Studying and Analyzing the Relationship between Organizational Justices, Leadership Style and Thriving at Work: An Empirical Study

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Abstract

Thriving at work attracted the interests of many of academics and practitioners at different areas especially in psychology, organizational behavior and human resource management in the last few years. Thus, this research aims at investigating the relationship between organizational justice, leadership style and thriving at work. For testing the proposed model and the developed hypotheses, this research is based on a collected data from a proportional stratified random sample of 384 nurses who are working in two educational hospitals at Cairo University in Egypt. The obtained results from the analyzed data indicated that: (a) there is a strong, positive and significant relationship between organizational justice and thriving at work level, (b) the nurses' perception for distributive justice is more strongly related to their thriving level than the relationship between their perceived for the procedural justice, (c) there is a strong, positive and significant relationship between leadership style and thriving at work level among the nurses, (d) transformational leadership is more strongly related with thriving at work level than the transactional ones, (e) organizational justice (distributive and procedural) and leadership style (transformational and transactional) operating jointly and explaining 54.2% of the nurses' thriving at work level variation.

Keywords: Thriving at Work, Organizational Justice, Leadership Style, Distributive Justice, Procedural Justice, Transformational Leadership, Transactional Leadership.

Introduction

In the last few decades, organizations and companies – all-over the whole world – faced many changes and trends such as: the technological advances; globalization; changing the nature of the work; economic conditions and workforce diversity. These changes and trends in turn have a great impact on the organizations' and companies' abilities and capabilities that are required for achieving survival and growth. Therefore, sustaining high competitive advantage and achieving excellence in those organizations' and companies' performance through adopting the most appropriate practices became more challenging because this requires a special type of workforce that exerts more of their efforts and thrives in their work

in order to achieve the optimal level of their work performance (Spreitzer and Poarth (2014); Prem et al(2017); Brown et al (2017).

The thriving workforce according to Gallup (2013) can be considered a competitive advantage because it helps in decreasing many of the negative employees' behaviors and outcomes such as dissatisfaction, psychological and physical illness, and it enhances many of the positive organizational outcomes such as: high level of organizational commitment, performance, loyalty, high satisfaction and organizational citizenship behavior.

Therefore, thriving at work attracted the interests of many academics , scientists , researchers and practitioners in many different areas especially in psychology, sociology, organizational behavior, human resources , and management (Brown et al., 2017).
In organizational behavior, HR , and management, researchers as : Spreitzer et al (2005,p.540); Spreitzer et al (2012, p.156); Sullivan and Wills (2018, p.388) considered thriving at work as a " positive psychological state characterized by a joint sense of vitality and learning". Previous studies and researches on thriving at work can be classified into two groups. The first concentrated on identifying the antecedents of thriving, while the second focused on its outcomes. Meanwhile, although the researches and studies on thriving at work have been accumulated over the past decade, it remains scattered especially with regard to its antecedents. In addition, there are some important antecedents did not get the deserved attention in these research and studies. Among these antecedents, the organizational justice and leadership styles. Therefore, the main goals of this research are: to highlight those two variables and to study and analyze their relationships with thriving at work.

Literature Review and Hypotheses

This section will focus on the literature review regarding the theoretical framework of thriving at work and its main antecedents and consequences and the development of the research hypotheses.

Thriving at Work (the Dependent Variable)

Thriving at work attracted the interests of many researchers and practitioners in different areas especially in psychology, sociology, organizational behavior, human resources and management. In the literature of psychology, thriving according to Bugental (2004,p 220), Jackson et al (2013,p 8) was conceptualized as " a dynamic process of adaptation to physical, psychological leading to positive outcomes such as personal growth and enhancing functioning." But in the organizational behavior , HR, and management the researchers concentrated on a different meaning for thriving. For example, Spreitzer et al (2005,p 540) considered thriving at work as a " positive psychological state characterized by a joint sense of vitality and learning." In their opinion, "thriving employees usually experience personal growth as they feel that they energized alive and have sense of acquiring and applying knowledge on a continuous bases." This because – according to their opinions- those employees " feel that their current experiences and behaviors at work are intrinsically motivated and supportive of self-development and personal growth."

Human thriving is regarded according to Spreitzer et al (2013, p 17); Porah et al (2012, p 255); Niessen et al (2017, p 470); Anjum et al (2016, p 37); Brown et al (2017, p 168) and Kleine et al (2019,p 10) as a " two dimensional construct that consists of two joint experiences or components , namely : vitality and learning." Vitality is regarded according to their opinions as "the affective dimension of thriving and it refers to the sense of being alive, passionate, and excited and having a zest of work." They indicated that, when employees are

thriving, they produce their own energy through excitement for their work. On the other hand, learning according to them is regarded as "the cognitive dimension of thriving, it refers to the growth that comes from gaining new knowledge and skills as well as the applications thereof."

According to Spreitzer et al (2010, p 135); Spreitzer et al (2013, p 20); Porath et al (2012, p 260) the core assumption of thriving at work is that "high levels of both vitality and learning need to be present for employees to thrive in their work." Thus, if employees did not have vitality but they are learning, they will be more likely to feel depleted because they lost the needed excitement and energy for their work. On the other hand, if employees are having vitality and not learning, they will have the energy at work but they will not have the opportunities to learn and grow. Therefore, they are more likely to feel stagnated rather than thriving at work.

Previous researches and studies about thriving at work – as mentioned before- can be classified into two groups. The first concentrated on the identification of its antecedents, while the second focused on figuring out its outcomes (consequences).
Regarding the antecedents of thriving, developed researches and studies done by Nawaz et al (2018,p 17); Riaz and Hussain (2018, p 13); Spreitzer et al (2012, p 56); Zhang (2018, p 102); Kleine et al (2019, p 3); and Taneva and Arnold (2018, p 90) indicated that the most important promoters for thriving at work are:
 (a) The unit contextual features such as: the climate of trust and respect in the work, information sharing and decision making discretion.
 (b) The produced resources from the job such as: knowledge, the positive meaning, positive affect and relational resources.
 (c) The agentic work behavior such as: task focus, exploration and heedful relating.
 (d) The individual characteristics such as: psychological capital (Psycap), proactive personality, positive effect and low perceived stress.
 (e) The relational characteristics such as: supportive co-workers behaviors, workplace civility, leader-member exchange (LMX) and the perceived organizational support and trust.

With regard to the thriving at work outcomes (consequences), previous researches and studies by Flinchbaugh et al (2015,p 325); Gerbasi et al (2015, p 1425); Jaiswal and Dhar (2017, p 17); Jiang (2017, p 91); Li et al (2016, p 735); Riaz and Hussain (2018, p 12); Shan (2016, p 112); Taneva and Arnold (2018,p 192) and Walumbwa et al (2018,p 215) are divided into three categories :
 (a) The health related outcomes such as: job satisfaction, organizational commitment, job engagement, positive feelings toward self-development.
 (b) Attitudinal outcomes such as: the turn-over (TO) intention, organizational citizenship behavior and innovative work behavior, innovations and career success.
 (c) Psychological outcomes such as : psychological empowerment, psychological capital and innovative work behavior.

The Independent Variables
Organizational Justice
Justice is a "social construct about what people consider fair beyond their objective reality because, it is among the most valuable criteria of social life."(Corpanzaro et al ,2007, p 36). According to Colquitt and Zipay (2015, p15); Girgin and Gumuseli (2018, p 446); Andrade and Ramirez (2019, p 140) " it is a complex and multi-sided phenomenon in terms of

why people care for it, and how organizations evaluate its different sides and their styles of using justice to shape their employees' attitudes and behaviors."

Meanwhile, the fulfillment of social justice can be considered impossible without the fulfillment of organizational justice (OJ). Studies and researches about organizational justice start with Adams' equity theory (1965). The main essence of this theory according to Johns and Saks (2017, p.128) is that " the working employees are usually compare the inputs that they invest in their jobs and the outcomes they received against the inputs and outcomes of some other relevant employees". When the ratios are equal, the employee will feel that there is a fair and equitable exchange exists with his/her employing organization. But when the ratios are unequal, the employee will perceive inequality, and he/she will experience unfairness and dissatisfaction.

According to Akuzum (2018,p 50); Akar and Celik (2019, p 190); Akman (2018, p 168); Bayarcelik and Findikli (2016, p 408), employees are concerned about justice in their organizations for the following reasons:

(a) Justice allows them to predict and control the results they will be more likely to receive from their organizations when they finish successful tasks.

(b) They want to feel valued and accepted in their organizations, where belonging to a group and feeling relevant is more important than the economic aspects.

(c) They believe that fair treatment is morally and/or ethically appropriate way to treat others.

Thus, when employees achieved an equitable exchange relationship with their organizations, they will be more motivated to devote more of their considerable efforts and energy in their work. This in turn according to Elovainio et al (2013, p 43); Girgin and Gumuseli (2018, p 4); Kobayashi and kando (2019, p 10) will lead to many favorable outcomes for themselves and for their organizations such as: high level of affective organizational commitment, high level of organizational citizenship behavior, high level of performance, enhancing their positive well-being, promoting their psychological state, lower level of counterproductive work behavior, lower rate of intention to leave or absence from work. Based on the above discussion, the researcher can propose the following hypothesis:

  H1: It is expected to have strong, positive and significant relationship between the organizational justice and thriving at work.

Recent studies and researches in organizational justice area suggested that justice can actually be broken down into four empirically distinct dimensions :(a) distributive, (b) procedural, (c) interpersonal, and (d) informational (Colqitt and Zipay 2015, p.17; Bayarcelik and Findikli, 2016. P.410; Girgin and Gumuseli, 2018, p.448).

Meanwhile, among the previous four types of justice , two types traditionally predominated justice research and theory. The first, is what called "distributive justice " that was derived from the principles of equity theory. The second type, is "procedural justice" that consists of the employees' perceived fairness of decision- making processes used to determine outcomes distribution and is explained by social exchange theory. In this research, the researcher concentrates on those two types of justice.

 (a) Distributive Justice

Distributive justice or "distributive fairness" is considered one of the most important factor in the workplace. It is combined of various values such equity, equality, or need for resources distribution. According to Lambert et al (2007, p.650); Johns and Saks (2017, p.128); Egilmezko (2011, p.105); Colquitt and Zipay (2015, p.12); Hart et al (2016,p 135), it refers to "

the employees' perception of fairness in outcomes they receive relative to the contribution (investment) they make to their employing organizations," These outcomes include , for example, pay (salary, wage, commission), promotions, and any special benefits and rewards. Employees' contributions encompass, for example, efforts, energy, education, time, knowledge, experiences, and competences and skills.

According to Shah et al (2017, p.245); Shahid et al (2018, p.210); Untergitzenberger and Bryde (2018, p.8), when employees perceive that the outcomes they received are sufficient on the basis of the contributions they have made, they consider their treatment by their organizations as fair. This in turn, will lead to many positive consequences for both the employees and their employing organizations. Among the most important and common of these consequences : less intentions to leave, high performance level, high level of affective commitment, high level of loyalty, high level of organizational citizenship behavior, low level of deviance behaviors, high level of physical and mental health. On the other hand, lack of distributive justice may produce many negative consequences for both the employees and their employing organizations. Among the most common: an increase in the psychological distress, psychological disturbance, anxiety, tensions, burnout, depression, high intentions to leave, high level of emotional exhaustion.

Since thriving at work is a construct that captures the employees' psychological well-being (a sense of vitality and growth) which is linked to the important outcomes that include positive attitudes and behaviors, it will be affected by distributive justice. Based on the previous discussion, the researcher can propose the following sub-hypotheses:

H1a: Distributive justice is expected to be positively and significantly related to thriving at work.

(b)Procedural Justice

Procedural justice or procedural fairness according to Hart et al (2016, p 133); Kim and Beehr (2020, p.105); Kobay and Kando (2019, p.15), Kim and Kim (2015, p. 160), Loi et al (2012, p.366), refers to "the idea of equity in the processes that determine and allocate resources in the organization". According to their opinions, "it reflects the judgments of employees about the impartiality of the decision making processes of assigning results." The basic premise of it is that fair treatment determines the employee reactions toward the taken decisions, therefore, it is considered the central element of their attitudes and behaviors.

Procedural justice according to Jhons and Saks (2017, p.130) **"**is particularly relevant to the outcomes such as: performance evaluation, payment raises, promotion, layoffs, punishment, and work assignments." This form of justice is associated with the structural characteristics of the decisions. Employees consider the situation as unfair when they cannot exert some influences on procedures by which decisions are made. The absence of procedural justice makes long-term outcomes less controllable and less predictable for the employees. In other words, this form of injustice generates uncertainty about the employees' economic and social exchange relationships with their employing organizations. Therefore, the lack of influence on the decision-making processes regarding the employees' expected outcomes creates a stressful situation, which may foster many of the negative consequences such as : psychological distress, physical and mental disturbance, emotional exhaustion, depression and burnout. On the other hand, if there is a good chance to influence the decision making processes regarding the employees' expected outcomes, this creates many positive consequences such as : job satisfaction, life satisfaction, more helping behavior, high commitment, strong tendency to exert more efforts and energy in work.

Consequently employees will feel positive and committed to the workplace when rewards or incentives obtained by them through the procedures employed by their organizations are consistent, accurate, free bias, justifiable, ethical and representative,. Based on this discussion, the researcher can propose the following sub-hypotheses:

H1b – Procedural justice is expected to be positively and significantly related to thriving at work.

Leadership Styles

One of the most important part of any organization is leadership. According to Yukl (2012, 67) "leaders create a shared vision, inspire others, and provide a stable center during times of change. Leaders can also stymie growth, thwart, and cause aggregation throughout the ranks". Meanwhile, leadership occurs when particular individuals exert influence on the goal achievement of others in an organizational context.

According to Johns and Saks (2017, p 306) " effective leaderships exert influence in a way that achieves organizational goals by enhancing the productivity, innovation, satisfaction, and the commitment of the workforce. In addition, they can change the way people think, feel, and behave, and they can have a positive effect on individuals, groups, units and even the entire organization".

In fact, leadership has been one of the most researched area in business and management, and still one of the most confusing area of inquiry. This is because, researchers often define leadership according to their individual perspectives and aspects of the phenomenon of most interest to them. (Chiaburu et al., 2014, p 73); Hong et al (2016, p 345); Jia et al (2018, p 315). As a consequence, there is no common consensus among researchers on a single definition, as each develops the definition that can be considered more appropriate from his/her point of view. Therefore, Yukl (2012,p 66) pointed out that "there is almost many definitions of leadership as those persons who have attempted".

In literature, and according to Johns and Saks (2017, p 306), Ivancevich et al (2018, p435) " most of the definitions of leadership have been comprised of numerous concepts such as: individual' traits, behaviors, influences, power, goals achievement and a combination of two or of these". A review of scholarly studies on leadership shows that there is a wide variety of different theoretical approaches to explain the complexities of leadership process (Northouse, 2013, p 49; Tassen et al., 2014, p 379; Rosing et al., 2011,p 957; Jia et al, 2018, p 315; Hong et al., 2016, p345).

According to Yukl (2012,60) "the central elements of leadership phenomenon are: leadership is a process, leadership involves influence, leadership occurs within a group context, and finally, leadership involves goals attainment". Based on literature, leadership can be considered one of the most important antecedent of the employees' attitudes and behaviors such as: work and job engagement, high commitment, performance and morale, job and life satisfaction, less intention to leave, low emotional exhaustion (Hong et al., 2016, p 347; Karam et al., 2019,p 135; Zhu et al., 2018, p62; Jia et al., 2018, p 316; Tassen., 2014, p 379; Darwish et al., 2020). Based on the previous discussion, the researcher can propose the following hypothesis:

H2: The leadership style is expected to have strong, positive and significant relationship with thriving at work.

Meanwhile, throughout history, there are many developed theories and approaches about leadership. Among the most common: trait theory, behavior theory, contingency

theory (situational), path-goal theory, leader-member exchange theory, and finally transactional and transformational theory. The earlier leadership theories have contributed to an understanding of leadership and have laid the groundwork for the development of a fresh version of an effective leadership styles. In this research, the researcher concentrated on the last developed types by

(a)Transformational Leadership Style

Transformational leadership according to Johns and Saks (2017, p322), Antonakis (2012,p 257); Antonakis and House (2014, p747) is the leader "who motivates the followers to work for the goodness of the whole group". By supporting and inspiring the followers, the transformational leaders should be able to have an impact on the followers through changing their values, and interests which consequently would end up to exceptional performance. According to Cho et al (2019,p 215); Jia et al (2018, p 315), transformational leadership "behave in a way to achieve superior results by employing one or more of the "Four I's " which are: idealized influence, individual consideration, intellectual simulation, and inspirational motivation". Cho et al (2019, p 220) considered transformational leadership as "an exceptional form of influence that moves followers to accomplish more than what is usually expected of them". Additionally, Yukl (2012,p 69) views transformational leadership "in terms of the leader's effect on followers, the followers feel trust, admiration, loyalty and respect toward the leader, and they are motivated to do more than they originally expected to do."

According to Jensen et al (2019, p 25), Jia et al (2018, p 315) transformational leadership "usually inspire their followers to forgo their own self-interest for the sake of the organization". Moreover, previous researchers indicated that those leaders who "usually look at the future, are more concerned with developing a new vision that lays the foundation for the organization's mission, strategies, policies and procedures and they inspire others to support it. In addition, they develop fresh approaches to problem solving, create excitement, encourage self-development and risk takers." Based on the previous discussion, the researcher can propose the following hypothesis:

H2a- It is expected to have strong, positive and significant relationship between transformational leadership and thriving at work.

(b)Transactional leadership style:

Transactional leadership has been referred to- according to Slocum and Hellriegel (2017, p 322) – "as a process of social exchange, which means giving something to the followers in exchange for effective performance." The transactional leader-follower relationships are based on a series of rational exchange or bargains that enable each follower to reach his/her goals.

According to Yukl (2012, p 69); Zhu et al (2018, p 60); Cho et al (2019, p 210), there are two level of exchanges (higher and lower orders). According to them, the high orders of exchanges "are tied to an emotional, less concrete system of rewards. Trust, commitment and respect are the basis for higher orders of exchange. A negotiation of goods or rights such as pay increase, vacation time and bonuses are the basis for lower orders of exchange".

In exchanges processes, the transactional leaders usually clarify the different roles that a follower must play and task requirements they must complete to reach their personal goals and fulfill the organization's mission. As a result, employees understood their jobs and the expectations set for them by the leader and the organization (Cho et al 2019, p215; Hargis and Hatmaker, 2011,p 55; Ma and Jiang, 2018, p307). According to previous researches,

transactional leadership focuses on setting performance expectations and goals and providing feedback to the employees. The primary power for those leaders comes from their formal authority in the organization. They attempt to influence others by exchanging good performance for extrinsic rewards as wages, financial incentives, and benefits.

Meanwhile, according to Johns and Saks (2017, p 307), Inancevich et al (2018, p455), there are three primary components used by effective transactional leadership, they are:

(a) Provides contingent rewards;
(b) Exhibits active management by exception (i.e. monitor performance and takes corrective action for any deviation),
(c) Exhibits passive management by exception (i.e. punishment are used as a response to any unacceptable performance). Based on the previous discussion, the researcher can propose the following hypothesis:

H2b- It is expected to have strong, positive and significant relationship between the transactional leadership and thriving at work.

Research Problem

Human thriving at work has attracted the interests of many academics, researchers, and practitioners for several decades because, it is associated with various individuals' and organizations' positive outcomes. Although studies and researches on thriving at work have been accumulated over the past decades, this literature remain scattered especially those concerned with its main antecedents.

Therefore, this research will focus on studying and analyzing two of the main antecedents of thriving at work, i.e. organizational justice and leadership styles. As they were not moderately covered in previous researches in developed and developing countries especially in the health care sector. In other word, the problem of this research can be expressed in the following research questions:

(a) What do we mean by organizational justice and leadership styles, their nature and dimensions?
(b) What are the expected relationships between organizational justice (distributive and procedural) with thriving at work?
(c) What are the expected relationships between leadership styles (transformational and transactional) with thriving at work?

Research Objectives

This research mainly aimed at:

- Explaining, through the literature survey, what do we mean by: (i) organizational justice (distributive and procedural justice); (ii) leadership styles (transformational and transactional leadership).

- Investigating the relationships between: organizational justice (distributive and procedural), leadership styles (transformational and transactional) and thriving at work among the selected sample of physical doctors and nurses from the two educational hospitals at Cairo University.

- Identifying the main determinant **(R^2)** of each of the independent variables (i.e. organizational justice and leadership style) on thriving at work.

- **Providing** some suggestions and recommendations for the responsible persons in those selected educational hospitals that can help them in developing the appropriate policies and procedures for enhancing the level of thriving at work among the physical doctors and nurses.

Research Importance

Importance of this research springs from its contribution to both human resource management and organizational fields as it:

(a) Can be considered an attempt to extend the phenomenon of thriving at work to different cultures, i.e. to Egypt (as one of the African countries) and to one of the most important sector all-over the world (i.e. the health care).
(b) Will improve our understanding regarding the real impact of both organizational justice and leadership style on physical doctors' and nurses' level of thriving at work.
(c) Will hold an important implication for both theory and practice as it extends thriving at work research into one of the very important organizational setting (i.e. hospitals).
(d) Will provide some recommendations for the key personnel in those selected educational hospitals at Cairo University on how they can enhance the level of thriving at work for their most important human assets (i.e. physical doctors and nurses.)

Configuration of the Research Model

Based on the research problem, objectives, and importance, the relationships between organizational justice (distributive and procedural), leadership style (transformational and transactional) and thriving at work can be illustrated in the following figure (1)

Figure (1) Research Model
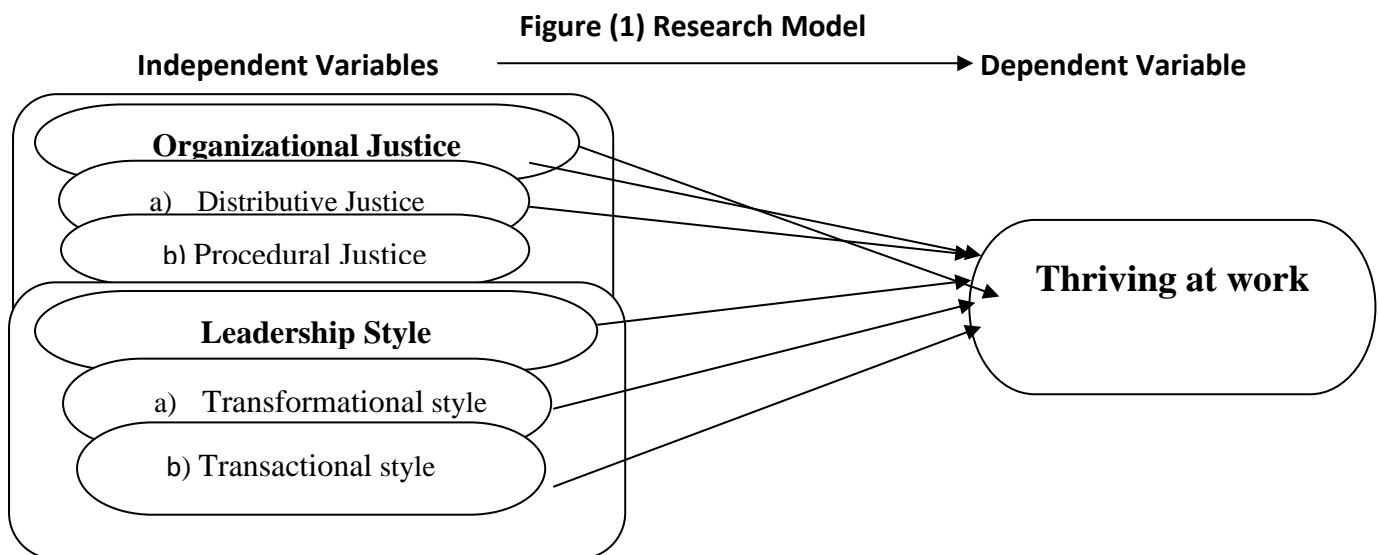
Research Variables Measurements
First: Dependent variable (thriving at work)

To measure thriving at work, 10 items scale of Porath (2012) was used. This scale includes five items for measuring "learning" and five items for measuring "vitality". The ten items were scored on 5 point Likert type scale, where "5= strongly agree" and "1= strongly disagree." An example item for learning "I find myself learning often, and for vitality "I feel alive and vital". All items are coded in the positive direction.
Second: Independent Variables

(a)Organizational Justice

The perception of organizational justice in this research is going to be measured by the two subscales correspondingly, distributive and procedural justice. The distributive and procedural justices are going to be measured by using the developed scale by Niehoff and Moorman (1993). This scale consists of six items for measuring the distributive justice, and five items for measuring the procedural justice. All the eleven items are scored on 5 point Likert type scale, where "5 = strongly agree" and "1= strongly disagree". An example for the distributive justice "you are fairly rewarded for the amount of efforts you put forth", and an example for the procedural justice " procedures in your organization are designed to collect accurate information necessary for making decisions". All the items are coded in the positive direction.

(b)Leadership Styles

Were measured by a widely used construct from the multifactor leadership questionnaire (MLQ) Form 5x that was developed by Bass and Avolio (2000).The scale consists of 16 items for measuring transformational leadership and 8 items for measuring transactional leadership. The respondents have to rate how frequently their managers display each of the behaviors mentioned in the questionnaire on 5 point Likert type scale, where "1= never and 5 = always". An example for transformational leadership " my manager considers having different needs, abilities , and aspiration from others". Another example for transactional leadership " my manager focuses attention on irregularities, mistakes, expectations and deviations from standards". All the items are coded in the positive direction.

Methodology
Questionnaire Design

This research is based on the selected "simple random sample" of nurses in the selected two educational hospitals. Primary data were collected by using a questionnaire survey during October and November, 2019. The developed questionnaire consists of three sections. The first, includes the scale items used for measuring the dependent variable. The second, includes items used for measuring the independent variables. Finally, the third includes items related to some of the demographic variables.

Research Population and Sample

The research population consists of all full-time qualified nurses and nurses assistants who are working in the two selected educational hospitals at Cairo University. A nominated survey coordinator – identified by the human resource director at each hospital – distributed the questionnaires to the selected sample of nurses. Most questionnaires were distributed during the work day and night. According to the statistical tables, the sample size with a level of confidence at 95% and 5% error, the sample size was equal 384 nurses. The questionnaires were distributed in the two hospital's departments proportionally. The received usable questionnaires were equal 345. This means that the rate of return was equal 89.8%. The participants in the study comprised of 100 males (29%) and 245 females (71%). The mean age was equal to 32 years and those who are greater than the mean were equal to 170 (49%), while those who are less than the mean were equal 175 (51%). Among the participants, 150 ((43.5%) are unmarried, 195 ((56.5%) have bachelor degree in nursing, and 150 (43.5%) have high school or diploma in nursing. In addition, 52(15%) of them are head nurses, 100 (29%) supervisors and 193(56%) are nurses.

Study Results
Reliability and Validity Analysis
The Validity

Although the researcher depends for measuring the research variables on valid and published scales, it was necessary to test them again since they are used in different environment and culture. The researcher depends on a panel of judges and experts consists of 10 professors who are research specialists in psychology, human resource management, organizational behavior and management in order to judge the used scales. Their comments on the scales are reviewed and the appropriate corrections and adjustments are done for them. Additionally, their feedback assured the validity of these scales.

The Reliability

To determine the reliability of the used measurement scales for measuring the research variables, the researcher depends on Cronbach's Alpha Cofficient Statistics. The obtained results are shown in table (1).

Table (1): The reliability coefficients (α) of the research variables' measurements

Variables	Mean	SD	Reliability (α)
- Thriving at work	3.52	0.67	0.82
- Organizational justice	3.53	0.78	0.91
- Distributive justice	.3.42	0.81	0.93
- Procedural justice	3.55	0.65	0.89
- Transformational leadership	3.54	0.87	0.92
- Transactional leadership	3.22	1.03	0.90

The illustrated results in table (1) indicated that the reliability of the research variables' measurements are acceptable since all Cronbach Alpha Coefficients (α) for all the measurements are very high and all are above the conventional minimum value of 0.70. This means that they satisfy the basic requirements for developing the research.

Testing the Hypotheses

In order to test the research hypotheses and to determine the relationship between the correlation coefficients on the total sample. The results of the correlation analysis are shown in table (2).

Table (2): The correlation coefficients (r's) matrix for the study variables

Variables	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Organizational justice	(0.91)						
Distributive justice	0.421*	(0.93)					
Procedural justice	0.369**	0.401*	(0.89)				
Leadership style	0.432**	0.389**	0.388**	(0.88)			
Transformational LD	0.411**	0.411**	0.421***	0.432**	(0.92)		
Transactional LD	0.388*	0.392*	0.387*	0.421**	0.301*	(0.90)	
Thriving at work	**0.434****	**0.521****	**0.452****	**0.465****	**0.565****	**0.457***	(0.82

(xx) Reliability Coeff. , *** p< 0.001, ** p < 0.01, * p < 0.01

Results in this table indicated that:

(1) Organizational justice is positively and significantly related to thriving at work as "r" is equal 0.434 (p < 0.01). This means, that H1 is strongly supported at high level of significance.

(2) Distributive justice is positively and significantly related with thriving at work as "r" is equal 0.521 (p < 0.001). This means, that H1a is strongly supported at high level of significance.

(3) Procedural justice is positively and significantly related to thriving at work as "r" is equal 0.452 (p < 0.01). This means, that H1b is strongly supported at high level of significance.

(4) Leadership style is positively and significantly related with thriving at work as "r" is equal 0.465 (p< 0.001). This means, that H2 is strongly supported at high level of significance.

(5) Transformational leadership is positively and significantly related with thriving at work as "r" is equal 0.565, (p< 0.01). This means , that H2a is strongly supported at high level of significance.

(6) Transactional leadership is strongly and significantly related to thriving at work as "r" is equal 0.457 (p < 0.5). This means, that H2b is strongly supported at high level of significance.

In addition to the usage of Pearson Correlation, and for more testing the relationship between independent and dependent research variables, multiple regression (stepwise method) is used to determine the coefficient of determination (R^2). The obtained results are shown in table (3).

Table (3): Multiple Regression Statistics for the variables affecting Thriving at Work

Variables: Thriving at work with:	Standardized β	SD	T-value	Sign.
-Distributive justice	B1=0.500	0.871	3.422	0.001
-Procedural justice	B2= 0.450	0.688	3.324	0.01
-Transformational leadership	B3 =0.511	0.781	3.531	0.001
-Transactional leadership	B4 =0.454	0.751	3.451	0.01
The total model	R^2 = 0.542	F = 14.21	P < 0.01	

Results in table (3) indicated the following

(1) The standardized regression coefficients ($β_i$) for distributive justice, procedural justice , transformational leadership and transactional leadership follow the patterns of the correlation coefficients (r's) that have been previously mentioned in table (2).

(2) Distributive justice, procedural justice, transformational leadership and transactional leadership operating jointly and explain 54.2 % of the variation in thriving at work (R^2 = 0.54.2).

(3) In addition, results indicated that P- value = 0.01 and R^2 = 0.542. It also indicates that, there is a significant relationship between the four variables and thriving at work. The significant T- value shows that, distributive justice and transformational leadership were positive (beta for them respectively were = 0.500, 0.511. Also, procedural justice and transactional leadership present significant relationship with thriving at work (sign.=0.01) and beta for them consequently were = 0.450, 0.454.

(4) Regarding the determination of which these four variables have more impact on thriving at work, results indicated that transformational leadership and distributive justice have more impact on thriving at work , since β for both of them respectively

were equal = 0.511 (P< 0.001) and 0.500 (p< 0.01). In addition, transactional leadership has more impact on thriving at work than procedural justice as β for them respectively were equal 0.454 (p < 0.001); 0.450 (p < 0.01).

Discussion

The main thrust of this research is to articulate how thriving at work is related to: organizational justice (especially the distributive and the procedural justice) and leadership style (especially the transformational and the transactional styles) among the nurses who are working in two selected educational hospitals at Cairo University, in Egypt. The collected data from the determined sample of nurses have been analyzed through the use of SPSS (version 21.4). The obtained results from the analysis revealed that:

First: All the used scales (measurements) for measuring the research variables (independent and dependent variables) are valid and highly reliable with Cronbach Alpha Coefficients (α) above the conventional minimum value of 0.70

Second: Most of the correlation coefficients (r's) and the standardized betas (βi) are highly significant. This means that the relationship between the independent and dependent variables of the research are real relationships.

Third: Results of this study revealed that

(a) Distributive justice and procedural justice are strongly and significantly related to thriving at work but the procedural justice may be somewhat related weaker to thriving than the distributive justice. This may be attributed to the subjective comparison biases (that occurred in the self and relative comparison developed by the employee) which the distributive justice is based on.

(b) Transformational leadership and transactional leadership are strongly and significantly correlated with thriving at work but the transactional leader may be somewhat related weaker to thriving at work than the transformational one. This may be attributed to the dependences that the transformational style creates.

(c) Organizational justice and leadership styles operating jointly and explain 54.2% of the variations in the nurses thriving at work level. This high percentage of explanation may be attributed to the importance of organizational justice and leadership style in comparison with other variables regarding the achievement of effective management for the human capital. Both variables deal with the human side of this human capital while other variables are dealing with the non-human sides.

Fourth: Results of this study are consistent and match the findings of the studies done by Nel et al (2015); Niessen et al (2017); Kroon et al (2017); and Cho et al (2019) as these findings indicated that:

(a) Leaders generally (especially the transformational) inspire employees to accomplish their shared goals and develop their learning capacity.

(b) Leaders have been shown (especially the transformational) to promote the employee's intrinsic motivation, satisfaction and the desire for learning, i.e. increases desire for thriving at work.

(c) Leaders can stimulate employees' thriving at work through creating resourceful work environment that help in increasing their level of learning and feeling alive.

(d) Increase in the employees' feeling of justice beside the support they got from their leaders (through having more opportunities for sharing and participating in the work decisions) can stimulate and promote thriving at work among them. This is because,

participation and information sharing fuels thriving as it enables learning and allows employees for visualizing how they can contribute to their organization.

Fifth: Additionally, results of this study are consistent with some of the major premises of social sciences theories such as LMX (leader, member, exchange) theory, discrepancy theory and equity theory as:

(a) According to LMX theory, if there is high LMX dyads, employees will receive more challenging tasks from their leaders and thus, they will have more opportunities for learning and vitality.

(b) Discrepancy theory asserts that employees' satisfaction level is a function of the discrepancy between the desired and the received outcomes from the job. Thus, distributive justice is achieved. This positive feeling will in turn increase their tendency toward thriving at their work and vice versa. In addition, when they figure out that the procedures used in determining these outcomes are fair, they will be more likely to thrive at their work because there is a procedural justice.

(c) According to equity theory, if the invested inputs in the work by nurses match their outcomes from it compared with other relevant nurses, they will be more likely to feel equity and vice versa. Based on the feeling of equity or inequity, their thriving at work level will be.

Conclusion

The main goal of this research is to investigate the relationship between organizational justices, leadership style and thriving at work. Based on the selected sample of 384 nurses who are working in two educational hospitals at Cairo University, in Egypt. The obtained results revealed that:

(a) Organizational justice is strongly and significantly correlated with thriving at work but the relationship between distributive justice and thriving at work is much stronger than the relationship between the procedural justice and thriving at work.

(b) Leadership style is strongly and significantly correlated with thriving at work but the relationship between transformational style is more strongly related with thriving at work than the transactional style.

(c) Both the organizational justices and leadership style are very important variables that may have great impact on any organization survival and growth as both operating jointly and explain 54.2 **%** of the variations in thriving at work level. This is because both of them deal with the human side of the organization human capital.

Theoretical Contribution

This study provides good contribution to the existing literature about thriving at work through investigating the relationship between two of the organizational context, i.e. organizational justices, leadership style and thriving at work:

(a) In one of the most important fields of services sector, i.e. health care and applied on the nurses who are working in two of the educational hospitals at Cairo University, in Egypt.

(b) At an Eastern culture and in one of the developing countries, i.e. Egypt.

Most of the study results are consistent with those studies done in the western and developed countries. Also, it will contribute to the literature as it deals with two of the most important antecedents of thriving at work as most of the done studies were concentrating on studying the consequences of thriving at work.

Although this research was conducted using nurses who are working in 2 educational hospitals at Cairo university, the results have promising implications for those who are working in all health care institutions and organizations, as health care institutions depend mainly on human factor presented in doctors and nurses "which is considered the most important scarce asset nowadays worlwide".

Accordingly, These findings obviously underline the need that organizations' should take into consideration due to its crucial results: Employees' thriving at work and its relationship with the adopted organizational practices " organizational justices and leadership style". This means organizations nowadays must be concerned with promoting thriving pillars "by enhancing conditions for performance, for connection and for growth" to optimize employees performance and well-being, ending up by having a thriving organization that fosters the development of positive mental health and a sense of commitment.

Thus, Caring for thriving at work is considered a catalyst for organizational sustainability.

Managerial Implications

There are many ways for facilitating employee thriving at work. Some of them can be considered an investment while others may require few resources. For example, some employees may be highly thriving at their work when they have flexible working schedules especially those working female with under-aged children. Some others may enhance their thriving at their work if they have more opportunities for learning something new through training programs that enhance employees' collaboration skills, training programs for continuing education "increasing opportunity for progression".

Thus, organizations must develop and apply practices that enhance the employee thriving level at work such as:

a. Giving employees more opportunity for participation and information sharing in decision making by having an effective communication system between employees and management.
b. Enabling decision making discretion "by giving employees the authority to make decisions related to their own work, this in turn will empower employees and make them more involved within their work".
c. Providing continuous feedback about employees performance level and their progress rate "this will help employees to accurately appraise themselves and figure out their progress and the obstacles faced them".
d. Facilitating dialogue and conversation that addresses some work related issues and developing appropriate solutions for them.
e. Creating good work environment that is characterized by more autonomy, fair compensation, work-life balance, and absence of bullying and harassment.

Study limitations

This study has the following limitations:

(a) It depends on self-reported measurements for the variables. Most of the measures depend on the respondents perception which may be a function of many variables, some of them may not account for in the study.
(b) Its primary data were collected through survey questionnaire and from single source (i.e nurses) which may raise the common method variance and the spurious effect.

(c) It depends on a cross-sectional design and this design may not give a chance to determine causation among the study variables.

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