

Organizational justice in nursing as a foundation for safer and more humane healthcare

Organizacijska pravednost u sestrinstvu kao temelj sigurnije i humanije zdravstvene skrbi

Valentina Ješić^{1,2}, Sabina Babić¹, Nikolina Vrtan¹

¹ Sestre milosrdnice University Hospital Center, Department of Anesthesiology, Intensive Care Medicine and Pain Therapy, Vinogradska cesta 29, 10 000 Zagreb, Croatia

² University of Novo mesto, Faculty of Health Sciences, Na Loko 2, 8 000 Novo mesto, Slovenia

Abstract

Organizational justice refers to employees' perceptions of fairness in decision making, organizational procedures, and interpersonal relationships within the work environment. In nursing practice, this concept is particularly important due to the complexity and emotional demands of nursing work, as well as its direct association with patient outcomes. This paper examines the theoretical framework of organizational justice and its core dimensions, distributive, procedural, and interpersonal justice, within the context of nursing practice. Special emphasis is placed on the impact of perceived justice on job satisfaction, work motivation, burnout, staff retention, and patient safety. Key strategies for promoting organizational justice in nursing are also discussed, including transparent communication, employee involvement in decision making, fair performance evaluation and reward systems, the development of empathetic and transformational leadership, and the establishment of a just organizational culture in healthcare institutions. Based on the reviewed literature, organizational justice is identified as a crucial prerequisite for creating a stable, safe, and humane work environment that strengthens nurses' professional well-being, motivation, and resilience, which in turn is reflected in patient care outcomes.

Keywords: organizational justice, nursing, job satisfaction, burnout, transformational leadership

Short title: Organizational justice in nursing

Sažetak

Organizacijska pravednost odnosi se na percepciju zaposlenika o pravednosti u donošenju odluka, organizacijskim postupcima i međuljudskim odnosima unutar radnog okruženja. U sestrijskoj praksi ovaj je koncept osobito važan zbog složenosti i emocionalnih zahtjeva sestrijskog rada, kao i njegove izravne povezanosti s ishodima liječenja pacijenata. Ovaj rad ispituje teorijski okvir organizacijske pravednosti i njezine temeljne dimenzije – distributivnu, proceduralnu i interpersonalnu pravednost – u kontekstu sestrijske prakse. Poseban naglasak stavlja se na utjecaj percipirane pravednosti na zadovoljstvo poslom, radnu motivaciju, sagorijevanje na poslu, zadržavanje zaposlenika i sigurnost pacijenata. Također se raspravljaju ključne strategije za promicanje organizacijske pravednosti u sestrinstvu, uključujući transparentnu komunikaciju, uključivanje zaposlenika u donošenje odluka, pravedne sustave procjene radne uspješnosti i nagrađivanja, razvoj empatičnog i transformacijskog vodstva te uspostavu pravedne organizacijske kulture u zdravstvenim ustanovama. Na temelju pregledane literature, organizacijska pravednost prepoznaje se kao ključan preduvjet za stvaranje stabilnog, sigurnog i humanog radnog okruženja koje jača profesionalnu dobrobit, motivaciju i otpornost medicinskih sestara, što se posljedično odražava na ishode skrbi za pacijente.

Ključne riječi: organizacijska pravednost, sestrinstvo, zadovoljstvo poslom, sagorijevanje na poslu, transformacijsko vodstvo

Kratak naslov: Organizacijska pravednost u sestrinstvu

Primljeno / Received Januar 14th 2026 / 14. siječnja 2026.;

Prihvaćeno / Accepted February 2nd 2026 / 10. veljače 2025.;

Autor za korespondenciju/Corresponding author: Valentina Ješić, mag. med. techn., PhD c. Sestre milosrdnice University Hospital Center, Department of Anesthesiology, Intensive Care Medicine and Pain Therapy, Vinogradska cesta 29, 10 000 Zagreb, Croatia, Faculty of Health Sciences, University of Novo mesto, Na Loko 2, 8 000 Novo mesto, Slovenia, e-mail: valentina.matic@yahoo.com ORCID: <https://orcid.org/0000-0001-7947-5233>

Introduction

Organizational justice, in its broadest sense, refers to the extent to which employees perceive that relationships, procedures, and decisions within an organization are grounded in respect, consistency, and balance [1, 2]. The concept has emerged within contemporary theories of organizational behavior and is particularly salient in work environments characterized by high demands, emotional strain, and constant pressure, such as healthcare settings. Under such conditions, the perception of justice functions not

merely as a desirable organizational value but as a factor that significantly shapes professional experience and employees' psychological health [3]. At the core of this experience lies the question of whether individuals are perceived as persons endowed with dignity or merely as task executors. Numerous studies confirm that the perception of a fair work environment contributes to a reduction in negative emotions [2–4], enhances work motivation [5, 6], and supports the development of a positive organizational cul-

ture [7, 8]. Conversely, perceived injustice increases stress levels, disrupts interpersonal relationships, and may lead to alienation or withdrawal from professional activities [2, 9].

In the healthcare context, this concept is particularly sensitive, as nursing work involves continuous contact with patients and operates under conditions that often require a high level of psychological, emotional, and physical resilience. Perceived injustice affects not only nurses' subjective well-being but may also indirectly impair their concentration, decision-making capacity, and level of emotional availability in patient care [9]. Consequently, this may lead to a reduced quality of care, a weakened sense of professional identity, and an increased likelihood of errors. In contrast, a fair work environment strengthens stability, professional engagement, and a sense of meaning that is essential for the long-term preservation of motivation [2, 9, 10].

For these reasons, the concept of organizational justice holds particular significance in nursing. This paper focuses on the theoretical development of organizational justice and its adaptation to the specific context of the nursing profession. It examines the historical background of the concept, the structure of its core dimensions, and their concrete manifestations in nurses' everyday practice. In addition, the paper provides an overview of scientific evidence linking organizational justice with key professional outcomes, including job satisfaction, motivation, employee health, and intention to remain in the organization. To complement recent empirical evidence, foundational theoretical sources were included to provide the conceptual framework for understanding organizational justice in nursing. The final section highlights strategies that nursing management can systematically implement to enhance perceptions of fairness and thereby build a stable, supportive, and professional work environment.

Discussion

Theoretical framework of organizational justice

The historical development of the concept of organizational justice began in the second half of the twentieth century, grounded in classical theories of equity. A particularly influential contribution is equity theory, formulated by J. Stacy Adams in the 1960s [11]. At the core of this theory lies the assumption that employees evaluate the fairness of the relationship between their own inputs and the rewards they receive by comparing them with the contributions and outcomes of other individuals within the organization. From these premises emerged the concept of distributive justice, which refers to the fairness of outcomes, namely the allocation of benefits and burdens.

In subsequent decades, researchers recognized that employees assess not only outcomes but also the processes through which those outcomes are achieved. This led to the development of the concept of procedural justice, which emphasizes the importance of consistency, impartiality, and uniform application of rules within organizational processes [12, 13]. In this context, it has been shown that employees are more likely to accept even personally unfavorable decisions when the procedures leading to those

decisions are transparent, predictable, and based on clear criteria.

As justice theory evolved, increasing attention was directed toward the interpersonal dimension, resulting in the introduction of interactional justice, encompassing both interpersonal and informational justice [14]. This dimension encompasses the manner of communication, the level of respect in interpersonal relationships, civility in interactions, and the provision of clear and timely explanations for decisions that affect employees. Within this framework, emphasis is placed on the extent to which employees feel valued, listened to, and included across all aspects of professional communication.

In 1987, Jerald Greenberg introduced the overarching concept of organizational justice, integrating distributive, procedural, and interpersonal justice into a unified theoretical framework [15]. This marked the first systematic conceptualization of the broad range of factors that collectively shape perceptions of fairness within organizations.

In contemporary organizational theory, justice is increasingly recognized as a foundation of effective, motivating, and stable work environments. In healthcare institutions, characterized by strong team orientation, pronounced hierarchies, and persistently high expectations, perceptions of justice acquire particular significance. High levels of perceived justice are associated with a strengthened professional identity, greater willingness to collaborate, and increased motivation among employees to contribute to team performance. Conversely, a lack of justice may lead to passive resistance, reduced work efficiency, and deteriorated interpersonal relationships, which can ultimately destabilize organizational functioning. For nurses, who daily balance administrative demands with direct exposure to patients' suffering, justice becomes more than an organizational principle and evolves into a defining element of professional vocation.

Leadership plays a particularly important role in shaping fair working conditions. Leadership style strongly influences how employees interpret the fairness of organizational practices [16]. Transformational leadership, characterized by a clearly articulated vision, ethical conduct, and a strong commitment to employee development, is widely recognized in the literature as an especially effective approach to fostering fair work environments [17]. Leaders who act consistently and attend to employees' needs cultivate climates of trust, psychological safety, and professional respect. According to social exchange theory, such leadership behaviors elicit reciprocal responses from employees, who respond with greater effort, increased loyalty, and enhanced willingness to engage in cooperation and organizational citizenship behaviors [18]. These behaviors include additional work engagement, support for colleagues, and active participation in the improvement of work processes, while simultaneously reducing intentions to leave the organization.

In this way, organizational justice emerges as a key prerequisite for organizational stability, professional development, and the long-term success of healthcare institutions, as well as an essential framework for understanding nurses' experiences in everyday clinical practice.

Dimensions of organizational justice

Organizational justice can be understood through three interrelated dimensions that together form a comprehensive perception of how fairly an organization operates in the eyes of its employees. These dimensions include distributive, procedural, and interpersonal justice, each encompassing specific elements that shape nurses' everyday professional experience.

Distributive justice

Distributive justice refers to perceptions of the fair allocation of work outcomes, responsibilities, and resources among employees [19]. In the nursing context, it is most clearly reflected in how work tasks are assigned, how workload levels across shifts are distributed, the complexity of assigned duties, financial rewards, and opportunities for professional development. When nurses perceive that distribution is based on clear criteria and that effort and responsibility are fairly valued, their job satisfaction, motivation, and willingness to engage in additional work increase.

In contrast, perceptions of an imbalance between invested effort and received rewards lead to dissatisfaction and frustration [20]. For example, when complex tasks or particularly demanding shifts are repeatedly assigned to the same group of staff without adequate recognition of their effort, nurses may begin to feel that their contributions are undervalued. Similarly, situations in which benefits or rewards are not linked to measurable performance but instead reflect subjective judgments or personal preferences of individual managers have equally adverse effects. Such experiences undermine trust in organizational fairness and may lead to deteriorated team relationships.

Therefore, it is essential that the criteria for workload allocation and reward distribution are transparent, accessible to all employees, and applied consistently, so that staff can trust the system and perceive that they are treated equitably.

Procedural justice

Procedural justice focuses on perceptions of whether decision-making processes within an organization are fair, consistent, and grounded in clear rules [13]. In this context, nurses observe how work schedules are determined, how annual leave is allocated, which criteria are applied in promotion decisions, and how various forms of complaints or disagreements are addressed.

Within nursing practice, procedures must be predictable, impartial, and clearly explained. Employees experience a higher level of respect when they are allowed to express their views before decisions that directly affect them are made, for example, when changes to shift organization are introduced, or new work protocols are implemented [21]. Involving nurses in decision-making processes, even in the form of consultation, significantly contributes to perceptions of fairness.

Conversely, decisions made without consultation and without adequate explanation, especially when they fall outside expected frameworks, create perceptions of arbitrariness

and mistrust. Such decisions may be accepted even when they are objectively justified, yet still perceived as unfair because employees were not involved in the process or were not provided with clear information about the underlying reasons [19]. When procedures are consistent and properly explained, employees are more likely to accept even unfavorable decisions because they trust that the process was fair and aligned with established rules.

Interpersonal justice

Interpersonal justice refers to the manner in which employees are treated in everyday professional interactions, with particular emphasis on the relationship between supervisors and team members [22]. In nursing practice, this dimension encompasses courteous behavior, respect, active listening, empathetic understanding of the challenges nurses face, and fair and balanced approaches to conflict resolution and the management of disagreements [2, 23].

When leaders and colleagues communicate openly, clearly, and respectfully, employees are more likely to develop trust and a sense of psychological safety. Interpersonal justice also includes an informational component, meaning that employees are provided with relevant information promptly and that decisions are explained in a clear and meaningful way. Equally important is the provision of constructive feedback that supports professional development and conveys that effort and performance are valued.

Low levels of interpersonal justice are reflected in rude communication, neglect, incivility, selective information sharing, or explicit signs of favoritism toward certain employees [24]. Such behaviors undermine trust and lead to increased tension, reduced motivation, and impaired collaboration. Over time, a lack of respect and openness can destabilize the work climate and negatively affect nurses' professional satisfaction and well-being.

Impact of organizational justice on nurses

Perceptions of organizational justice strongly shape nurses' professional experience and influence multiple key aspects of their work and well-being. When the work environment is perceived as fair, nurses' motivation, sense of belonging, and willingness to collaborate are strengthened. In contrast, environments characterized by unfair practices become sources of chronic stress and dissatisfaction, which over time may compromise the quality of care provided and the stability of healthcare teams. The following sections describe in greater detail the effects of organizational justice on job satisfaction, work engagement, burnout, turnover intention, and patient safety and care outcomes.

Job satisfaction and work engagement

One of the most visible and consistently reported effects of a fair work environment is increased job satisfaction. Nurses who perceive that they are treated fairly, whether through equitable reward systems, consistent application of rules, or respectful interpersonal relationships, develop a stronger sense of connection with their organization [25]. This sense of attachment fosters commitment to profes-

onal goals and a greater willingness to engage in activities that go beyond core job responsibilities.

In fair work environments, nurses more frequently demonstrate initiative, enthusiasm, and proactive engagement. They are more likely to participate in continuing education, mentor junior colleagues, contribute to the development of clinical protocols, and engage in teams focused on patient safety and quality improvement. This additional willingness to contribute, commonly described as organizational citizenship behavior, represents a natural response to the perception that effort and commitment are recognized and valued. Ultimately, organizational justice supports the strengthening of professional identity and enables nurses to experience their work as meaningful and worthwhile.

Stress and burnout

Unfair work environments represent a powerful source of stress that may become chronic over time. Under such conditions, nurses may experience frustration, insecurity, anxiety, and emotional exhaustion, particularly when they perceive that their concerns are ignored, team relationships are strained, or decisions affecting their work are made in a biased manner [4, 19]. Prolonged exposure to these stressors increases the risk of burnout, which manifests as emotional exhaustion, reduced personal accomplishment, and depersonalization.

Conversely, fair and supportive environments function as strong protective factors. Nurses working in such settings experience greater psychological safety, feel more comfortable seeking support, and are more willing to voice concerns, knowing they will not be stigmatized or punished. Open communication and clearly defined procedures reduce uncertainty and contribute to a stable work climate [26]. Through these mechanisms, organizational justice indirectly reduces symptoms of anxiety, depression, and other psychosomatic complaints while simultaneously strengthening employee resilience.

Staff turnover and intention to leave

Retention of qualified nurses represents one of the most critical strategic challenges for healthcare institutions. Perceptions of organizational justice play a decisive role in nurses' decisions to remain in or leave their workplace [27]. When nurses feel respected, valued, and professionally recognized, they are more likely to develop emotional attachment to their organization. This attachment promotes team stability and supports long-term retention.

In contrast, feelings of neglect, lack of recognition, or selective treatment increase the likelihood of turnover intention. High staff turnover disrupts continuity of care, increases workload for remaining staff, and generates additional costs associated with recruitment and training of new employees [27]. Research indicates that transformational leadership, through its emphasis on employee support and fairness, further reduces nurses' intentions to leave their positions [28, 29]. In this way, organizational justice becomes an important tool for workforce stabilization and long-term planning of healthcare delivery.

Patient care and patient safety

The quality of healthcare delivery is inseparably linked to nurses' working conditions. Nurses who are satisfied, motivated, and emotionally stable are better able to maintain high levels of professional attentiveness, empathy, and accuracy in daily practice [30]. In environments characterized by fairness, conflicts are less frequent, team communication improves, and collaboration is strengthened, all of which contribute to safer and more effective patient care.

In institutions where employees perceive injustice, adverse events, and professional errors are reported more frequently. Contributing factors may include emotional exhaustion, reduced concentration, or reluctance to report problems due to fear of blame or negative consequences. In contrast, a fair organizational culture encourages open information exchange, incident reporting, and collective learning from errors. The concept of a just culture plays a crucial role in this context, as it emphasizes the distinction between unintentional errors and deliberate rule violations, thereby enabling employees to participate constructively in the improvement of patient safety systems [31].

Strategies for promoting organizational justice in nursing practice

Given the wide range of benefits associated with a fair work environment, it is essential that nursing management actively promotes organizational justice and systematically integrates it into managerial processes. In this context, perceptions of fairness function as an important internal reference point for employees, helping to align what they believe should occur with what they actually experience in daily practice. Organizational justice is not a spontaneous outcome of favorable circumstances, but rather the result of deliberate and consistent actions that shape perceptions of fairness, safety, and professional recognition. The following sections outline key areas of action through which organizational justice in nursing practice can be substantially enhanced.

Transparent communication and involvement in decision-making

Open, consistent, and timely communication represents the foundation of a fair relationship between leaders and employees. Nurses should have access to clear and comprehensive information regarding decisions that directly affect their work, and the rationale behind such decisions should be explained clearly and understandably [32]. In situations involving demanding organizational measures, such as shift reorganization or changes to clinical protocols, transparency becomes even more critical. Understanding the context and decision criteria reduces the likelihood of negative interpretations and mistrust.

Involving nurses in decision-making processes further strengthens their sense of belonging and professional recognition. When nurses are allowed to express their views, propose solutions, or participate in the development of work procedures, they develop a stronger sense of responsibility toward their unit and institution. Such involvement

can be achieved through working groups, consultations, professional committees, or open discussions before decision-making. This approach enhances predictability, mutual understanding, and professional respect, thereby creating conditions for a stable and supportive work climate grounded in principles of fairness.

Fair performance evaluation and reward systems

The manner in which work performance is evaluated and rewards are allocated represents one of the most visible indicators of organizational justice. For such systems to be perceived as fair, performance evaluation criteria must be clear, objective, known to employees, and applied consistently [33]. A fair evaluation system is based on measurable indicators, such as the quality of care provided, professional responsibility, participation in continuing education, contribution to team functioning, and adherence to safety standards.

The allocation of rewards, recognition, and opportunities for professional development should reflect employees' actual contributions. Public acknowledgment of achievements can have a strong motivational effect, while systematic performance monitoring and regular review of evaluation criteria reduce subjectivity and the risk of bias [32]. Standardized tools, such as 360-degree performance evaluations, structured assessment forms, or clearly defined scoring systems, contribute to transparency and strengthen employees' trust in the system.

Importantly, fair reward systems extend beyond financial incentives to include symbolic forms of recognition, such as praise, public acknowledgment of achievements, inclusion in development projects, or access to additional training opportunities. These measures convey a clear message that employees' work is valued and that their contributions are recognized.

Empathetic and transformational leadership

Leadership style is one of the most influential factors shaping perceptions of organizational justice. Leaders who act consistently, authentically, and with genuine concern for employees' needs create environments in which nurses feel safe, respected, and valued. Empathetic leadership involves active listening, recognition of employees' emotional needs, willingness to engage in constructive dialogue, and a clear intention to identify solutions that serve the best interests of both employees and the organization [17].

Transformational leadership, characterized by a focus on professional development, clarity of vision, and trust building, is particularly emphasized in the literature as an effective approach to strengthening organizational justice. Leaders who adopt this style do not focus solely on task completion but actively seek to develop their teams, encourage innovation, and create environments in which each nurse feels valued. This fosters higher levels of motivation, professional commitment, and team cohesion.

Investing in leadership education related to communication skills, emotional intelligence, conflict resolution, and ethical decision making supports the development of leaders

capable of recognizing challenges and building a culture of fairness [34]. In the long term, effective leadership represents one of the most powerful tools for creating healthy and stable work environments.

Education on fair practices and the development of a just culture

Organizational justice should remain a continuous focus of professional learning and ongoing development. Regular education programs and workshops aimed at identifying unconscious bias, improving communication skills, and providing constructive feedback contribute to the creation of a work climate based on respect and mutual recognition [35]. Such educational initiatives should target both leaders and nurses, as fairness is constructed at all organizational levels.

A central element of this approach is the concept of a just culture, which emphasizes that errors and incidents should be analyzed to improve systems rather than punishing individuals. Within such a culture, a clear distinction is made between unintentional errors resulting from systemic conditions and deliberate violations of rules or unethical behavior. Nurses working in environments that foster a just culture feel safer reporting concerns, identifying risks, and participating in problem-solving.

This approach reduces fear of sanctions, increases transparency, and supports the creation of an environment in which opportunities for improvement can be openly discussed. Ultimately, a just culture becomes an integral part of the professional identity of healthcare institutions and a vital foundation for patient safety.

Conclusion

Organizational justice represents a fundamental element of a stable and functional work environment in nursing. When nurses perceive that they are treated fairly, consistently, and with respect, their professional motivation, sense of organizational belonging, and willingness to actively participate in the development and improvement of healthcare delivery are strengthened. In contrast, perceptions of injustice increase stress levels, contribute to the development of burnout, and accelerate staff turnover, thereby directly threatening continuity of care and patient safety.

Healthcare leadership and nursing management play a central role in fostering a culture of organizational justice through transparent decision-making, employee involvement in organizational processes, consistent performance evaluation, and the development of leaders who practice empathetic and transformational leadership. It is particularly important to invest systematically in education on fair practices and in the development of a just culture in which errors are viewed as opportunities for learning rather than as grounds for punishment.

In the context of a global nursing workforce shortage and increasing demands on healthcare systems, organizational justice should not remain a purely theoretical ideal, but must become a strategic priority for every healthcare insti-

tution committed to providing safe, effective, and humane patient care. The way relationships are structured within the healthcare system ultimately reflects broader societal beliefs about fairness, responsibility, and the ethical boundaries of power over others.

References

- [1] Benk O, Kenek G. The effect of organizational justice on emotional exhaustion in health employees. *Yönetim Bilim Dergisi*. 2024; 22 (53): 992–1016.
- [2] Magnavita N, Chiorri C, Acquadro Maran D, Garbarino S, Di Prinzio R, Gasbarri M, et al. Organizational Justice and Health: A Survey in Hospital Workers. *Int J Environ Res Public Health*. 2022; 19 (15): 9739.
- [3] Ebrahimzadeh R, Zahednezhad H, Atashzadeh-Shoorideh F, Masjedi Arani A. Investigating the relationship between various dimensions of organizational justice and psychological contract breach among clinical nurses: a cross-sectional study. *BMC Nurs*. 2024; 23 (1): 798.
- [4] Claponea RM, Iorga M. Burnout, Organizational Justice, Workload, and Emotional Regulation among Medical and Non-Medical Personnel Working in Romanian Healthcare Units. *Behav Sci*. 2023; 13 (3): 225.
- [5] Zhao S, Ma Z, Li H, Wang Z, Wang Y, Ma H. The Impact of Organizational Justice on Turnover Intention Among Primary Healthcare Workers: The Mediating Role of Work Motivation. *Risk Manag Healthc Policy*. 2024; 17: 3017–28.
- [6] Ansari S, Mohebbi Z, Torabizadeh C, Keshtavarz Hesam Abadi A. The mediating role of professional values and self-efficacy in the relationship between organizational justice and quality of working life among nurses in southwestern Iran. *BMC Nurs*. 2025; 24 (1): 471.
- [7] Aisah I, Dewi S, Indrawati R. Role of Organizational Justice on Nurse Work Productivity's Result in Type B Hospitals in Serang. *Eur J Bus Manag Res*. 2023; 8 (5): 102–7.
- [8] Zahran ONM, El Dahshan MEA, Elshrief HAA. The relation between organizational justice and nurses' job enjoyment. *Menoufia Nurs J*. 2024; 9 (4): 373–93.
- [9] Meng R, Jiang Z, Su Y, Lu G, Chen C. The effect of perceived organizational justice on workplace deviant behavior of new nurses: the role of emotional labor and psychological capital. *BMC Nurs*. 2024; 23 (1): 288.
- [10] Jiang Z, Su Y, Meng R, Lu G, Liu J, Chen C. The effects of work readiness, organizational justice and professional identity on the work performance of new nurses: a cross-sectional survey. *BMC Nurs*. 2024; 23 (1): 759.
- [11] Adams JS. Inequity in social exchange. In: Berkowitz L, ur. *Advances in Experimental Social Psychology*. 2. sv. New York: Academic Press; 1965. pp. 267–299.
- [12] Thibaut J W, Walker L. *Procedural justice: a psychological analysis*. Hillsdale, NJ: Lawrence Erlbaum Associates; 1975.
- [13] Leventhal G S. What should be done with equity theory. New approaches to the study of fairness in social relationships. In: Gergen KJ, Greenberg MS, Willis RH, ur. *Social exchange: advances in theory and research*. New York: Plenum Press; 1980. pp. 27–55.
- [14] Bies R J, Moag J S. Interactional justice: communication criteria of fairness. In: Lewicki RJ, Sheppard BH, Bazerman MH, ur. *Research on negotiation in organizations*. Greenwich: JAI Press; 1986. pp. 43–5.
- [15] Greenberg J. A taxonomy of organizational justice theories. *Acad Manag Rev*. 1987; 12 (1): 9–22.
- [16] Khan IU, Gan GGG, Khan MTI, Saif N. Role of organizational justice in linking leadership styles and academics' performance in higher education. *Adm Sci*. 2023; 13 (4): 101.
- [17] Abdullatif Ibrahim I, Hashem El-Monshed A, Gamal El-Sehrawy M, Elamir H, Mohamed Abdelrahim S. Enhancing nurses' well-being: exploring the relationship between transformational leadership, organizational justice, and quality of nursing work life. *J Nurs Manag*. 2023; 2023: 1–11.
- [18] Ahmad R, Nawaz MR, Ishaq MI, Khan MM, Ashraf HA. Social exchange theory: systematic review and future directions. *Front Psychol*. 2022; 13: 1015921.
- [19] Cachón-Alonso L, Elovainio M. Organizational justice and health: reviewing two decades of studies. *J Theor Soc Psychol*. 2022; 2022: 1–13.
- [20] Siegrist J. Effort–reward imbalance at work and health. In: Perrewe PL, Ganster DC, ur. *Research in Occupational Stress and Well Being [Internet]*. Bingley: Emerald Group Publishing; 2002 [cited 2025 Nov 22]. pp. 261–291. Available from: <http://www.emerald.com/books/edited-volume/15145/chapter/86338948>
- [21] Chen SY, Wu WC, Chang CS, Lin CT, Kung JY, Weng HC, et al. Organizational justice, trust, and identification and their effects on organizational commitment in hospital nursing staff. *BMC Health Serv Res*. 2015; 15 (1): 363.
- [22] Leineweber C, Peristera P, Bernhard-Oettel C, Eib C. Is interpersonal justice related to group and organizational turnover? Results from a Swedish panel study. *Soc Sci Med*. 2020; 265: 113526.
- [23] Kämäräinen P, Mikkola L, Nurmeksela A, Kvist T. Nurse leaders' interpersonal communication competence. *Nurs Res*. 2025; 74 (5): 378–384.
- [24] Fouquereau E, Morin AJS, Huyghebaert T, Chevalier S, Coillot H, Gillet N. On the value of considering specific facets of interactional justice perceptions. *Front Psychol*. 2020; 11: 812.
- [25] Jameel AS, Hamdi SS, Karem MA, Ahmad AR. Organizational justice and job satisfaction among nurses. *UKH J Soc Sci*. 2020; 4 (2): 61–69.
- [26] Cho H, Steege LM, Arsenault Knudsen ÉN. Psychological safety, communication openness, nurse job outcomes, and patient safety in hospital nurses. *Res Nurs Health*. 2023; 46 (4): 445–453.
- [27] Su Y, Jiang Z, Meng R, Lu G, Chen C. The effect of organizational justice on young nurses' turnover intention: the mediating roles of organizational climate and emotional labour. *Nurse Educ Pract*. 2023; 72: 103723.
- [28] Pattali S, Sankar JP, Al Qahtani H, Menon N, Faizal S. Effect of leadership styles on turnover intention among staff nurses in private hospitals: the moderating effect of perceived organizational support. *BMC Health Serv Res*. 2024; 24 (1): 199.
- [29] Jimenez-Caceres A, Agusti-Boada A, Caro-Benito C, Monistrol O. Relationship between different leadership styles of nursing managers and nurses' turnover intention in hospitals: an integrative review. *BMC Nurs*. 2025; 24 (1): 939.
- [30] Kim J, Lee E, Kwon H, Lee S, Choi H. Effects of work environments on satisfaction of nurses working for integrated care system in South Korea: a multisite cross-sectional investigation. *BMC Nurs*. 2024; 23 (1): 459.
- [31] Van Baarle E, Hartman L, Rooijackers S, Wallenburg I, Weenink JW, Bal R, et al. Fostering a just culture in healthcare organizations: experiences in practice. *BMC Health Serv Res*. 2022; 22: 1035.
- [32] Awwad MS, Adaileh AM. Exploring perceived organisational justice in the healthcare sector: insights from an Arab cultural perspective. *J Nurs Manag*. 2025; 2025 (1): 7166487.
- [33] Ndlovu S, Van Wyk NC, Leech R. Professional nurses' perspectives of an ideal performance management process. *Health SA Gesondheid [Internet]*. 2024 [cited 2025 Nov 18]; 29. Available from: <https://hsag.co.za/index.php/hsag/article/view/2595>
- [34] Al-Oweidat I, Shosha GA, Baker TA, Nashwan AJ. The relationship between emotional intelligence and organizational commitment among nurses working in governmental hospitals in Jordan. *BMC Nurs*. 2023; 22 (1): 195.
- [35] Nemati-Vakilabad R, Mostafazadeh P, Mirzaei A. Investigating the impact of organizational justice on the relationship between organizational learning and organizational silence in clinical nurses: a structural equation modeling approach. *J Nurs Manag*. 2024; 2024 (1): 7267388.

Authors declare no conflict of interest.

Nema sukoba interesa.