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## Organizational Justice, Work Alienation and Deviant Behaviors among Staff Nurses

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**Abstract:** Organizational justice is a vital indicator of successful organizations. Nurses working in health care institutions that are fair to their employees regarding top procedures, policies, and distribution systems, are characterized by better reactions and positive behaviors toward their organizations. Also, gaining knowledge about the level of organizational justice, deviant behaviors and alienation in the workplace can help determine the factors that must be changed and that can make a difference in enhancing nurses' loyalty to their organizations. **Aim:** The present study aimed to assess the relationship among organizational justice, work alienation and deviant behaviors among staff nurses. **Research Design:** A descriptive correlational design was utilized. **Study Setting:** The study was conducted in all inpatient's units of Medical and Surgical departments at Benha University Hospital. **The Study Sample was:** A convenience sample of staff nurses (220) who are working in the above stated study setting. **Tools of Data Collection:** Four tools were used: (1) the personal and work characteristics of nurses, (2) Organizational Justice Questionnaire, (3) Work Alienation Questionnaire, and (4) Workplace Deviance Questionnaire. **The Result:** The findings of this study indicated that, about two thirds (65.9%) of staff nurses perceived organizational justice as moderate. Also, nearly three fifth (60.5%) of them were alienated level and the majority (82.7 %) of staff nurses had negative work deviance behaviors. **Conclusion:** The study concluded that, there was a negative statistical significant correlation was found between perceived organizational justice, work alienation, and deviance behaviors among staff nurses. **Recommendations:** It recommended that, hospital administration should establish rules that contribute to the development of organizational justice in order to achieve greater job satisfaction. Also, consider a clear transparent grievance procedure to allow nurses to make notes where they feel mistreated, should be considered to allow nurses to give feedback where they feel mistreated, if nurses can vent their anger through a transparent procedure, this reduces cases of deviance, as no one will feel powerless to voice the stolen happiness.

**Key Words:** Deviant Behaviors, Nurses, Organizational Justice, Positive Behaviors, and Work Alienation.

### INTRODUCTION

Organizations are facing an extraordinary speed and challenges at contemporary time due to globalization and structural revolution in each area round the arena. It's miles very hard to satisfy these transformational challenges. This remarkable development creates a superb upsurge of skilled professionals in an effort to meet the demand of this competitive environment (Chen et al., 2010 and Agarwal et al., 2015). Health organizations have top precedence from all services organizations worldwide, because they dealing with human health. Lately, nurses have become more concentrating of their rights to be justly treated at wholly times (Bidarian and Jafari, 2012 and Chiou et al., 2013).

The awareness of staff regarding fairness on workplace is remarked as organizational justice. Thus, nurses' awareness towards organizational justice could be a necessary element that ultimately influence of their behaviors related to the organization. In addition, organization justice is one in every of the essential factors that supporting the development of the organization and its staff (Ghazi and Jalali, 2017). Consequently, supervisors ought to look out of this element because it is extremely simply noted and felt. This care thinks about with fairness in reward allocations, adopted policies and procedures and in interactions of supervisor with subordinates (Michel and Hargis, 2017).

Preceding studies acknowledged that organizational justice is assessed through various models, however the foremost well-known model was that documented by Niehoff and Moorman (1993), who brightened three dimensions, namely distributive, procedural, and Interactional justice, that impact the awareness of staff as regards justice at the place of work (Abo Tayeh, 2012).

Distributive justice continuously concerns with the awareness of fairness on the part of nurse's gain comparing to others peer in the agency for having the identical responsibility. The gain can be in numerous methods consists of salary, workforce well fare, promotions, authority, prestige, appreciation and reward, satisfaction, end result of solved conflict and also the allocation of different social and economic resources like friends, network, time, .... etc. (Gauri, 2013 and Parker et al., 2011).

Procedural justice refers to the metric to measure the overall performance and contribution of the people having the identical responsibility need to be precisely the identical and the relevant measuring approaches must be having excessive transparency and equality (Al Rawashdeh, 2013). Interactional justice refers to the style in which a supervisor used to deal with his subordinate or co-worker also, the association between nurse managers and staff nurses, and how nurse managers deal with staff nurses in day-to-day activities (Iyer, 2011).

When nurses have poor, fewer human relations, in providing healthcare services; their attitude might get worse and may develop several negative attitudes to the work and the agency. Accordingly, if nurses are treated unethically in group relations or deprived of voice in processes they are probable to practice alienation. Alienation was leading introduced by Hegel and Marx and with the pass of time, the notion of alienation has encompassed a diversity range of perceptions. The most noticeable form of individual and social alienation is work alienation (Kanten and Ülker, 2013).

Work alienation is a common problem and can be definite as the loss of capacity to express oneself, lack concern, interest and attachment against to their work. The feeling of alienation can lead to a decrease in motivation and negative consequences in terms of agency and its members or equally (Chiaburu et al, 2013 and Ceylan and Sulu, 2011).

Alienated nurses break the ties of their work as cognitively and emotionally (Nair and Vohra, 2010). Frequent studies exposed that, the phenomenon of work alienation is increasing between health staffs at an alarming rate (Tastan, Isci and Arslan, 2014; Usul and Atan, 2014 and Yetis, 2013). As, work alienation leads to reduced job involvement and less likely to exert time and energy on the job (Sulu, Ceylan and Kaynak, 2010).

Management practices that strengthen an instrumental, unitary view of staffs and their contributions 'cripple the workers by restricting them'. This condition consequences in two methods of worker alienation; estrangement from the product, where staffs lack a sense of ownership and control over the product and its quality; and estrangement from the performance of work, where staffs practice work as completely distinct from the rest of their survival. When these work circumstances happen, staffs are incapable of representative their aptitudes competencies and accordingly a feel of work alienation (Yuill, 2011).

Seeman (1959) appraised work alienation in terms of socio-psychological sight and hypothesized five magnitudes as follows; powerlessness, meaninglessness, Normlessness, social estrangement (isolation) and self-estrangement. *Powerlessness* is the absence of independence that leads to circumstances in which individuals have restricted freedom for controlling their work activities. *Meaninglessness* is the absence of suitable understanding of the association between the present works in which the nurse is contributing, and more noticeable and social purposes of the work. *Normlessness (Anomie)*: It can be definite as an imbalance which happens as a outcome of the deficiency of goals or the collapse of standards and dimensions inside the persons or in the civilization (Banifateme and Rasouli, 2011; Mohseni et al., 2011; and Seeman, 1959).

*Social estrangement* arises when management guidelines and standards do not competently conduct one's behavior to individual matters. *Self-estrangement*: points out the fact that nurses don't achieve their job fondly and they don't find their jobs interesting. They cannot make any connection between the things that they need to do and the job that they

perform. Therefore, they cannot experience the sense of pleasure resultant from success. Self-estrangement reasons work to be a network for delivering simply external want such as rewards and ..... etc., rather than to be a means for expressing their potentials (Tan-Uçanok, 2016 and Seeman, 1959).

Finally, work alienation as an attitudinal negative variable has been related to deviant behaviors (Kanten and Ülker, 2013 and Nair and Vohra, 2012). The model of deviant behavior was first proposed by Robinson and Bennett (1995), and termed as intentional/ purposeful behaviors where an individual significantly and negatively deviate the rule of the organization and harms individual and organizational well-being (Bennett and Robinson, 1995). As of its harmful effects the workplace deviant behavior has emerged as a very attracted research area in the workplace is because of their incredible cost linked with this behavior (Ahmad and Omar, 2014 and Yu'ksel, 2012).

It has two dimensions through which the deviance of nurses will be measured: organizational deviance and interpersonal deviance. Organizational deviance reveals any behavior that disrupts important organizational standards, rules and is directed toward the organization itself. Otherwise, interpersonal deviance is commonly observed because the deviant behaviors directed toward the individual members of organization. The suffers of such behaviors can result in nurses' withdrawal, absenteeism, intentionally serving with poor performance, bullying, production or property sabotage, unethical deciding, disobeying manager's instructions, intentionally doing work slowly, coming late to work and leaving early, theft, alienation, .... etc. Hence, interpersonal deviance could be a critical sort of deviance (Faheem and Mahmud, 2012; Yu'ksel, 2012 and Robinson and Bennett, 1995).

#### *Significance of the Study:*

Organizational justice could be a crucial factor that affects the organizational behavior of all staffs in an organization. Directors must take care of this factor because it is extremely easily noted and sensed. This care is concerned with fairness in reward allocations, adopted rules and techniques and in connections of supervisor with staff nurses. And nurses are found attentive to the fairness in policies and procedures of the organization (Michel and Hargis, 2017). And more, health care institutions are challenged with competent staff that is trying to find respect furthermore better work environment. Nurses represent the front line and the principal group of all health care professionals in any health care organization (American Nurses Association, 2015).

In overall, this study is vital for hospitals, nurses, and nurse managers, because it could help to achieve vision about the influence of nurses' opinions of organizational justice on their work alienation and workplace deviance which will aid nursing administrators to distinguish and imagine when nurses are accomplishment good or bad at work. Though, the importance of this study there was not assessed by any preceding studies. So, this study was carried out to assess the relationship of organizational justice, work alienation and deviant behaviors among staff nurses' at Benha University Hospital.

### **Aim of the study:**

The standing study was aimed at assessing the relationship of organizational justice, work alienation and deviant behaviors among staff nurses.

### **Research Questions:**

The following research questions guide the study:

1. What are the levels of organizational justice as staff nurses perceive?
2. What are the levels of work alienation among staff nurses?
3. To what extent staff nurses engage in deviant behaviors at workplace?
4. Is there a relationship among organizational justice, work alienation and deviant behaviors?

## **SUBJECTS AND METHODS**

### **Research Design:**

A descriptive correlational research design was adopted to achieve the aim of the study.

### **Setting:**

The study was carried out in all inpatient's units of Medical and Surgical departments at Benha University Hospital. Medical departments contain 14 units divided into general medicine "5 units", Cardiology "1 unit", Thoracic "2 units", Rheumatology "1 unit", Neurology and Psychiatric "2 units", Pediatric "3 units", and Surgical departments contain 11 units divided into Female surgery "2 units", Male surgery "2 units", Urology "2 units", Ear, Nose, Throat (ENT) "1 unit", Orthopedic "2 units", and Obstetric "2 units".

### **Subjects:**

#### **Subject Size:**

A convenient sample of staff nurses (220) distributed as the following; Medical department (130), and surgical department (90) staff nurses who employed in the above mentioned study setting and with at least one year of work experience, available at the time of the study, and agree to participate after clarifying the purpose of the study.

#### **Study Variables:**

- Independent variable: organizational justice
- Dependent variable: work alienation and deviant behaviors.

#### **Tools of Data Collection:**

Four tools were used to collect data for this study:

**Personal and Work Characteristics of Nurses:** It included items as; age, gender, marital status, level of educational qualification, years of experience, shift hours, roster system, and nurse patient ratio.

#### **Organizational Justice Questionnaire:**

It was developed by (Neihoff and Moorman, 1993), it used to assess the level of organizational justice among staff nurses. It consisted of (20) items which classified into three domains; Distributive justice "5" items, Procedural justice "6" items, and Interactional justice "9" items.

**Scoring System:** Responses of the studied staff nurses were rated on a five point Likert scale which converted into three

points for the purpose of presentation of each item; nurses' response of each item was scored as follow; agree (3 point), neutral which meaning cannot respond or determined (2 point), and disagree (1 point). Each nurse chooses one answer after reading and understanding carefully, finally score of each dimension summed up and converted into percent. Range of scores from (20-60) and cut point done at 60% = 36. The total perception was determined as the following; high perception if the percent  $\geq 75\%$  of total score =  $\geq 45$  point, moderate perception from 60%- 74% = 36 – 44 point and low perception  $< 60\% = < 36$  point.

#### **Work Alienation Questionnaire:**

A structured questionnaire developed by the researchers through reviewing the relevant literature as (Tan-Uçanok, 2016; Nair and Vohra, 2012; Banifateme and Rasouli, 2011; Mohseni et al., 2011; and Seeman, 1959). It included various items for identifying factors of work alienation as perceived by staff nurses. It contained (27) items classified under 5 dimensions which are; Powerlessness "8 items", Meaninglessness "3 items", Normlessness "5 items", Social estrangement "6 items" and Self-estrangement "5 items".

**Scoring System:** Responses were measured by using a three point Likert scale as follow: always "3 point", sometimes "2 point" and never "1 point". The score of each dimension summed up and converted into percent score and range of scores from (27-81). Staff nurses were alienated if the percent  $\geq 75\% = \geq 61$  point (the higher score of the participants, the more work alienation), and not alienated if the percent  $< 75\% = < 61$  point).

#### **Workplace Deviance Questionnaire:**

It was developed by (Bennett and Robinson, 2000), to assess the frequency of nurses working in harmful behaviors of the organization or other staff. It consisted of (19) items that clustered into two subscales corresponding to the components of the work deviance behaviors that included; Organizational deviance "12 items" and interpersonal deviance "7 items".

**Scoring System:** Responses were rated by using a five-point Likert scale, ranging from never to daily (1-5); never "1", occasionally "2", monthly "3", weekly "4", and daily "5". The score of each dimension summed up and converted into percent score and range of scores from (19-95). The Level of deviant behaviors is considered positive (the higher score of the participants, the more workplace deviance) if the percent  $\geq 75\%$  of total score =  $\geq 72$  and negative (the lower score of the participants, the low workplace deviance) if the percent  $< 75\% = < 72$ .

#### **Data Collection Methods:**

1. The preparatory phase started from the beginning of July to the end of September (2019), which covers three months and includes the following: review of relevant national and international literature using journals, magazines, periodicals, textbooks, the internet and theoretical knowledge from various aspects on the subject of the study.
2. The contents of the four tools were developed, translated into Arabic and tested for its content validity by 5 juries of experts in this field. Based on their

recommendations, the necessary adjustments were made. Also, the instrument reliability was performed to determine the internal consistency and homogeneity of the instruments using Cronbach's Alpha test. The internal consistency of organizational justice questionnaire was (0.97), the work alienation questionnaire was (0.90) and workplace deviance questionnaire was (0.94).

3. Before the start of the study, official permission authorization letters were obtained from the director of Benha University Hospital and the heads of the units included in this study, as mentioned previously. These letters concisely described the purpose and nature of this study.
4. A pilot study was conducted in October 2019, to assess the face and content validity of the used tools; it also helped in estimating the time needed to fill the tools. This was done on 10% of all subjects (22) nurses. This tool was completed based on the results of the pilot study. The pilot study was included in the main sample.
5. Ethical consideration; all participants who were interviewed to explain the purposes and procedures of the study, and have the right to withdraw from the study at any time during the study. Additionally, the confidentiality and anonymity of the subjects were guaranteed by encrypting all data. Oral consent was obtained to participate in the presence of filling the questionnaire.
6. The actual field work was conducted at November, 2019 the researchers collected data through meeting with the nurses and explaining the purpose of the study to them. The data collected from nurses before and between their work hours according to their availability through 5 days/week; the numbers of interviewed nurses were ranged from 10 to 11 nurses for every collected day.
7. The time required to complete the questionnaire was from 20 to 25 minutes for organizational justice, from 25-35 minutes for work alienation and from 15-20 minutes for workplace deviance. Filled forms are collected in time and reviewed for completeness to avoid any missing data. Finally, the researchers thanked the participants for their cooperation.

#### Statistical analysis:

Data were verified prior to computerized entry. The Statistical Package for Social Sciences (SPSS version 20.0) was used for that purpose, followed by data analysis and tabulation. Data were presented using descriptive statistics as number, frequency, percent, mean, and standard deviation, and Pearson correlation coefficients ( $r$ ). A significance level value was considered when  $p$ -value  $\leq 0.05$ , while  $p$ -value  $> 0.05$  indicates non-significance results.

## RESULTS

**Table (1):** Shows that, about three quarters (74.2%) of the studied staff nurses their age was ranged from 25 to less than 35 years old, with a mean age of (27.64±4.92), the majority of them (80.0 % & 85.0 %) were female and married respectively. As far as to their educational level about half (51.8%) of them had associate degree of nursing and about two thirds (65.9 %) of nurses had years of experience ranged from 5 to less than 15, with a mean of (17.21±8.08). According to their roster system more

than half (58.6%) of them worked at morning, while more than one quarter (25.9%) of them worked at afternoon. As well as nurses/patient ratios reveals the most (78.2%) of the studied staff nurses had assigned to be responsible from six to eleven patients.

**Table (2):** Illustrates that, the total mean score of perceived organizational justice among studied staff nurses was (42.09 ± 5.14). Also, the first ranking with highest mean score (20.82 ± 3.49) was related to interactional justice, while the final ranking with lowest mean score was (8.89 ± 2.20) related to distributive justice domain.

**Figure (1):** Demonstrates that, about two thirds (65.9%) of staff nurses perceived organizational justice as moderate. While, more than one quarter (26.4%) of them perceived organizational justice as low and lowest percent (7.7%) of them perceived it as high.

**Table (3):** Displays that, the total mean score of work alienation among the studied staff nurses was (56.29±10.04). Also, the first ranking with highest mean score (18.89±6.20) was related to Powerlessness, while the lowest mean score was (8.09± 3.64) related to Normlessness domain.

**Figure (2):** Indicates that, about three fifth (60.5%) of staff nurses' were alienated level at work, otherwise nearly two fifth (39.5%) of staff nurses' were not alienated level.

**Table (4):** Displays that, the total mean score of deviant behaviors among studied staff nurses was (47.29± 10.03). Also, the first ranking with highest mean score (20.70± 5.54) was related to interpersonal deviance domain. While, the second ranking with lowest mean score (26.58± 10.47) was related to organizational deviance domain.

**Figure (3):** Portrays that, the majority (82.7 %) of staff nurses had negative work deviance behaviors. While, lowest percentage (17.3%) of them had positive deviance behaviors.

**Table (5):** Reveals that, there was a negative statistical significant correlation among organizational justice, work alienation, and deviance behaviors, there is mean when organizational justice increased, work alienation, and deviance behaviors decreased. Otherwise, there was a positive statistical significant correlation between work alienation, and deviance behaviors.

**Table (6):** Represents that, there was no statistical significant correlation between years of experience, educational levels and organizational justice. Also, a negative statistical significant correlation found between work alienation, deviance behaviors and years of experience, this is means when years of experience increased, work alienation and deviance behaviors decreased among staff nurses. Otherwise, a positive statistical significant correlation found between work alienation, deviance behaviors and educational levels among staff nurses.

Table (1): Distribution of personal and work characteristics of the studied staff nurses (n =220)

Personal Characteristics	No.	%
<b>Age (years)</b>		
<25	22	10.0
25 <35	163	74.2
35 <45	30	13.6
≥ 45	5	2.2
<b>X±SD</b>	<b>27.64±4.92</b>	
<b>Range</b>	<b>18.00</b>	
<b>Sex</b>		
Male	44	20.0
Female	176	80.0
<b>Marital status</b>		
Married	187	85.0
Unmarried	33	15.0
<b>Educational Levels</b>		
Nursing diploma	15	6.8
Associate degree of nursing	114	51.8
B.Sc. Nursing	73	33.2
Master degree	18	8.2
<b>Years of experience</b>		
< 5	9	4.1
5 < 15	145	65.9
15< 25	41	18.7
≥ 25	25	11.3
<b>X±SD</b>	<b>17.21±8.08</b>	
<b>Range</b>	<b>24.00</b>	
<b>Roster system</b>		
- Morning	129	58.6
-Afternoon	57	25.9
-Night	34	15.5
<b>Nurses patient ratio</b>		
1 - 5	18	8.2
6 - 11	172	78.2
> 11	30	13.6

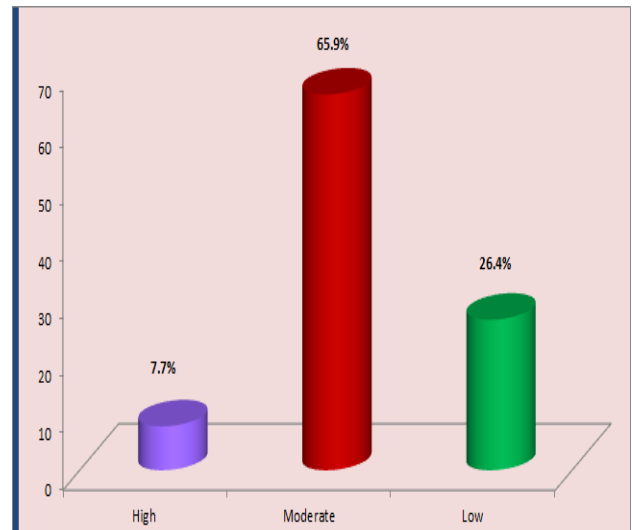


Figure (1): Total Staff Nurses' Perception Levels Regarding Organizational Justice

Table (2): Ranking with mean scores and standard deviation of organizational justice domains among studied staff nurses (n= 220)

Organizational Justice Domains	Max score	Mean ± SD	Mean %	Ranking
Distributive Justice	15	8.89 ± 2.20	59.3	3
Procedural Justice	18	12.37 ± 2.55	68.7	2
Interactional Justice	27	20.82 ± 3.49	77.5	1
<b>Total</b>	<b>60</b>	<b>42.09 ± 5.14</b>		

Table (3): Ranking with mean scores and standard deviation of work alienation dimensions among studied staff nurses (n= 220)

Work Alienation Dimensions	Max score	Mean ± SD	Mean %	Ranking
Powerlessness	24	18.89± 6.20	78.7	1
Meaninglessness	9	6.03± 0.85	67.0	4
Normlessness	15	8.09± 3.64	53.9	5
Social estrangement	18	12.99± 5.47	72.2	2
Self-estrangement	15	10.29± 4.25	68.6	3
<b>Total</b>	<b>81</b>	<b>56.29±10.04</b>		

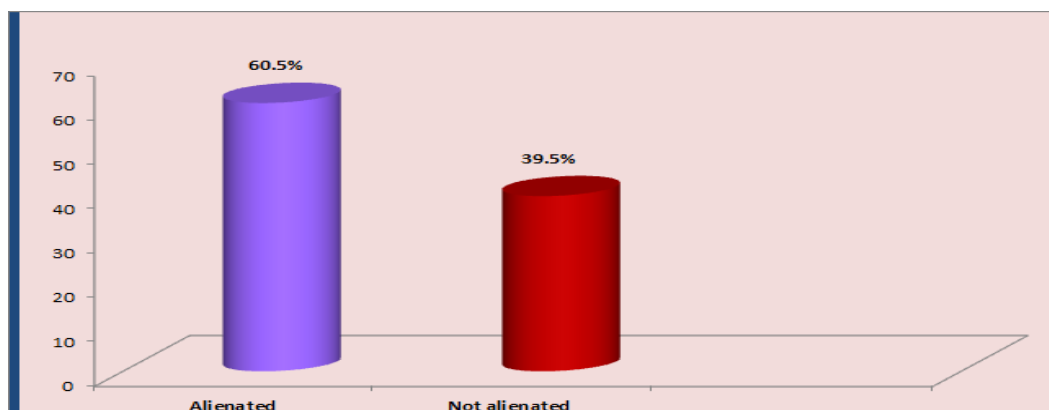


Figure (2): Total Work Alienation Levels among Staff Nurses'

Table (4): Ranking with mean scores and standard deviation of deviant behaviors dimensions among studied staff nurses (n= 220)

Deviant BehaviorsDimensions	Max score	Mean ± SD	Mean %	Ranking
Organizational Deviance	60	26.58± 10.47	44.3	2
Interpersonal Deviance	35	20.70± 5.54	59.1	1
Total	95	47.29± 10.03		

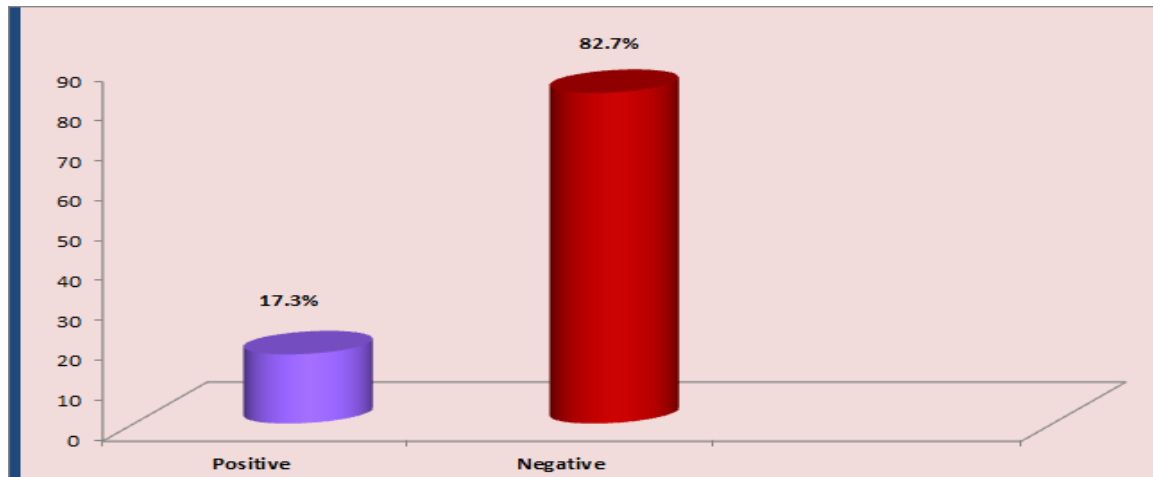


Figure (3): Total Levels of Prevalence of Workplace Deviance Behaviors among Staff Nurses

Table (5): Correlation between overall score of organizational justice, work alienation and deviant behaviors among staff nurses (n=220)

Variables	Organizational Justice		Work Alienation		Workplace Deviance Behaviors	
	r	P- value	r	P- value	r	P- value
Organizational Justice	-	-	-0.185**	<0.001**	-0.174*	<0.01*
Work Alienation	-0.185**	<0.001**	-	-	0.169*	<0.03*
Workplace Deviance Behaviors	-0.174*	<0.01*	0.169*	<0.03*	-	-

\* Correlation is significant at the P ≤ 0. 05 level (2-tailed).

Table (6): Correlation between overall score of organizational justice, work alienation, deviant behaviors and personal characteristics of staff nurses (n=220)

Variables	Years of Experience		Levels of Education	
	r	P- value	r	P- value
Organizational Justice	0.089	0.472	0.022	0.861
Work Alienation	-0.266	<0.028*	0.294	<0.015*
Workplace Deviance Behaviors	-0.280	<0.021*	0.877	<0.019*

\* Correlation is significant at the P ≤ 0. 05 level (2-tailed).

## DISCUSSION

Healthcare organizations are challenged and distinguished by their ability to retain skillful employees seeking justice, equality and respect, as well as better work environment. Staff nurses represent the front line and the main group of all healthcare professionals in any healthcare institution and affect the quality of healthcare providing to patients. Organizational justice is a crucial indicator of successful organizations **Mohamed, Higazee and Goda (2018)**.

Organizational justice can constitute positive employees' behavior. Employees, who feel fair and equitable in their organizations provide equal treatment and greater participation in different positive behaviors, which reduces deviant behaviors and alienation towards their work (**Dora and Azim, 2019**). The present study was aimed to assess

organizational justice, work alienation and deviant behaviors among staff nurses'.

Regarding personal and work characteristics of staff nurses the result revealed that, three quarters of the studied staff nurses were aged from 25 to less than 35 years, the majority of them were female and married. As far as to their educational level about half of them had associate degree of nursing and about two thirds of staff nurses had years of experience ranged from 5 to less than 15.

According to the roster system, there was more than half of nurses were worked at morning shift, while more than one quarter of them were worked at afternoon shift. As well as nurses/ patient ratios revealed that, the most of the studied staff nurses had assigned to be responsible from six to eleven patients.

The current study reported that, the first ranking with the highest mean score was associated with Interactional justice, while the lowest mean score was associated with distributive justice domain. This may be because nurses' managers create a healthy and collaborative work environment characterized by shared decision making, justice and integrity in resources allocation, workload and equal implementation of performance appraisal regulations, while they do not keep nurses aware of the procedures and approaches used in distributing outcomes such as rewards and development opportunities.

This result was consistent with **Mohamed, Higazee and Goda (2018)**, who revealed in their study of "Nurses was recruited from different departments at one of the university hospitals in Demiatte Governorate, Egypt", that the low mean score was related to distributive justice domain. Also these findings were in agreement with

**Rahman, Shahzad, Mustafa, Khan and Qurashi (2016)**, who found in their study of "Employees were chosen from three higher education institutions of Khyber Pakhtunkhwa, Pakistan", that the low mean score was associated with distributive justice dimension.

On the opposite side, these results were in disagreement with **Mansour and Ismail (2019)**, who found in their study of "Social workers in the Youth Care Department at Helwan University, Egypt", that the first ranking was related to transactional justice (equal to the opportunities) and average ranking was related to low procedural justice (equality of duties).

According to **Rahman, Haque, Elahi and Miah (2015)**, who presented in their study of "Executives working in the pharmaceutical company in Bangladesh", that, the lowest mean score was linked to Interactional justice while, the highest mean score was related to distributive justice domain. Also the previous findings were in incongruity with **(Akin, Ulukok and Arar (2017)**, who showed in their study of "The administrative employees of a public university in Turkey", that the highest mean score is connected to interpersonal justice but lowest mean score to procedural justice.

The foregoing findings were in contrast to **Ajlouni, Kaur and Al-Gharaibeh (2018)**, who revealed in their study of "Non-academic staff members' at government Universities in North Jordan", that the evolutionary justice gets the highest mean regarding the degree of agreement followed by procedural justice.

The outcomes of this study demonstrated that, about two thirds of staff nurses perceived organizational justice as moderate, while, more than one quarter of them perceived organizational justice as low and lowest percent of them perceived as high. These findings were parallel to **Mohamed, et al., (2018)**, who showed in their study that more than half of the nurses had a moderate level of perceived organizational justice.

Also, these findings were matched with **Terzioglu, Temel and Sahar (2016)**, who explained in their study of "Nurses

working in a University Hospital accredited by Joint Commission International in Turkey", that the professional attitude of the nurses was scored as low to organizational justice. These results were in incongruity with **Mansour and Ismail (2019)**, who displayed in their study that, the study sample had high level of organizational justice.

*This part of discussion answered the research question; what are the levels of organizational justice as perceived by staff nurses'?*

The previous outcomes of the present study revealed that, the first ranking of work alienation with the highest mean score was associated with Powerlessness, while the lowest mean score was related to Normlessness dimension. This may be because of the staff nurses may feel insufficient due to ineffective administrative/organizational policies and regulation, an inability to control working conditions and to conduct organizational activities or make a decision on their own.

These findings were supported by **Dagli and Averbek (2017)**, who indicated in their study of "Teachers from 40 schools in the central district of Mardin, Turkey at 2015-2016 academic years", that the highest mean score of work alienation was related to Powerlessness. Also, **Yadav and Nagle (2012)**, who played in their study that, employees getting alienated at the organization were experiencing a higher level of stress.

On the other hand, these findings were in disagreement with **Sulu and Ceylan (2010)**, who reported in their study of "Healthcare professionals (nurses and physicians) from public and private hospitals in Istanbul", that the lowest mean of work alienation score associated with Powerlessness.

The findings of the study indicated that, about three fifth of staff nurses were alienated level at work, otherwise nearly two fifth of staff nurses were not alienated. In fact, the reason for this may be due to that staff nurses don't perform their job admirably and they don't find their job interesting, so they cannot make any connection between the things that they want to do and the job they do. Consequently, they cannot experience the feeling of happiness that results from success.

These findings were in accordance with **Zhang, Xu, Chai, Lei and Lopez (2017)**, who displayed in their study of "Clinical nurses at affiliated hospitals in Shiyan City", that the alienation of clinical nurses were at a moderate level. Also, **Dagli and Averbek (2017)**, who found out in their study that, the organizational alienation behaviors occur as the highest percentage. While, these results were in disagreement with **Nazan Kartal (2018)**, who revealed in their study of "Health professionals working in a university hospital, public hospital, and private hospital in the metropolitan area of Ankara", that the level of alienation to work was found to be moderate.

*This part of discussion answered the research question; what are the levels of work alienation among staff nurses'?*

The findings of the study mirrored that, the first ranking with the highest mean score was associated with Interpersonal deviance, while, the second ranking with lowest mean score was correlated to Organizational deviance dimension. This is may be due to nurse managers not pay attention to the general job alienation of clinical nurses to improve their general self-efficacy to feel successful, respect for support etc.

On contradictory with **Aksu (2016)**, who showed in their study of “Secondary school teachers working in Izmir Province”, that the highest mean score of participants is related to workplace (organizational) deviant behaviors. Also these findings were in dissimilarity with **Alias, Wai Ahmad and Azim (2018)**, who found in their study of “Employees of Malaysia hotels”, that organizational-related factors are more potential in predicting hotel employee’s deviant behavior.

In addition, these findings were in discrepancy with **Sunday (2014)**, who concluded that, in a study of “Universities in Nigeria”, that organizational deviance behavior is a huge phenomenon that faces every organization and has significant direct economic consequences for the organization.

And the same in inconsistency with **Nasib and Wali (2019)**, who found in their study of “Elementary and secondary education department of the k-p province of Pakistan”, that the highest mean score is related to Organizational deviance domain, while lowest mean score is related to Interpersonal deviance domain.

The foregoing findings of the study portrayed that, the majority of staff nurses had negative work deviance behaviors, while the lowest percentage of them had positive deviance behaviors. In fact, this may be because nurses’ managers often neglect the deviation behavior in the workplace until it is too late. Hence, it is important for managers to know the root causes of such behavior in order to find appropriate solutions. Also, great emphasis has been placed on organizational policies that must be carefully integrated into the organization in order to effectively manage employee behavior.

These results were in harmony with **Obalade, and Arogundade (2019)**, who found in the study of “Employees of selected public and private universities in Nigeria”, that the study participant exposed to negative work deviance behaviors. Also, in accordance with **Ambikai, and Thuraisingam (2019)**, who reported in their study of “Employees of human resource department of organization in Malaysia”, that employees dissatisfied with their work will be more willing to develop confusion and conflicts that may lead to negative deviant behavior.

*This part of discussion answered the research question; to what extent staff nurses engage in deviant behaviors at workplace?*

The results of the study arrayed that, there was a negative statistical significant correlation among organizational justice, work alienation, and deviance behaviors, there is

mean when organizational justice increased work alienation, and deviance behaviors decreased. Consequently, there is a need to be fair indistributive justice, procedural justice and interactional justice, and therefore staff nurses will perceive procedures, interactions and outcomes of the workplace to be fair in nature, to maintain employees’ satisfaction, functional at their job assignment and their commitment to achieving the desired goals of the organization.

The previous outcomes were in consistence with **Alias, et al., (2018)**, who found that, organizational justice was the organizational-related factors potential to influence deviant behavior. Also, **Mccardle (2007)**, who stated in their study of “Employees in Florida”, that organizational justice exerts direct effects on workplace deviance. In addition to, **Syaebani and Sobri (2011)**, who reported in a study of “Employees of the Faculty of Economics of the University of Indonesia”, that organizational justice perception played an important role in the occurrence of deviant workplace behavior.

In the same context **Dora and Azim (2019)**, who illustrated in the study of “Employees of multimedia organizations in Malaysia”, that there was a negative significant relationship between distributive justice, procedures justice, interactional justice and workplace deviance behavior. Also, these findings were in accordance with **Rafiee, Hoveida and Rajaeipoor (2015)**, who displayed in a study of “Staff of the selected universities in Tehran”. that deviant workplace behavior had a negative relationship with organizational justice.

Additionally, these findings were in agreement with **Celik and Damar (2017)**, who found in their study of “Employees in Turkey”, that there was a statistically significant relationship between aspects of organizational justice and work alienation. In the same line **Nasib and Wali (2019)**, who showed that, there was a negative significant relationship. Also, **Merkhe and AL- Nuiami (2015)**, who stated in their study of “International schools that apply international programs IB and IG in education in Amman”, that procedural justice and distributive justice had a significant direct impact on work alienation.

The results of the existing study explored that, there was a positive statistical significant correlation between work alienation, and deviance behaviors. So that, the nurse managers should try to reduce alienation among workers in order to decrease the costs allied with deviant activities. The findings were consistent with **Zhang, et al., (2017)**, who represented in their study that, alienation was positively related to deviant behaviors. In the same line **Baig and Ullah (2017)**, who portrayed in their study of “Employees in Pakistan”, that all dimensions of organizational justice had a negative statistical significant impact on workplace deviance and job satisfaction significantly mediate this relationship which proves that, organizational injustice compels employees to behave in deviant ways.



*This part of discussion answered the research question; is there a relationship among organizational justice, work alienation and deviant behaviors?*

## CONCLUSIONS

Based on the outcomes of the standing study, it was concluded that, about two thirds of staff nurses perceived organizational justice as moderate. Also, nearly three fifth of them were alienated at work, and the majority of staff nurses had negative work deviance behaviors. In addition, a negative statistical significant correlation was found between perceived organization organizational justice, work alienation, and deviance behaviors among staff nurses. Otherwise, there was a positive statistical significant correlation between work alienation, and deviance behaviors.

## RECOMMENDATION

The results of the existing study suggest that:

- 1- Hospital administration should set rules that contribute to the development of organizational justice in order to achieve greater job satisfaction.
- 2- Hospital administration should conduct induction courses for new nurses and introducing them to the nature and potential of temporary jobs.
- 3- Ensuring fairness when making decisions concerning the allocation of bonuses and evaluating the performance among staff nurses by providing training courses for managers.
- 4- A clear transparent grievance procedure should be take into consideration to allow nurses to give feedback where they feel mistreated, if nurses can vent their anger through a transparent procedure this reduce deviance incidences as no one will feel powerless to voice theft happiness.
- 5- Staff development programs can be included in university development programs, where staff development must be considered a way to reduce deviant and harmful behaviors in the workplace.
- 6- The hospital might hold training workshops to inform the staff nurses correctly and promptly of rules and regulations associated with workplace violations, and to inform newly recruited staff of the challenges and consequences of deviant behaviors in the workplace. Ultimately, future research can focus on the effects of organizational justice and professional ethics on deviant behavior in the workplace.

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## CONFLICT OF INTEREST

There are none conflicts of interest.

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