

A Study on the Perception of Organizational Justice of the Employees of the Ministry of Youth and Sports

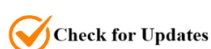
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Abstract: This research was conducted under the Ministry of Youth and Sports of the Republic of Türkiye. organizational justice perceptions of the personnel working in institutions in various demographics in terms of variables. The study is a quantitative research method was adopted, and the survey model was used. Research The study group consisted of 385 participants working within the Ministry of Youth and Sports. constitutes. The sample was determined using the snowball technique, one of the non-probability sampling methods. The participants included different gender groups, 187 males and 198 females. In order to measure the participants' perceptions of organizational justice, the "Organizational Justice Scale", the validity and reliability study of which was conducted by Yıldırım was used. Independent sample test, one-way analysis of variance (ANOVA) and Tukey test were applied to the data obtained in the study and it was analyzed whether the perception of organizational justice differs according to demographic variables. The findings reveal that organizational justice is affected not only by individual demographic factors but also by institutional and managerial dynamics. The findings show that employees' perceptions of organizational justice are shaped by individual and institutional factors. In particular, the fact that employees with postgraduate education have higher perceptions in all organizational justice dimensions reveals that the level of education positively affects participation in decision-making processes and perception of justice in the organization.

Keywords: Employee, justice, ministry of youth and sports, organization, sport.

1. Introduction

Organizational justice is a concept that refers to employees' perceptions of whether the decisions and practices in their workplaces are made in a fair and equal manner. This concept has an important place in the organizational behavior literature and has been shown to have a direct impact on various workplace outcomes such as employee motivation, job satisfaction and organizational commitment (Colquitt, 2001). Organizational justice is generally considered in three main dimensions: distributive justice, procedural justice and interactional justice. While distributive justice refers to the fair distribution of rewards and resources received by employees, procedural justice emphasizes the transparent and impartial operation of decision-making processes. Interactional justice, on the other hand, refers to the prevailing sense of respect and fairness in employees' relations with each other and their managers (Greenberg, 1990). The perception of organizational justice can be influenced by many factors ranging from the level of participation of employees in decision-making processes in the workplace to whether the rewards they receive are fair or not. This perception has an important role in increasing employees' job satisfaction and organizational commitment (Cropanzano & Greenberg, 1997). On the other hand, organizational injustice may increase employees' stress levels, leading to decreased performance, stronger turnover intentions and lower overall job satisfaction (Moorman, 1991).

Studies on organizational justice in Türkiye and around the world have generally focused on the private sector and large-scale organizations. However, public sector employees, especially youth and sports personnel, have different dynamics and research on this group is limited. In the Turkish literature, although there are studies on the organizational justice perceptions of public employees, there are almost no specific studies on the perceptions of employees working in public institutions such as the Ministry of Youth and Sports. Employees' perceptions of justice can have important consequences not only at the individual level but also at the organizational level. For example, employees working in a fairer environment can increase the overall productivity and impact of organizations (Türkay, 2006). In the study conducted by Aşık-Akşit (2016) in which the effect of organisational justice on job integration is examined, it is shown that organisational justice appears as a determining factor in job integration. In addition, it is emphasised that the sub-dimension that affects job integration the most is interaction justice. Worldwide, many studies have been conducted on the perception of organizational justice and most of these studies have examined the effect of perception of justice on workplace outcomes. For example, Brockner & Greenberg (1990) stated that procedural justice is an important factor in increasing employees' motivation at work. In addition, it was emphasized that interactional justice improves the quality of inter-employee relationships and ensures group cohesion (Bies & Moag, 1986).

The youth and sports sector is a dynamic and competitive field of work that has a significant impact on employees. Employees working in sports clubs, federations, youth centers and public sports facilities are often exposed to intense work tempo and may develop different perceptions of justice depending on management policies. While ensuring fairness in management strengthens employees' commitment to the organization, lack of fairness may increase turnover intentions (Choi, 2011; DeConinck, 2010). When youth and sports employees encounter an unfair environment in their workplaces, it may lead to negative consequences such as low motivation, burnout and loss of performance (Choi, 2011). The organizational justice perception of the personnel working in public institutions such as the Ministry of Youth and Sports is a critical factor for the individuals serving in such organizations to work efficiently. Such a perception of organizational justice, especially among professionals interested in sports and working in the field of youth, can affect not only individual job satisfaction, but also the realization of activities that can create a wider social impact in society. The fact that organizational justice perceptions of youth and sports workers have not been sufficiently examined constitutes an important research gap in this field.

The main purpose of this study is to analyze the organizational justice perceptions of individuals working in the youth and sports sector according to their sociodemographic information and to determine the effects of distributive, transactional and interactional justice dimensions on employee experiences. In particular, evaluating the role of sociodemographic variables on organizational justice will contribute to a more holistic understanding of youth and sports employees' perceptions of justice. The academic and practical importance of the research is that it provides scientific data for the development of management policies by revealing the effects of organizational justice on employees. The development of justice-oriented strategies, especially in the youth and sports sector, will increase the job satisfaction and organizational commitment of employees and will enable the establishment of a more balanced and sustainable management approach within the sector.

2. Materials and Methods

2.1. Research Model

In this study, in order to determine the organizational justice level of the personnel working in the provincial organization affiliated to the Ministry of Youth and Sports, the relational survey method, one of the survey models, which is one of the quantitative research methods, was used. The study was carried out within the scope of the comparison type relationship model, and this model is preferred to examine the differences of two or more groups on a specific variable (Karasar, 2020; McMillan & Schumacher, 2010).

2.2. Research Group

The study group consists of participants working in institutions affiliated to the Ministry of Youth and Sports of the Republic of Türkiye. The study group, which was determined as snowball sampling from the non-probability sampling method, consists of 385 people in total, 187 men and 198 women. The sample of the study represents the universe (Bohnert et al., 2015; Sekaran & Bougie, 2003). To conduct snowball sampling, a connection is established with one of

the units in the universe in any way. Then, with the help of the person contacted, another person is contacted, and then another person is contacted in the same way. In this way, the sample is enlarged in a snowball effect (Palinkas et al., 2015).

2.3. Data Collection

The data collection tool used in the study consists of two parts. The first part consists of statements regarding the demographic information of the participants. In the second part, the Organizational Justice Scale developed by Niehoff & Moorman (1993) was used to measure organizational justice. The scale consists of three sub-dimensions and includes two different components that assess the perception of distributive justice and procedural justice. The distributive justice sub-dimension consists of five items (items 1-5) that measure individuals' perceptions of the distribution of resources and rewards within the organization. Procedural justice is discussed under two sub-headings: procedural justice, which evaluates formal processes for decision-making mechanisms, includes six items (items 6-11); and interactional justice, which evaluates interactional processes, has nine items (items 12-20). The scale contains 20 items in total, and an increase in the score obtained from the scale is associated with an increase in perceived organizational justice. The scale was translated into Turkish and its validity and reliability study was conducted by Yıldırım (2002). In order to determine the reliability of the scale, both internal consistency coefficients were calculated and test-retest method was applied.

2.4. Statistical Analysis

The data obtained from the participants were first transferred to the Excel program and individuals who provided incomplete information were excluded from the study. The edited data set was transferred to the SPSS 23.0 statistical analysis program and the Kolmogorov-Smirnov normality test was applied to evaluate the distribution of the data. The fact that the skewness and kurtosis values were in the range of ± 2 (George & Mallery, 2010) supported the assumption that the data had a normal distribution. In this framework, independent sample t-test and one-way analysis of variance (One-Way ANOVA) methods were used in the analyses. In cases where the homogeneity assumption was violated, Welch test results were prioritized, and in this context, second-level analyses were conducted through the Tukey test, one of the Post Hoc tests (Tukey, 1949). The findings obtained from the study were interpreted by setting the significance level as $p < 0.05$.

Table 1. Skewness and Kurtosis values.

	N	Skewness	Kurtosis
Gender	385	-,057	-1,007
Staff Status	385	,534	-1,724
Age	385	-,135	-1,241
Education Level	385	1,054	-,893
Professional Experience (Years)	385	,006	-1,020
Distributive Justice	385	-,134	-,585
Procedural Justice	385	-,131	-,731
Interactional Justice	385	-,454	-,319

When Table 1 is examined, it is seen that the Skewness and Kurtosis values of the sociodemographic variables of the participants and the sub-dimensions of the measurement tool are within the range of ± 2 (George & Mallery, 2010)

2.5. Ethical Approval

This study was conducted in accordance with the "Directive on Scientific Research and Publication Ethics of Higher Education Institutions". Before data collection, participants were thoroughly informed about the study through a detailed presentation and subsequently provided written consent. The research was carried out in accordance with the ethical guidelines of the Declaration of Helsinki.

3. Results

Within the scope of the purpose of the research, the organizational justice levels of the employees of the provincial organization affiliated to the Ministry of Youth and Sports were examined according to various variables and the results of the data analysis were presented.

Table 2. Descriptive analysis of participants' demographic information.

		N	%
Gender	Female	198	51,4
	Male	187	48,6
Education Level	Bachelor Degree	282	73,2
	Graduate Degree	103	26,8
Staff Status	Staff (Indefinite)	242	62,9
	Contracted (Temporary)	143	37,1
Age	25 years and below	70	18,2
	26-30	105	27,3
	31-36	104	27,0
	37 years and older	106	27,5
Professional Experience (Years)	1-5 years	46	11,9
	6-10 years	140	36,4
	11-15 years	111	28,8
	Over 15 years	88	22,9

When the demographic and professional characteristics of the participants are analyzed, the gender distribution is 51.4% female (198 people) and 48.6% male (187 people). In terms of education level, 73.2% of the participants were undergraduate (282 people) and 26.8% were postgraduate (103 people). In terms of employment status, 62.9% of the participants (242 people) had permanent (indefinite) employment status, while 37.1% (143 people) had contractual (permanent) employment status. In terms of age distribution, 18.2% (70 people) were 25 years old or younger, 27.3% (105 people) were between 26-30 years old, 27.0% (104 people) were between 31-36 years old and 27.5% (106 people) were 37 years old or older. In terms of professional experience, 11.9% (46 people) had 1-5 years of experience, 36.4% (140 people) had 6-10 years of experience, 28.8% (111 people) had 11-15 years of experience and 22.9% (88 people) had 15 years or more of experience (Table 2).

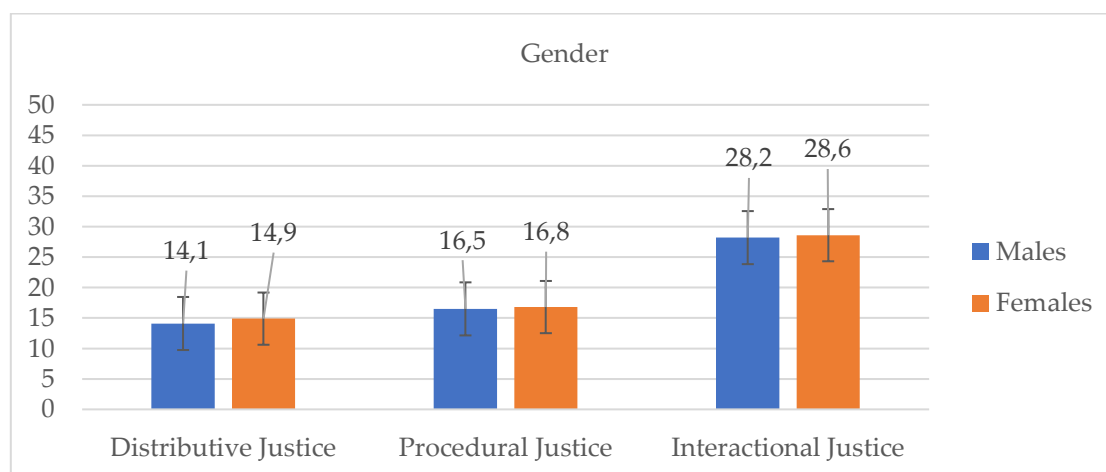


Figure 1. Organizational justice analysis by gender variable.

No statistically significant difference was found in the dimensions of distributive justice ($t(383) = -1,669$; $p > 0.05$), process justice ($t(383) = -,502$; $p > 0.05$) and interaction justice ($t(383) = -,433$; $p > 0.05$) according to the gender variable of the participants.

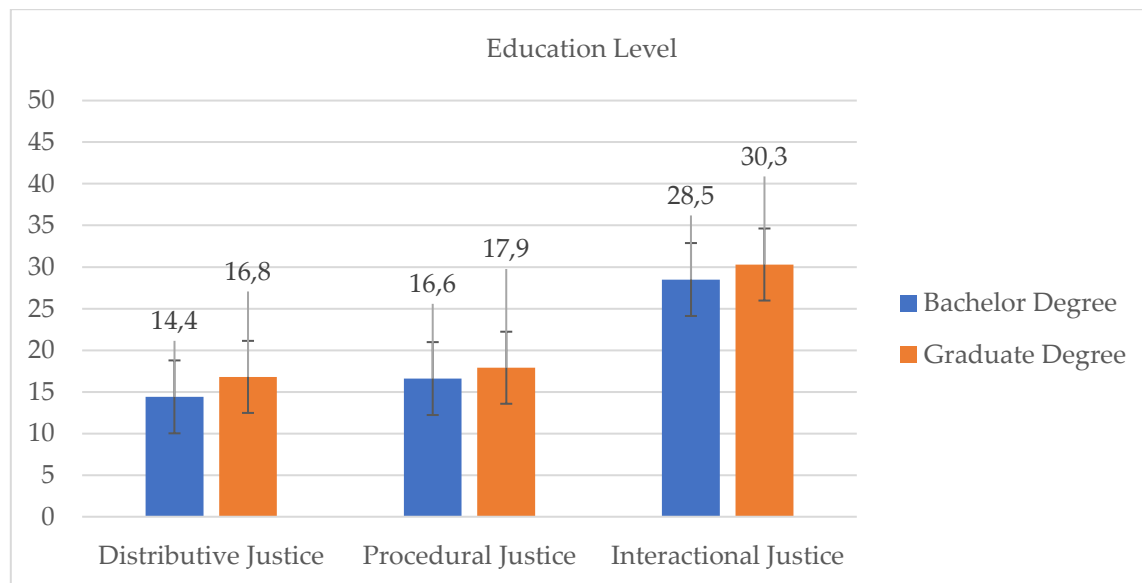


Figure 2. Organizational justice by education level variable.

A statistically significant difference was found in the dimensions of distributive justice ($t(383) = -0,803$; $p < 0.05$), process justice ($t(383) = -0,506$; $p < 0.05$) and interaction justice ($t(383) = 0,227$; $p < 0.05$) according to the educational level of the participants. When the mean scores are examined, it is seen that the scores of the participants with postgraduate education level are higher than those of the participants with undergraduate education level in all three dimensions (Figure 2).

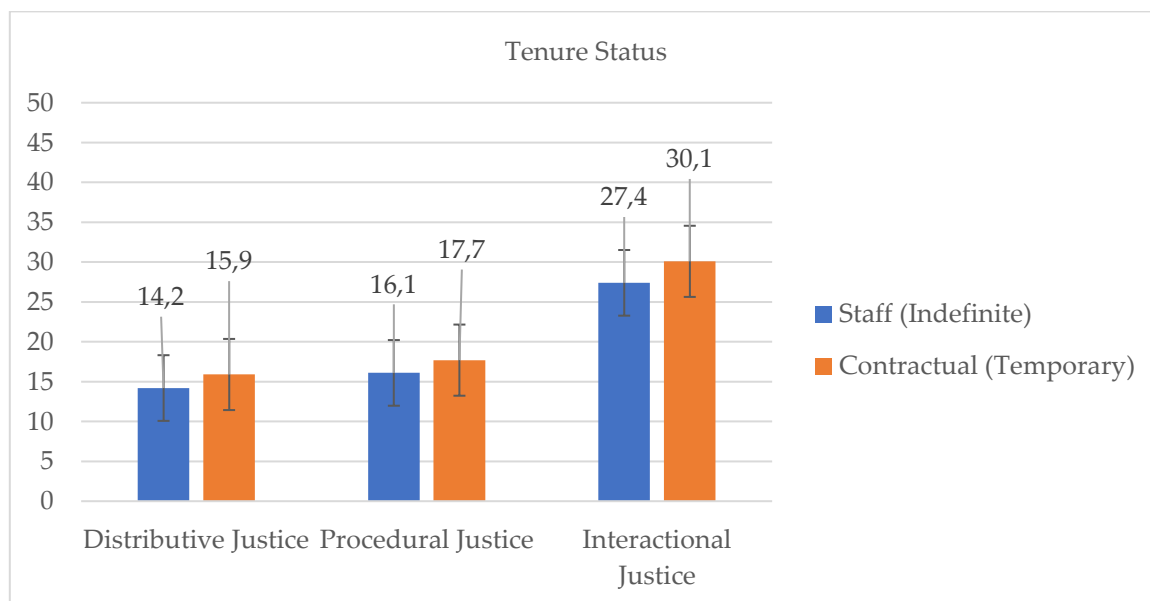


Figure 3. Organizational justice by tenure status variable.

A statistically significant difference was found in the dimensions of distributive justice ($t(383) = -1,431$; $p < 0.05$), process justice ($t(383) = -2,818$; $p < 0.05$) and interaction justice ($t(383) = -3,230$; $p < 0.05$) according to the tenure status of the participants. When the mean scores are analyzed, it is seen that the mean scores of the staff with contractual status in distribution, process, interaction sub-dimensions and total justice are higher than the staff with permanent status (Figure 3).

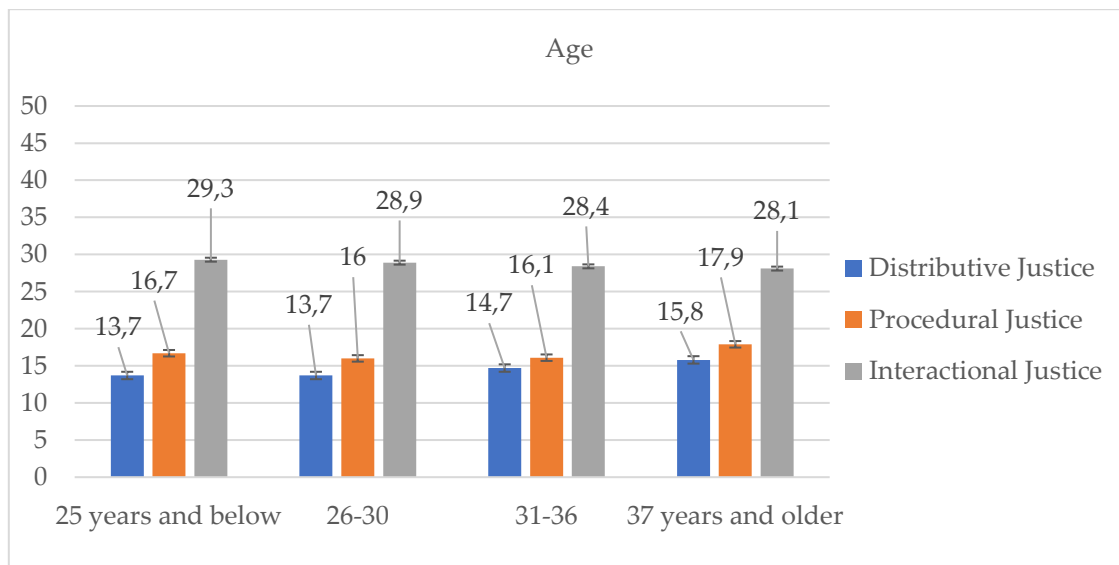


Figure 4. Organizational justice by age variable.

A statistically significant difference was found in the dimensions of distributive justice ($F(3;384)=1,314$; $p<0.05$), process justice ($F(3;384)=,631$; $p<0.05$) and interaction justice ($F(3;384)=,177$; $p<0.05$) according to the age variable of the participants. According to the results of the second level test (Tukey) applied to determine between which groups the difference occurred, it is seen that there is a difference between the participants aged 37 and over and the participants aged 26-30 and 25 and under in the distribution justice sub-dimension. In the process justice sub-dimension, there was a significant difference between the participants aged 37 and above and the others. In the interaction sub-dimension, there was a significant difference between the participants aged 25 and below and the participants aged 37 and above (Figure 4).

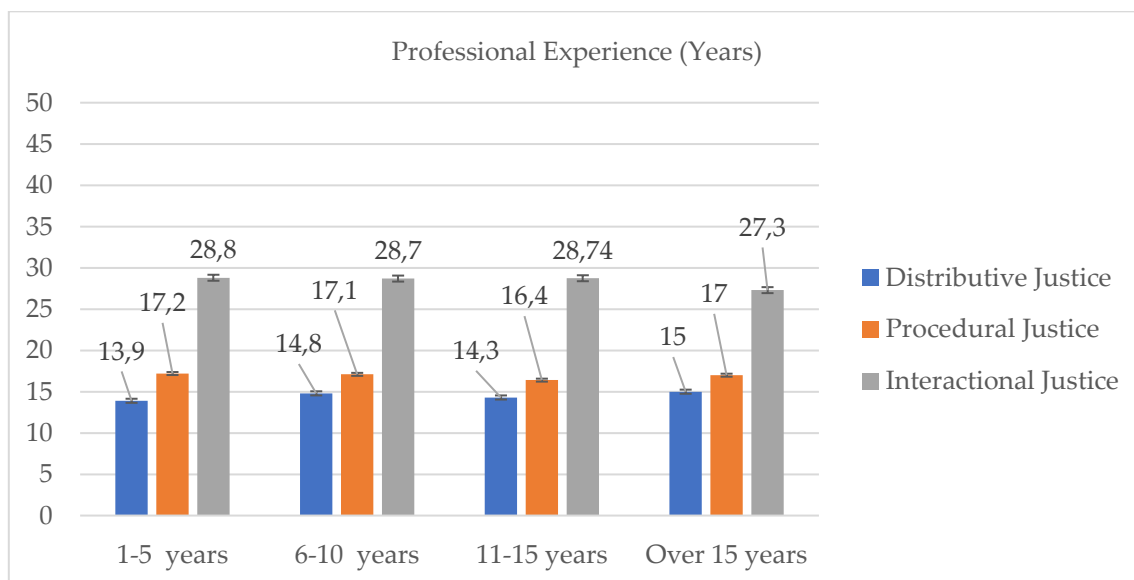


Figure 5. Organizational justice by professional experience (years) variable.

While a statistically significant difference was found in the distributive justice ($F(3;384)=,607$; $p<0.05$) dimension, a statistically significant difference was found in the process justice ($F(3;384)=,877$; $p>0.05$) and interaction justice ($F(3;384)=,737$; $p>0.05$) dimensions according to the participants' professional experience (years). According to the results of the second level test (Tukey) applied to determine which group was in favor of the difference in the distributive justice dimension, it was determined that the difference occurred between the participants with more than 14 years of professional experience and the participants with 1-5 years of professional experience (Figure 5).

4. Discussion

This study aimed to examine the organizational justice levels of the employees of the Ministry of Youth and Sports in terms of different demographic variables. The findings showed that individuals' perception of justice can be affected by various factors such as education level, staff status, age and professional experience. In this context, the study makes important contributions to the organizational justice literature and provides a basis for explaining the effects of these variables and developing a more comprehensive understanding. In the discussion section, the relevance of these results to existing theories and implications for practice will be discussed in detail.

The research findings reveal that there is no significant difference in the organizational justice perception of the personnel of the Ministry of Youth and Sports depending on the gender variable. This situation suggests that the policies implemented in the organization are carried out in an egalitarian manner between genders. In addition, it is evaluated that the perception of organizational justice may be affected by factors other than gender and similarities between male and female employees may arise from managerial and cultural approaches. This finding emphasizes the need to examine the relationship between organizational justice and various factors in detail. Current research shows that the effect of gender on the perception of organizational justice has not been clearly revealed. [Strah et al. \(2024\)](#) examined why gender differences in organizational justice perceptions could not be detected and suggested that existing measurement tools may not adequately reflect the injustices experienced by women. This finding suggests that more inclusive measurement methods are needed to assess organizational justice on the basis of gender. Different dimensions of organizational justice (i.e., distributive, procedural and interactional justice) have significant effects on employees' stress levels at work and their general health. However, recent studies reveal that perceptions of organizational justice are influenced by factors such as influence strategies used by managers and organizational culture rather than gender differences ([Tripathi & Ghosh, 2018](#)). In this context, although the research findings show that organizational justice does not vary according to gender, it can be considered that managerial, cultural and environmental factors within the organization play a determining role on the perception of organizational justice. It is revealed that organizational justice is related to various outcomes such as employee satisfaction, work motivation and organizational commitment ([Colquitt et al., 2013](#)).

The findings of the study show that the perception of organizational justice of the staff of the Ministry of Youth and Sports differs according to the level of education and that individuals with postgraduate education have a higher perception of justice in all dimensions. The fact that postgraduates are more conscious about organizational structure and management and work in higher positions may positively affect this perception. This situation emphasizes the importance of developing policies that will strengthen the perception of justice of individuals with low education levels. The literature has examined the effect of education level on the perception of organizational justice and revealed that individuals with higher education levels, especially employees with postgraduate education, have a higher perception of organizational justice ([Terzi et al., 2017](#)). This can be explained by the fact that individuals with higher education levels have more knowledge about organizational structure and management processes and better understand the decision-making mechanisms within the organization. In addition, the fact that employees with higher levels of education are generally in higher-level positions may positively affect their perceptions of organizational justice ([Çelik & Kalkan, 2022](#)). In the evaluations made in terms of distributive, procedural and interactional justice, which are the three basic dimensions of organizational justice, it is seen that individuals with higher levels of education have more positive perceptions of procedural justice ([Alev, 2021](#)).

The findings of the research show that there are significant differences in the perceptions of organizational justice of the personnel of the Ministry of Youth and Sports according to their staff status. The higher scores of contracted personnel in distributive, procedural and interactional justice dimensions suggest that this group evaluates justice practices more positively than permanent staff. This may be explained by the fact that contracted staff have higher expectations in accessing resources and their search for support strengthens their perception of justice. On the other hand, the longer working experience of the permanent staff may lead them to see the flaws in the functioning more critically. In the literature, differences in organizational justice perceptions between contracted and permanent employees are attributed to various factors. [Artar et al. \(2019\)](#) suggest that the higher organizational justice perception of contracted employees is related to the fact that this group expects more support from managers in line with job security and career expectations. Similarly, [Inoue et al. \(2013\)](#), in a study conducted in Japan, found that contracted employees have a higher

perception of procedural justice and this has positive effects on their psychological well-being. The fact that permanent employees have longer working experiences may lead them to see the flaws in the functioning more critically. [Colquitt et al. \(2013\)](#) examined the impact of organizational justice on employees' job satisfaction and commitment and stated that long-term employees are more likely to notice deficiencies in organizational processes and this may negatively affect their perceptions of justice. [Clay-Warner et al. \(2005\)](#), on the other hand, showed that tenured employees evaluate workload distribution more critically and this situation decreases the perception of organizational justice.

The findings of the research show that there are differences in the organizational justice perceptions of the staff of the Ministry of Youth and Sports according to the age variable. In particular, significant differences were found between participants aged 37 years and above and younger age groups. While it can be thought that older individuals evaluate organizational functioning and justice practices more critically due to their long work experience, it is possible that younger employees make a more superficial evaluation due to their limited experience. These findings emphasize that policies should be developed to improve perceptions of justice by taking age-based differences into consideration. [Brienza & Bobocel \(2017\)](#) examined how age shapes perceptions of organizational justice and found that older employees are more sensitive to procedural and interactional justice. This can be explained by the fact that as age increases, employees attach more importance to decision-making processes in the workplace and evaluate managers' attitudes more critically. Similarly, [Tenhiälä et al. \(2013\)](#), in their study examining the effect of age on the perception of organizational justice, showed that older employees tend to quit their jobs less if their perception of procedural justice is high. This finding reveals that older employees evaluate the justice practices in the workplace more carefully and these practices have a direct impact on their job satisfaction. On the other hand, younger employees' lower perception of organizational justice can be explained by their limited work experience and their more superficial evaluation of organizational processes. [Cropanzano et al. \(2007\)](#) state that young employees focus more on distributive justice and cannot fully evaluate the long-term effects of procedural justice. This suggests that young employees tend to evaluate justice practices in the workplace in line with short-term interests.

The findings of the research show that there are significant differences in the perception of distributive justice according to the professional experience variable of the staff of the Ministry of Youth and Sports. In the dimension of distributive justice, employees with 14 years of experience and above have higher perceptions of fairness compared to employees with 1-5 years of experience. This can be explained by the fact that experienced employees have a better command of the processes and have more confidence in fair arrangements. On the other hand, less experienced employees may have developed lower perceptions due to their limited knowledge and experience. [Colquitt et al. \(2013\)](#) examined the impact of organizational justice on employees' job satisfaction and commitment and stated that long-term employees are more aware of the deficiencies in organizational processes and this situation shapes their perceptions of justice. [Chun \(2024\)](#) showed that employees' perception of fairness at work becomes more positive as experience increases and this has a direct impact on organizational commitment. On the other hand, the fact that less experienced employees have lower perceptions of fairness can be explained by their limited knowledge of work processes and less access to organizational decision-making mechanisms. [Baldwin \(2006\)](#) argues that organizational justice is directly related to how well employees understand workplace procedures and that inexperienced employees may have lower perceptions of justice because they do not fully grasp these processes.

Authors should discuss the results and how they can be interpreted from the perspective of previous studies and of the working hypotheses. The findings and their implications should be discussed in the broadest context possible. Future research directions may also be highlighted.

5. Conclusions

This study examines the organizational justice perceptions of the employees of the Ministry of Youth and Sports in terms of various demographic variables and reveals how the perception of justice within the organization is affected by factors such as gender, education level, staff status, age and professional experience. The findings show that employees' perceptions of organizational justice are shaped by individual and institutional factors. In particular, the fact that employees with postgraduate education have higher perceptions in all organizational justice dimensions reveals that the level of education positively affects participation in decision-making processes and perception of justice in the organization. When evaluated in terms of staff status, the fact that contracted employees have higher perceptions of

justice compared to permanent staff can be explained by their search for organizational support and their expectations regarding access to resources. When age and professional experience variables are examined, it is seen that employees aged 37 years and over and employees with 14 years and over experience better understand organizational processes and evaluate justice practices positively. In terms of gender variable, no significant difference was found in the perception of organizational justice, suggesting that the policies implemented in the organization are carried out in an egalitarian manner between genders. However, it should be taken into consideration that organizational justice is related not only to individual variables but also to organizational culture, leadership approach and managerial processes. These results suggest that organizational justice is shaped not only by individual demographic factors but also by organizational and managerial dynamics.

Implications for Future Research

According to the findings of the study, various strategic recommendations should be developed to strengthen the organizational justice perception of the employees of the Ministry of Youth and Sports. First of all, comprehensive training programs should be implemented to increase the awareness of low-educated employees about organizational processes. In order to balance the perceptions of justice that differ in terms of tenure status, it is important to develop policies that encourage more participation of permanent employees in managerial processes, while contracted employees should be supported with job security. Considering that age and professional experience affect perceptions of justice, mentoring programs should be established to increase the interaction of young employees with experienced employees, and they should be more involved in organizational decision-making processes. Considering that organizational justice is affected by managerial and cultural factors, the transparency of decision-making mechanisms should be increased and performance evaluation criteria should be established to strengthen managers' fair attitudes.

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Informed Consent: Informed consent forms were obtained from all participants who participated in the study.

Declaration of Data Availability: The data is publicly available.

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