

The Relation between Organizational Justice and Workplace Deviance as Perceived by Nurses

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Abstract: Background: Organizational justice and workplace deviance behavior are the most important factors affecting the employees in each organization. When there was lack of fairness and support in the organization, staff tended to perform behaviors that damaging the organization. **Purpose:** Identify the relation between organizational justice and workplace deviance behavior among staff nurses. **Study design:** A correlational design was used. **Setting:** The study was conducted at Menoufia University hospital. **Sample:** A simple random sample technique of 240 staff nurses were included in this study. **Instruments:** Data was collected by using organizational justice questionnaire and Egyptian questionnaire of nursing workplace deviance. **Results:** More than-half (55%) of the studied nurses had a high level of organizational justice, followed by about one-quarter (24.2%) of them had a moderate level. While, the minority (20.8%) of them had a low level. Majority (95.8%) of the studied nurses did not have a workplace deviance, while the minority (4.2%) of them had a workplace deviance. **Conclusion:** There was a statistically significant negative correlation between organizational justice and workplace deviance behaviors. **Recommendations:** Managers have to ensure fairness in rewards distribution, making policies with equal benefits to all stakeholders. Organizations have to implement strategies to handle with workplace deviance

Keywords: *Organizational justice, Staff nurses, Workplace deviance.*

Introduction

Nurses play an important role in health-care organizations as they provide health-care services and are connected with human life; thus, a minor mistake, neglect or any negative behavior at work can bring irreparable injuries to patients. (Kakemam et al., 2021; Fitriastuti &

Vanderstraeten, 2022). Thus, there is growing interest among scholars and practitioners regarding the negative workplace behaviors in the health-care sector, specifically related to the nursing (Kakemam et al., 2021; Fitriastuti & Vanderstraeten, 2022).

Therefore, the number of studies examining the negative workplace behavior of the nursing is growing rapidly worldwide. Among the costly behaviors that hamper productivity is workplace deviance. Organizational fairness can mitigate or prevent deviance within the organization. Over the past four decades, behavioral experts have predominantly approached patients from a healthcare perspective. One of the antecedents of workplace deviance is organizational fairness, a factor researcher have identified (Fitriastuti & Vanderstraeten, 2022; Dar, 2017).

Organizational justice is necessary for all organizations to advance. The functioning of the organization in the context of the justice system for its employees must be devoid of any preferential treatment if it is to sustain worker pleasure, loyalty, and devotion to the organization. (Dar, 2017; Johnson et al., 2024). Organizational justice has positive impact on nurses includes increase work performance job, satisfaction, commitment, productivity and cooperation. It's also improving work engagement, organizational trust, organizational identification, attachment, identification and involvement, motivation, and nurse's satisfaction. It's also a strong antecedent for workplace social courage. Decrease emotional exhaustion, job burnout, turnover intentions and workplace deviance behavior.(Johnson et al., 2024; Fiaz et al., 2021).

Workplace deviance behavior is defined as deliberate way of behaving that disregard critical authoritative standards and, in this manner, undermines the prosperity of the organization or its

individuals, or both. (Fiaz et al., 2021; Karaca & Özmen, 2018). It has two dimensions: interpersonal and organizational deviance. Organizational deviance reveals any behavior that directed toward the organization itself. Such as wasting unit materials and supplies or taking without permission Coming to work late without permission and taking longer breaks than acceptable but interpersonal deviance is commonly the deviation that directed toward organization members such as co-workers, managers, and subordinates (Topbaş et al., 2019; Mohammadi et al., 2020).

Organizational justice significantly predicts workplace deviant behavior. Specifically, the justice perspective posits that workplace deviance is a reaction to the perceived unfairness experienced by employees in work environments Minimizing or preventing deviance within an organization can be influenced by promoting fairness in organizational processes. Addressing perceptions of injustice can contribute to a healthier work environment and reduce deviant behaviors (Obalade, & Mtembu, 2023).

SIGNIFICANCE OF THE STUDY

Organizational justice has a great significance in organizations as perception of an organizational fair by nurses and has a positive effect on organizational loyalty and job satisfaction, the opposite situation can lead to job burnout, low performance, and dissatisfaction and deviant behaviors (Amin et al.,2022).

Based on clinical experience of the researchers, there is unfairness in the

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treatment of nurses such as inequity in distribution of incentives and working shifts and as a result of those unfairness actions, the investigator noticed that some of nurses do certain behaviors as leaving early, taking excessive breaks, intentionally working slow, wasting resources, gossiping about co-workers, blaming co-workers and verbal abuse. So, these serious phenomena should be addressed and investigated because it has a great impact on organizational efficiency as low performance of nurses and low productivity, decrease nurses moral, increase turnover among nurses and decrease satisfaction of the patients and nurses. So, this study was conducted to identify the relation between organizational justice and workplace deviance as perceived by nurses at Menoufia university hospital.

PURPOSE OF THE STUDY

The purpose of this study is to identify the relation between organizational justice and workplace deviance as perceived by nurses at Menoufia University hospital.

RESEARCH QUESTIONS

- 1) What is the level of organizational justice as perceived by nurses at Menoufia University hospital?
- 2) What is the level of workplace deviance as perceived by nurses at Menoufia University Hospital?
- 3) What is the relation between organizational justice and workplace deviance as perceived by nurses at Menoufia University hospital?

METHOD

This study was conducted to identify the relation between organizational justice

and workplace deviance among nurses at Menoufia University Hospital. This part includes the research design, setting, sample, instruments that were used in data collection, ethical consideration, pilot study, data collection procedures, and statistical tests used.

Research design:

A correlational research design was utilized in the conduction of this study.

Research Setting:

This study was conducted at critical care units of Menoufia University Hospital which is affiliated to University sector. It was established in 1993, it is considered one of the largest hospitals in Delta region of Egypt. The estimated number of nursing workforce in the hospital was 1300 nurses with different educational levels in nursing. The bed capacity of the hospital is 1070 beds. This hospital constitutes of four buildings (general hospital, emergency hospital, specialized hospital, and oncology institution). The four buildings provide primary and secondary health care to different populations. This hospital provides comprehensive medical and surgical services for patients, teaching services for medical and nursing students in addition to research activities. Three of these buildings are interlinked, and one separate building namely oncology institution.

Research Sample:

A group of staff nurses were used to achieve the study purpose.

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Sample size:

The actual total population in the selected units was 550 staff nurses. The Sample size was calculated using the following equation: Sample size was determined by using (Yamane, formula (1976) 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 critical care units in Menoufia University Hospitals is $550 / (1 + 550 \times (0.05^2)) = 231$ nurses.

The sample was increased to 240 to compensate attrition rate

Sampling technique:

A simple random sample technique of 240 nurses selected from intensive care units from previously mentioned study setting constitutes the study sample. A list of staff nurses working in critical departments and units of Menoufia University Hospital was prepared). Each staff nurse was marked with a specific number (from 1 to 550). Using the ideal bowl method, the investigator assigned a number to each member of the staff nurses in a consecutive manner, writing the numbers on separate pieces of paper. These pieces were folded in the same way and mixed in the container. Finally, samples were taken randomly from the box by randomly selecting folded pieces of paper with replacement so that each staff nurse had an equal chance to be included in the study sample size.

Data collection instruments:

Two instruments were used to collect data namely, organizational justice questionnaire and Egyptian questionnaire of nursing workplace deviance. Personal characteristics including "age, sex, educational qualifications, years of experience and working units were collected too.

Instrument one: Organizational justice questionnaire:

Organizational justice questionnaire was developed by Niehoff & Moorman (1993) and adopted by the researchers. It used to assess organizational justice as perceived by nurses. It included 19 items divided into three domains as follow: distributive justice (5 items), procedural justice (5 items) and interactional justice (9 items).

Scoring system:

Nurses' responses were scored on a five points Likert-scale as the following Strongly agree =5, Agree= 4, Neutral =3, Disagree =2, Strongly disagree=1. The total score ranges from (19-95). The scores of each statement were summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. Negative statements had a reverse score. The nurses perception of organizational justice was considered low if the total percent score less than 60% and moderate if the total score ranged from (60- <75%) and high if the total scores were more than or equal 75% (Niehoff & Moorman 1993 and statistics).

Instrument two: Egyptian questionnaire of nursing workplace deviance:

Egyptian questionnaire of nursing workplace deviance was adopted from Hany, (2020). It aimed at identifying nursing workplace deviance behaviors as perceived by nurses. It consists of 38 items divided into five dimensions. Nurses' behavior deviant (9 items), nurses' attitude deviant (6 items), nurses' ethics deviant (8 item), nurse manager deviant (5 items) and Nurses' performance deviant (10 items).

Scoring system:

Nurses' responses were scored on a five points Likert-scale ranging from strongly agree (5) to strongly disagree (1). The total score ranges from (38-190). The scores of the statement of each component were summed-up, converted into percent score and the total divided by the number of the items giving a mean score for each component. Negative statements had a reverse score. Nurses don not perceive workplace deviance behavior if the total percent score was less than 60% and they have workplace deviance behavior if the total percent score was more than 60% (Hany,2020 and statistics).

Validity of the instruments:

The instruments were translated into Arabic language to be clear for all nurses' education levels and reviewed by a panel of five experts, two professors and two assistant professors in nursing administration department from Menoufia University & one assistant professors in nursing administration department from Benha University to

assess the face and content validity. Face and content validity of the instruments aimed to judge its clarity, relevance, and accuracy. The panel examined instruments' relevance to the purpose of the study, and grammar. Minor modifications and rephrasing in Arabic translation of some items were done based on the jury's opinions. The instruments were considered valid from the experts' perspective.

Reliability of the instruments:

The study instruments were tested for reliability to estimate the consistency of measurement. Reliability of the instruments indicates its accuracy with respect to stability and repeatability in gathering data. Reliability performed using alpha coefficient test (Cronbach alpha). The statistical equation of Cronbach's alpha reliability coefficient normally ranges between 0-1, (Tavakol & Dennick, 2011).

Table I: Reliability of Organizational justice scale:

Organizational justice		
Variables	N. of items	Cronbach Alpha test
Distributive	5	0.797
Procedural	5	0.753
Interactional	9	0.719
Total	19	0.951

Table II: Reliability of workplace deviance:

Workplace deviance		
Variables	N. of items	Cronbach Alpha test
Behavior	9	0.982
Attitude	6	0.854
Ethics	8	0.715
Performance	10	0.972
Manager	5	0.896
Total	38	0.985

Ethical Consideration:

The study was conducted with careful attention to ethical standards of research N (900) and rights of the studied nurses before any attempt to collected data, an official approval letter was submitted from the Dean of faculty of nursing to the director of Menoufia University Hospital to collected data from the pre-mentioned study setting. The letter contained the title and purpose of the study and the finding were undertaken in a manner designed to protect confidentiality of studied nurses. The nurses' rights were protected by ensuring voluntary participation; so that informed consent was obtained by explaining the purpose, nature, time of conducting the study, benefits of the study and how data was collected. The nurses were assured that the data was treated as strictly confidential; furthermore, the nurses anonymity was maintained as they weren't required to mention their names.

Pilot study:

After reviewing the instruments by the experts, the investigator conducted a pilot study before administering the final questionnaire. The purpose of the pilot study was ascertaining clarity, relevance, feasibility, and applicability of the study instruments and to determine obstacles that may be encountered during data collection. It also helped to estimate the time needed to fill the questionnaire. The pilot study carried on 10% of sample size (25) nurses. No modifications were done, so the sample of the pilot study were included in the main study sample. The time required to fill the two questionnaires were estimated to be 25-30 minutes.

Data collection procedures:

An official letter was sent from the dean of the faculty of nursing containing title, the purpose and methods of data collection to the directors of Menoufia University Hospital. Then a short briefing was conducted to orient the respondents to the objectives, to gain their cooperation to participate in the study. After explanation of the purpose and nature of the study, nurses who fulfilled the inclusion criteria were invited to participate in the study. Thereafter, data was collected through a structured interview questionnaire in the presence of the investigator to ascertain all questions were answered and to clarify any inquiry. It took about 25-30 minutes to accomplish the two questionnaires.

Data was collected in a period of three months from the beginning of November 2023 to the end of January 2024 in the morning, and afternoon with average three days /week. The average number of filled questionnaires were 7-8 per day. Completed questionnaires were entered into an electronic database that was password- protected. Hard copies of the survey questionnaires were kept in a locked cupboard of the investigator.

Statistical analysis:

Data entry and analysis were performed using SPSS statistical package version 26. Categorical variables were expressed as number and percentage while continuous variables were expressed as (mean $\pm$ SD). Chi-Square (χ^2) in one sample used to compare differences between levels of organizational justice as well as workplace deviance among the studied nurses. Crosstab Chi-Square (χ^2)

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was used to test the association between row and column variable of qualitative data. The fisher exact test was used with small, expected numbers.

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. Linear regression model is the most basic and commonly used predictive analysis. Regression estimates are used to describe data and to explain the relationship between dependent and independent variables. Additionally, it provides a scientific calculation for identifying and predicting future outcomes. Linear regression analysis used to determine nurse's perception of organizational justice and its effect on their workplace deviance.

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 shows that more than two-thirds (66.2%) of the age of the studied nurses was ranged from 20 < 30 years old, with a mean age of 27.91 ± 4.48 . Additionally, more than two-fifths (48.8% & 44.6%) respectively of them were holding of

Bachelor degree and had experience in nursing field lasting $5 < 10$ years with a total mean of 7.28 ± 4.33 . Regarding working units, the highest percentage (12.9%) of studied nurses worked in cardiac ICU, while the lowest percentage (1.7%) worked in emergency ICU.

Figure 1 illustrates percentage distribution of organizational justice among the studied nurses. As noted from the figure, more than-half (55%) of the studied nurses perceived a high level of organizational justice, followed by about one-quarter (24.2%) of them perceived a moderate level. While, the minority (20.8%) of them perceived a low level of organizational justice.

Figure 2 shows percentage distribution of workplace deviance among studied nurses. As observed from the figure, the majority (95.8%) of studied nurses did not perceive a workplace deviance, while the minority (4.2%) of them perceived a workplace deviance

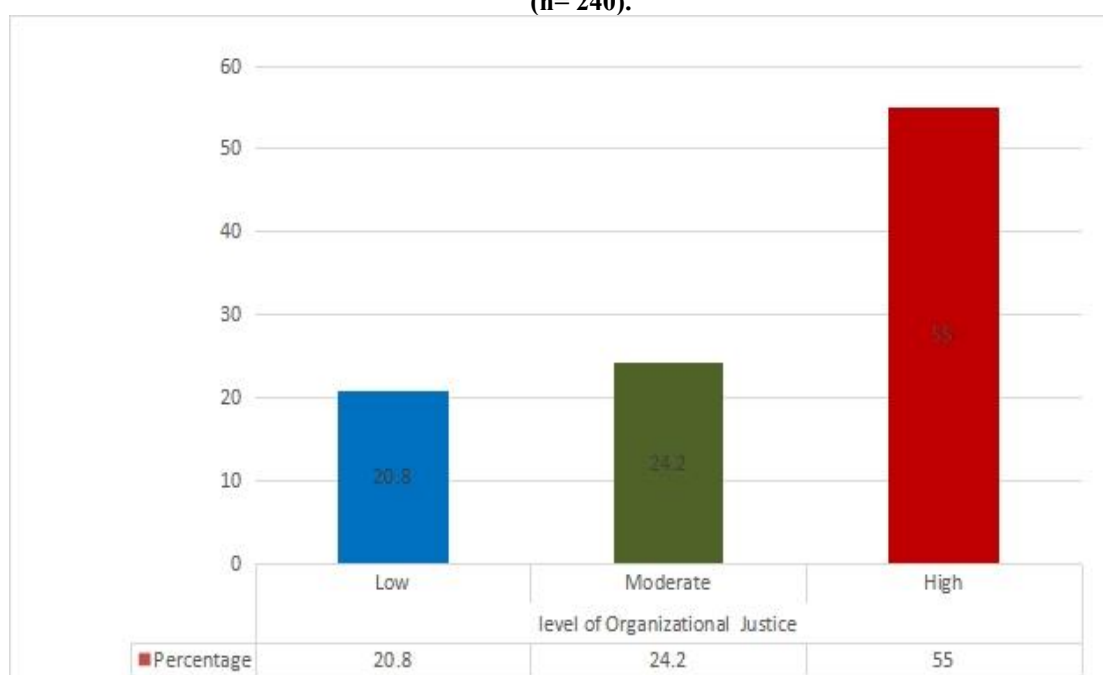
Figure 3 illustrates correlation between organizational justice and workplace deviance as perceived by studied nurses. As evident from the figure, there was a highly statistically significant negative strong correlation between organizational justice and workplace deviance as perceived by studied nurses, at r ranged = - 0.943 & $P = 0.000$.

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Table (1): Frequency distribution of the studied nurses' personal characteristics (n= 240).

Personal data		N	%
Age (year)	▪ 20 < 30 Yrs.	159	66.2
	▪ 30 < 40 Yrs.	72	30.0
	▪ 40 < 50 Yrs.	9	3.8
	▪ Mean $\pm$ SD	27.91 $\pm$ 4.48	
Sex	▪ Male	53	22.1
	▪ Female	187	77.9
Qualification	▪ Secondary school diploma	22	9.1
	▪ Technical institute of nursing	117	48.8
	▪ Bachelor degree of nursing	101	42.1
Years of Experience in nursing	▪ < 5 year	67	27.8
	▪ 5 < 10 year	107	44.6
	▪ 10 < 15 year	45	18.8
	▪ $\geq$ 15 year	21	8.8
	▪ Mean $\pm$ SD	7.28 $\pm$ 4.33	
Working units	▪ Cardio thoracic ICU	31	12.9
	▪ Anesthesia ICU	28	11.7
	▪ Chest ICU	20	8.3
	▪ Pediatric ICU	34	14.2
	▪ CCU	26	10.8
	▪ Medical department ICU	28	11.7
	▪ OR	8	3.3
	▪ Surgical intermediated ICU	22	9.2
	▪ Intermediate ICU	19	7.9
	▪ Surgical ICU	20	8.3
	▪ Emergency ICU	4	1.7
Total		240	100%

Figure (1): Percentage distribution of organizational justice as perceived by studied nurses (n= 240).



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Figure (2): Percentage distribution of workplace deviance as perceived by studied nurses (n= 240)

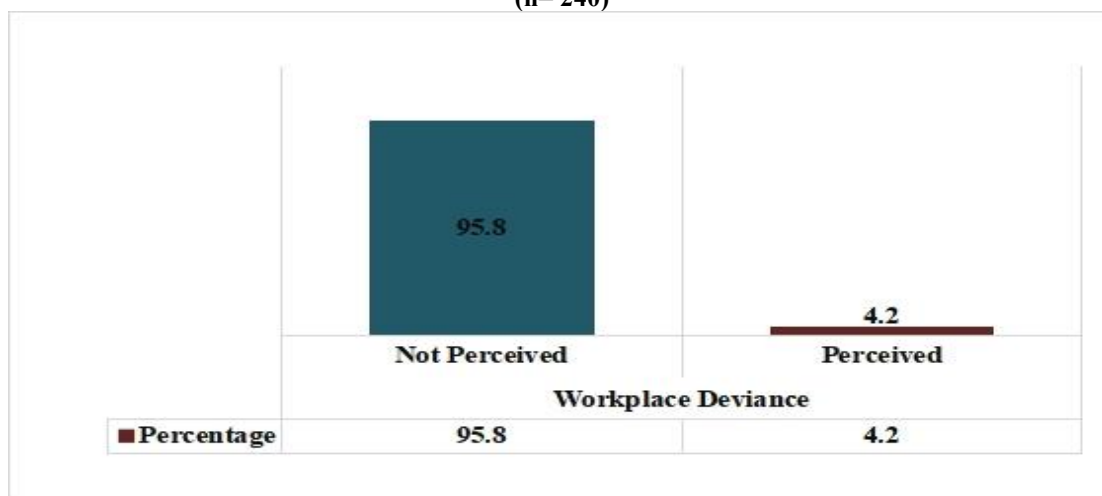
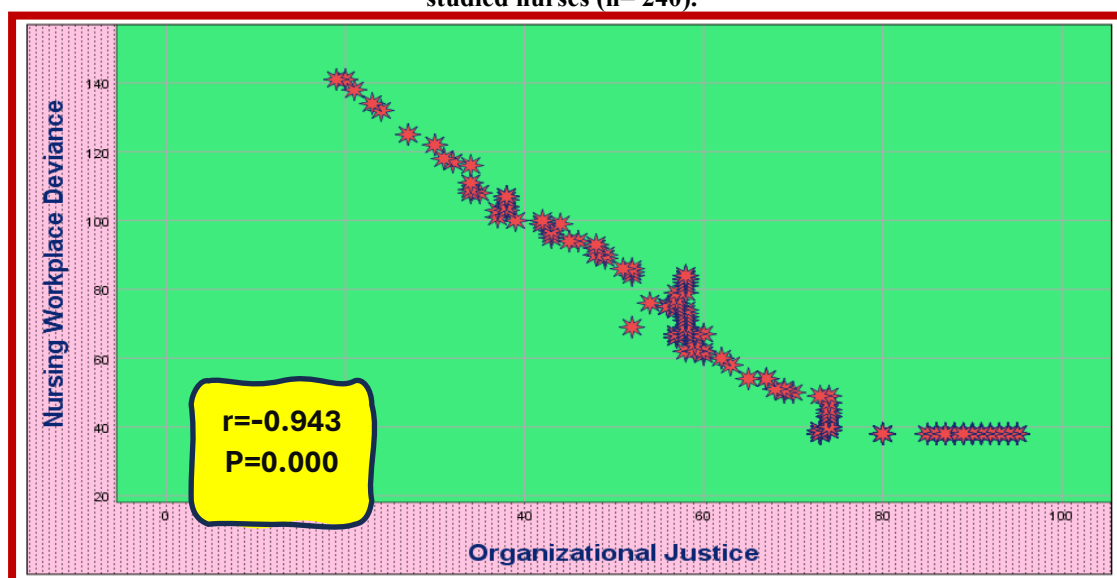


Figure (3): Scatter dot between organizational justice and workplace deviance as perceived by studied nurses (n= 240).



Discussion

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 of the essential factors that supporting the development of the organization and its staff, so organizational justice can

constitute positive employees' behavior. Nurses, who feel fair and equitable in their organizations provide equal treatment and greater participation in different positive behaviors, which reduces workplace deviance (Saeed et al., 2020).

Therefore, the present study was conducted to identify the relation between organizational justice and workplace deviance among by nurses.

Discussion of the study results is presented in the following sequence; the 1st part: Distribution of studied nurses according to their personal characteristics, the 2nd part: Level of organizational justice as perceived by the studied nurses, the 3rd part: Level of work-place deviance as perceived by the studied nurses, the 4th part: The correlational findings between variables under the study.

Part I: Personal characteristics of the studied nurses:

Regarding distribution of the studied nurses' personal characteristics, the present study demonstrated that more than two-thirds of the age of the studied nurses was ranged from 20 < 30 years old. Additionally, more than two-fifths of them were holding a Bachelor degree of nursing and had experience in nursing field lasting 5 < 10 year. Regarding working units, the highest percentage of studied nurses worked in cardiac ICU, while, the lowest percentage worked in emergency ICU.

Part (II): Level of organizational justice as perceived by the studied nurses.

Regarding total level of organizational justice as perceived by studied nurses, the current study illustrated that more than half of studied nurses perceived high level of organization justice. From investigator's point of view, this findings may be due to nursing manager improve nurse participation in decision making and apply ethics and rules when dealing with each nurse.

The current study findings agreed with Azim. (2019) who studied the

organizational justice and workplace deviance behavior: psychological capital as mediator and reported that the majority of nurses had high level of organizational justice and minority of them had low level of organizational justice.

However, the current study findings were contradicted with Hany et al., (2020) who studied relation between organization justice and workplace deviance among nurses at Ain shams University hospital and found that less than half of nurses had low level perception toward organization justice.

Part (III): Level of workplace deviance as perceived by the studied nurses.

The current study findings revealed that the majority of the studied nurses not perceived workplace deviance, while, the minority of them perceived a workplace deviance. From investigator's point of view, these results may be due to when nurses treated fairly by there supervisors, they feel sense of responsibility toward patients and organization, are more committed to organizations rules , standard and provide the best possible care and dis likely to engage in deviance work behavior.

These results were in harmony with Shafique et al., (2020) who conducted a study about " Workplace ostracism and deviant behavior among nurses: a parallel mediation model" and reported that the minority of nurses engaged in deviant workplace behaviors. Also, Hashish, (2019) who conducted a study about "Nurses' perception of organizational justice and its

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relationship to their workplace deviance" and showed that nurses who perceived organizational justice don't do deviant workplace behaviors.

In contrast with the study finding Hany et al., (2020) who conducted the study about "Relation between organizational justice and workplace deviance behavior among nurses" and found that less than one third of studied nurses had no workplace deviant behavior, and slightly more than two thirds of studied nurses had high workplace deviant behavior and this result may be attributed to lack of fair practices, stress, job dissatisfaction, and low financially rewarding.

Part (IV): Correlational between variables under the study:

Concerning correlation between organizational justice and workplace deviance as perceived by studied nurses, the current study represented that there was a highly statistically significant negative strong correlation between domains of organizational justice (distributive justice, procedural justice & interactional justice) and domains of workplace deviance (Behavior, attitude, ethics, performance & manager) as perceived by studied nurses. Form investigation's point of view, this finding demonstrated that when nurses feel treated fairly and valued by their superiors and organizational management, they exert their maximum effort to showcase positive behaviors, such as less absenteeism, improved job results, and less workplace unaccepted behavior.

This result is confirmed by Meng, et al., (2024) which studied the effect of

perceived organizational justice on workplace deviant behavior of new nurses and this study confirmed that perceived organizational justice negatively predicted workplace deviant behavior, indicating that perceived organizational justice was a protective factor for workplace deviant behavior of new nurses.

Moreover, this result is supported by Yasir & Jan, (2023) which conducted a study at public sector hospitals of Pakistan to assess the relative between organizational justice, workplace deviance and servant leadership and they found the negative relationship between deviance behavior and organizational justice. This result was on the same track as Abbasi et al., (2022) who conducted a study at five universities in Malaysia to investigate the impact of organizational justice on workplace deviance. The findings show that organizational justice has a negative impact on workplace deviation.

Similarly, Furham and Siegal, (2011) who conducted a study of reactions to organizational injustice identified that the employees, who face injustice and unfair treatment, become dissatisfied with their job and management and thus their dissatisfaction results into a threat for organization by deviant work behavior. This finding is supported by Baig and Ullah, (2017) who studied the curing of workplace deviance through organizational justice in the mediating role of job satisfaction and mentioned that, organizational justice as a whole and its dimensions too including distributive, procedural and interactional justice found significantly

correlated with workplace deviance behavior.

In addition, this findings were consistent with Öztürk & Poyraz, (2021) who studied the relationship between Turkey public sector workers' perceptions of justice and their susceptibility to act deviant behavior at work and they found that there's significant negative relationship between organizational justice and workplace deviance behavior and benevolence and principal cultures act as a mediating factor in the association between organizational justice beliefs and workplace deviance. This finding is consistent with the findings of Hany et al., (2020) at University Hospital, Ain Shams city, they investigated the relationship between organizational justice and the workplace deviance behaviors of nurses. They discovered a statistically significant negative relationship between organizational justice and all workplace deviance behaviors among the studied nurses.

CONCLUSION:

In the light of the current study results, it can be concluded that more than-half of the studied nurses perceived a high level of organizational justice. Moreover, the majority of studied nurses did not perceive a workplace deviance at critical care units of Menoufia university hospital. Furthermore, there was a highly statistically significant negative strong correlation between organizational justice and workplace deviance among studied nurses.

RECOMMENDATIONS:

- 1) Hospital administration need to develop strategies to improve organizational justice among nurses especially who working at critical care units (as fair distribution of incentives).
- 2) Conduct training program for nurses about importance of preventing workplace deviance and its related consequences.
- 3) Encourage faculty of nursing to conduct collaboration protocols with the hospital to orient nurses with importance of applying organizational justice and prevent workplace deviance.
- 4) Replicate this study in different health care sectors with all healthcare professionals to generalize the results.

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