

# THE ASSOCIATION BETWEEN ORGANIZATIONAL JUSTICE AND COMMITMENT WITH WORKFORCE PRODUCTIVITY FROM CRITICAL CARE NURSES VIEWPOINT

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## ABSTRACT

### OBJECTIVE:

Human resource productivity is one of the priorities for progress and development in any organization. Organizational commitment amongst staff members improves their positive attitude towards the organization and organizational justice is one of the requirements for any type of social participation. The present study was conducted with the aim of evaluating the relationship between organizational justice and organizational commitment and human resource productivity from the viewpoint of intensive care (ICU) nurses.

### METHODS:

This cross-sectional study was conducted with 200 nurses working in the teaching hospitals of Mazandaran University of Medical Sciences, (five hospitals) Iran in 2018. The data were collected using the Demographic Characteristics Questionnaire, Moorman and Niehoffs Organizational Justice Questionnaire, Allen and Meyer Organizational Commitment Questionnaire and Human Resource Productivity Questionnaire. Data were analyzed using SPSS 20 software and descriptive and inferential statistical methods (Pearson correlation coefficient and linear regression analysis).

### RESULTS:

The results of the study revealed that the mean of organizational justice, organizational commitment and human resource productivity was  $52.26 \pm 34.16$ ,  $96.75 \pm 14.62$  and  $65.39 \pm 18.05$ , respectively. The results of Pearson correlation coefficient showed a positive and significant correlation between organizational justice and human resource productivity ( $r = 0.615$ ;  $P = 0.001$ ) and between organizational commitment and human resource productivity ( $r = 0.140$ ;  $P = 0.048$ ). Accordingly, with increasing organizational justice and organizational commitment, human resource productivity also increases, and vice versa.

## CONCLUSION:

The results of this study showed that organizational justice and organizational commitment have a significant effect on human resources productivity. Hospital managers can consider the role of psychological interventions and strengthening justice and organizational commitment in improving human resource productivity of nurses.

## KEYWORDS

Organizational Justice, Organizational Commitment, Human Resource Productivity, Intensive Care Unit

## INTRODUCTION

Human resource productivity and its examination are one of the priorities of the progress and development of any organization. Productivity means feelings of effectiveness and efficiency and the ability of an individual in the organization. In other words, it involves the optimal use of workforce, power, talent and manpower skills [1]. In organizations such as hospitals, in which nurses include the largest part of the workforce [2], the importance of attracting and maintaining nursing staff is essential and the status of nurses has been recently considered by managers to increase the productivity of hospitals [1]. Nursing staff productivity is very important since the hospital is a place to care for patients who have complex and multiple needs [3]. Based on a comprehensive study by the World Bank, 50% to 80% of the health sector's resources are allocated to hospitals in developing countries. Therefore, the optimal and proper use of resources is important [4]. Report suggest that the human resource productivity indicator in Iran is very low compared to the countries of the region and East Asia [5]. Compared to member countries of Asian Productivity Organization, the mean growth rate of human resource productivity indicator in Iran was 2.03% during 2000-2006. Iran ranked 9 among 14 countries of the Asian Productivity Organization [6]. In order to achieve the goals of full progress and development, effective and efficient staffs are needed. Hence, the move towards increased equity, commitment and satisfaction among the human resources is one of the main tasks of organizations [7]. One of the important organizational issues is the commitment amongst staff. Organizational commitment amongst staff can bring beneficial results for the organization, since this variable strengthens the positive attitude of staff towards the organization [8]. Organizations with members at high levels of organizational commitment usually have a higher performance and less absenteeism for their staff. In many cases, organizations need individuals who work beyond their tasks and duties for the benefit of organization [9]. Organizational commitment is defined and measured in

three dimensions. They include emotional commitment, normative commitment, and continuous commitment [10].

Another organizational component is organizational justice. Justice is one of the requirements for any type of social participation. Continuous presence of people in groups depends on their perception of observing fairness and justice. Observing justice is one of the political requirements of organizational behavior, since observing justice increases the sense of belonging, loyalty and trust of individuals to the organization and increases human and social capital of the organization [11]. The outcome of the first studies on justice is the recognition of three types of justice, including distributive justice, procedural justice, and interactive justice in organizations. Distributive justice refers to the fairness of the outcomes that staff receive [12]. Procedural justice means justice perceived of the process used to determine the distribution of rewards. In the interactive justice, organizational justice is passed on by supervisors to subordinates [7]. Various studies have been carried out on the factors affecting productivity, but there is little information available on the productivity in the ICU setting.

Based on the studies conducted and the results obtained, the importance of productivity in hospital environments becomes clearer.

The results of this research have clarified the need to pay attention to organizational commitment, organizational justice and their relationship with organizational productivity in nurses and provide a suitable intervention plan to respond to the ways of improving work productivity in hospital environments

## METHODS

The present study is a cross-sectional study with an analytical approach. The research population included

the nurses working in ICUs of Mazandaran University of Medical Sciences in Mazandaran, Sari, and Ghaemshahr, Iran in 2018. The inclusion criteria of this study included 1) having at least 6 months of employment history in the intensive care unit, 2) having bachelor level of education and higher. The research exclusion criterion also included: 1) incomplete filling up of the questionnaire. A list of qualified individuals, against these criteria, was prepared. Then, proportional random sampling was performed. The sample size was calculated at 180 nurses using the sample size determination formula in the correlational studies and using a confidence level of 95% and considering  $r=0.35$ . The sample size increased to 200 by considering a potential 10% drop out of the subjects invited to participate [13].

$$n = \frac{[z_{1-\frac{\alpha}{2}} + z_{1-\beta}]^2}{\left(\frac{1}{2} \ln \frac{1+\rho_1}{1-\rho_1} - \frac{1}{2} \ln \frac{1+\rho_0}{1-\rho_0}\right)^2} + 3$$

Data were collected by demographic characteristics questionnaire (age, gender, level of education, employment history in ICU, work shift, number of unit beds, the unit score according to the rating the critically ill patients, type of employment, work hours per month, average overtime work hours per month), and Moorman and Niehoffs *organizational justice questionnaire*, Allen and Meyer *organizational commitment questionnaire* and human resource productivity questionnaire.

Moorman and Niehoffs *organizational justice questionnaire* include three subscales: distributive justice (5 questions), procedural justice (6 questions), and interactive Justice (9 questions). The score of general organizational justice is derived by summing up of scores of these three areas. The whole questionnaire includes 20 items. The questions are answered on a 5-point Likert 5 scale, ranging from 1 (I strongly disagree) to 5 (I strongly agree). The minimum score is 20 and the maximum score is 100. Scores 20-46 indicate this as lower organizational justice, scores 47 -74 indicate moderate organizational justice, and scores 75-100 indicate high organizational justice [14]. The reliability coefficient of organizational justice in previous studies has been reported as 0.74, 0.75, and 0.87 for distributive subscale, procedural subscale, and interactive, respectively, using Cronbach's alpha method [15]. The reliability of this questionnaire in this study was estimated to be 0.963 using Cronbach's alpha coefficient.

The Organizational Commitment Questionnaire was developed by Allen and Meyer in 1991 [10]. It includes 24 items used in three dimensions of emotional commitment, continuous commitment, and normative commitment. These items were designed and scored based on the five-point Likert scale, ranging from 1 (I strongly disagree) to 5 (I strongly agree). The scores are expressed as percent. Organizational commitment scores were classified into three levels of low (score 0 to 33 percent), moderate (score 34 to 66 percent) and high (67 to 100 percent). Higher scores represent higher organizational commitment. The content validity index of this tool was reported more than 89%. In the study conducted by Nabizadeh et al to examine the reliability of the questionnaire, the internal consistency method with Cronbach's alpha coefficient was used. It was found as 0.87 for the whole questionnaire (emotional commitment dimension=0.82, continuous commitment dimension= 0.89, and normative commitment=0.75 [16]. The validity of this questionnaire was estimated as 0.753 in the present study by using Cronbach's alpha coefficient. Staff productivity questionnaire includes 26 questions based on the seven dimensions of Goldsmith (ability, clarity or recognition, help, motivation, evaluation, credibility, and environment). This model is the most widely used model for assessing the productivity from the viewpoint of staff. Its questions are scored on a 5-point Likert scale ranging from 1 (I strongly disagree) to 5 (I strongly agree). The maximum score of 20 questions is 20 and the maximum is 100 [17]. The reliability of this questionnaire was assessed by Hedayati et al using Test-Retest method. The developed and final questionnaire was distributed to a group of 10 people in Hazrat-e Rasool Hospital in Tehran with time interval of 10 days in two stages, and the correlation coefficient was reported as 0.86. To examine its reliability, the researcher distributed 15 questionnaires in a population out of the study population and the Cronbach's alpha was reported 0.75 [17]. The reliability of this questionnaire was estimated to be 0.934 in the present study with Cronbach's alpha coefficient. The questionnaires were provided by the researcher to nurses of the considered units in each hospital. After taking their consent, required explanations were provided for them. After filling up of the questionnaires, each person placed the sheets in folder.

## DATA ANALYSIS

After collecting the questionnaires, the researcher classified information for analysis. For analysis of the collected data, the SPSS20 software was used. Descriptive

statistics including mean and standard deviation to describe the research samples and inferential statistical tests including Pearson correlation coefficient and linear regression were used in this regard.

### ETHICAL CONSIDERATIONS

It should be noted that the present study was conducted after obtaining the necessary permissions and receiving the ethics code (IR.mazums.Rec.1396.10257) from the Research and Technology Deputy of Mazandaran University of Medical Sciences research and obtaining informed consent from the nurses, which included describing the research objectives and procedure for them. The researchers also ensured the nurses that their answers would be used in line with the objectives of the

research and all their information would remain confidential by observing the principle of anonymity.

### RESULTS

The mean age of the respondents was  $33.89 \pm 6.27$  years. 83% of the subjects were female, 92% had bachelor level education, 37.5% had an official employment status.

The work shift of nurses in most cases (88.5%) was rotational. In terms of severity level of patients hospitalized in the special ward, most of the patients (40.5%) were at level 3 of disease severity, 36.5% of the subjects were working in the CCU unit (Table 1).

**TABLE 1- JOB-DEMOGRAPHIC CHARACTERISTICS OF NURSES WORKING IN THE INTENSIVE CARE UNITS OF TEACHING HOSPITALS IN MAZANDARAN UNIVERSITY OF MEDICAL SCIENCES IN 2018**

Job-demographic characteristics		f	%
gender	male	34	17%
	female	186	83%
Education level	associate	2	1%
	bachelor	184	92%
	master	14	7%
Employment history	Official	75	5.37%
	treaty	56	28%
	Contractual	31	5.15%
	project	38	19%
Job status in unit	Head nurses	9	5.4%
	Sub head nurse	10	5%
	In charge of shift	84	42%
	Normal nurse	97	5.48%
Work shift	rotational	177	5.88%
	fixed	23	5.11%
Unit score (according to rating the critically ill patients)	2	21	5.10%
	3	81	5.40%
	4	52	26%
	5	44	22%
	Over 5	2	5.0%
Work unit	Cardiac ICU	17	5.8%
	Surgery ICU	1	5.0%
	General ICU	39	5.19%
	Internal ICU	8	4%
	Burn ICU	15	7%/5
	Neonates ICU	20	10%
	Pediatric ICU	13	5.6%

	CCU	73	5.36%
	Dialysis	14	7%
age	mean	27.6±89.33	

The results of the study showed that the mean of organizational justice, organizational commitment, and human resource productivity were  $52.26 \pm 34.16$ ,  $96.75 \pm 14.62$  and  $65.39 \pm 18.05$ , respectively. The results of Pearson correlation coefficient showed a significant and positive correlation between organizational justice and human resource productivity ( $r = 0.615$ ;  $P = 0.001$ ) and between organizational commitment and human resource productivity ( $r = 0.140$ ;  $P = 0.048$ ), and between organizational justice and organizational commitment ( $r = 0.217$ ;  $P = 0.001$ ). With increasing organizational commitment, human resource productivity increases and with increasing organizational justice, organizational commitment increases, and vice versa.

The Pearson correlation test showed a significant relationship between organizational commitment and age ( $P = 0.007$ ), but no significant relationship was found between organizational justice and human resource productivity and age. There was a significant correlation between organizational commitment and employment history ( $P = 0.011$ ), but there was not a significant relationship between organizational justice and human resource productivity and employment history. There was a significant relationship between organizational commitment and employment history in the intensive care unit ( $P = 0.029$ ). There was a significant relationship between organizational justice ( $P = 0.018$ ) and human resource productivity ( $P = 0.008$ ) and the number of beds in the unit, but there was no significant relationship between

organizational commitment and the number of beds in the unit. There was a significant relationship between organizational justice ( $P = 0.005$ ) and human resource productivity ( $P = 0.012$ ) and the number of personnel, but there was not a significant relationship between organizational commitment and the number of beds in the unit. There was no significant relationship between organizational justice, organizational commitment, and human resource productivity and the work per month. There was a significant relationship between organizational justice ( $P = 0.033$ ) and overtime work hours per month, but there was not a significant relationship between organizational commitment and human resource productivity and overtime work hours per month (Table 2). No significant difference was found between the mean of organizational justice, organizational commitment, and human resource productivity at the level of variables of gender, level of education, position in the unit, work shift, and work unit.

In addition, the results of the study showed that the regression model is statistically significant for nurses' human resources productivity in terms of organizational justice ( $P < 0.001$ ).  $R^2$  value is equal to 0.378, so the model is able to explain approximately 38% of the variations in the human resource productivity (Table 3).

**TABLE 2- CORRELATION BETWEEN ORGANIZATIONAL JUSTICE, ORGANIZATIONAL COMMITMENT AND PRODUCTIVITY AND SOME MEDICAL-DEMOGRAPHIC VARIABLES OF NURSES WORKING IN THE INTENSIVE CARE UNIT OF MAZANDARAN UNIVERSITY OF MEDICAL SCIENCES IN SARI AND GHAEMSHAHR IN 2018 BASED ON THE JOB-DEMOGRAPHIC**

Variable	Human resource productivity	Organizational commitment	Organizational justice
age	052.0 465.=0P	192.-0 007.=0P	011.-0 875.=0P
Employment history	020.0 777.=0P	179.-0 011.=0P	004.0 951.=0P
Employment history in ICU	112.0 113.=0P	155.-0 =029P	024.0 736.=0P
Number of beds in unit	186.0 008.=0P	010.0 894.=0P	167.0 018.=0P

Number of personnel	176.0 012.=0P	061.0 391.=0P	197.0 005.=0P
Work hours per month	023.0 750.=0P	068.-0 337.=0P	008.-0 906.=0P
Overtime work hours per month	069.-0 331.=0P	026.-0 710.=0P	151.0 033.=0P

**TABLE 3- PREDICTIVE POWER OF VARIANCE OF HUMAN RESOURCE PRODUCTIVITY SCORES BY ORGANIZATIONAL JUSTICE SCORES AND HUMAN RESOURCE PRODUCTIVITY AMONG NURSES WORKING IN THE INTENSIVE CARE UNITS OF MAZANDARAN UNIVERSITY OF MEDICAL SCIENCES IN SARI AND GHAEMSHAHR IN 2018**

Independent variable	Constant (regression constant value)	B (regression non-standardized coefficient)	Beta (regression standardized coefficient)	t	P-Value (regression model statistical test)	R <sup>2</sup> (coefficient of determination)	R (Pearson coefficient of correlation_)
Organizational justice	185.29	678.0	613.0	658.10	001.0	378.0	615.0
Organizational commitment		008.0	007.0	116.0	908.0		

## DISCUSSION

This study was conducted to evaluate the relationship between organizational justice and organizational commitment and human resource productivity among nurses in intensive care units. The results showed that both organizational justice and organizational commitment had a positive and significant relationship with human resource productivity. In the present study, the variables of the number of beds in the unit and the number of personnel showed relationship with human resource productivity and the variables of age, employment history, and employment history in intensive care unit showed significant relationship with organizational commitment. The variable of number of beds in the unit, the number of personnel and the overtime work hours per month were associated with organizational justice. Although some previous studies have been conducted on organizational justice, organizational commitment and human resource productivity variables separately in nurses, no domestic and foreign study has been conducted on the relationship between organizational justice and organizational commitment and human resource productivity in nurses working in teaching hospitals. We refer to a number of studies that are relatively close to the objectives of the present study below. In a study entitled organizational justice relationship with job satisfaction and organizational commitment among staff of selected hospitals of Isfahan University of Medical

Sciencesw, Yaghoubi et al showed a positive and significant relationship between organizational commitment and organizational justice [18]. In a study conducted by Oliviano to evaluate the impact of organizational justice on the health of staff in Finland, it was concluded that implementation of justice in the organization affects the health of staff and reduces absenteeism due to illness [19].

Determining the relationship between organizational justice and management commitment, Kelendaver concluded that although all dimensions of organizational justice were associated with commitment of managers, the effect of interactive justice was higher than others [20]. In a study on the relationship between organizational justice and organizational commitment among staff of Shariati and Valiasr hospitals in 2011, Ghasemiani et al concluded that there was a significant relationship between organizational commitment and organizational justice, this relationship was direct according to the correlation coefficient obtained [21]. Amirkhani et al investigated the relationship between organizational justice and organizational commitment in the staff of Isfahan University of Medical Sciences. They concluded that staff who feel injustice, show lower levels of organizational commitment and cause problems for organization archiving its goals, while high commitment of staff direct the organization

towards its pre-specified goals [22]. In a study entitled "the impact of organizational justice, organizational commitment, and job satisfaction on the quality of working life: a case study of staff at the Public Hospital of Poursina in Rasht, Syahkal Mahalah et al found a positive and significant correlation between organizational commitment and organizational justice [11]. Safavi et al investigated the variables predicting organizational commitment in nurses and found a positive and significant correlation between job satisfaction and procedural justice and organizational commitment ( $P = 0.001$ ) [23]. In a study entitled "The effect of ownership, level of staff and organizational justice on nurses' commitment, participation and satisfaction: a survey study in Finland", Heponomi et al concluded that reducing organizational justice reduces the organizational commitment [24]. In a study entitled "The relationship between emotional intelligence, job satisfaction, organizational justice and commitment with mentoring function from the viewpoint of staff of Poursina Hospital in Rasht, Syahkal Mahalah et al found a positive and significant correlation between organizational commitment and organizational justice [25].

The results of these studies are in line with those of our study. Studies have shown that justice processes play a major role in the organization and the way of dealing with individuals in organizations may affect staff's beliefs, feelings, attitudes and behavior [7]. The fair behavior of the organization with staff generally leads to their higher commitment to the organization. In addition, people who feel injustice will more likely leave the organization or show the low levels of organizational commitment and they may even show abnormal behaviors. Hence, understanding how people judge their justice in their organization and how they respond to perceived justice or injustice is one of the key issues, especially for understanding organizational behavior [7]. Organizational justice is important since if staff feel inequality, they will be the source of potential dissatisfaction in the organization, followed by irreparable consequences [26].

In a study conducted with the aim of investigating and determining the role of procedural justice in promoting decision making as a predictive variable, Mary Lemors concluded that procedural justice in decision making affects the organizational commitment of staff [27]. In a study conducted to enhance the organizational commitment of sports media staff through the mediating role of organizational justice and job satisfaction, Nazari et al found that organizational justice had an effective role in

job satisfaction and organizational commitment. In general, organizational justice had a significant impact on job satisfaction and organizational commitment of sports media staff. Thus, it can be stated that the lack of organizational justice in any organization leads to the lack of commitment in organization and lack of job satisfaction in people. Managers must be ensured of organizational justice before making any decision to avoid the problems within the organization [28]. In a study on organizational commitment and its dimensions in nurses working in hospitals of Shiraz University of Medical Sciences, Seyedghibi et al concluded that the organizational commitment of nursing staff was at the moderate level [29]. In a descriptive study entitled "evaluation of organizational commitment in clinical nurses", Nabizadeh Garguzar et al found that the level of organizational commitment was at the moderate level of 53.5% [16]. In a study entitled "the correlation between organizational commitment of nurses and the quality of hospital services at the Tehran Women Comprehensive Teaching and Health Center, Omarani et al found that organizational commitment in nurses was at a low level [30].

The results of the study conducted by Khan about organizational commitment and job satisfaction in nurses, were in line with the results of our study, so that nurses' commitment was also estimated at the moderate level in the mentioned study [31]. However, the results of a study conducted by Lee et al showed a high level of organizational commitment among nurses in Malaysia [32]. The results of a study conducted by Nyaz Azari et al on the relationship between professional ethics and organizational commitment revealed a high organizational commitment among administrative and care staffs of Amol city [33]. In a study entitled "perceiving organizational commitment among nurses, Alasri showed that emotional commitment in nurses is more perceivable than continuous commitment and normative commitment and this type of commitment (emotional) has more positive effects in an organization [34].

Rahmanzadeh et al investigated the organizational commitment of nurses in hospitals affiliated to Tehran University of Medical Sciences and showed that nurses' commitment was moderate and normative commitment had the lowest score and continuous commitment had the highest score [35]. The results of these studies were in line with those of our study. Human resources are the most important capital of organizations, and the better quality of capital will increase the probability of success, survival

and promotion of the organization. Thus, much effort should be made to improve the quality of human resources, because it is for the benefit of both organization and individuals. A loyal and satisfied workforce working with organizational goals and values, works beyond his or her duties and can play a major role in the organization effectiveness. The presence of such a force in the organization is associated with increased level of performance and reduced absenteeism and delay of staff. Such forces provide the conditions for growth and development of an organization. In contrast, a force with low level of sense of satisfaction, organizational justice and organizational commitment and with a higher willingness to leave the organization will not move in line with the organizational goals and will play major role in creating indifference to issues and problems of the organization among other coworkers [36].

In a study entitled "The relationship between perceived organizational justice and productivity in hospitals of Iran University of Medical Sciences" Sidin et al concluded that perceived organizational justice is less than moderate, and productivity is higher than the moderate among the staff. In a study entitled "The relationship between organizational justice and staff productivity in hospitals," Hedayati et al concluded that staff's understanding of the types of justice in the hospitals was moderate [17]. In the area of productivity of hospital staff, the results suggested that all of the productivity indicators were at a moderate level among the staff. The results suggest that general organizational justice has a significant positive correlation with human resource productivity [20]. In a study entitled "The relationship between organizational justice and productivity among the staff in the selected teaching hospitals of Tehran University of Medical Sciences", Ahadi Nejad et al showed a significant positive correlation between perceived organizational justice and its dimensions and productivity [13].

In a study entitled "The relationship between organizational commitment and the productivity of the rehabilitation department members: a case study of Razi Psychiatric Center, Sharifi Asl et al found a positive and significant relationship between organizational commitment and productivity [37]. Hatami et al investigated the relationship between the quality of work life and organizational commitment and productivity in the staff of Jahrom University of Medical Sciences. Results indicated a positive and significant correlation between quality of work life and organizational commitment and productivity of staffs in

Jahrom University of Medical Sciences. Pearson correlation coefficient showed a positive and significant correlation between organizational commitment and productivity [38]. In a study entitled "investigating the relationship between quality of work life and human resource productivity in health care centers (case study: Nurses of Shahid Sadoughi Hospital, Yazd), Salam Zadeh et al found that the quality of work life and the level of nurses' productivity were less than moderate level. Additionally, the results of this research revealed a positive and significant relationship between the quality of work life and the productivity of nurses [39]. The performance of staff plays a crucial role for the organization, so finding the factors that affect the performance of staff and their productivity has a high importance.

Despite the fact that the hospital system is one of the most important actors in the service sector and productivity of a nursing system is considered as the largest part of the health system, less attention is paid to their views. Using their views allows management to understand the factors affecting their productivity well and consider them in the hospital planning [40]. Nurses are the largest group of healthcare workers and they affect the productivity and progress of the organization more than any other group of hospital staff. Nurses' productivity leads to better decision-making in planning for providing the services and care [41]. Organizational commitment causes a group of skilled and qualified and high experience staffs to be gathered in their work and it is considered as the biggest treasure for the organization. In contrast, when there is no organizational commitment or loyalty, after gaining experience in the organization, staff will leave the organization as soon as they find another job. Nowadays, organizations need effective and efficient staffs to achieve their goals. In general, the effectiveness and efficiency of organizations depend on the effectiveness and efficiency of the human resources in that organization. Thus, moving towards increasing the justice, commitment and productivity of human resources are one of the core tasks of organizations.

## CONCLUSION

This study is a correlational study with an analytical approach. The results of this study revealed a positive and significant relationship between organizational justice and organizational commitment and human resource productivity.



Nursing managers should evaluate the organizational justice, organizational commitment and human resource productivity in nurses by periodically reviewing and identify the individual, organizational and organizational factors affecting organizational justice, organizational commitment, and human resource productivity and take steps to improve each of these factors. Hence, the relevant authorities and managers are recommended to support the nursing managers with adequate allocation of resources and planning and adopting rational decisions in this regard. Organizational justice and organizational commitment are associated with human resource productivity, so paying more attention to organizational justice leads to the higher commitment of nurses and increased productivity of human resources. It will help nurses play their role effectively in providing care for patients, which is one of the main goals of the healthcare system. Given the positive relationship between organizational justice and organizational commitment and human resource productivity, it is recommended to use spiritual and financial support to enhance organizational justice and the commitment of nurses.

#### DECLARATION OF INTEREST:

None.

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