

ÖRGÜTSEL ADALET ALGISININ ÖRGÜTSEL PERFORMANS ÜZERİNE ETKİSİ: EMNİYET TEŞKİLATI ÖRNEKLEMİ

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ÖZET

Bu çalışmanın ilk bölümünde örgütsel adalet algısı açıklanmaktadır. Örgütsel adalet çalışmalarının Adams'ın 1965'li yıllarda yapmış olduğu çalışmaya kadar gittiği görülmektedir. Örgüt içinde sosyal ve ekonomik olarak gerçekleşen karşılıklı iletişimin sonucunda algılanan adalet, çalışanların amirleriyle, çalışma arkadaşlarıyla ve sosyal sistem olan örgütle ilişkilerini içeren bir kavram olarak açıklanmıştır. Örgütsel adalet algısı göreceli bir kavramdır. Örgütsel adalet algısının göreceli olmasının nedenleri; bireysel yargıların farklılıkları ve ideal olan adalete ulaşma çabalarıdır. Örgütsel adalet algılarının boyutları; dağıtım, işlemsel ve etkileşimsel olarak üç alt başlıkta incelenmiştir. Ayrıca örgütsel adalet algısının öncülleri olan, liderlik, güven ve kontrol başlıkları da açıklanmaktadır.

İkinci bölümde örgütsel performans kavramı açıklanmıştır. Bir kurum ya da işletmenin performansı, belirlenen bir zaman diliminin sonucunda oluşan çıktı ya da çalışmanın sonucuna göre işletmenin amacının veya görevinin yerine getirilmesidir. Örgütsel performansın temel unsurları; kurumsal performans, takım performansı ve bireysel performans olarak belirtilirken, performansın en yaygın unsurları ise, verimlilik, etkinlik, etkililik, ekonomiklik, karlılık ve kalite olarak sayılmaktadır. Örgütsel adalet algısının, örgütsel performans üzerine etkisi araştırıldığında; örgütsel adaletin yüksek olduğu örgütlerde performansın da arttığı gözlemlenmektedir.

Son bölümde ise polislerin örgütsel adalet algısının, örgütsel performans üzerine etkisinin incelenmesi amaçlanmıştır. Demografik değişkenler ve dağıtım, işlemsel ve etkileşimsel adalet algısının üzerindeki etkileri ele alınmıştır. Yapılan anket çalışması Adana ilinde görev yapan 105 emniyet görevlisini kapsamaktadır yapılmıştır. Anket yönetimi olarak 5 li Likert Anket çalışması uygulanmıştır.

Anahtar Kelimeler:Örgütsel Adalet, Örgütsel Performans, Polis

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THE EFFECT OF THE PERCEPTION OF ORGANISATIONAL JUSTICE ON THE ORGANISATIONAL PERFORMANCE IN THE POLICE DEPARTMENTS

ABSTRACT

First part of this article begins with the perception of organizational justice. The first organisational justice study conducted by Adams goes back 1965. The justice perceived as a result of the interaction having taken place both socially and economically within the organisation has been explained as a concept covering the relations of the employees with their superiors, co-workers and with the organisation itself, a social system. The perception of organisational justice hence is a relative concept. The reasons why organisational justice is relative are differences in individual judgements and pursuit of reaching ideal justice. The dimensions of perception of organisational justice can be analysed under distributive, procedural and interactional categories. Moreover, the premises of the perception of organisational justice have been also explained under the titles of leadership, trust and control.

In the second part, the concept, "organisational performance" has been explained. The performance of an organisation or an institution is carrying out the purpose of or task of an organisation depending on the result of the work and on the output acquired at a certain period of time. The three major components of organisational performance are; institutional performance, team performance, and individual performance, although the most common components of performance are: productivity, effectiveness, efficiency, economy, profitability, quality. When the influence of the perception of organisational justice on organisational performance has been investigated, it has been observed that performance increases in the organisations where the organisational justice is higher.

Finally, it has been aimed to find out the influence of the perception of organisational justice on the organisational performance among police officers. Demographic variables and their influences upon the perception of distributive, procedural and interactional justice have been studied. The survey was conducted over 105 police officers working in Adana province. A 5 point Likert scale questions were asked out while administering the survey.

Key Words: Organizational Justice, Organizational Performace, Police,

INTRODUCTION

In a working life being globalised, the place of justice is of great significance. The development of this term is effective in improving new methods by the administrations, organisations and institutions. Many researchers have observed that the increase in the perception of organisational justice had had positive impacts on organisations' way to reach their goals. When the perception of justice in the organisations where the employees work improves, their behaviours and attitudes towards their organisation change, thus progressing positively. Justice can be confronted when defining the following contexts: reactions when leaving their jobs, loyalty to their workplaces, positive relations between seniors and juniors, organisational citizenship and job satisfaction. In all

the sectors, human factor is of the utmost importance. Institutions or organisations should run their companies justly so as to increase the performance of their employees. In the organisations lacking justice, the instances of quitting jobs, negative approaches towards their organisations and decrease in their performances might be confronted. In order for organisations to improve their performances, they are compelled to sustain organisational justice.

Organisational performance is related to the performances of individuals. Simultaneously, organisational performance could also be improved via utilizing resources effectively and efficiently. If organisational performance is taken into account as a whole, employees, resources and organisational styles would show whether the organisation is successful or not.

1. ORGANISATIONAL JUSTICE AS A CONCEPT

The fact that organisations are successful, efficient and innovative enables them to occupy a significant place in the global business world. This compels them to find new business methods at this stage. One of these is called “organisational justice”. One of the early examples of organisational justice is “Theory of Inequity” by Adams (1965). In this theory, the phenomenon of justice held by Adams is based on the perceptions of the contributions made and effort spent by those of the employees compared to their interests in respect to the entities working at other organisations. Based on the idea in this theory, numerous researches have been carried out in relation to organisational loyalty and the importance of perception of justice in value layers.

While Wright et al (2008) analysis the relationship between organisational justice and organisational citizenship. Wrong et al (2004) lay emphasis on the relationship between organisational justice and trust and organisational citizenship. In his study, Fisher (2004) indicates that organisational justice is a means of rewarding the loyalty of employees. Chiu and Wang (2006) relate organisational justice with knowledge sharing in their study. Justice in organisational sense covers all the employees working, organisational psychology, human resources and organisational behaviour (Colquitt, Conlon, Wesson, Porter and Ng, 2001; Colquitt, Greenberg and Zapata-Phelan, 2005). Organisational justice can be explained in many ways, one of which is put forward as; a

term related to how justice is perceived by employees and how they react in job-related cases (Greenberg, 1990; Ployhart and Ryan, 1997).

Organisational justice is related to the perceptions of equity in organisational decisions and during decision-making processes. Cropanzano et al (2007) count; trust, loyalty, increasing performance at work, increasing customers appreciation, and declining conflicts as the positive consequences of organisational justice. Within this context, the justice of the organisation towards its employees is expressed to be realised via treating every individual fairly, respecting the human rights, and being entitled to receive what one deserves.

Justice is based upon two fundamental principles, the first which is that every human being is entitled to have the equal rights in terms of freedom, whilst the second is that every individual is to be granted equal opportunities. For organisations, justice is the structure of organisations in protecting fairness and the role of rightfulness at workplace. At the same time, it is the fair distribution of the gains to the employees (Cohen and Spector 2001; Colquitt, 2001).

1.1. PERCEPTION OF ORGANISATIONAL JUSTICE

The perception of justice has been a relative subject since the dawn of history. One of the reasons for this is the differences in individual judgements and the other is to attain the ideal. Justice is similar to or associated with such concepts as honesty, equality, infringes, fairness, legitimacy, humanity and benevolence.

In an organisation where the costs and gains are distributed fairly, where the rules and regulations are implemented objectively, and where there is no discrimination, it is observed that employees have higher perception of justice.

When individuals perceive “Adams’ perception of organisational justice” as injustice in the rations of “input” and output” compared to other employees, they then begin to feel negative feelings like anger and guilt. Input represents such individual characteristics as age, seniority, education, effort, social status, and talent. Output means reward, payment, higher status and authority.

Organisational justice also involves the justice in the participation of employees in the policies put forward by the organisation, payment systems, and the priority in seniority (Cropanzano and Greenberg 1997:3).The perception of organisational justice is the one, via which the

efforts of employees are assessed to a certain extent, and also how fairly they are treated in return for their efforts.

Honesty, rightfulness, being in comply with work ethics, consistency, being unprejudiced, taking objections into account, being flexible and taking part in decision-making process are the major principles of the perception of organisational justice. When in accord with these principles, the perceptions of individuals will be positively affected (Eren, 2001; 553). Organisational justice has three fundamental dimensions, which are; distributive justice, procedural justice and interactional justice.

1.2. DIMENSIONS OF ORGANISATIONAL JUSTICE

1.2.1. Distributive Justice

Distributive justice, as a term, was first put forward by Homans (1961, in Şahin 2007). Homans said; “A man in an exchange relation with another will expect that the rewards of each man be proportional to his costs—the greater the rewards, the greater the costs—and that the net rewards, or profits, of each man be proportional to his investments—the greater the investments, the greater the profit”. The distributive justice represents the perceptions related to the rewards received in return for the efforts spent, amount of wage and style.

According to Adams’ equity theory, this means fair distribution of resources and rewards (duties, products, services, roles, statuses, wages, promotions, etc.) (Colquitt, 2001). When these criterias are taken into consideration, the contribution of an individual (education, experience, efficiency, etc.) to the organisation is put forward and the ratio between input and output is then calculated. Afterwards, the gains attained by the other members of the organisation are compared with those by the employee and if they are proven to be equal, this shows internal justice. According to equity theory, if the ratio of input to outcome or output to investment ratio is more or less than those of others, the perception of injustice will begin to be felt. Employees also add the motivation of the organisation over the employees and work ethic to distributive justice (Yıldırım, 2007; 257).

1.2.2. Procedural Justice

Procedural justice means the right to speak granted to the employees during decision-making processes and the implementation of processes, and their perception of justice during the process by which the

rewards they deserved and the wages they got have been determined (Önderoğlu, 2010: 4). It is the transparency and fairness of the procedures, processes and policies being taken (Greenberg, 1990; 402).

When employees are well aware of the fact that they have the right to speak, even if their opinions were not asked, they view this as something fair and thus feel secure, thereby perceiving this as a just treatment, on the other hand, for the procedures for which they have no right to speak, they regard them as unjust (Bies ve Shapiro, 1987).

Thibaut and Walker (1975) see procedural justice as a synonym for control. As for Leventhal (1980), procedural justice has six golden rules; **Consistency**; procedures should be independent from time and people, fixed and consistent. **Independent of prejudice**; procedures should not be influenced by personal interests and bias.

Truth; procedures should be based on valid and comprehensive information with minimum number of errors.

Accuracy; opportunities should be available to change the procedures, and relevant complaints should be taken into account.

Representability; Problems, ideas and values of the individuals and sub-groups affected by procedures should be taken into consideration.

Ethicality; Procedures should be formed within the framework of general procedures.

Organisational justice cannot only be appraised through financial dimensions. Organisational justice is also related to the fairness of the policies taken and strategies directed towards working conditions. When this premise is taken into account, it is observed that procedural justice is also dependent on managers and organisations. The managerial dimensions of procedural justice emphasize that managers should be fair in their attitudes and behaviours, whereas the organisational dimension has to provide the fair perception of the principles and policies of the organisation by the employees.

As a result of negative appraisal of procedural justice by employees, delays at work, indifference to work, and finally incidences of quitting work might be confronted, all of which are associated with the responsibilities of managers (Yeniçeri, Demirel, Seçkin, 2009; 86).

When we look at the long-term studies (Colquitt, Conlon, Wesson, Porter and Yee Ng, 2001), in organisations where procedural justice is

practised, job satisfaction, organisational loyalty, trust and performance have been reported to be high at work (Önderoğlu, 2010; 5).

1.2.3. Interactional Justice

The term, “interactional justice” was first used by Bies and Moag (1986). According to Bies and Moag, it is claimed that people evaluate each other to a certain extent that they treat others fairly, depending on the attitudes they have shown to each other in interactional justice. A different point of view is that interactional justice is interested in humane aspect of organisational practices, and is also interpreted that it actively play a significant role in interactional process through politeness, honesty / trust and respect. (in Greenberg, 1990; Cohen and Spector, 2001).

Interactional justice, while conducting researches about the perceptions of distributive and procedural justice aforementioned, proves to be significant in interpersonal relations and in the interaction between managers and employees, thus indicating that it has been turned into a subject of study. The perception of organisational justice is not only constituted by procedures and outcomes; between these two developments, the interactions between people and sufficiency and trustworthiness of the tasks done are all crucial factors. The manner by which interactions are conducted gives rise to the perception of equity and thus affects the process (Greenberg, 1990).

Different from the other components in interactional justice, since it is more related to individuals rather than cause-and-effect relations, it would be more individualistic rather than general in the reactions received. In interactional justice, when confronted with something negative, individuals do not display a totally negative attitude towards their organisation, but rather react adversely to their managers whom they believe that they have been misevaluated (Cohen and Spector, 2001).

As a result of the studies carried out by Bies (1985), four rules for interactional justice have been stated;

Truthfulness: Authorities should be open, honest, and candid in their communication when implementing decision-making procedures, and should avoid any sort of deception.

Justification: Authorities should provide adequate explanations of the outcomes of a decision-making process.

Respect: Authorities should treat individuals with sincerity and dignity, and refrain from deliberately being rude to others or at tacking them.

Propriety: Authorities should refrain from making prejudicial statements or asking improper questions (e.g., those pertaining to sex, race, age, or religion).

Even though these rules seem that they should be implemented during recruitment process, they are valid for the decisions to be taken for the sake of organisations.

1.3. PREMISES IN THE PERCEPTION OF ORGANISATIONAL JUSTICE

1.3.1. Leadership Styles

The better the relationship between employees and managers is, the higher the individuals' performances are. Niehoff and Moorman (1996), in their studies conducted, observed that transformational leader behaviours (TLB) affect the perceptions of organisational justice among employees. In the studies conducted by Pillai and Williams (1996), they stated that transformational leader styles and distributive justice perceptions are interrelated.

In the studies conducted in Turkey, Aslantaş and Pekdemir (2007) have witnessed that the charismatic and inspirational aspects and mental incentives of transformational leadership have impact on distributive justice perceptions.

As seen in the studies carried out, leadership styles are highly influential upon the employees' perceptions of organisational justice (behaviourist, operational and interactional), individual performance, organisational loyalty and mutual interactions.

1.3.2. Trust

The trust in managers or in organisations is seen to be effective in the perceptions of organisational justice, especially the relationship between trust and organisational justice seems to be highly positive. Aryee, Budhwar and Chen (2002) maintained that the perceptions of distributive, operational and interactional justice are related to the trust in organisations, whereas interactional justice is associated with the trust in managers.

1.3.3. Control

From the point of view of employees, just like in the perception of operational justice, it is a crucial premise that they should be effective in their participation to decision-making process (Tyler, 1989; in Brashear, Manolis and Brooks, 2003). According to Giacobbe-Miller (1995), it was observed that there is a significant relationship between the perception of distributive justice and employees' contributions to decision-making process and control, whereas there is a positive relationship since employees can control the process in operational justice.

2. ORGANISATIONAL PERFORMANCE AS A CONCEPT

2.1. Performance as a Concept

Performance, a word originated from English, means; "execute, perform, and do", yet it is synonymously used with the terms, "success and succeed" (Akçakaya, 2012; 173). It also qualitatively and quantitatively outlines an outcome as a consequence of any activity. The performance of an institution or an organisation is to do its duty or task, depending on the result of the work completed over a certain period of time (Akal, 2002; 1). This result should be viewed as the degree to which extent the goals of organisations were attained. Under these cases, performance would be defined as the valuation of all the efforts spent so as to realise the goals of an organisation.

Performance is constituted by the criteria via which an individual's knowledge, talent, skills, education, goals and expectations are met. This performance which has been realised through carrying out all the duties which were given to individual employees working in institutions or organisations at the most acceptable way affects the total performance of organisations in general.

We can describe performance as realising the goals which were set and attitudes observed at work. It also means carrying out the tasks given with the resources at hand in the way demanded, depending on experience as well. Performance is also the efforts spent to reach the goals desired not only in manufacturing sectors but also in services as well.

Performance has three basic components: Institutional performance; it is the spread of all the strategic plans of the institution to all its units and departments. Institutional performance is bigger than that of all the units combined. Team performance; the followings will bring

great success to organisations; clarity of the project prepared to form a team, employees and working environment to take place in projects, lack of miscommunication between the team members, efficient workforce with those willingly take part in the team.

Individual performance will be realised via assessing the other two factors. Individual performance has two types; first one is task performance, which includes one's education regarding the task, his/her experience and the efforts he/she spent. In task performance, it is the employee that manages his time smoothly and successfully and thus gets a product or a service output. Another performance is situational performance. In this performance, employees support their teammates and contribute to the increase in the success of the team, having completed all his duties. In situational performance, employees help improve the organisation by spending extra effort.

Performance requires "measurement". This is part of a checking process leading to activities in the light of the findings. At the same time, whether objectives are being attained through the right things being done, people may be concerned with how well activities are being performed. Are people "doing things right" particularly in terms of efficiency? This dimension of performance –defined in a technical sense the ratio of inputs to outputs – has sometimes been regarded as synonymous with performance (Cetin, 2007; 275).

2.2. Components of Performance

The most common components of performance are productivity, effectiveness, efficiency, economy, profitability, and quality. The understanding and activities of performance for organisations has changed in time depending on time, situation and conditions. Some factors have become more effective, whereas others have lost their effectiveness in time, depending on the conditions.

2.2.1. Productivity

Productivity is the relationship with the outputs of costs and services and those of resources and workforce. Productivity means assessing all the devices from economic point of view and evaluating them as a whole (Doğan, 1987; 20). Productivity is the ratio between the amount of the values produced and required amount spent during the production. Productivity is related to outcomes and the time spent to attain these outcomes.

Productivity is not just an important concept for organisations or institutions, but also for individuals, societies, even for the sustainability of states at every conceivable level. In such countries where material and human resources are deficient, productivity is the best way to survive by using labour, capital, machinery, materials, knowledge, and technological resources (Akal, 2002; 26).

The formulation of productivity is; $\text{Productivity} = \frac{\text{Physical Input}}{\text{Physical Output}}$

2.2.2. Efficiency

The dictionary definition of “efficiency” means doing jobs and activities. However, there seems to be a contradiction in terms. Mostly, efficiency is confused with productivity.

According to Ömürgönülşen, *efficiency* means “the relationship between the outputs of goods, services and other outcomes and the resources employed to produce these” (2003, 321). It is also defined as providing a specified volume and quality of services with the lowest level of resources capable of meeting that specification (Cetin, 2007; 276).

Efficiency requires comparing the inputs and outputs of an organisation or an institution with the standards of another organisation or institution. In *productivity*, it will suffice to calculate an organisation’s own inputs and outputs. As seen from these examples, *efficiency* is an umbrella term covering *productivity* as well.

Efficiency enables one to compare the results of the financial values of all the inputs with those of outputs, having completed all the calculations (ibid, 2005; 117). It gives an answer to the question of how much resource has been used so as to obtain the output desired at the end of an activity.

2.2.3. Effectiveness

Effectiveness can be described as the rate between the outputs achieved and those aimed to be accomplished by an organisation in the right time, right quality and right amounts. In other words, it is the total of actions performed by an organisation to achieve its goals.

Efficiency and *effectiveness* are the terms often confused, too. While effectiveness means “doing the right things”, efficiency is “doing something right” (ibid, 2005; 41). *Effectiveness* is a term related to what extent the goals have been attained to.

Even if the productivity of services in public sector is assured, there seems to be some certain differences in the level of *effectiveness*. In other words, it can be observed to what extent organisations are successful in realizing their aims. According to Güran, the term is used to indicate “the success rate leading to ultimate goal.”

2.2.4. Economy, Thriftiness and Profitability

Though the components of performance vary depending on the type of each administration, the three terms, “economy, thriftiness and profitability” will remain inevitable. Though these three terms are closely interrelated, they are all different terms.

- Economy; it is the component showing the relationship between cost or input and output and production value through which goals are aimed at being reached with minimum resources (Akal, 2005; 18).
- Thriftiness; it is the management of or purchase of resources and services with the minimum cost in desired quality and amounts. (Şimşek, 2001).
- Profitability; it means that while production costs and resources are low, the production capacity and sale prices are higher. It is the ratio of the interest gained to the resources utilized (Şimşek, 2001; 166).

For the public sector, it is difficult to explain these terms, because costs cannot be calculated since there are no amounts for input and output as they do in production. Now that it is more likely to be elected in services, economy, thriftiness and profitability are more important in state sectors. It can also be explained as offering services by organisations with minimum cost with optimum resources and qualities to accomplish their goals.

2.2.5. Quality

Quality has become a significant factor for all the sectors in a competitive environment. *Quality* is a broad term, depending on the persons, goals and conditions. *Quality* means, “the total features based on meeting all the requirements of a good or service either determined or estimated”. Akal (2002) defined *quality* as “the dimension of performance through which resources are effectively utilized, offering ease to products and services, prioritizing the understanding of production and service suitable for customer requirements”.

While *quality* symbolizes competitiveness in private sector, *it* means quality service in public sector since states are responsible for public services for their citizens though it is a non-profit organisation in its nature as it acts like a monopoly.

3. THE EFFECT OF PERCEPTION OF ORGANISATIONAL JUSTICE ON ORGANISATIONAL PERFORMANCE

Employees might have the perception in their workplaces that they are valued in an environment where they observe equal treatment. Carrying out organisational justice in a workplace over the employees in an effective manner is an influential managerial system, leading the employees to adopt what they do and work better for their workplaces.

When employees feel peaceful at work, this will naturally affect their performances at work, thus positively influencing their organisational performance as high performing individuals. The dialogues held between managers and employees, the trust which individuals feel towards their institutions and the right to speak granted to employees are just some of the factors leading to increase in performance for both individuals and organisations. Organisational justice is directly proportional to performance. The higher the perception of justice within organisations is, the more their performance will be.

4. METHODOLOGY

1.1. Purpose and Significance of the Study

The major purpose of the study is to analyse how the perception of organisational justice affects organisational performance. Firstly, while the perceptions of distributive, procedural and interactional justice are being analysed, the effect of demographic variables on these three scales will be taken into account as well. Within this context, it is believed that this study will contribute to relevant future studies as a resource on certain dimensions of the perception of organisational justice in the police departments.

1.2. Research Model and Data Collection

The survey, “Analysis of the Perception of Organisational Justice on Organisational Performance: Survey for Police Department Sampling”, is constituted by four Personal Information Form questions and twenty survey questions based on the dimensions of organisational justice.

The questionnaire, “Analysis of the Perception of Organisational Justice on Organisational Performance: Survey for Police Department

Sampling”, has three sub-categories; distributive justice dimension, procedural justice dimension and interactional justice dimension. In the first part of the survey, the section titled Personal Information Form covers such independent variables as “gender”, “age”, “title” and “term of office”, etc. Five point Likert Scale was employed in the survey.

Dimensions of Justice	Contextual Variables
Distributive Justice	Age
Procedural Justice	Gender
Interactional Justice	Title
	Term of Office

The hypotheses, in line with the Research Model, are as follows:

H₁: Among subjects, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Distributive Justice.

- **H_{1 - a}**: Between male and female subjects, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Distributive Justice.
- **H_{1 - b}**: Among the subjects at different ages, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Distributive Justice.
- **H_{1 - c}**: Among the subjects holding varying titles, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Distributive Justice
- **H_{1 - d}**: Among the subjects holding different terms of office, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Distributive Justice

H₂: Among subjects, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Procedural Justice.

- **H₂ - a:** Between male and female subjects, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Procedural Justice.
- **H₂ - b:** Among the subjects at different ages, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Procedural Justice.
- **H₂ - c:** Among the subjects holding varying titles, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Procedural Justice.
- **H₂ - d:** Among the subjects holding different terms of office, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Procedural Justice

H₃: Among subjects, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Interactional Justice.

- **H₃ - a:** Between male and female subjects, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Interactional Justice.
- **H₃ - b:** Among the subjects at different ages, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Interactional Justice.
- **H₃ - c:** Among the subjects holding varying titles, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Interactional Justice
- **H₃ - d:** Among the subjects holding different terms of office, there is a significant difference in terms of the Effect of the Perception of Organisational Justice on Organisational Performance and the Dimension of Interactional Justice

As a result of the reliability analysis on the survey, “Analysis of the Perception of Organisational Justice on Organisational Performance: Survey for Police Department Sampling”, the value for Cronbach’s Alpha was estimated to be % 85,7. Upon this score, the survey was determined to be highly significant.

4.3. Population and Sample of the Study

The population of the study covers all the policemen and policewomen working in the police departments in Turkey. Within this context, 105 members of the police department in the province of Adana, southern Turkey, were interviewed as the sample group.

4.4. Data Analysis

In the analysis of the data gathered after the survey, “Analysis of the Perception of Organisational Justice on Organisational Performance: Survey for Police Department Sampling, for the First Chapter: Personal Information”, percentage and frequency methods were carried out. In the analysis of data set gathered after the administration of the survey, “Analysis of the Perception of Organisational Justice on Organisational Performance: Survey for Police Department Sampling, for the Second Chapter: descriptive statistics and hypothesis testing were implemented and the data were evaluated using SPSS 19.0.

5. FINDINGS

5.1. Frequency Analysis for the Demographic Features of the Subjects

In Table 1, one can find the “Frequency Analysis for the Demographic Features of the Subjects”:

Gender Distribution	f	%
<i>Female</i>	16	15,2
<i>Male</i>	89	84,8
Age Distribution	f	%
<i>30'dan Az</i>	38	36,2
<i>30 – 35</i>	39	37,1
<i>36 – 40</i>	22	21
<i>41 – 50</i>	6	5,7
Term of Office	f	%
<i>> 4 Year</i>	37	34
<i>4 Years or less</i>	68	66
Title	f	%
<i>Police Officer</i>	54	51,4
<i>Sergeant</i>	34	32,4
<i>Inspector</i>	15	14,3
<i>Superintendent</i>	2	1,9

Table 1. Frequency Analysis for the Demographic Features of the Subjects

When the demographic characteristics of the subjects were analysed in terms of gender, we see that 15.2% of the subjects are female, the rest 84.8% of them being male. 36.2% of them are below 30 years of age, 37.1% are between 30 and 35, and 21.0% of them are from 36 to 40 years of age, and finally 5.7% of them fall into the age group of 41 to 50. 34.0% of the police officers stated that they had been working for four years and 66.0% said it was for four or less years in the police

department. 51.4% work as police officers, 32.4% of them being sergeants and 14.3% inspectors and 1.90% of them serves as the superindendent.

5.2. The Analysis of the Survey on the Effect of the Perception of Organisational Justice on Organisational Performance: Descriptive Statistics

The survey on “the Effect of the Perception of Organisational Justice on Organisational Performance” can be found in Table 2:

	Min.	Max.	Mean.	SD.
1) Do your earnings reflect the efforts you have made at work?	1	5	2,08	1,25
2) Are your earnings compatible with your job?	1	5	2,10	1,23
3) Do your earnings reflect the contributions you made to the organisation?	1	5	2,29	1,37
4) If you think of your performance, do you think you get what you have deserved?	1	5	1,97	1,23
5) Is your superior polite to you?	1	5	3,53	1,22
6) Does your superior place value to you?	1	5	3,45	1,24
7) Is your superior respectful to you?	1	5	3,50	1,23
8) Does your comment unfairly about you or criticize you?	1	5	3,52	1,30
9) Is your superior sincere in his dialogues with you?	1	5	3,36	1,23
10) Does your superior give detailed explanations about the decisions related to you?	1	5	2,99	1,32
11) Are your superior's explanations	1	5	3,25	1,23

reasonable?				
12) Does your superior give timely information about the details of the decisions he made about you?	1	5	3,19	1,34
13) Does your superior give information in a simple language?	1	5	3,57	1,21
14) When decisions are made about you, can you express your emotions or opinions?	1	5	1,63	0,97
15) Do you have a say on the decisions made?	1	5	1,49	0,86
16) Is the decision-making process carried out consistently?	1	5	1,97	1,09
17) Are they unbiased when deciding on something?	1	5	2,17	1,21
18) During the decision-making process, is the information based on facts?	1	5	2,19	1,23
19) Can you ask for reassessment through objecting to the decisions?	1	5	2,34	1,36
20) Do you think the decision making process is ethical?	1	5	2,14	1,23

Table 2. The descriptive statistics on the survey about “the Effect of the Perception of Organisational Justice on Organisational Performance”

In the analysis part of the study, it was indicated that in the items (5-13) related to high-ranking senior officers (superior) were given a higher positive grade than average in the police department. However, in parallel to this, the items (14-20), which are related to internal mechanisms, are lower than the average with negative scores. Likewise,

the items (1-4) related to personal contributions to organisations are lower than average again.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,755	,761	20

As a result of the Reliability Test, the statistical interpretations will be based on Cronbach's Alpha Test. The significant values are as follows;

- $< p < 0.40$ insignificant
- $0.40 < p < 0.60$ significant (low)
- $0.60 < p < 0.80$ quite significant
- $0.80 < p < 1.00$ highly significant

and can be commented as above. The Alpha value of our sample is $p = 0,755$ 'dir. As scale reliability is $0.60 < p = 0,755 < 0.80$ then it was seen that it is highly reliable.

5.3. Factor Analysis of Research Items and Interpretation

In this part of our study, it was searched whether the items can be collected under one specific causality having carried out factor analysis. When we look at the results of KMO and Barlett's Test, where the 20 question items take place, the test value of KMO Test was 0,676. Since the value is $0,676 > 0,50$ it was seen that these items are factorable. The result of Barlett's Test, P value is $0,000 < 0,05$ and it is significant. There is a high correlation between the variables. This proves that our data set is appropriate for factor analysis.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,676
Approx. Chi-Square	488,875	
Bartlett's Test of Sphericity	df	190
	Sig.	,000

In the Table, “Communalities, the coefiecent of variance (communality) can be seen for each item. The highest communality (variance) is item 12, which is " *Does your superior give timely information about the details of the decisions he made about you?*”, gets a score of 0,710.

Communalities

	Initial	Extraction
1) Do your earnings reflect the efforts you have made at work?	1,000	,633
2) Are your earnings compatible with your job?	1,000	,649
3) Do your earnings reflect the contributions you made to the organisation?	1,000	,519
4) If you think of your performance, do you think you get what you have deserved?	1,000	,639
5) Is your superior polite to you?	1,000	,665
6) Does your superior place value to you?	1,000	,587
7) Is your superior respectful to you?	1,000	,297
8) Does your comment unfairly about you or criticize you?	1,000	,617
9) Is your superior sincere in his dialogues with you?	1,000	,568
10) Does your superior give detailed explanations about the decisions related to you?	1,000	,617
11) Are your superior’s explanations reasonable?	1,000	,440
12) Does your superior give timely information about the details of the decisions he made about you?	1,000	,710
13) Does your superior give information in a simple language?	1,000	,595

14) When decisions are made about you, can you express your emotions or opinions?	1,000	,512
15) Do you have a say on the decisions made?	1,000	,584
16) Is the decision-making process carried out consistently?	1,000	,651
17) Are they unbiased when deciding on something?	1,000	,564
18) During the decision-making process, is the information based on facts?	1,000	,679
19) Can you ask for reassessment through objecting to the decisions?	1,000	,502
20) Do you think the decision making process is ethical?	1,000	,696

Extraction Method: Principal Component Analysis.

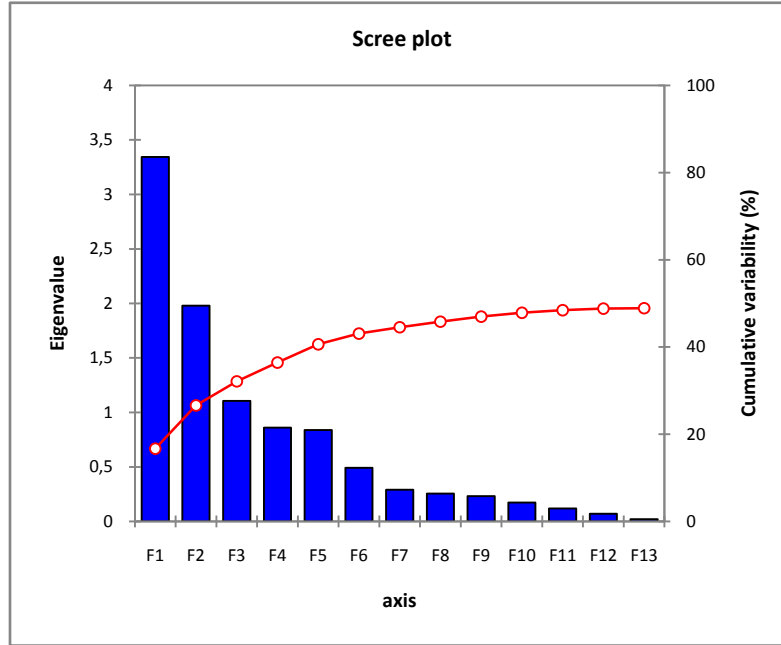
When we look at the Table, *Total Variance Explained*, we observe that the most visible effect of communality is item number 1 with the value of 19,385%. The effect of other items in percentages can be seen below:

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,877	19,385	19,385	3,877	19,385	19,385	2,419	12,094	12,094
2	2,525	12,625	32,011	2,525	12,625	32,011	2,280	11,398	23,492

3	1,4 83	7,414	39,424	1,4 83	7,414	39,424	2,2 70	11,34 9	34,841
4	1,4 50	7,248	46,672	1,4 50	7,248	46,672	1,9 98	9,989	44,830
5	1,3 59	6,796	53,467	1,3 59	6,796	53,467	1,4 85	7,423	52,253
6	1,0 29	5,147	58,615	1,0 29	5,147	58,615	1,2 72	6,361	58,615
7	,97 3	4,863	63,477						
8	,93 8	4,688	68,166						
9	,83 0	4,152	72,317						
10	,73 2	3,659	75,976						
11	,71 5	3,577	79,553						
12	,66 1	3,306	82,859						
13	,63 3	3,165	86,024						
14	,55 8	2,790	88,814						
15	,46 2	2,311	91,124						
16	,45 7	2,287	93,411						
17	,41	2,088	95,499						

	8								
18	,356	1,778	97,277						
19	,292	1,461	98,738						
20	,252	1,262	100,000						
Extraction Method: Principal Component Analysis.									

In the stage of the number of factors, the Eigenvalues of the statistics can be observed in the graphic charts below, derived from XLSTAT software program;



Surely, this graphic chart will not suffice alone in determining the factor number. To that end, Rotated Component Matrix shows us that the first six factors are significant and 20 items can be downgraded to six factors as seen below:

Rotated Component Matrix ^a						
	Component					
	1	2	3	4	5	6
20) Do you think the decision making process is ethical?	,805					
4) If you think of your performance, do you think you get what you have deserved?	,727					
14) When decisions are made about you, can you express your emotions or opinions?	,647					
15) Do you have a say on the decisions made?	,608					
18) During the decision-making process, is the information based on facts?		,739				
16) Is the decision-making process carried out consistently?		,628				
17) Are they unbiased when deciding on something?		,603				
19) Can you ask for reassessment through objecting to the decisions?		,599				
3) Do your earnings reflect the contributions you made to the organisation?		,477				
2) Are your earnings compatible with your job?			,776			
1) Do your earnings reflect the efforts you have made at work?			,747			

13) Does your superior give information in a simple language?				,550		
6) Does your superior place value to you?				,548		
9) Is your superior sincere in his dialogues with you?				,706		
8) Does your comment unfairly about you or criticize you?				,603		
7) Is your superior respectful to you?				,440		
12) Does your superior give timely information about the details of the decisions he made about you?					,740	
10) Does your superior give detailed explanations about the decisions related to you?					-,637	
11) Are your superior's explanations reasonable?					,382	
5) Is your superior polite to you?						,788
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 20 iterations.						

Without taking the items related to Gender, Age, Term of Office in the Police Department into account, the answers to the 20 item questions are seen to have been classified under six main categories.

1. The items numbered 20,4,14,15 are collected under Factor 1. 1. The variance effect of Factor 1 was estimated to be 19,385%.
2. The items numbered 18,16,17,19,3 are collected under Factor 2. The variance effect of Factor 2 was estimated to be 12,625%.

3. The items numbered 2,1,13,6 are collected under Factor 3. The variance effect of Factor 3 was estimated to be 7,414%.
4. The items numbered 9,8,7 are collected under Factor 4. The variance effect of Factor 4 was estimated to be 7,248%.
5. The items numbered 12,10,11 are collected under Factor 5. The variance effect of Factor 5 was estimated to be 6,796%.
6. The item numbered 5 is collected under Factor 6. The variance effect of Factor 6 was estimated to be 5,147%.

When we look at distribution of the factors, we see a scattered pattern. However, the output of factor analysis was accepted to remain as it is. We can say that variance effect of the factor weightings seems to have been put in order according to their size among the employees (subjects here). In the next section of the study, the hypotheses in the study were tested.

5.4. Testing the Hypotheses of the Study

5.4.1. Testing the hypotheses of the study via the context of distributive justice dimension

The statements about the “Testing the Hypotheses of the Study via the Context of Distributive Justice Dimension” are given in Table 3.

H: There is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Distributive Justice Dimension.			
Hypothesis #	Hypothesis Statement	Sig.	Yes/No
H _{1-a}	Between male and female subjects / participants, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Distributive Justice Dimension.	0,26	No
H _{1-b}	Between different age group subjects / participants, there is a significant difference	0,1	No

	between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Distributive Justice Dimension.		
H_{1-c}	Between the subjects / participants with different rankings / titles, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Distributive Justice Dimension.	0,02	Yes
H_{1-d}	Between the subjects / participants with varying terms of office, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Distributive Justice Dimension.	0,03	Yes

Table 3. The Testing of the Hypotheses of the Study via the Context of Distributive Justice Dimension

Since the hypotheses of the study **H_{1-c}** and **H_{1-d}** are $\text{Sig} \leq 0,05$, it was accepted with the reliability score of 95%, and **H_{1-a}** and **H_{1-b}** hypothesese were rejected. In this context, Organisational Performance showed difference in the sample police department from Distributive Justice Dimension point of view, depending on the type of title and terms of office; yet, there is no significant difference according to gender and age groups.

When we evaluate the variables in differences among groups, we can see that Organisational Performance, in terms of Distributive Justice Dimension, the members in police departments with the terms of office of four years or less are more significant than those with the terms of office of more than four years; likewise, sergant, inspector and superintendent

officers have more significant scores compared to those of the employees working as ordinary police officers. Again, from the Distributive Justice Dimension, the Organisaitonal Performance is less significant among the officers with the ages of 30 to 35, compared to those between 36 to 40 and 41 to 50; similarly, female subjects have less significant scores compared to male officers.

5.4.2. Testing the Hypotheses of the Study via the Context of Procedural Justice Dimension

The statements about the “Testing the Hypotheses of the Study via the Context of Procedural Justice Dimension” are given in Table 4.

H₂: There is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Procedural Justice Dimension.			
Hypotheses #	Hypotheses Statements	Sig.	Yes/No
H _{2-a}	Between male and female subjects / participants, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Procedural Justice Dimension.	0	Yes
H _{2-b}	Between different age group subjects / participants, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Procedural Justice Dimension.	0,32	No
H _{2-c}	Between the subjects / participants with different rankings / titles, there is a significant difference between the Perception of Organisational Justice on	0,17	No

	Organisational Performance among the Subjects from the Perception of Procedural Justice Dimension.		
H_{2-d}	Between the subjects / participants with varying terms of office, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Procedural Justice Dimension.	0,01	No

Table 4. The Test Results of the Hypotheses of the Study from Procedural Justice Dimension

Since the hypotheses of the study, **H_{2-a}** and **H_{2-d}**, are $\text{Sig.} \leq 0,05$, it was accepted with the score of 95%, yet the **H_{2-b}** and **H_{2-c}** hypotheses were rejected. In this context, Organisational Performance showed (significant) differences depending on the gender and terms of office in police departments with Procedural Justice Dimension; however, it did not indicate any difference depending upon the age group and titles.

When the differences among variables are evaluated in the groups, in terms of Procedural Justice Dimension, the Organisational Performance figures, among the higher ranking officers like sergeants, inspectors and superintendents, the ordinary police officers compared to their higher ranking colleagues, are more significant; similarly the ones falling into the age groups of 36 to 40 and 40 to 50 have more significant scores than those whose ages vary between 30 to 35. Nevertheless, female officers compared to male officers have more negative Procedural Justice Dimension perceptions; likewise those having the experience of four years or less in the police departments are determined to have less significant scores when compared with the ones with the experience more than four years of office terms.

5.4.3. Testing the Hypotheses of the Study via the Context of Interactional Justice Dimension

The statements about the “Testing the Hypotheses of the Study via the Context of Interactional Justice Dimension” are given in Table 5.

H₃: There is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Interactional Justice Dimension.			
Hypotheses #	Hypotheses Statements	Sig.	Yes/No
H_{3-a}	Between male and female subjects / participants, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Interactional Justice Dimension.	0,03	Yes
H_{3-b}	Between different age group subjects / participants, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Interactional Justice Dimension.	0,14	No
H_{3-c}	Between the subjects / participants with different rankings / titles, there is a significant difference between the Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Interactional Justice Dimension.	0,09	No
H_{3-d}	Between the subjects / participants with varying terms of office, there is a significant difference between the	0,04	Yes

	Perception of Organisational Justice on Organisational Performance among the Subjects from the Perception of Interactional Justice Dimension.		
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Table 5. The Test Results of the Hypotheses of the Study from Interactional Justice Dimension

Since the hypotheses of the study, H_{3-a} and H_{3-d} , are $Sig. \leq 0,05$, it was accepted with the score of 95%, yet the H_{3-b} and H_{3-c} hypotheses were rejected. In this context, Organisational Performance showed (significant) differences depending on the gender and terms of office in police departments with Interactional Justice Dimension; however, it did not indicate any difference depending upon the age group and titles.

When the differences among variables are evaluated in the groups, in terms of Interactional Justice Dimension, the Organisational Performance figures, among the higher ranking officers like sergeants, inspectors and superintendents, the ordinary police officers compared to their higher ranking colleagues, are more significant; similarly the ones falling into the age groups of 36 to 40 and 40 to 50 have more significant scores than those whose ages vary between 30 to 35. Nevertheless, female officers compared to male officers have more negative Interactional Justice Dimension perceptions; likewise those having the experience of four years or less in the police departments are determined to have less significant scores when compared with the ones with the experience more than four years of office terms.

CONCLUSION AND EVALUATION

According to the data collected, when the initial hypothesis was evaluated, the p-value of the variables of the title and the term of office was estimated to be lower than 0.05, thus hypothesis was confirmed. The ones with higher status and having longer terms of office seem to think that the implementation of distributive justice dimension is affirmative affirmative / significant. They support the idea that rewarding system within the organisation is conducted justly. However, depending on the age and gender, these evaluations do not look positive. Based on the p-value scores, this hypothesis was rejected and the effect of organisational justice over organisational performance has no significant difference in terms of distributive justice dimension.

When we evaluate the second hypothesis, we see that female officers compared to their male counterparts, and those with shorter experience compared to the ones with more experience, believe that the implementation style of procedural justice is unfair. These employees perceive just behaviour when they have the right to talk even if their opinions are not asked, yet on the other hand, for the procedures upon which they have no right to talk, they feel that they are being treated unfairly. The effects of the titles held and age spent in the organisation are positive. These people assume that the things done at the organisation are just.

Looking at the p-value scores of the last hypothesis of the study collected, the gender and terms of office of the officers are lower than 0,05 and thus the hypothesis is accepted. Hence, the officers working in the organisation think that the application of interactional justice dimension is negative, depending on their gender and terms of office. The effect of the title and age over the interactional justice is positive. Female officers and those with experience less than four years believe that the four major interactional justice pillars are not obeyed, which are trustworthiness, announcements, respect and compatibility.

In the three hypotheses in this study conducted at the police departments, women and employees with lower experience at work feel that the organisation fall short in providing organisational justice. With such studies on these topics, improving organisational justice will help enhance the integration within the organisation.

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