-Lyan Central Hospital. Moreover, a short briefing was conducted to orient nurses to the objectives, possible risks and benefits of the study to gain their cooperation to participate in the study. Data was collected through distributing all questionnaires to nurses in all units and departments.

Statistical analysis

Data entry and analysis were performed using SPSS statistical package version 25. Categorical variables were expressed as number and percentage while continuous variables were expressed as (mean \pm SD). Chi-Square (χ^2) was used to test the association between row and column variable of qualitative data. ANOVA test was used to compare mean in normally distributed quantitative variables at more than two groups. Pearson correlation was done to measure correlation between quantitative variables. For all tests, a two-tailed p-value ≤ 0.05 was considered statistically significant, P-value ≤ 0.01 was considered highly statistically significant. While p-value > 0.05 was considered not significant.

Results:

Table 1 Demonstrates distribution of the studied nurses according to their personal characteristics. It shows that more than two-thirds (71.1%) of the studied nurses were ranged 30 < 40 years old, with a mean age of 30.67 ± 3.83 . Regarding marital status, more than two-thirds (71.1%) of them were married. Considering years of experience in nursing, more than half (53.9%) of them were working from 10 < 15 years old in nursing field with a mean of 9.22 ± 3.07 . In relation to the working unit, about two-thirds (62.2%) of them were working in the critical care unit. Concerning qualification, (52.2%) of the studied nurses holding a technical institute of nursing degree.

Table 2 represents mean score of organizational justice among the studied nurses (n= 180). The table represents that the total mean score of organizational justice among the studied nurses is $\bar{x} + SD = 58.84 + 9.55$ (total score is 100) with a highly statistically significant difference at $P = 0.000$. Additionally, the dimension of distributive justice gained the higher percentage (59.2%) respectively while procedural fairness dimensions gained the lower percentage (24%) in relation to the responses of strongly disagree and disagree (low level).

Figure 1 shows percentage distribution of organizational justice among the studied nurses (n= 180). It illustrates that more than half (56.1%) of the studied nurses had a low perception level of organizational justice while the minority of them had a moderate and high perception level with the

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percentage of (30% & 13.9%) respectively.

Table 3 shows total mean score of job enjoyment among the studied nurses (n= 180). The table represents that the total mean score of job enjoyment among the studied nurses is $\bar{x} + SD = 108.8 + 15.06$ (total score is 150) with a highly statistically significant difference at $P = 0.000$. Additionally, the dimension of pleasure and supportive relation with others gained the higher percentage (73.4% & 70%) respectively while challenge of performance dimensions gained the lower percentage (35.5%) in relation to the responses of strongly agree and agree (high level).

Figure 2 reveals percentage distribution of job enjoyment among the studied nurses (n= 180). It illustrates that half (50%) of the studied nurses had a moderate perception level of job enjoyment. While, the minority had a low and high perception level with the percentage of (17.2% & 32.8%) respectively.

Table 4 shows correlation between total score of organizational justice and job enjoyment among the studied nurses (n= 180). The table represents that there was a highly statistically significant positive strong correlation among all dimensions of organizational

justice and all dimensions of job enjoyment among the studied nurses, at ($P = 0.000$)

Table 5 clarifies Linear regression analysis of organizational justice effect on job enjoyment among the studied nurses (n= 180). Linear regression analysis was conducted to empirically determine whether organizational justice was a significant determinant of job enjoyment among the studied nurses. Regression results in table (15) indicate the goodness of fit for the regression between of total organizational justice effect and job enjoyment, was excellence. Additionally, it indicates that organizational justice was responsible for (92.4%) of the variation in job control ($R^2 = 0.924$). Additionally, F statistic of (2156) indicated that the overall regression model was highly significant ($P = 0.000$). Moreover, regression coefficients, revealed that independent variable (Total score of organizational justice) is a positive predictor factor of job enjoyment the studied nurses. As $\beta = (1.51)$ indicates that the increase in organizational justice by one standardized point score is associated with an increase in job control by (1.51) standardized point score.

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Table (1): Percentage Frequency distribution of personal characteristics among the studied

Items		N	%
Age (year)	▪ 20 < 30 Yrs.	52	28.9
	▪ 30 < 40 Yrs.	128	71.1
	▪ Mean ± SD	30.67 ± 3.83	
Marital status	▪ Married	128	71.1
	▪ Single	52	28.9
Sex	▪ Male	69	38.3
	▪ Female	111	61.7
Years of Experience in nursing	▪ 1 < 5	7	3.9
	▪ 5 < 10	70	38.9
	▪ 10 < 15	97	53.9
	▪ ≥ 15	6	3.3
	▪ Mean ± SD	9.22 ± 3.07	
Department	▪ Inpatient department	68	37.8
	▪ Critical care department	112	62.2
Qualification	▪ Secondary school	15	8.3
	▪ Technical institute of nursing	94	52.2
	▪ Bachelor's degree of nursing	43	23.9
	▪ Post-graduated	28	15.6

Table (2): Total mean score of organizational justice among the studied nurses (n= 180)

Variable		N	%	Min	Max	\bar{x}	SD	F test	P value
Distributive justice	Low level	125	69.4	7	14	10.14	2.19	173	0.000**
	Moderate level	54	30.0	15	18	15.81	0.95		
	High level	1	0.6	19	19	19.00	0.0		
	Total	180	100.0	7	19	11.89	3.26		
Procedural fairness	Low level	54	30.0	13	17	15.48	0.841	521	0.000**
	Moderate level	98	54.4	18	22	20.23	1.41		
	High level	28	15.6	23	25	23.71	0.600		
	Total	180	100.0	13	25	19.35	3.04		
Transactional fairness	Low level	95	52.8	14	26	22.01	4.12	381	0.000**
	Moderate level	52	28.9	27	32	31.21	1.46		
	High level	33	18.3	34	42	38.94	1.95		
	Total	180	100.0	14	42	27.77	7.36		
Total	Low level	101	56.1	42	59	52.23	5.04	411	0.000**
	Moderate level	54	30.0	60	70	62.83	2.42		
	High level	25	13.9	75	78	76.92	1.25		
	Total	180	100.0	42	78	58.84	9.55		

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Figure (1) show percentage distribution of organizational justice among the studied nurses (n= 180)

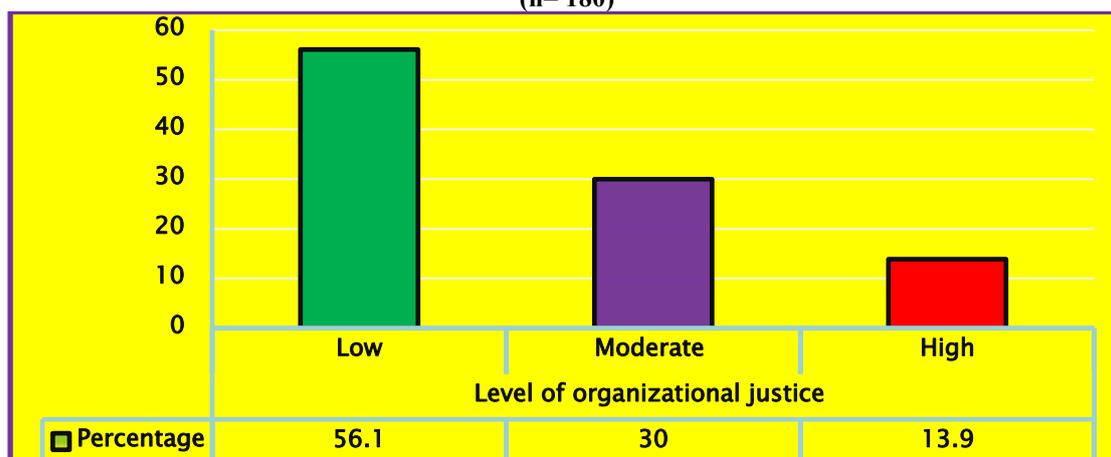


Table (3) Total mean score of job enjoyment among the studied nurses (n= 180).

Variable		N ^o	%	Min	Max	\bar{x}	SD	F test	P value
Pleasure	Low level	36	20.0	6	11	8.00	1.51		
	Moderate level	32	17.8	12	14	12.84	0.98		
	High level	112	62.2	15	20	17.19	1.71		
	Total	180	100.0	6	20	14.58	3.99		
Supportive relation with others	Low level	16	8.9	10	28	23.81	5.03		
	Moderate level	50	27.8	30	37	32.36	2.48		
	High level	114	63.3	38	46	40.99	2.52		
	Total	180	100.0	10	46	37.07	6.28		
Workplace conditions	Low level	17	9.4	9	20	15.65	3.79		
	Moderate level	99	55.0	21	26	24.58	1.86		
	High level	64	35.6	27	34	29.66	1.97		
	Total	180	100.0	9	34	25.54	4.47		
Feeling competence of	Low level	33	18.3	6	16	11.76	4.71		
	Moderate level	62	34.4	18	22	20.69	1.47		
	High level	85	47.2	23	30	25.34	1.94		
	Total	180	100.0	6	30	21.25	5.58		
Challenge of performance	Low level	38	21.1	7	8	7.87	0.34		
	Moderate level	90	50.0	9	11	10.07	0.74		
	High level	52	28.9	12	15	12.73	0.74		
	Total	180	100.0	7	15	10.37	1.85		
Total	Low level	31	17.2	64	89	84.10	6.42		
	Moderate level	90	50.0	93	112	107.1	4.88		
	High level	59	32.8	114	139	124.3	8.18		
	Total	180	100.0	64	139	108.8	15.06		

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Figure (2): Percentage distribution of job enjoyment among the studied nurses (n= 180).

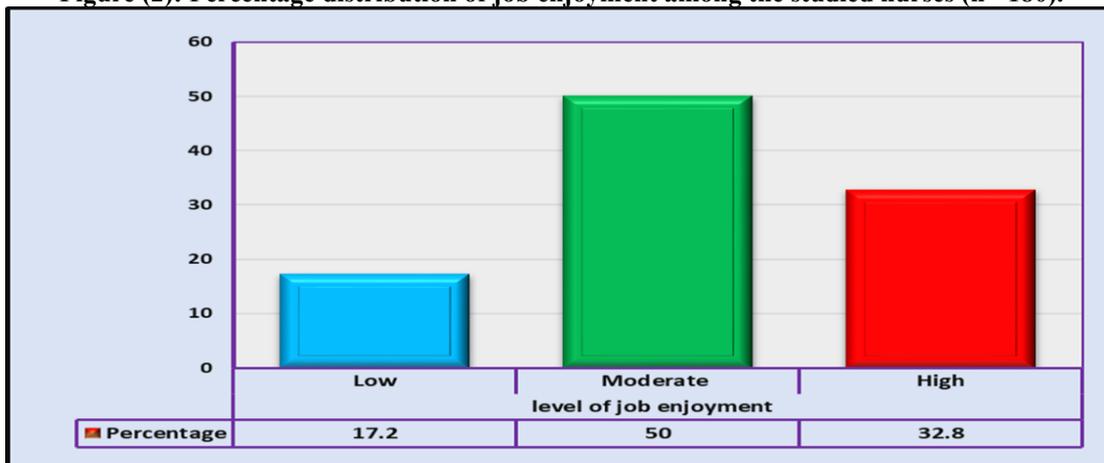


Table (4) Correlation between total score of organizational justice and job enjoyment among the studied nurses (n= 180).

Items		Distributive justice	Procedural fairness	Transactional fairness
▪ Pleasure	R	0.902	0.958	0.947
	P	0.000**	0.000**	0.000**
▪ Supportive relation with others	R	0.878	0.940	0.921
	P	0.000**	0.000**	0.000**
▪ Workplace conditions	R	0.853	0.907	0.913
	P	0.000**	0.000**	0.000**
▪ Feeling of competence	R	0.838	0.900	0.914
	P	0.000**	0.000**	0.000**
▪ Challenge of performance	R	0.970	0.967	0.965
	P	0.000**	0.000**	0.000**

Table (5) Linear regression analysis of organizational justice effect on job enjoyment among the studied nurses (n= 180)

Model	Unstandardized coefficients		Standardized coefficients	T. Test	P. Value	r	r. Square	F	P. Value
	β	Std. Error	Beta						
Organizational justice	1.51	0.033	0.961	10.1	0.000	0.961	0.924	2156	0.000**
a. Dependent variable: Total score of job enjoyment									
b. predictors (constant): Total score of organizational justice									

Discussion

Maintaining high workplace justice is one of the great challenges facing health care organizations which is a predictor of nurses' ethical behavior.

Lately, nurses have become more attentive to their rights to be fairly treated at all times. Organizational justice is one of the essential factors in

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existing and supporting the development of the organization and its staff (Al Halbusi et al., 2020).

The present study was conducted to determine the relation between organizational justice and nurses' job enjoyment. Through fostering trust, job enjoyment, increasing overall productivity and desired outcomes as through it, nurses perceive workplace procedure, interaction, and outcomes to be fair. In other words, level of nurses enjoyment is positively or negatively affected because the perception of organizational justice is felt directly by nurses who are treated fairly in the workplace. Job enjoyment is positively motivated by work as reported by Assiouras et al., (2023).

Concerning levels of organizational justice aspects, the present study illustrated that more than half of the studied nurses had a low perception level of organizational justice while the minority of them had a moderate and high perception level of organizational justice. From the investigator's perspective, this may be due to high workload, shortage of nurses, and lack of a supportive role of hospital management to nurses, inadequate pay, injustice rewards, and promotion for some nurses without any response from nursing managers. This leads to a feeling of pressure, turnover and decrease organizational justice.

The present results were supported by Mohammadi et al., (2020) who established a study about "The relationship amongst nurses' perceived organizational justice, work consciousness, and responsibility" and indicated that nurses felt injustice in all dimensions of organizational justice.

Also, Mengstie, (2020) who conducted the study "Perceived organizational justice and turnover intention among hospital healthcare workers" agreed with this study and revealed that most aspects of organizational justice were lacking in the hospitals, especially in the public ones.

In addition, this result was in the same line with Elhanafy, (2018) who studied "Relationship between cyber loafing, organizational justice, work engagement and organizational trust among nurses" and reported that a low level of all dimensions of organizational justice was observed. He found this due to the lack of a supportive role of hospital management to nurses and the feeling of pressures resulting from the view of the media and the media without any response from nursing leaders.

In contrast to our findings, Hadi et al., (2020) reported that there was a high level of organizational justice aspects. The present study was also not matched with Chegini et al., (2019) who reported that there was a higher level of organizational justice among nurses.

Regarding procedural justice dimension, the present study revealed that the highest percentages, more than two thirds of them agree in relation to items of nurse manager collects accurate and complete information before making job decisions. While more than half of the studied nurses disagree in relation to the item of administrative decisions are applied to all nurses without exception.

Wan, et al., (2018) who addressed the research "Associations of organizational justice and job characteristics with work engagement

among nurses in hospitals in China" is in agreement with the study and he showed that fairness in decision-making processes was perceived to be higher than distributive justice (fairness in resource allocation). Also, the result of the present study was in agreement with Bahri-Ammari et al., (2017). They reported that the mean percentage of procedural justice of nurses was highest among the three aspects of organizational justice.

Concerning distributive justice dimension, the present study revealed that the highest percentage of the studied nurses disagree about the item of workload adequate. While the minority of them were agreeing about the item of availability of appropriate financial incentives. This result was consistent with Van, et al., (2019) who conducted an explanatory research about "A three-way interaction between procedural justice, distributive justice, and power on voluntary tax compliance". It revealed that procedural justice being rated more positively compared to distributive justice and nurses expressed concerns over unfair distribution of promotions and rewards, contributing to high turnover intentions.

In contrast to study findings, Jaiswal et al., (2021) who established a study about "Enhancing employees' organizational commitment with perceived organizational justice and organizational learning culture in an Indian healthcare sector". It stated that distributive justice (fairness in salary and workload distribution) was rated relatively high, while procedural justice was perceived as lower, particularly in terms of transparency in decision-

making and policies and nurses reported that while resource distribution was mostly fair, organizational processes lacked consistency.

Furthermore, the result was inconsistent with Kamel, et al., (2019) who conducted the study about "Quality of work life and organizational justice: its relation to citizenship behavior among staff nurses" found that nurses perceived distributive justice more favorably compared to procedural justice and the study indicated that fairness in reward distribution and resource allocation was seen as more consistent than the decision-making processes within the organization.

Regarding transactional justice, the current study presented that more than half of the studied nurses had a low level in relation to item of managers treats nurses with respect and dignity during making decision. From the investigator's perspective, this may be due to injustice in providing adequate explanations and relations and rationales for decisions. Also, unequitable informing of nurses about the methods, procedures, promotion, financial facilities, working conditions and performance assessment.

Wolfe et al., (2020) agreed with this study. They reported that the mean percentage of procedural justice is more than the mean percentage of interactional and distributive justice. Additionally, the current results were consistent with Kamel et al., (2019). They stated that the lowest mean percentage of staff nurses' perception

toward organizational justice was related to interactional justice.

This result was inconsistent with the study of Miao, et al., (2022) who study "High-performance work systems and key employee attitudes: the roles of psychological capital and an interactional justice climate" found that there was a climate of high interactional justice and nurses share the belief that are treated cordially and communication is timely and sincere. Also Ghasi et al., (2020) who conducted the study "Perceptions and predictors of organizational justice among healthcare professionals in academic hospitals in South-Eastern Nigeria" and stated that there was equal treatment perceived by healthcare professionals in academic hospitals

For Job enjoyment as perceived by the studied nurses, the present study revealed that more than half of studied nurses had a moderate perception level of enjoyment even though, there was a low level of organizational justice. While less than one quarter had a low perception level of enjoyment and more than quarter had a high perception level of enjoyment.

From the investigator's point of view, this result might be due to making job decisions in equality by the nursing manager, all administrative decisions were fair, transparent but, there were heavy workloads which lead to stress, lack of acknowledgment or appreciation from management or peers can make nurses feel undervalued, nurses feel they are underpaid for their workload and resources, rewards, or workloads are not being fairly allocated among nurses.

This result was consistent with Terence et al., (2021) who concluded that most nurses who participated in the study were averagely a moderate level of enjoyment with their job. Also, this result came in accordance with Smith, et al., (2020) who reported that the majority of nurses had moderate level of job enjoyment. In addition, Mudallal, et al., (2017) is in agreement with the result of the current study who conducted a study of "Nurses' burnout: the influence of leader empowering behaviors, work conditions, and demographic traits". The study showed that most Jordanian nurses reported a moderate level of job enjoyment.

On the contrary, the finding of the present study is inconsistent with Monroe et al., (2021) who studied the value of intentional self-care practices: the effects of mindfulness on improving job enjoyment, team work and workplace environment are reported that most of nurses had high job enjoyment. Tirgari et al., (2019) who studied "Relationship between posttraumatic stress disorder and compassion satisfaction,80 compassion fatigue, and burnout in Iranian psychiatric nurses" and stated that the most of nurses reported low job enjoyment in their workplace.

Concerning the correlation between total organizational justice score and total job enjoyment score of the studied nurses, the present study demonstrated that, there was highly statistical significant positive correlation between organizational justice and job enjoyment.

This result was consistent with Pérez-Rodríguez et al., (2019) who studied "Organizational justice and work

stress: The mediating role of negative, but not positive, emotions" and reported that nurses job enjoyment were affected by the organizational justice. Also, Hsu Fusung et al., (2019) agreed with this result, who study "The impact of workplace bullying on hotel employees' well-being: do organizational justice and friendship matter? "And reported that organizational justice was positively correlated with the studied nurses job enjoyment.

Conclusion:

In the light of the current study results, it can be concluded that the highest percent of the studied nurses had a low perception level of organizational justice. As well, the highest percent of the studied nurses perceived a moderate perception level of job enjoyment in Sers El-Lyan Central Hospital. Furthermore, there was a highly statistically significant positive strong correlation between organizational justice and job enjoyment among studied nurses. In addition, regression coefficient revealed that organizational justice is a positive predictor factor of job enjoyment among the studied nurses.

Recommendation

Based on the findings of the study, the following recommendations are proposed.

Hospital administration need to develop strategies to improve job enjoyment among staff nurses especially who working at critical care units as increasing incentives. Encourage staff nurses to participate in decision making and problem solving

in the unit to increase their autonomy and job enjoyment.

- Hospital administration in collaboration with training units need to conduct training program for nursing staff about principles and policies of justice, and its effects on productivity and quality of patients care.
- This study in different health care sectors with all healthcare professionals to generalize the results. Further study needs to be conducted to improve organizational justice and job enjoyment among nurses

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