

# Is organizational justice associated with perceived quality of care and organizational affective commitment?

- A multilevel study among dental workers in Sweden.



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# Background

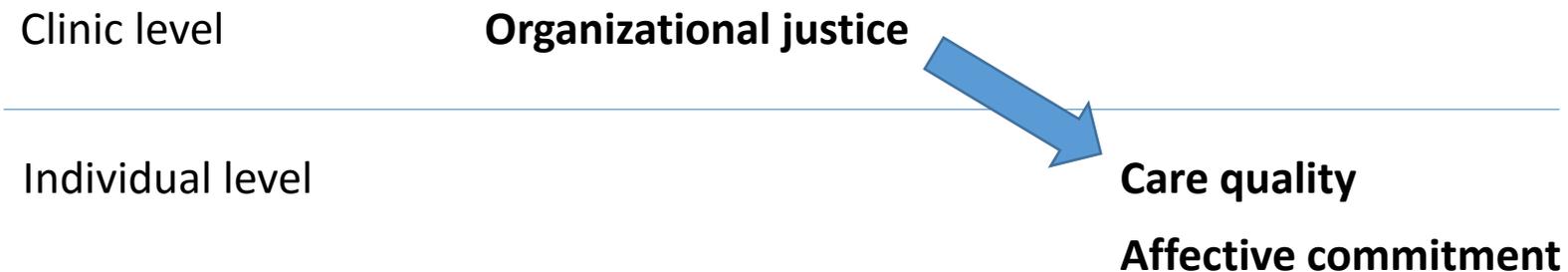
## **The context of public dental health services in Sweden**

- High attention to productivity and efficiency
- Persisting high demands and strain level
- Imbalance between the demand and the supply of dental staff
- New provisions: Organizational and social working environment

Some open issues and....A new focus is needed!

# Aim

The aim was to investigate whether organizational justice at dental clinics is associated with staff's perceptions of care quality and affective commitment to the workplace



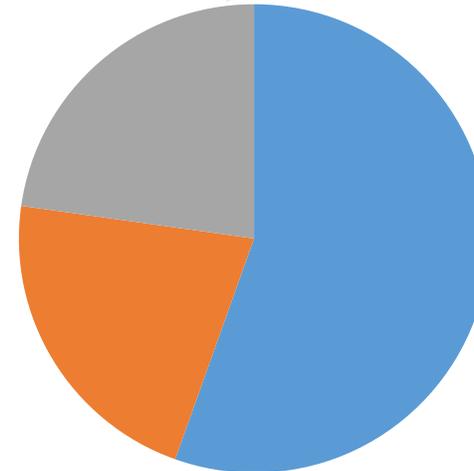
# Data from dentistry

All staff from public dental organizations in 4 Swedish regions

75% response rate  
n=1345

Non managerial dentists, dental nurses and dental hygienists from general practices with answers from at least 5 respondents

73% response rate  
n= 900 respondents  
coming from 68 clinics



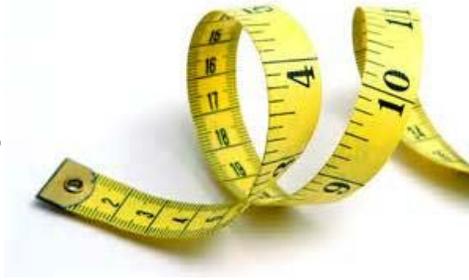
■ Dental nurses  
■ Dental hygienists  
■ Dentists

Gender:  
92% women

Mean age (SD):  
47.1 (11.9)

Group size	No. clinics
5-10	28
11-15	17
16-20	15
21-25	4
26-34	4

# Measures



- Self-assessed quality of care at the clinic
- Affective commitment
- Organizational Justice
- Confounders:
  - group size
  - gender, age and occupation



# Analyses

- A set of Level-2 random intercept models were built to predict individual-level affective organizational commitment and perceived quality of care from unit-level organizational justice.

# Parameter estimates (SE)

	Affective commitment	Quality of care
<b>Model 1 (empty model)</b>		
<i>Unit-level variance (SE)</i>	66.55 (16.60)***	23.80 (9.20)**
<i>ICC</i>	0.17	0.11
<i>AIC</i>	7859.01	7335.14
<b>Model 2 (incl. confounders)</b>		
<i>Unit-level variance (SE)</i>	55.23 (14.86)***	22.35 (6.76)**
<i>ICC</i>	0.14	0.11
<i>AIC</i>	7845.80	7328.39
<b>Model 3 (final model)</b>		
Organizational justice (level 2)	7.81 (0.69)***	2.71 (0.72)***
<i>Unit-level variance (SE)</i>	2.11 (4.53)	13.93 (5.57)*
<i>ICC</i>	0.006	0.07
<i>AIC</i>	7778.43	7317.10

\*\*\*p<0.001; \*\*p>0.01

# Conclusions

The shared perception of organizational justice at the clinical unit level was significantly associated with perceived quality of care and organizational affective commitment.

The results indicate a potential for enhancing affective commitment and opportunities for quality care delivery by promoting organizational justice at the clinical unit level.

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