

# A Study on the Relationship between Organizational Justice and Impartiality in Private Hospitals \*

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## ABSTRACT

*Organizational justice and impartiality also positively affect the performance of employees along with their motivation. In order to achieve corporate goals and accomplish the purposes of the organization, business managers need correctly to manage the perception of impartiality as well as their perception of justice both for themselves and for their approaches and practices. In the literature, although there are many studies about organizational justice, there is no study proving the relationship between organizational justice and impartiality. This is a cross-sectional survey of employees working in private hospitals to determine the impact of the impartiality principle on organizational justice. Organizational justice considered as three dimensions and impartiality as two dimensions and the relationship between dimensions was tried to be dealt with. The analysis of the data was done with the SPSS 13.00 program and was conducted with 95% confidence level and 5% tolerance. In the study Spearman correlation test which is one of the nonparametric test techniques were used to investigate the relationship between dimensions. Besides, multiple regression analysis was performed between dimensions in the scale. The study included 159 private hospitals in Istanbul. Sample selection method was used in the study. According to this, questionnaire surveys were conducted on 460 employees from a total of 16 private hospitals. In accordance with the results of the correlation analysis, statistically significant and positive relations which have very low, low and medium strength was found between dimensions of organizational justice and impartiality. According to the results of regression analysis conducted to determine the effect of impartiality on organizational justice; impartiality effected interactional justice ( $F= 35.41, p= 0.000$ ), distributive justice ( $F= 37.781, p= 0.000$ ) and procedural justice ( $F= 6.255, p= 0.000$ ) at the significant level. 13.3% of interactional justice ( $F= 35.141; p=0.000$ ), 14.2% of distributive justice ( $F= 37.781; p= 0.000$ ), and 2.7% of procedural justice ( $F= 6.255; p= 0.000$ ) are explained by impartiality. The hospital employees generally exhibited a positive approach to the justice dimensions, but they exhibited a negative approach in the dimension of impartiality. In the study, it emerged that being neutral in attitudes and behaviors towards the employees of managers were found to be the positive effect to fair of managers.*

**Keywords:** Organizational Justice, Impartiality, Private Hospitals, Hospital Employees, Human Resources.

## Örgütsel Adalet ve Yansızlık Arasındaki İlişki Üzerine Özel Hastanelerde Yapılan Bir Araştırma

### ÖZ

*Örgütsel adalet ve yansızlık, çalışanların motivasyonu ile birlikte performansını da olumlu yönde etkilemektedir. Kurumsal amaçların elde edilmesi ve işletmenin hedeflerine ulaşabilmesi amacıyla işletme yöneticilerinin hem kendileri hem de yaklaşımları ve uygulamaları için adalet algısı ile*

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*birlikte yansızlık algısını da doğru bir şekilde yönetmeleri gerekmektedir. Literatürde örgütsel adaletle ilgili pek çok çalışma yapılmasına karşın örgütsel adalet ile yansızlık arasındaki ilişkiyi ortaya koyan bir çalışmaya rastlanmamıştır. Bu çalışma, örgütsel adalet ve yansızlık ilkesi arasındaki ilişkiyi ortaya koymaya yönelik özel hastanelerde çalışanlar üzerinde yapılan kesitsel bir alan araştırmasıdır. Örgütsel adalet üç boyut, yansızlık ise iki boyut olarak ele alınmış olup boyutlar arasındaki ilişki ortaya koyulmaya çalışılmıştır. Verilerin analizi SPSS 13.00 programı ile yapılmış ve %95 güven düzeyi ve %5 hata payı ile çalışılmıştır. Çalışmada boyutlar arasındaki ilişkiyi incelemek için parametrik olmayan test tekniklerinden Spearman Korelasyon testi kullanılmıştır. Aynı zamanda ölçekteki boyutlar arasında çoklu regresyon analizi yapılmıştır. Çalışma evrenini İstanbul'daki 159 özel hastane kapsamıştır. Araştırmada örneklem seçme yöntemine gidilmiştir. Buna göre toplam 16 özel hastaneden 460 hastane çalışanı ile anket çalışması yapılmıştır. Korelasyon analizi sonuçlarına göre örgütsel adalet ve yansızlık boyutlarında pozitif yönlü; çok düşük, düşük ve orta kuvvette, istatistiki olarak anlamlı ilişki bulundu. Yansızlığın örgütsel adalet üzerindeki etkisini belirlemek amacıyla yapılan regresyon analizi sonuçlarına göre; yansızlık boyutu etkileşim adaletini ( $F= 35,41$ ;  $p= ,000$ ), dağıtım adaletini ( $F=37,781$ ;  $p= ,000$ ) ve prosedür adaletini ( $F= 6,255$ ;  $p= ,000$ ) anlamlı düzeyde etkilemekte; yansızlık, etkileşim adaletinin %13,3'ünü, dağıtım adaletinin %14,2'sini ve prosedür adaletinin %2,7'sini açıklamaktadır. Hastane çalışanları adalet boyutlarına genellikle olumlu; yansızlık boyutunda ise genellikle olumsuz yaklaşım sergilemişlerdir. Çalışmada yöneticilerin, çalışanlarına karşı tutum ve davranışlarında yansız olmalarının adaletli davranışları konusunda pozitif yönde etkisinin olduğu ortaya çıkmıştır.*

**Anahtar Kelimeler:** Örgütsel Adalet, Yansızlık, Özel Hastaneler, Hastane Çalışanları, İnsan Kaynakları.

## I. INTRODUCTION

Researchers have said many things about justice or injustice of organization, and various concepts have emerged. The concept of justice includes not only laws, institutions/organizations, social systems but also many specific actions, including decisions, judgments, and accusations (Miller, Walzer 1995). As politically, socially and gender, the people should be equally treated, and no restriction or obstruction against people at all should be done. People in many countries around the world are faced with some obstacles and constraints both in working life and in social life. Despite being written in the law, this principle does not be observed in practice (Tortop et al. 2010). In this respect, it is contrary to the principle of equality and justice, especially in the case of recruitment of the organizations and in the progress of the work to put a behavior that is in contradiction to equality (Ateş 2012). Issues related to organizational justice are reflected in many aspects of business experiences of employees. For example, employees are often concerned about justice of resource distribution, such as wages, awards, and promotions (Colquitt et al. 2005). One of the factors of achieving organizational justice is behavior among the employees behave in a way that they are treated side by side. In this context, it is necessary to consider the impartiality to establish justice. The notion of impartiality is considered as an important concept for institutions and countries, inasmuch as it is important to individuals. Organizations must make the structural and operational arrangements to satisfy the expectations of impartiality that will benefit employees. Some structural and procedural arrangements may fail to meet the expectation of impartiality, which maintains the update (Dworkin 2003).

Hospitals are one of the most difficult and complex institutions to be managed. Having a structure that provides services together with the diversity of the appellation makes the management of the hospitals difficult. In hospital management, each manager has both personal and departmental powers and responsibilities. The use of these powers and responsibilities has both direct and indirect contribution, both as local and in general, to the human resources management of a hospital. The fairness of individuals is also constructive,

promoting, and progressive on the justice of the organization. Being on the desired level the functionality of the human resources management in a department within a hospital will cause the parts of low functionality to move.

The concept of justice intertwined with human resource management (HRM), is a concept that preserves and protects its validity as social, political, and religious perspectives since ancient times. The fair treatment for all hospital employees that take an active role in the production of non-substitutable healthcare services will also positively influence the impartiality of the organization. It is not sufficient to be neutral on the basis of the section. What is desired is to assure that the impartiality is achieved at the hospital.

According to the literature review, there are no studies in the field of health related to the research topic. Although there are many studies related to organizational justice in literature, it is important to investigate relationship between organizational justice and impartiality and to gain data for literature. In this study, the concept of organizational justice, which manifests in almost every field of working life, was discussed together with the principle of impartiality, and the effects of impartiality on organizational justice and the opinions of private hospital employees about their work on institutions and administrators assess. It is so important to carry out these and similar studies in the health sector and institutions in the other sectors according to the results that will come out from this research which is particularly expected to shed light on the lack in health science literature.

## **II. ORGANIZATIONAL JUSTICE**

Various explanations have been made by famous philosophers (as Plato and Kant) about what the concept of justice is, this question still cannot find absolutely the answer. Although not answered, these famous philosophers have made a significant contribution to the development of this concept (Kelsen 1960). The history of the concept of justice extends back to the antiquity and the scientists have studied the concept of justice for thousands of years. Aristotle, who is one of the firsts to work on justice, is the first to analyze the causes of justice in the distribution of resources between individuals. Subsequently, Locke (1689) and Hobbes (1651), who worked on human rights, won innovation to this theme in the 17th century. This theme was revised in the 19th century by Mill (1861/1940) with the classic utilitarian principle. Despite some differences, these philosophical approaches have a common aspect. Those advocating these approaches regard justice as a normative goal (Ross 1925; Transferring: Colquitt et al. 2005). From the point of view of philosophical justice theories, there are two criteria to determine whether a judgment is moral. The first of these criteria is the impartial approach to the evaluation of a person involved in distribution with other people. The second is that the evaluator remains bound to moral values when distributing (Lengfeld 2007). Brian Barry (1989) analyzes theories of justice within the framework of impartiality and the common advantage. This classification asks the question not only distribution is just but also why it is just (Transferring: Bojer 2003).

Organizational justice has continuously changed in theory from yesterday to today. As Greenberg said, some studies have shed light on the distinction between distributive justice and procedural justice. The elements of distributive justice and procedural justice have empirically differentiated with some studies and as identified with these studies, the classes of organizational variables with which each is associated. With several studies, questionnaire measure of distributive and procedural justice statistically are independent of each other (Greenberg, Colquitt 2005).

As Lind suggested, procedural, distributive, and interactional justice experiences all contribute to the development of a general justice judgment. This general fairness judgment

then guides individuals' interpretation of future justice-relevant events as well as individuals' attitudes and behavior (Greenberg, Colquitt 2005).

In the study, organizational justice was worked as three dimensions; distributive, procedural and interactional justice.

### **2.1. Distributive Justice**

Price and Muller define distributive justice that an important research topic as "the level of reward and punishment connected with performance input." This definition based on the theory of equality of Adams (Mitchell et al. 2012). Distributive justice can be explained as a fair evaluation of the outcome to be distributed. People think they are not being treated and are not being distributed if the proportion distributed among them is below than the proportion of other people (Törnblom, Vermunt 2007). Distributive justice is basically an expression from Aristotle, which includes punishment within it, and compares corrective or altered justice. Distributive justice is in the name of dignity, political duty or the call for the allocation of money according to the liaison. The people agreed that justice in distribution is to be in accordance with the merit principle (Fleischacker 2004).

The theory of equality of Adams is the theory of distributive justice that Homans (1961) put forward. According to this theory, Homans defines what he gets as an investment (cost) and as a gain (reward). One person tries to find a result by comparing the ratio of the investments/awards/benefits they have made with others. According to the result obtained, when the two ratios are equal, the feeling of justice will emerge, since if there is an inconsistency between the two, it has been stated that an impartiality sensation will emerge (Transferring: Beugre 1998). Distributive justice is the fairness explains how one pie is simplest shared by the people (MacLachlan et al. 2010).

### **2.2. Procedural Justice**

According to the definition based on Homans "Procedural justice exists to the degree that rights are applied universally to all members of an organization." (Price 1997).

Rawls (1971) and Thibaut and Walker (1975) introduced the concept of procedural justice at the beginning of the 1970s (Törnblom, Vermunt 2007). Procedural justice is especially discussed within equality debates in the literature. For the most part, even though measurement of perceptual data both distributive and procedural justice write down corporate behavior (Transferring: Price 1997). For procedural justice results in different emotional reactions to each person, it emits different emotions in each person according to the positive and negative characteristics of the outcomes and rules and shapes people's assessment of whether something is fair. Negative emotional actions combine with perceptions of injustice and negative actions of humans show occasional corrective action (Törnblom, Vermunt 2007). Walker, Lind, and Thibaut defined procedural justice as "the belief that the techniques used to resolve a dispute are fair and satisfying in themselves" (Ambrose, Arnaud 2005). Bies (2005) proposed that interactional justice is a type of procedural justice.

### **2.3. Interactional Justice**

Interactional justice is a type of justice based on a very personal relationship between people and is concerned with treating the other person with respect (Colquitt et al. 2001, Transferring: MacLachlan et al. 2010). Individuals and groups can be judged as fair or unjust about how and how to communicate about outcomes and rules. Staff in an organization

please with any clarification regarding decisions, even if the decisions that made about them are negative. The importance of such explanations is manifested as much sensitive situation for perceptions of interactive justice (Chelladurai 2006).

### **III. IMPARTIALITY**

One of the most important features of modern societies is that people must fight to be fair and equal to make them fairer (O'Neill 1997). In modern societies, it is necessary to stress Walzer's emphasis on contextualism with emphasis on the reflection of Rawls in the provision of pluralistic justice. The theory of justice-neutrality of Rawls considers pluralism in the first denotation. Walzer's theory of contextualism considers pluralism in the second denotation. Judging from two perspectives, it is desirable to provide justice as plurality. Communities need to know the point that they will come and go from the historical point of view in fairly providing and in establishing in the pluralistic world (O'Neill 1997). The notion of neutrality, which has intertwined with the moral concepts since ancient times, has always been at the center of society. At the same time, the concept of neutrality emerged strongly in the 17th and 18th centuries, not a traditional concept developed or developed by Nietzsche (Murphy, Traninger 2014). Terminologically, the concept of impartiality is related to the part. It means either to take sides or to avoid taking someone's role. The concept of impartiality plays an important role in ensuring objectivity. At the same time, this concept has great responsibility for the essential values of modern rationality (Gaukroger 2005, Transferring: Traninger 2014).

The concept of impartiality is a notion that emerges from every stage of work life (public or private) (Tortop et al. 2010). The impartiality principle is a very important principle, especially in the health sector. Healthcare is a service that affects all segments of society, including sex, race, language, religion. It is a desirable service to be presented without distinction, without any parties involved. No class or clan has any privileges on another class or group (Uysal 2018).

In the framework of the concept of impartiality, it is extremely important for organizations to find out what is fair and right for the employees, what is not and what is right and wrong. Structural and procedural arrangements should be made to meet the expectations of contemporary impartiality in terms of organizational perspective to discuss the impartiality expectations of employees in the utility sector (Dworkin 2003). From the perspective of equality of opportunity, inequalities arising from differences in classes, titles, duties, etc. between workers open up injustice and prevent impartial approaches in the organization (Uysal 2018).

Among professionals that do similar work in the same workplace, it can be unfair that a worker is charged more than the other worker. Or it cannot say this behavior is fair if the wage paid to women in the same workplace is lower than the wage paid to men. To be able to talk about justice, it is useful to know what the reaction of people to unfair situations is. In common, the things people complain about injustice are that they do not get what they deserve, that they cannot earn enough because they are wrong, and that the rules applied to some are strictly applied, however, some of them are stretched. Equality and impartiality standards must be provided to the occupants to keep the impartiality of the complaints (Rescher 2002).

An impartial assessment is that provided in accordance with the principles which would be taken in the initial position. An impartial person is one whose situation and character allow him to assess with respect to these principles without prejudice or discrimination. We also need to define impartiality doctrine from the viewpoint of the prosecutors themselves. It

is not enough to define impartiality from the standpoint of a sensitive spectator who answers to the conflicting interests of others as though they were his own. It is they who need to choose their idea of justice previously and for the whole in an original situation of equality (Rawls 1971).

In the private health sector, professionals are being subjected to unfair practices by their employers to remove bias from the principle of impartiality. The fact that the number of titles in private hospitals is too high and complicated can increase unfair and biased practices on occupations. Businesses should behave in a remote, unbiased way without resorting to all of their employees, and should treat their employees by offering equality of opportunity for all of their employees. Provision of a fair and impartial administration will bring positive impacts both on occupations and society.

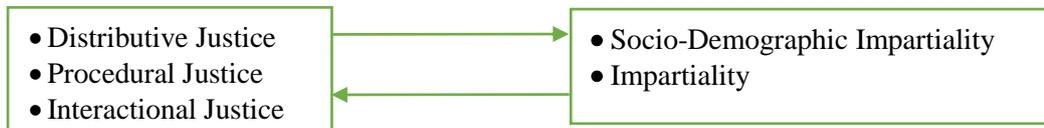
#### IV. METHOD

##### 4.1. The Purpose and Model of the Study

It has been tried to reveal the perception of the employees regarding the level of adoption of the principle of impartiality that is one of the important principles of the human resources management and the extent to which the managers in the private health sector keep the precaution of justice.

The study is a field survey based on the questionnaire basis. A sample selection method was explained in detail under 4.5. Data Collection Tool and Method.

The research model is below.



##### 4.2. Research Hypotheses

It was developed seven hypotheses in the study. Table 1 shows the hypotheses of the research.

**Table 1. Hypothesis Table**

<b>Hypothesis 1.</b> Employees think that managers are not fair in their attitudes and behavior towards them.
<b>Hypothesis 2.</b> Employees think that managers are not impartial in their attitudes and behavior towards them.
<b>Hypothesis 3.</b> Impartiality affects Interactional Justice, Distributive Justice and Procedural Justice
<b>Hypothesis 4.</b> Socio-Demographic Impartiality affects Interactional Justice, Distributive Justice and Procedural Justice
<b>Hypothesis 5.</b> Interactional Justice, Distributive Justice, and Procedural Justice affects Socio-Demographic Impartiality.
<b>Hypothesis 5.1.</b> Interactional Justice affects Socio-Demographic Impartiality.
<b>Hypothesis 5.2.</b> Distributive Justice affects Socio-Demographic Impartiality.
<b>Hypothesis 5.3.</b> Procedural Justice affects Socio-Demographic Impartiality.
<b>Hypothesis 6.</b> Interactional Justice, Distributive Justice, and Procedural Justice affects Impartiality.
<b>Hypothesis 6.1.</b> Interactional Justice affects Impartiality.
<b>Hypothesis 6.2.</b> Distributive Justice affects Impartiality.
<b>Hypothesis 6.3.</b> Procedural Justice affects Impartiality.
<b>Hypothesis 7.</b> Administrators' impartiality in their attitudes and behavior towards their employees is influential in their fairness.

### 4.3. The Universe of Research and The Sampling

The universe of the study consisted of 159 private hospital operating in Istanbul as of February 2016. When the sample selected, the distributions of the private hospitals on the Anatolian and European Sides were determined according to the ratio. The sample was selected with 20% sensitivity in the preliminary stage. It was planned to carry out a questionnaire study in 21 hospitals; in 7 hospitals on the Anatolian Side and 14 hospitals on the European Side in Istanbul, Turkey. However, due to the financial and time limitations of the study, 16 private hospitals were available and 10% of the universe surveyed. A total of 460 employees was surveyed. It is present the number of hospital groups in Table 2 and the number of the questionnaires in Table 3.

**Table 2. Numbers of Studied Survey According to Hospital Groups**

Sides of Hospitals	Hospital Groups According to Bed Numbers				Total
	0-50 Group	51-100 Group	101-150 Group	150 over	
Anatolia Side	2	4	2	1	9
European Side	4	2	1	-	7

The hospitals that studied were selected by convenience sampling method. The official data obtained from the Istanbul Health Directorate were used for determining the number of employees working in 159 private hospitals. The hospitals classified in terms of the number of beds and they included in the sample according to rates.

According to the official data obtained, the number of nurses and midwives was 7279 and the number of the other assistant health staff was 7327. The average number of employees calculated by calculating the number of official employees of 16 private hospitals, two hospitals from 51 beds, three hospitals from 51-100 beds, and one hospital from 101 beds and over bed groups, and administrative staff working in each private hospital the number was presumed. Accordingly, the total number of administrative staff was 24128. Thus, the number of universes calculated as 38734. Although it was decided to survey with 380 employees it was done with 460 employees and it is present in Table 3.

**Table 3. Number of Studied Employees According to the Appellations**

Personnel Appellations	Number of Total Employees	Number of Employees to Study	Number of Employees Studied
Nurse-Midwife	7279	72	112
Other Assistant Health Personnel	7327	72	109
Administrative Services Personnel	24128	236	239
<b>Total</b>	<b>38734</b>	<b>380</b>	<b>460</b>

The data obtained for sampling were of the Istanbul Health Directorate in December 2015. The hospitals to be studied was calculated based on the interval data.

To determine how many employees to survey in the study, firstly the total number of employees in the hospitals to be studied was calculated. Then, the number of samples (380 employees) that was able to take was divided into the total number of personnel of the hospitals (4194 employees). In the end, with the resulting rate, the total number of

employees in each hospital was multiplied, and the minimum number of employees was determined and it is present in Table 4.

**Table 4. Number of Studied Employees According to the Hospitals**

Hospital Number	Side of Hospital	Number of Total Personnel*	Number of Employees to Study	Number of Employees Studied	Interval of Bed Number
1	European Side	16	2	6	0-50
2	European Side	214	20	23	0-50
3	Anatolia Side	199	18	21	51-100
4	European Side	178	16	19	0-50
5	Anatolia Side	681	60	64	150 over
6	Anatolia Side	455	42	54	101-150
7	Anatolia Side	258	23	29	0-50
8	Anatolia Side	212	19	25	51-100
9	European Side	119	11	20	51-100
10	European Side	123	11	20	0-50
11	Anatolia Side	398	35	38	101-150
12	European Side	303	28	32	51-100
13	Anatolia Side	269	25	28	51-100
14	Anatolia Side	92	9	13	0-50
15	Anatolia Side	313	29	37	51-100
16	European Side	354	32	31	101-150
	<b>Total</b>		<b>380</b>	<b>460</b>	

#### 4.4. Limitations of the Study

Contributions of this study should be considered in the frame of its limitations. Considering the above limitations, the researcher recommend some areas for future study. It is important from the point of view of the results of the research to carry out a comparison on the professional groups which did not include in the survey. More research is needed to learn more about the relationship between organizational justice and impartiality. The researcher suggests that this study done in private hospitals in Istanbul is to be made in other large provinces.

#### 4.5. Data Collection Tool and Method

The Organizational Justice and Impartiality Scale that developed by the researcher was used to collect the data of the study. While the scale was being constructed, four different scales were combined and a new scale was prepared.

The first of these measurement tools is the Merit System Principles Survey scale, developed in 2005 by the United States Merit Systems Protection Board and applied to federal employees. The second measurement tool is taken from the master thesis titled "The Relationship Between Performance Appraisal and Organizational Justice and Example Study" prepared by Baykal (2013). The third measurement tool was taken from the master thesis titled "The Relationship Between Organizational Justice and Work Alienation" by Sayü (2014) which it was created by Price and Mueller (1986), which it was developed by Nieoff and Moorman (1993) (Transferring: Sayü, 2014). The last measurement tool was

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\* The total number of personnel was composed of nurse-midwife, other assistant health personnel, and administrative services personnel.

taken from a postgraduate thesis titled "The Relationship Between Paternalistic Leadership, Perceived Employment Discrimination and Nepotism" by Erden (2014), which the scale that developed by Abdalla et al. (1998) and Ford and McLaughlin (1985) and measured by Asunakutlu and Avcı (2010) (Transferring: Sünneli-Erden, 2014).

The Organizational Justice and Impartiality Scale consisted of 49 statements and 5 dimensions. This scale was rated according to a 5-point Likert scale. While justice status shows an increase from 1 to 5, the impartiality status increases from 5 to 1. After the analysis of validity and reliability, 'The Organizational Justice and Impartiality Scale' was sent to hospital workers via the web-based form between January 4, 2016, and April 30, 2016, as a form of a link. At the same time, surveys were handed out both of the participants who did not fill out the questionnaire web-based and for the hospitals that had internet restrictions. On the other hand, due to the participation in the survey by the website was very low, the questionnaires were handed out from hand and collected by the researcher. It has been particularly paid attention to ensuring that participants do not have any influence in to been completed of the questionnaires. In order to carry out the questionnaires, written permission was received from private hospitals requesting the official application, and surveys were started to be applied in private hospitals that did not need the official permission.

#### **4.6. Results of Validity and Reliability Analysis**

Reliability analysis, which is one of the primary conditions of the scientific work, has been described as the determination between the independent measurements of the same thing, the certain thing to be measured, the same symbols being received continuously, the same processes being monitored and the same results were obtained using the same criteria and being free from random misconceptions. It is desirable to follow the same processes in all the scientific research and to get the same results. For it is difficult to know which result is reliable. That is, the result of the study of a researcher is to be tested by other researchers. In order for science to gain reliability and respectability, such verification was to be made (Karasar 2004). The coefficient indicating the reliability of the scale is called the Cronbach's Alpha Coefficient. According to these coefficients evaluation criteria, " $0.00 \leq \alpha < 0.40$  indicates that the scale is not reliable, whereas  $0.40 \leq \alpha < 0.60$  indicates that the scale is of low reliability" (Kaptanoğlu, İşçi 2013).

A pilot study with 243 questionnaires to find the factor structures of the scales was conducted in private hospitals serving for Istanbul between December 14, 2015, and January 3, 2016, to calculate the explanatory factor analysis (EFA) for validity and Cronbach's Alpha coefficients for reliability. As a result of the exploratory factor analysis, three scales were made by. As a result of the exploratory factor analysis, three scales were made. The first scale consisted of two dimensions with 11 statements. The second scale consisted of one dimension with 10 statements. The third scale consisted of two dimensions with 28 statements. As a result of the reliability analysis, the reliability levels of the dimensions of the scales were found as very high. Cronbach's Alpha value of the all scale is 0.837. The KMO values calculated to find the suitability of the scales for the factor analysis are seen in Table 4. As a result of the analysis, it is concluded that the scale is suitable for factor analysis with the reason that the KMO values are larger than 0.50.

Table 5 shows construct reliability for interactional, distributive, and procedural justice dimensions (Cronbach's Alpha value) was greater than 0.84, and for socio-demographic impartiality and impartiality dimensions (Cronbach's Alpha value) was greater than 0.93. For organizational justice and impartiality dimensions Cronbach's Alpha values were all over 0.84. These values show that the constructs were highly reliable.

**Table 5. Exploratory Factor and Reliability Analysis Results**

Dimension	Substance	Factor Load	Explained Variance	Cronbach's Alfa	KMO
<b>Interactional Justice</b>	1. My supervisor rates my performance in a fair and effective manner.	0.808	33.83	0.860	0.910
	2. My supervisor fairly treats regarding career advancement and training.	0.775			
	3. My supervisor act in a fair and effective manner disciplinary actions such as suspensions, removals, warning and condemnation.	0.742			
	4. My supervisor acts in a fair and effective manner assessing people for vacancies and promotions based on their qualifications.	0.732			
	5. My work unit is able to recruit people with the right skills.	0.711			
	6. My manager assesses in a fair and effective manner pay increases and awards.	0.630			
	7. In my organization, I was rated higher or lower than I believe the deserved.	0.386			
<b>Distributive Justice</b>	8. When considered the effort I made and the good works I do, it is the fair response that I received it from the workplace.	0.879	31.57	0.920	
	9. When considered my responsibilities, I get what I deserve from the workplace.	0.863			
	10. When considered the experience I have, it is the fair response that I received it from the workplace.	0.853			
	11. When considered my education and occupational skills, it is the fair response that I received it from the workplace.	0.806			
<b>Socio-demographic Impartiality</b>	12. Religion	0.923	66.93	0.930	0.916
	13. Disability	0.900			
	14. Sexual orientation	0.871			
	15. Race/national origin	0.871			
	16. Political affiliation	0.847			
	17. Age	0.842			
	18. Marital status	0.817			
	19. Sex	0.795			
	20. Title	0.632			
	21. Education status	0.624			

**Table 5. Exploratory Factor and Reliability Analysis Results - Continued**

Dimension	Substance	Factor Load	Explained Variance	Cronbach's Alfa	KMO
<b>Impartiality</b>	22. Getting a promotion is easier for acquaintances of its managers.	0.817	31.47	0.970	0.894
	23. Those who have acquaintances and applying for a job do not encounter difficulties in the hiring process.	0.788			
	24. Authority is primarily transferred to acquaintances.	0.769			
	25. I think that dismissal or punishment of acquaintances of managers is quite difficult.	0.767			
	26. Managers are more positive towards their employees.	0.761			
	27. Those employees who have an acquaintance in a management position are respected by other employees.	0.749			
	28. Those who have acquaintances in this organization more easily benefit from organization's resources.	0.738			
	29. Family and affinity ties are taken into consideration in the promotion process.	0.736			
	30. Job requirements are not taken into consideration in the promotion process of employees.	0.731			
	31. Managers give priority to familiar staff in training assignments	0.714			
	32. Priority is given to acquaintances in the hiring process.	0.699			
	33. No matter how successful I am in this organization, I cannot get ahead of its managers' acquaintances.	0.693			
	34. Getting reference of someone in management position is considerably important in the hiring process.	0.657			
	35. I think they are under the influence of the prejudices of the managers who evaluate the performance.	0.550			
	36. Knowledge, skills and competencies are of secondary importance in the promotion process.	0.502			
	37. I believe that the performance evaluation process in my organization is prepared by influencing interpersonal relations and includes bias.	0.481			
	38. It is possible to replace it with personal relationships, etc. performance assessment score.	0.440			
	39. Managers who evaluate my performance are deceiving while making an assessment	0.402			
40. The performance evaluation process has a structure that supports fraud and bribery.	0.382				
41. I hesitate from the persons who the managers are familiar.	0.346				
42. I think that my performance evaluation results do not fairly represent the projects/works that I have successfully completed.	0.346				
<b>Procedural Justice</b>	43. Managers who evaluate performance equally apply the rules to employees.	0.797	14.01	0.840	
	44. Managers who evaluate performance act according to ethical rules while assessing performance.	754			
	45. The managers who have evaluated me take equal time for all the employees.	741			
	46. The scores I receive as a result of performance appraisal are fair according to the effort I demonstrate for my job.	681			
	47. In general, I think that the performance evaluation process in my organization is fair.	659			
	48. I believe that the performance evaluation process in my organization is prepared far from prejudices and as objectively.	659			
	49. I think managers who have evaluated my performance have sufficient qualifications to make this assessment.	603			

The results of the factor analysis revealed seven statements loaded on the first dimension, named Interactional Justice, Chronbach's Alpha is 0.860 and factor loading is 0.910. On the second dimension were loaded on four statements, named Distributive Justice, Chronbach's Alpha is 0.920 and factor loading is 0.910. On the third dimension were loaded 10 statements, named socio-demographic impartiality, Chronbach's Alpha is 0.930 and factor loading is 0.916. On the fourth dimension were loaded 21 statements, named Impartiality, Chronbach's Alpha is 0.970 and factor loading is 0.894. On the fifth dimension were loaded seven statements, named procedural justice, Chronbach's Alpha is 0.840 and factor loading is 0.894.

As a result of the factor analysis, "Appreciation, rewards and promotions depend on performance and merit system in my unit of work.", "I believe that I deserve a higher score than my performance evaluation score." and "I think that the amount I get at the end of the performance assessment is higher than I deserve, based on all the success and effort I have shown for my job." statements were removed.

#### **4.7. Evaluation and Data Analysis**

Firstly, average scores of the justice and the impartiality dimensions were calculated. SPSS 13.0 (Statistical Package for Social Sciences) program was used for the statistical analysis of the questionnaires. Organizational justice dimensions (distributive justice, procedural justice, and interactional justice) and impartiality dimensions (socio-demographic impartiality and impartiality) constitute the variables of the scale. It was worked with a 95% confidence level. In the study, Spearman correlation, Mann-Whitney U, Kruskal-Wallis H; non-parametric test techniques and Bonferroni correction test were used to find the root of the difference between groups. On the other hand, multiple regression analyses were implemented for comparisons between dimensions in the scale.

### **V. RESULTS**

Table 6 shows demographic characteristics of the participants. According to the results gathered from the study, while 70.9% of the respondents were female, 29.1% of them were male. While 38.3% of the participants were married, 61.7% were single. 55.4% of participants were between the ages of 18–25; 30.2% between 26–35 years; 13% between 36–45 years and 1.3% between 46–55 years. Of the participants, 24.3% were nurses/midwives, 23.7% were the other assistant health staff, and 52% were administrative service staff. 55.0% of the participants were working in 0-2 years, 27.6% in 3–5 years, 12.6% in 6–10 years, 4.8% in 10 years, and over. 2% of the participants are in primary education, 35.9% in secondary education, 35.4% in associate degree, 25.4% in the undergraduate, and 1.3% in graduate degree. There were no Ph.D./MD graduates.

**Table 6. Demographic Characteristics of the Participants**

<b>Variables</b>	<b>n</b>	<b>%</b>
<b>Gender</b>		
Female	326	70.9
Male	134	29.1
<b>Marital Status</b>		
Married	176	38.3
Single	284	61,7
<b>Age</b>		
18-25	255	55.4
26-35	139	30.2
36-45	60	13.0
46-55	6	1.3
<b>Title</b>		
Nurse/Midwife	112	24.3
Other Assistant Health Staff	109	23.7
Administrative Personnel	239	52.0
<b>Operation Time in Organization</b>		
0-2 years	253	55.0
3-5 years	127	27.6
6-10 years	58	12.6
10 years and above	22	4.8
<b>Educational Status</b>		
Primary	9	2.0
Secondary	165	35.9
Associate	163	35.4
License	117	25.4
Master	6	1.3
<b>The Position of the First Degree Affiliated Manager</b>		
Head Physician	20	4.3
Head Nurse	178	38.7
Public Relations Responsible	63	13.7
Patient Rights Responsible	39	8.5
Nursing Service Manager	12	2.6
Operating Manager	57	12.4
Laboratory Responsible	17	3.7
Other Managers	74	16.1

Descriptive statistical information of scale dimensions is present in Table 7. Accordingly, interactional justice score average is  $22.67 \pm 5.48$ , Distributive justice score average is  $11.25 \pm 4.01$ , Procedural justice score average is  $21.59 \pm 4.92$ , the Socio-Demographic impartiality score average is  $44.04 \pm 7.82$ , and the average score of Impartiality is  $\pm 12.98$ .

**Table 7. Descriptive Statistics of Scale Dimension Scores**

Dimension	n	Minimum	Maximum	Average	Standard Deviation
<b>Interactional Justice</b>	460	7	35	22.67	5.48
<b>Distributive Justice</b>	460	4	20	11.25	4.01
<b>Procedural Justice</b>	460	7	35	21.59	4.92
<b>Socio-Demographic Impartiality</b>	460	10	50	44.04	7.82
<b>Impartiality</b>	460	28	97	60.14	12.98

Table 8 shows the normality test results of scale dimension scores. Nonparametric methods were used in comparison analyzes, because all scores were not normally distributed according to the normality test results for the dimension scores of scale ( $p < 0.05$ ).

**Table 8. Normality Tests of Scale Dimension Points**

Dimension	Shapiro-Wilk		
	Statistic	sd	p
<b>Interactional justice</b>	0.978	460	0.000
<b>Distributive Justice</b>	0.967	460	0.000
<b>Procedural Justice</b>	0.985	460	0.000
<b>Socio-Demographic Impartiality</b>	0.764	460	0.000
<b>Impartiality</b>	0.993	460	0.037

Of the non-parametric tests to analyze the relationship between dimensions, Spearman Correlation test was applied since scale scores did not show normal distribution. Spearman Correlation for the research variables are given in Table 9. Organizational justice and its dimensions were correlated with socio-demographic impartiality and impartiality.

**Table 9. Relationship between Dimensions of Organizational Justice and Impartiality (n=460)**

Dimension	Interactional Justice	Distributive Justice	Procedural Justice	Socio-Demographic Impartiality	Impartiality
<b>Interactional Justice</b>	r	1	0.656**	0.449**	0.166**
	p		<b>0.000</b>	<b>0.000</b>	<b>0.000</b>
<b>Distributive Justice</b>	r		1	0.454**	0.327**
	p			<b>0.000</b>	<b>0.000</b>
<b>Procedural Justice</b>	r			1	0.153**
	p				<b>0.009</b>
<b>Socio-Demographic Impartiality</b>	r				1
	p				
<b>Impartiality</b>	r				
	p				

\*\* $p < 0.01$ , \* $p < 0.05$  (level of statistical significance)

As seen in Table 9, the correlation analyses showed that it was statistically found positive, moderate and significant relationship between interactional justice and distributive justice ( $r = 0.656$ ;  $p = 0.000$ ); it was statistically found positive, weak and significant relationship between interactional justice and procedural justice ( $r = 0.449$ ;  $p = 0.000$ ); it was statistically found positive, so weak and significant relationship between interactional and socio-demographic impartiality ( $r = 0.166$ ;  $p = 0.000$ ), it was statistically found positive, weak

and significant relationship between interactional justice and impartiality ( $r= 0.318$ ;  $p= 0.000$ ). Moreover there was a weak statistically notable relationship between distributive justice and procedural justice ( $r= 0.454$ ;  $p= 0.000$ ), it was found positive and weak relationship between distributive justice and socio-demographic impartiality ( $r= 0.117$ ;  $p= 0.009$ ), it was found positive and weak relationship between distributive justice and impartiality ( $r= 0.327$ ;  $p= 0.000$ ). It was statistically found positive, so weak and significant relationship between procedural justice with socio-demographic impartiality and impartiality ( $r= 0.122$  and  $r= 0.153$ ;  $p= 0.009$  and  $0.001$ ). It was statistically found positive, so weak and significant relationship between socio-demographic impartiality and impartiality ( $r= 0.228$ ;  $p= 0.000$ ). The main objective was to explore the relationship between organizational justice and impartiality and Table 8 shows a positive relationship significant at the 0.01 and 0.05 level (2-tailed).

Table 10 shows the results of the regression analysis conducted to find whether the dimensions of organizational justice affect socio-demographic impartiality and impartiality.

**Table 10. Effects of Organizational Justice Dimensions on Impartiality Dimensions**

Dependent	Independent	B	t	p	R <sup>2</sup>	F	p
Socio-Demographic Impartiality	Constant	20.448	10.921	0.000*	0.019	2.892	0.035*
	Interactional Justice	0.237	2.582	0.010*			
	Distributive Justice	-0.175	-1.390	0.165			
	Procedural Justice	0.05	-0.590	0.556			
Impartiality	Constant	83.974	29.279	0.000*	0.163	29.656	0.000*
	Interactional Justice	0.518	3.679	0.000*			
	Distributive Justice	0.788	4.097	0.000*			
	Procedural Justice	-0.115	0.89	0.374			

\* $p < 0.05$  (level of statistical significance)

As seen in Table 10, the regression model conducted as a result of the analysis was found significant. While interactional justice affects socio-demographic impartiality, distributive justice and procedural justice do not affect socio-demographic impartiality. While Interactional justice and distributive justice affect impartiality, procedural justice does not affect impartiality. According to the regression model, interactional justice accounts for about 2% of the socio-demographic impartiality. 16.3% of the impartiality is explained by interactional justice and distributive justice. While interactional justice makes about a change of 51.8% in impartiality, distributive justice makes about a change of 78.8% in the impartiality.

**Table 11. Effects of Impartiality Dimensions on Organizational Justice Dimensions**

Dependent	Independent	B	sh	t	p	R <sup>2</sup>	F	p
Interactional Justice	Socio-Demographic Impartiality	0.021	0.032	0.667	0.505	0.133	35.141	0.000*
	Impartiality	0.151	0.019	7.920	0.000*			
Distributive Justice	Socio-Demographic Impartiality	0.031	0.023	1.361	0.174	0.142	37.781	0.000*
	Impartiality	0.120	0.014	8.652	0.000*			
Procedural Justice	Socio-Demographic Impartiality	0.017	0.030	0.552	0.581	0.027	6.255	0.002*
	Impartiality	0.059	0.018	3.242	0.001*			

\* $p < 0.05$  (level of statistical significance)

Table 11 shows the results of the regression analysis conducted to find whether the socio-demographic impartiality and impartiality affect dimensions of organizational justice.

As seen in Table 11, the model was statistically significant according to the result of the analysis. The coefficients of socio-demographic impartiality and impartiality were examined to define the impact on interactional justice. It was reached that impartiality had an effect on interactional justice and socio-demographic impartiality. According to the regression model, 13.3% ( $R^2=0.133$ ) of interactional justice is explained by the impartiality. Impartiality makes a change of 15.1% ( $B=0.151$ ) in interactional justice. The coefficients of socio-demographic impartiality and impartiality were studied to define the effect on distributive justice in the model, and it was reached that impartiality affected distributive justice and socio-demographic impartiality did not significantly affect distributive justice. According to the regression model, 14.2% ( $R^2=0.142$ ) of distributive justice is explained by the impartiality. Impartiality makes about a change of 12% ( $B=0.12$ ) in distributive justice. To define the impact of procedural justice in the model, the coefficients of socio-demographic impartiality and impartiality were examined. The result was that the impartiality had an effect on procedural justice, and the socio-demographic impartiality did not significantly affect procedural justice. According to the regression model, 2.7% ( $R^2=0.027$ ) of procedural justice is explained by the impartiality. The impartiality makes a change of 5.9% ( $B=0.059$ ) in procedural justice.

**Table 12. The Results of the Hypotheses**

Hypothesis	Result
<b>Hypothesis 1</b> Employees think that managers are not fair in their attitudes and behavior towards them.	Rejected
<b>Hypothesis 2</b> Employees think that managers are not impartial in their attitudes and behavior towards them.	Accepted
<b>Hypothesis 3</b> Impartiality affects Interactional Justice, Distributive Justice, and Procedural Justice	Accepted
<b>Hypothesis 4</b> Socio-Demographic Impartiality affects Interactional Justice, Distributive Justice, and Procedural Justice	Rejected
<b>Hypothesis 5</b> Interactional Justice, Distributive Justice, and Procedural Justice affects Socio-Demographic Impartiality. <b>Hypothesis 5.1.</b> Interactional Justice affects Socio-Demographic Impartiality (Accepted). <b>Hypothesis 5.2.</b> Distributive Justice affects Socio-Demographic Impartiality (Rejected). <b>Hypothesis 5.3.</b> Procedural Justice affects Socio-Demographic Impartiality (Rejected).	Accepted
<b>Hypothesis 6</b> Interactional Justice, Distributive Justice, and Procedural Justice affects Impartiality. <b>Hypothesis 6.1.</b> Interactional Justice affects Impartiality (Accepted). <b>Hypothesis 6.2.</b> Distributive Justice affects Impartiality (Accepted). <b>Hypothesis 6.3.</b> Procedural Justice affects Impartiality (Rejected).	Accepted
<b>Hypothesis 7</b> Administrators' impartiality in their attitudes and behavior towards their employees is influential in their fairness.	Accepted

According to the information obtained from correlation and regression analysis results of the study, of the hypotheses we developed, Hypothesis 1 and Hypothesis 4 was rejected and other hypotheses were accepted.

## **VI. DISCUSSION AND CONCLUSION**

This study was conducted to find the effect of the principle of impartiality, which is one of the important principles of human resource management on organizational justice. As a result of the literature review, no such study has been found in the field of health related to the research topic. It was done the dimensional comparison with some studies in other fields that are to be able to close to results of our research. According to the results obtained from the analysis of the study, the vast majority (about 4/5) of the surveyed employees did not get any education in health and hospital management.

Adherence to the survey approaches to justice was generally positive, whereas approaches to impartiality were often negative. According to the conclusions obtained from the research, only the socio-demographic impartiality perception was found high level. The perception level in other dimensions as the medium to high. Demirkiran et al. (2016) and Demirkiran et al. (2013) also found that the perceptions of organizational justice of the health sector employees are in the middle and high level. In the research conducted by Asunakutlu and Avcı (2010), favoritism perception has emerged in three dimensions as promotion, process, and recruitment dimensions. It was found a negative relationship between job satisfaction and favoritism perception and a higher relationship between favoritism and job satisfaction with respect to job satisfaction. Those employees' perceptions such as equal treatment for employees, promotion according to their skills and abilities negatively affected job satisfaction has been achieved. In the survey conducted by Erdem et al. (2013) to examine the perceptions of cronyism (co-ownership) of the businessmen in the hotel enterprises, it was concluded that the perceptions related to cronyism (co-ownership) are low. As a result of the study, it has been understood that co-friendly friendship is not often observed in the human resources practices carried out in the hotel enterprises. The similar results were obtained from this study.

According to the results of the correlation analysis, it was generally found a positive and significant relationship between the dimensions. According to multiple regression models in our study, interactional justice affects socio-demographic impartiality whereas distributive justice and procedural justice do not affect. While interactional justice and distributive justice positively affect impartiality, procedural justice does not affect this. In our study, it was also been revealed that impartiality affected organizational justice. Employees do not be aware of rejected for progress, promotion, wages and another job benefit, depending on religion, disability, sexual orientation, race/national origin, political preference, age, marital status, gender, title, and educational status. Polat and Kazak (2014) conducted a survey in schools conducted in Düzce and distributive justice, procedural justice and interactional justice that it was a meaningful and negative relationship between perceptions, and that adversity was a significant and strong predictor of organizational justice. According to the study conducted by Çelik and Erdem (2012) at Pamukkale University, it was revealed that administrative staff has a perception that they are favoritism in their institutions. Higher-level employees indicated more favorability than lower-level employees. According to a study conducted on employees in government banks by Büte (2011), favoritism practices are also increasingly tending to leave work. According to the research conducted by Büte and Tekarslan (2010), as the promotion and procedure favorability increased among the employees, it became clear that procedural justice decreased.

It was found a positive contribution of impartiality on organizational justice and the impartiality of the managers had a positive contribution to the fairness of the organizations. Careful attention is to be rewarded to the fact that the financial and personal rights of employees that start to work in the business are not conserved higher than those of long-time employees, as they can trigger conflicts between the employees. Efforts exhibited by

employees and not being rewarded equally for equal work in spite of good work they do will adversely affect the distribution justice scores of businesses. In this respect, the responsibilities, skills, training and professional equipment of the employees are to be taken into consideration. According to the obtained data, considering the share of private hospitals in the health sector, as an unavoidable result of the lack of human resources available in the health sector in our country, the private hospital sector should advance policies to conserve its existing staff in the area. Attractive proposals presented to new recruits in the recruitment process to eliminate the need for open human resources should not adversely affect long-term staff's views on fairness and clarity. All processes should be systematically carried out in an organizational way to ensure that employment is not reflected. The employee choice and placement process, beginning with the candidate research process and resulting in a decision to recruit, should be fairly managed. Accordingly, institutional applications should be grown. Registrants held for applicants who apply for employment should be periodically checked. Measures should be taken to ensure that individuals or managers accepting job applications set personal criteria and if deemed necessary, an observer from within the organization should be present during the interview process. Behaviors toward employees recognized by the managers should not have a negative influence on other employees being treated as such. Managers should be equally treated to all employees. The manager-employee relationship is to be institutional, not biased. For employees who act against ethical rules, necessary disciplinary actions need to be taken even if they are recognized by the management team.

Promotion opportunities should neutrally assess within the setting of the justice principle. Since the failed promotional process is negatively able to affect the distributive justice score of the organization, the promotional process should shape according to the knowledge, skills, and abilities of the employees and these features should be given particular importance.

Moreover, the result of the socio-demographic impartiality shows that the modern and cultured level that has to be in modern communities has increased and that the emotion of coexistence accepted by society in spite of some socio-demographic differences. Additionally, considering that impartiality has a positive effect on organizational justice, it negatively affects the organization's impartiality on every process that employees do not get a fair reward; taking into consideration that employee performance and motivating decrease, reformatory, and preventive steps ought to be taken by both organizations and managers.

In conclusion, this is the first study that investigated organizational justice and impartiality in the private health sector. It was found a positive contribution of impartiality on organizational justice. The impartiality of managers means able to speed up the justice of the organizations. The study is notably contributing some to the health sciences literature by the researchers applying both in the public health sector and other sectors. It is important from the point of view of the results of the research to carry out a comparison on the professional groups which did not include in the survey. More research is needed to learn more about the relationship between organizational justice and impartiality. It is recommended that this study done in private hospitals in Istanbul is to be made in other large provinces (for comparison between provinces). Later works should focus on the performance factor. Other factors affecting the notion of impartiality by researchers should be investigated.

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