The Role of organizational justice in addressing the passion for obsessive work

nursing staff at the Women's and Children's Hospital in Al-Diwaniyah

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Abstract

This research aims to shed light on the importance of organizational justice and the ability of its dimensions in dealing with the passion of obsessive work. Obtained using IBM SPSS 25.0. Descriptive statistical analysis was used to determine the nursing staff's opinions regarding organizational justice and work passion. In addition, correlation analysis and multiple linear regression analysis were performed to evaluate the hypotheses formulated in this research, and the results obtained indicate that organizational justice in its three dimensions has a positive effect on addressing and reducing the levels of passion for obsessive work among individuals, and the organization should focus on Achieving organizational justice by providing equal opportunities for employees, open communication between management and employees, and applying clear and fair standards to achieve organizational justice. Which leads to positive results on the performance of employees and the organization as a whole. Based on these results, a set of recommendations were formulated, most notably the need to develop and increase awareness of organizational justice among employees by meeting their needs and improving the work environment and organizational procedures. These, in turn, help address issues related to obsessive emotion at work.

Keywords: organizational justice, passion for work obsessive

1. Introduction

the passion for obsessive work is considered one of the serious problems that affects the overall performance of healthcare organizations. It leads to a deterioration in healthcare quality and creates an unsatisfactory work environment. The problem of passion for

obsessive work is manifested in the strong desire of healthcare workers to control the work and seize power within the organization, and to bypass the rules and procedures that regulate their work. This affects the reputation of the organization, increases medical errors and employee burnout, and reduces the performance and success of individuals and organizations as a whole. This problem is addressed by the role of Organizational justice plays a role in addressing the issue of passion for obsessive work among nursing staff in healthcare organizations, specifically in the Women and Children's Teaching Hospital in Diwaniyah, by developing policies and procedures necessary to mitigate these negative effects. creating a state of balance within individuals that motivates them to perform their tasks with enthusiasm and vigor. It is not hidden that such a feeling makes individuals more creative and effective, and drives them to employ their skills and abilities to achieve the organization's goals. This is done through studying the concepts and theories related to organizational justice and passion for obsessive work , and analyzing the impact of these policies and procedures on the overall performance of the organization.

2. Research Methodology

1.2 Research Problem

Despite the that many researchers have addressed the topic of organizational justice and the passion for obsessive work in various studies, this subject still requires further attention and study, especially in health institutions.

Health institutions play a vital role in societies, including Iraqi society, in confronting the challenges imposed on these communities. It is therefore important to work towards minimizing the negative effects of obsessive work, which can only be achieved through organizational justice. Based on, this research sheds light on the study of these variables and answers the following questions:

1. What is the concept of organizational justice and passion for obsessive work?

2. Does organizational justice effect on passion for obsessive work among the nursing staff at the Women's and Children's Teaching Hospital?

3. What are the organizational justice methods that can be used to reduce obsessive work behavior among nursing staff at the Women's and Children's Teaching Hospital?

2.2 Research Objectives

1. To investigate the levels of obsessive work passion of individuals in the workplace

2. To investigate the existence of organizational justice in the workplace.

3. To investigate the role of organizational justice in addressing obsessive work passion.

3.2 importance of research

The significance of this research lies in its exploration of the relationship between organizational justice and passion for obsessive work among nursing staff in the Women and Children's Teaching Hospital in Al-Diwaniyah. The health sector plays a critical role in serving communities, and passionate and dedicated staff are essential for delivering high-quality healthcare. However, obsessive passion for work can lead to negative consequences, including burnout, medical errors, and a poor work environment. Therefore, identifying effective strategies for mitigating the negative effects of obsessive passion for work is crucial for improving the performance of health organizations. The importance of research can be explained in the following points:

1.The research contribute to enhancing the work environment in hospitals and encouraging nursing staff to perform their tasks more effectively and efficiently.

2. The aid in the development of policies and procedures that prioritize the health and well-being of employees and motivate them to achieve the organization's goals more effectively.

3. the research can lead to improving the overall performance of employees in the work environment.

4.2 Research Hypotheses

H1: There is a significant inverse correlation between organizational justice dimensions (distributive justice, procedural justice, and transactional justice) and obsessive work passion

H2: There is a significant opposite effect between organizational justice in its dimensions (distributive justice, procedural justice, transactional justice) and obsessive work passion.

5.2 Hypothetical Model
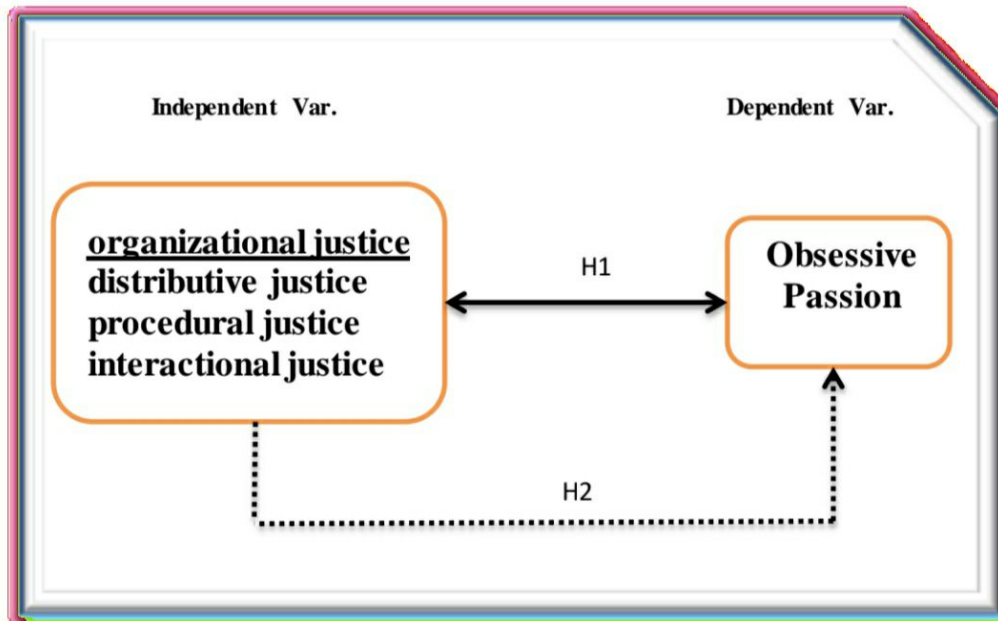
The following is the hypothetical research model.

Diagram (1) The research hypothesis model

3. The theoretical aspect of the research

1.3 Organizational justice:

Organizational justice is considered one of the vital concepts in the organizational environment, and its idea is deeply ingrained in human nature and is based on the principle that every individual should be treated equitably and fairly. It refers to an individual's perception of whether they are being treated correctly or incorrectly within the context of society. (Lather & Kaur, 2015:8). Greenberg (1987:18) believes that organizational justice is concerned with issues of justice and fairness in organizations and contributes to the interpretation of a wide range of organizational behaviors. (Zigarmi et al. 2009:310) confirm that the fair and consistent application of organizational processes and procedures to all employees can help to enhance employees' passion for work and improve organizational performance. The importance of organizational justice lies in enhancing work-related outcomes and promoting positive attitudes of employees towards the organization (Okpu & Basu, 2019:52), and in increasing productivity and organizational efficiency by promoting justice in all procedures and organizational systems that can lead to increased employee loyalty and commitment (Abbasi & Alvi, 2012:648). It is a crucial and multifaceted building block that has a significant impact on employees' attitudes, behaviors, and well-being (Colquitt & Greenberg, 2003). Since organizational justice represents an important factor

in determining employees' behavior, achieving organizational justice requires providing a fair and objective work environment, implementing policies and procedures that promote justice, including distributive justice, interactional justice, and procedural justice, as well as promoting transparency, accountability, and shared participation in decision−making (Çolak & Erdost, 2004:73). Organizational justice also significantly affects the level of satisfaction and trust that employees feel towards the organization and, therefore, affects the overall performance of the organization (Kalay, 2016:14). Organizational justice refers to employees' perceptions of fair behavior in the workplace and how these perceptions affect organizational outcomes (Zehir & Yildirim, 2015:51). In other words, employees' perceptions of justice and fair treatment have a positive impact on their job satisfaction and commitment to the organization (Terzi et al, 2017:492). Another study indicated that the perception of justice in the workplace and the relationship between employees and their direct supervisor can ultimately affect their attitudes and behaviors in the workplace (Al−Attawi, 2007: 148). This is an important factor in promoting employee engagement (Ozer et al., 2017: 78). Most literature on organizational justice includes three main dimensions: distributive justice, procedural justice, and interactional justice (Rego & Cunha, 2006: 407), and these three dimensions have a positive impact on employee engagement (Lyu, 2016: 1362), which in turn promotes participation in the workplace and protects employees in the workplace (Lupsa et al., 2020: 1)

− Distributive justice: This dimension is related to the perception of fairness in the distribution of resources and rewards in the organization, and is considered one of the most important dimensions that can affect employees' satisfaction and commitment (Kalay, 2016: 14).

According to (Al−Zu'bi 2010: 102), The concept of justice in organizations focuses on the fairness of treatment that individuals receive, which can be distributed based on equality, individual needs, or contribution. Therefore, organizations should strive to ensure distributive justice to enhance employees' well−being and prevent negative work−related outcomes (Srivastava, 2015: 667).

 −Distributive Justice: It is associated with the sense of fairness in the distribution of resources and rewards within the organization and is considered one of the most important dimensions that can affect employee satisfaction and commitment (Kalay, 2016:14). The

focus is organizational justice, which can be distributed based on equality, needs, or contributions. (Al-Zu'bi, 2010:102). Therefore, organizations must strive to ensure distributive justice to enhance employee well-being and prevent negative work-related outcomes (Srivastava, 2015:667)

– Procedural Justice: It refers to the fair and impartial procedures followed in making decisions within the organization, including the transparency and inclusiveness of decision-making processes. This can help build trust between employees and management (Moorman, 1991:852), or employees' belief that the policies and procedures followed by the organization in delivering services or making decisions are fair (Greenberg, 1990). In a study by Ozer et al. (2017:80) that procedural justice has a significant and positive influence on work participation.

– Interactional Justice: It relates to the way the management interacts with employees, and the concern for their feelings and requirements. This can help promote positive relationships between management and employees. It is primarily related to the way managers deal with subordinates with credibility, respect, and diplomacy, which affects employees' perception of organizational justice (Rego & Cunh, 2006:423) and has a positive impact on employee performance (Iqbal, 2017:3).

2.3 passion for work obsessive

1.2.3 Concept of Work Passion

Work passion fosters a sense of integration between an individual and their job, which in turn cultivates a distinct identity within the organization. A harmonious work environment contributes to the enjoyment of work, thereby promoting employee satisfaction and motivation to perform at their optimal level (Pradhan et al., 2017:7). Often, people use the word "passion" to express their enjoyment, enthusiasm, and love for something, and those who are more creative, dedicated, and disciplined in their work are often regarded as passionate about their work (Rabi, 2019:26). According to (Zigarmi et al., 2011:2). also showed that procedural justice and distributive justice are among other important factors in building work passion among employees. Zigarmi (2009) and his colleagues emphasize that fair and consistently applied organizational processes and procedures to all employees will help develop Employee work passion can lead to improved organizational performance, including sustainable growth and increased profits. (Okpu & Basuo, 2019:48).

Vallerand et al. (2003:757) defined it as a strong inclination towards a self-defining activity that individuals love, value, invest time and energy in, while others see it as a feeling of well-being that results in constructive work behaviors (Zigarmi et al., 2011:199). Meanwhile, Chen and colleagues defined work passion as a strong recognition of the work line that an individual feels motivated to engage in and derives positive effects from (Chen et al., 2019:1). Johri and colleagues depicted it as a powerful positive feelings that an individual experiences at work, such as joy, enthusiasm, high vitality (enjoyment at work), a sense of self-motivation for one's work (self-determination), identification with one's work (self-identity), and a desire for continuous learning and development (sense of learning) (Johri et al., 2016:148).

ccording to the assimilation of emotional activities into the self, the activity becomes a part of the individual's identity.This means that passion takes on two different forms. depending on the way in which the individual internalizes the activity.the (Spehar et al., 2016:18), And this process can be controlled or independent In the case of self-absorption, the activity remains under the control of the individual and leads to a harmonious passion, while controlled internalization leads to the development of an obsessive passion when the activity "controls" the individual (Forest et al .2011:2) Thus, both types of passion develop through three stages. First, the individual chooses an activity from among all that is available to engage in Secondly, the person must value the chosen activity. The extent to which the activity meets the psychological needs of the individual partially determines its value.Third, the valued activity is assimilated into the individual's identity in one of two ways. Assimilation is the most important stage Because it determines the type of passion or emotion that will be predominant for the individual (Vallerand et al., 2015:2), This is distinction is made between two types of passion: harmonious passion, which reflects the independent internalization of work (Hao et al,2017:87) and is viewed as a motivational force that leads the individual to choose to engage in their activity (Forest et al., 2011:28). The second type of passion is obsessive passion, which is the subject of our search. Obsessive passion refers to an internal pressure that compels individuals to engage in a certain activity. Individuals who have obsessive passion feel a strong desire to engage in the activity that is difficult to resist, which can create conflicts because they feel trapped between the desire to engage in their passionate activity and their obligations in other areas

of life. As a result, they may face negative consequences during and after engaging in their passionate activity (Rousseau et al., 2002:46). Obsessive passion arises from the complete integration of the activity into one's identity, leading to controlled absorption. This absorption causes personal or social pressure, either due to the individual's need for social acceptance or self-respect, this leads to a conflict between the obsessive passion and other areas of the individual's life resulting in a loss of control. (Vallerand et al., 2008:978). Work passion can also arise from personal pressure or personal problems (Głagolska & Larionow, 2021:106). In other words, internal and external factors influence a person's decision to engage in a particular activity. Internal pressure arises from personal traits such as high self-esteem, while external pressure arises from outside sources such as social approval or a desire for high performance evaluation (Sulistiawan et al., 2022:3). Individuals who are dominated by obsessive passion find it difficult to organize the activity and integrate it with other aspects of work, such as personal relationships, because it conflicts with their emotional activity.(Spehar et al., 2016:20)

When an activity dominates a person to the extent that individuals with obsessive passion not can only engage in, This results in strong participation and determined perseverance,in turn generates a conflict between the passionate activity and other domains (Lavigne et al., 2014:257).

4. Practical Aspect

1.4 Research Purpose and Methodology

The aim of this study is to reveal the relationship between the organizational justice of the nursing staff and the passion for obsessive work. Besides, the influencing role of organizational justice dimensions is examined, including distributive justice, procedural justice, and interactional justice, in addressing work passion. To achieve the specified objectives of this study, a field research was conducted using survey method to collect data. The obtained data was analyzed using the IBM SPSS 25.0 package. Descriptive statistical analysis was employed to determine the opinions of nurses regarding organizational justice and work passion. Additionally, correlation analysis and multiple linear regression analysis were conducted to evaluate the hypotheses formulated in the study.

2.4 Research community and sample

The researchers chose the study population, which is the Women's and Children's Hospital in Al- Diwaniyah, of nurses who have a nursing certificate, with a total number of (844) male and female nurses. A questionnaire was distributed to a total of 844 male and female nurses working in the hospital. (678) forms, while the remaining employees were unable to participate due to their workload. Thus, the research sample became (678) male and female nurses. The questionnaire used in this study included three parts: the first part included a measure to assess the level of organizational justice perceived by the nursing staff, the second part included a measure for measuring obsessive-compulsiveness at work, and the third part included demographic information.

-Demographic Data

In this study, (678) male and female nurses participated in answering the questionnaire. In the gender category, the number of participating males was 298 (43.9%), while the number of female participants was 380 (56%). When the age distribution of the participants was analyzed, it was observed that (105) participants, with a rate of (15.4%) of people whose age was less than 25, and it was (143) with a rate of (21%) of people whose age ranged between 26-31 years, and it was (153) with (.522%) between the ages of 32-37, (152) with (22.4%) of people between the ages of 38-43, and (125) with (18.4%) between the ages of 44 and over . Among the participants, (263) (38.7%) have a bachelor's degree, (308) (45.4%) have a technical diploma, and (107) (15.7%) have a preparatory nursing degree or its equivalent.

- Measure of Organizational Justice

The "Organizational Justice Questionnaire" (Rego et al., 2004) was used to determine the availability of justice among the nursing staff who participated in the research. The scale comprises of 12 phrases divided into three dimensions. The dimensions in the scale are named as distributive justice (4 phrases), procedural justice (4 phrases), and transactional justice (4 phrases). and then the hypotheses were evaluated using the dimensions of the scale .

- Measure passion for work obsessive

prepared by (Vallerand et al,2003) was utilized to determine the level of work passion among the participants. The measure comprises (7 phrases) s evaluated as a single dimension, ,In this study, validity and reliability analyses were performed.

Both scales utilized in this research involved rating statements on a 5-point Likert scale, with "1" representing "strongly disagree and "5" representing "strongly agree.

3.4 Reliability Analysis and Statistical description

reliability analysis and Statistical Description The tables presented below display the descriptive statistics of the measures used in the study. The scale employed to assess the nursing staff's perception of organizational justice yielded a reliability value of 0.672, whereas the scale utilized to evaluate their attitudes towards work passion obsession had a reliability value of 0.841. According to (Kalayc, 2008, p. 405), Cronbach's alpha values ranging from 0.60 to 0.80 are deemed reliable, while values between 0.80 and 1.00 are considered highly reliable. Furthermore, the table below showcases the descriptive statistical results of the nursing staff's responses regarding their perceptions of organizational justice.

Table 1: Statistical description of the organizational justice scale

Ver. organizational justice	Means	S.D
Distributive justice	3.789	0.63
procedural justice	4.02	0.53
transactional justice	3.844	0.64
Total	3.884	0.59

According to the results of the study, the participants showed a high level of participation in the statements used to determine organizational justice, with an overall mean score of (3.884) on a 5-point Likert scale. It was observed that organizational justice for health workers was high, When the average values of the dimensions of the organizational justice scale were compared the highest average was found in the procedural justice. This indicates participants' perception of the fairness of the organizational process, which is free of bias, giving them a voice in the organization. This leads to more loyalty and commitment to their work and organization.

The following table presents the descriptive statistics of the scale used to assess the levels of work passion obsession and among the nursing staff participants in the study.

Table 2: Statistical description of the obsessive passion scale

Ver.	Means	S.D
obsessive passion	.3043	.042

The average value of the scale used to determine levels of obsessiv passion engagement among participants was (3.043) Based on the data analysis using a 5-point Likert scale, it was determined that the nursing staff in the hospital exhibited moderate levels of work engagement. This suggests that the participants believe they have the freedom to perform their tasks, that their supervisors are supportive of them, and that they receive fair compensation for their efforts.

-**Hypothesis testing**

The suitability of the study's data was determined using a Kolmogorov-Smirnov test, which revealed that the skew values fell within the range of -1 and $+1$. It is noted that (Hair et al., 2013) when the skewness and kurtosis values are within the range of -1 and $+1$, the analyses can be performed based on the normal distribution.

H1: There is a significant inverse correlation between organizational justice dimensions (distributive justice, procedural justice, interactional justice) and passion of obsessive work. The study aimed to explore the relationship between organizational justice and the passion for obsessive work among the nursing staff who took part in the research. To achieve this, a Pearson correlation analysis was conducted, and the findings are presented in the following matrix.

Table 3: Matrix of correlations

	obsessive passion
organizational justice	-0.632*
distributive justice	-0.587*
procedural justice	-0.671**
interactional justice	-0.511*

*   sig. at the (0.05) level (2-tailed).   ** sig. at the (0.01) level (2-tailed).

Through the above matrix, it was found that there is a significant inverse correlation (with a significance level of (0.01−0.05) between organizational justice and 'and passion for obsessive work of the study participants The correlation analysis conducted indicates that the presence of organizational justice leads to a decrease in levels of work passion. When examining the relationships between the dimensions of justice and passion for obsessive work, a significant negative correlation was found between work passion and distributive, procedural, an interactional justice.

This supports the first hypothesis that suggesting that there exists an inverse correlation between the different dimensions of organizational justice and the level of passion for obsessive work.

The results of the correlation analysis support the H1 hypothesis, indicating a statistically significant correlation between the variables.

H2:   there is a significant inverse effect between organizational justice dimensions (distributive justice, procedural justice, and interactional justice) and the passion for work obsessive.

Multiple linear regression analysis was conducted to determine the effect of nursing staff opinions on the dimensions of organizational justice and passion for obsessive work . The results of the analysis are presented in the table below.

Table 4. Results of testing the second main hypothesis

Dep.var . obsessive Passion					
Inde. Var. organizational justice	R^2	F	B	T	P
distributive justice			.016	1.999	0.01
procedural justice	0.399	6.191**	.042	0.654	0.006
interactional justice			0.45	1.562	0.04

* sig. at the (0.05) level (2-tailed).   ** sig. at the (0.01) level (2-tailed).

The multiple linear regression analysis revealed that the dimensions of organizational justice have a significant impact on passion for obsessive work, as indicated by the R2 value of 0.399. This suggests that roughly 39% of the variation in acquisitive work passion can be explained by the dimensions of organizational justice .When analyzing the beta values, it

was discovered that all dimensions of organizational justice had a significant statistical effect on the passion for obsessive work. This indicates that distributive justice, procedural justice, and interactional justice all play a crucial role in addressing and mitigating employees' passion for obsessive work. In other words, a fair and equitable work environment that values organizational justice is essential in creating a positive work culture and promoting healthy work-related attitudes and behaviors. , that all dimensions of organizational justice have a statistical effect on the passion for obsessive work and thus accept the H2 hypothesis. This indicates that organizational justice in its three dimensions has a role in alleviating and addressing the passion for obsessive work among the sample members.

5.Conclusions and recommendations

1.5 Conclusions

1. Organizational justice has a role in addressing and alleviating the passion for obsessive work through the presence of a supportive work environment with fair organizational and functional characteristics, in which individuals feel satisfied in their work and compatibility with their organization. And This enhances a positive relationship between employees and their organization, which reflects positively on the individuals working there, creating a state of internal balance and thus, on their work and confidence in their abilities commitment.

2. The results of the analysis showed that all dimensions of organizational justice were at a high level according to the perceptions of the nursing staff in the hospital. but the most present dimension is the procedural justice dimension , and this shows that the employees have confidence in their abilities to perform their tasks job duties despite the challenges they face, and that the hospital administration provides them with the opportunity to object to any decision that affects them.

3. Nurses perceive a moderate level of passion for obsessive work.

4. The results of the research showed that the relationship between organizational justice and the passion for obsessive work was an inverse, statistically significant and negative relationship, that is, organizational justice is negatively related to the passion for obsessive work among the nursing staff at the   Obstetrics and Pediatrics Hospital ,This result is consistent with the theoretical frameworks and the findings of many studies.

5. The existence of a significant impact of organizational justice and the passion for obsessive work, meaning that organizational justice, if available in the hospital, the research sample will contribute to addressing the passion for obsessive work and thus will benefit the hospital from achieving performance satisfactorily.

2.5 Recommendations

1. Health organizations should prioritize the promotion of organizational justice in the workplace as a means of reducing the risk of passion for obsessive work among nursing staff

This may involve the development and implementation of fair and transparent policies and procedures, the provision of opportunities for employee feedback and input, and the establishment of training programs that promote interpersonal and intergroup fairness.   .

2. should pay more attention to procedural justice, as this dimension was found to be the most present among nursing staff in the hospital. This can be achieved by ensuring that employees are provided with opportunities to express their opinions and participate in decision-making processes that affect them.

3. the is necessary invest in employee training and development programs to help their staff acquire new skills and knowledge, and to promote career growth and advancement opportunities. This can enhance employee engagement and commitment reduce the risk of passion for obsessive work.

4. giving employees different tasks to work on and motivating them to work on a variety of tasks, effective communication between management and employees, and providing effective channels of communication to express work related concerns and needs and work on solving problems related passion for obsessive work.

5.Conduct further research's to understand the relationship between organizational justice and passion for obsessive work in different health settings

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