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ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL COMMITMENT RELATIONSHIP: A RESEARCH ON 4 AND 5 STAR HOTEL EMPLOYEES IN ISTANBUL ¹

ÖRGÜTSEL ADALET VE ÖRGÜTSEL BAĞLILIK İLİŞKİSİ: İSTANBUL'DA 4 ve 5 YILDIZLI OTEL ÇALIŞANLARI ÜZERİNE BİR ARAŞTIRMA

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Abstract

The purpose of this research is to examine the relationship between organizational justice and organizational commitment in four- and five-star hotel businesses operating in Istanbul. It is possible to define organizational justice as “a concept that includes how fair and moral practices and transactions are perceived within the organization and how the organization is affected as a result of these perceptions”. Organizational commitment is the bond that a person establishes between the institution he / she works for and on various grounds. To date, organizational justice and organizational commitment have been regarded as two interrelated concepts theoretically. In this study, the relationship between organizational justice and organizational commitment was tried to be examined through a two-scale questionnaire applied to 426 participants. The collected data were analyzed in SPSS 22 program and hypotheses were tested. As a result of the analyzes, organizational justice and organizational commitment differed across demographic variables; and it seems that they have a positive meaningful relationship among themselves.

Keywords: Organizational Justice, Organizational Commitment, 4 and 5 Star Hotel Employees

Özet

Bu araştırmanın amacı İstanbul'da faaliyet gösteren dört ve beş yıldızlı otel işletmelerinde örgütsel adalet ve örgütsel bağlılık ilişkisini incelemektir. Örgütsel adaleti, “adil ve ahlaki uygulama ve işlemlerin örgüt içerisinde nasıl algılandıkları ve bu algılamalar sonucunda örgütün nasıl etkilendiğini içeren bir kavram” olarak tanımlayabilmek mümkündür. Örgütsel bağlılık ise kişinin çalıştığı kurum ile kendisi arasında çeşitli gerekçeler üzerinden kurduğu bağıdır. Bugüne değin örgütsel adalet ve örgütsel bağlılık teorik anlamda birbirleriyle ilişkili iki kavram olarak görülmüşlerdir.

Bu çalışmada örgütsel adalet ve örgütsel bağlılık ilişkisi, 426 katılımcıya uygulanan iki ölçekli bir anket vasıtasıyla incelenmeye çalışılmıştır. Toplanan veriler SPSS 22 programında analiz edilmiş ve hipotezler test edilmiştir. Analizler sonucunda örgütsel adalet ve örgütsel bağlılığın demografik değişkenler karşısında farklılaştıkları; ve kendi aralarında pozitif yönde anlamlı bir ilişkiye sahip oldukları görülmektedir.

Bu araştırma raporu, üç kısımdan oluşmaktadır. İlk kısımda örgütsel adalet kavramı; ikinci kısımda ise örgütsel bağlılık kavramı tüm yönleriyle ele alınmakta ve tartışılmaktadır.

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Üçüncü bölümde ise bu iki kavram üzerine inşa edilen araştırmanın bulgularına yer verilmektedir.

Anahtar Kelimeler: Örgütsel Adalet, Örgütsel Bağlılık, Otelcilik Sektörü, 4 ve 5 yıldız otel çalışanı

Introduction

The purpose of this research is to examine the relationship between organizational justice and organizational commitment in four- and five-star hotels operating in Istanbul. Perceptions of organizational justice and organizational commitment are social and psychological issues that are frequently examined in the context of business and organizational structures and discussed in the context of their relationships with each other. In this context, concepts are scientifically leading while studying business structures.

It is possible to define organizational justice as “a concept that includes how fair and moral practices are perceived within the organization and how the organization is affected as a result of these perceptions”. Today, it is very important for organizations to perceive justice for the employees to experience intense competition. While unfairness causes dissatisfaction, low performance, absenteeism and high labor transformation, fair perception by employees brings job satisfaction, organizational commitment, organizational citizenship behavior and lower labor transformation. In this study, the basis for organizational justice, operational justice, dissemination justice and interpersonal justice has been reconstructed based on research.

Organizational commitment is “the level of identity union established by the institution where the person works and the fact that she/he continues to be an active member of the institution” (Yenihan, 2014: 171). Creating organizational commitment is mostly achieved by respecting the work of the employees, ensuring the satisfaction they can meet their basic needs and working in an environment where business peace is ensured. In a sense, organizational commitment is a vital set of relationships for both the employee and the employer. If the employee is loyal to the organization, they are in, her motivation increases, therefore she becomes more productive. For the employee, the sustainability of this situation is as important as the sustainability of the workplace. As a matter of fact, the employees who keep the wheels spinning will feel connected to the operation and will bring a healthier work environment and a more productive work process.

This study is based on three main hypotheses. The first hypothesis claims that organizational justice and its sub-dimensions differ in the face of demographic variables. The second hypothesis includes that organizational commitment differs according to demographic variables. In the third hypothesis, it was examined if there is a relationship between organizational justice and operational justice with three subtitles, distributional justice and interpersonal justice and organizational commitment.

The research was carried out with 426 participants working in the hotel industry. The answers given by the participants were handled as a collective data and analyzed by statistical methods. SPSS 22 program was used as the analysis program. Difference tests for the first and second hypotheses; Correlation tests were applied for the third hypothesis.

To mention the results of the research, it has been observed that the perception of organizational justice and organizational commitment differs according to almost all demographic variables. In addition, a positive relationship was found between organizational justice (operational justice, distribution justice, interpersonal justice) and organizational commitment.

1. Concept of Organizational Justice

Studying organizational justice dates to old times. Social scientists appreciate the importance of justice as a basic must for the effective organizational functions and personal satisfaction of the individuals working for a long time. Justice in organizations is put into practice to understand the behaviors of the workers in the organizations (Greenberg, 1990:399). Moreover, first studies that aimed at teenagers in social psychology are based on legal laboratory studies or surveys. Social psychology research provide beneficial means to understand commercial organizations for the organizational justice researchers (Yılmaz, 2004:4). Justice is a fact coming from the foundation of philosophy and politics. Since issues about justice balance social formations by opponents coming together, it is a concern for both managers and workers in the organization (Konovsky, 2000).

Organizational justice is a concept consisting of organizational results such as organizational citizenship behavior, job satisfaction, governance security and organizational commitment resulting from the perceptions of how much employees are treated equally in the workplace. Studies reveal that workers have a more positive attitude towards their organizations and managers because of fair perceptions of their organizations.

Justice is a concept in the minds of individuals who continuously interact with a group, organization, and society. As a socially built concept, justice does not include a physical reality. Meaning of justice differs not only among the individuals but also cultures, civilizations, and historical eras. Corporate Justice which gains importance in constituting American organizational behavior and the results of it should not be generalized for other countries. As Greenberg states, concern for equity could be universal, however; operationalization of justice standards is highly particularistic. Therefore, Greenberg expresses that one should know the ongoing norms in the civilization where the individual lives to conceive the sense of adulthood (Meydan et al., 2011).

Toda, it is highly important for the organizations that workers perceive justice and experience dense competition. While injustice brings about dissatisfaction, low performance, discontinuity and high labor force transformation, perception of fair justice of the workers brings about satisfaction, organizational commitment, organizational citizenship behavior and lower labor force transformation. Justice is a perceptive concept and judicial decisions might change for something that is fair according to one but not the others (Yılmaz, 2004:7).

2. The Concept of Organizational Commitment

Organizational commitment has become one of the concepts increasing in importance as the competitive environment in the business life is constantly changing and developing today. It is an

extremely important concept for the employees who are the source of production to be successful, to work motivated and to help employers to achieve the desired earnings. Organizational commitment can be achieved by respecting the work done by the employees, ensuring the satisfaction they can meet their basic needs and working in an environment where business peace is ensured.

As a result of transferring the labor, experience and ability available to the employees, the productions of the organizations are realized. There is a close relationship between the quality in the production of goods or services and the qualifications of the employees. Organizations that have a social system feature are combinations of production factors such as raw materials, equipment, and people for the realization of certain goals. Employees have the greatest share in the quality, effectiveness and efficiency of the goods and services. The importance of the employee factor has become a subject that is felt by the organization and its managers as time progresses. Based on the statements made, it is possible to say that the qualities and competencies of individuals working in an organization can be increased, but these factors alone will not be sufficient for success. In addition, it can be said that employees who have a high level of competence and qualifications but have low commitment will not be willing enough to fulfill their duties (Kocabey, 2010: 113).

The main source of the formation of organizations is human. Today, although information technologies have developed and the usual pace of life has doubled, people remain an indispensable element of organizations. To summarize, no matter how technology develops, it needs a mind to direct it.

3. Findings

3.1. Purpose of This Study and Hypothesizes

Purpose of this study is to show four- and five-star hotels in İstanbul and the extent of relation in organizational justice and organizational commitment. Hypothesizes which are to be statistically tested within the scope of this study are:

H1. Notion of organizational justice differentiates due to demographic features.

H1.1 Notion of operational justice differentiates due to demographic features.

H1.2 Justice of distribution differentiates due to demographic features.

H1.3. Notion of person-to-person justice differentiates due to demographic features.

H2. Organizational commitment level differentiates due to demographic features.

H3. There is a distinct relation between organizational commitment and organizational justice.

H3.1. There is a positive relation between organizational commitment and operational justice.

H3.2. There is a positive relation between organizational commitment and justice of distribution.

H3.3. There is a positive relation between organizational commitment and person to person justice.

Hypothesis to test demographic differentiation between organizational justice and organizational commitment are examined within the scope of scientific ethics omit from any kind of manipulations. Gained data is reported directly and interpreted accordingly.

3.2. Scopes used within the Study and Data Analysis

Scopes of organizational commitment and operational justice used in this study. Scope information is indicated below:

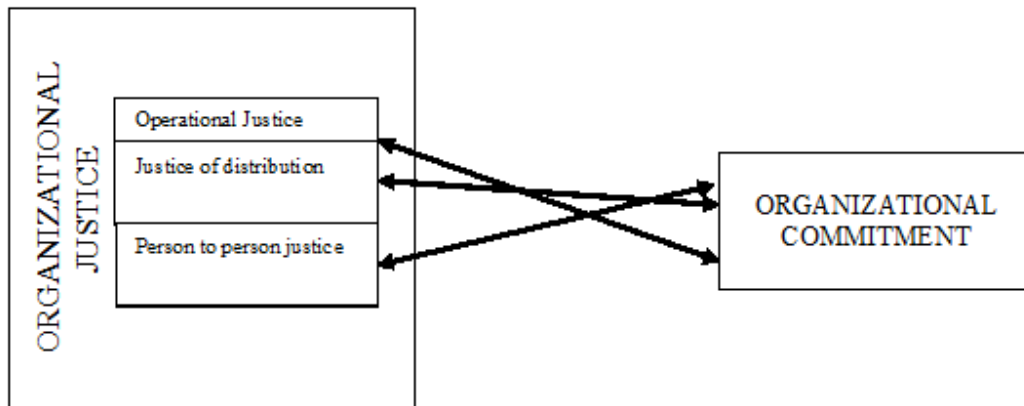
Scopes of operational justice, in order to examine notion of operational justice, 4 dimension notion of operational justice scope developed by Colquitt'in (2001) and translated to Turkish by Karabay (2004) and Özmen, Arbak and Özer Süral (2007) is used. According to this, in operational justice extent there are seven, in justice of distribution in extent there are four, in person-to-person justice extent there are four and lastly in informational justice extent there are five expressions.

Scopes of organizational commitment, this a is a single dimension scope consisted of 6 points prepared by Jaworskia and Kohli (1993).

Field research which forms the third stage of this study, is an applied survey to employees of sector of Hotels in İstanbul, data gained from survey analyzed via SPSS 22 application are reported and interpreted.

3.3. Research Model

Formation of hypothesizes are a result of model and design of the study. Research model is not only a staging of hypothesizes' scheme but also purpose of giving information to researchers about research design.



Scheme 1: Research Model

In this design of research organizational justice and its three sub points, operational justice, justice of distribution and person to person justice factors pointed out in case of relation between organizational justice and organizational commitment.

3.4. Findings of Research and Analysis

This research is formed via the data gained through scopes of organizational justice and organizational commitment. The basic social problem is the assumption of the relation both factors and demographic features of participants. On this point, organizational justice and organizational commitment expressed in a detailed manner and to show what they mean practically data gained through 426 participants to express organizational justice and organizational commitment. Gained data categorized via SPSS 22 application and suitable tests and analyzed accordingly. During the whole process all kinds of manipulations are avoided and anything other than the information which is gained from data is disregarded.

Findings section is consisted of two parts. In first part there are demographic information which are confidence tests and detailed examination of scopes, in second part there are tests of hypotheses.

3.4.1. Portraying Participants and Basic Analysis

In the results of survey 426 participants accepted and data gained from through them. In this case of study examples will be considered and statistical methods will be used to express these examples.

3.4.1.1. Organizational Justice Scale

One of the scales used in this research is aimed at measuring organizational justice. There are 22 questions on this scale.

Table 1: Organizational Justice Scale Basic Statistical Values

Factor	Code	Expression	Average	Standard Deviation
Operational Justice	İA11	Can you express your ideas and feelings during these processes?	3,28	1,03
	İA12	Do you have any influence on the gains made during these processes?	3,31	1,01
	İA13	Are these processes implemented consistently?	3,31	1,10
	İA14	Are these processes implemented without prejudices?	3,52	1,07
	İA15	Are these processes based on accurate and consistent information?	3,37	1,05
	İA16	Would you request correction of the gains achieved through these processes?	3,29	1,10
	İA17	Are these processes in compliance with ethical and moral standards?	3,25	1,07
Distribution Justice	DA18	Can you express your ideas and feelings during these processes?	3,26	1,06
	DA19	Do you have any influence on the gains addressed during these processes?	3,31	1,13

	DA20	Are these processes implemented consistently?	3,32	1,11
	DA21	Are these processes implemented without prejudices?	3,23	1,11
Interpersonal Justice	KA22	Does she/he treat you kindly?	3,30	1,11
	KA23	Does she/he value you?	3,32	1,16
	KA24	Does she/he treat you with respect?	3,17	0,92
	KA25	Does she/he give you unfair comments and criticisms?	3,28	1,04
	KA26	Is she/he sincere in his/her dialogue with you?	3,25	1,08
	KA27	Does she/he explain processes completely?	3,22	0,93
	KA28	Do her/his explanations for the processes make sense?	3,18	0,94
	KA29	Does she/he convey the details of the processes on time?	3,19	1,04
	KA30	Does she/he speak the language that everyone can understand when transferring information?	3,22	1,09

The participants rated each expression of the organizational justice scale, which is a Likert-type scale, from 1 (I do not agree at all) to 5 (I totally agree).

These scores were examined and the arithmetic average of the score given to each expression was taken. A high score indicates that the participants' level of participation in the statement is low, and that it is high indicates that their level of participation is high.

3.4.1.2. Organizational Commitment Scale

Another scale is for measuring organizational commitment. This scale consists of six expressions.

Table 2: Organizational Commitment Scale Basic Statistical Values

Code	Expression	Average	Standard Deviation
ÖB31	I feel that my future is closely linked to this business	3,17	1,01
ÖB32	If it is necessary for the good of the business, I can waive the individual benefit.	3,20	1,10
ÖB33	The ties between my business and my business are extremely strong	3,23	1,06
ÖB34	Overall, I am proud to be here	3,25	1,21
ÖB35	I can voluntarily work beyond my duties for the good of my business when needed	3,24	1,16
ÖB36	I have low or no commitment to my job	3,25	1,12

When the scale values are examined, it is seen that the participants have an above-average perception and behavior in all expressions. This indicates that organizational commitment is above average. In terms of standard deviation values, all expressions are above 1

3.4.1.3. Reliability Test

Reliability is “a measure of consistency in measurement. The measurement results should give similar results when applied in different places. In other words, similar stable results should be obtained in independent measurements. Reliability indicates how accurately a scale measures the property it wants to measure, the productivity and continuity of the scale .“The test must be repeatable and transferable for reliability” (Çakmur, 2012: 340).

Chronbach's Alpha, which is used as a reliability test, determines whether the items are consistent with each other and whether the items measure a hypothetical variable in Likert type aggregated scales, semantic difference scales, Stapel scales, other psychometric tests based on total or average scores, and index type measurement tools composed of compound substances.

Table 3: Reliability Test Values

		Reliability Test	
		Number of Statement	Cronbach's Alpha Value
Organizational Justice		20	,977
Organizational Justice Sub-Dimensions	<i>Operational Justice</i>	7	,946
	<i>Distributive Justice</i>	4	,940
	<i>Interpersonal Justice</i>	9	,951
Organizational correlation		6	,937

Cronbach's Alpha value ranges from 0 to 1, and as it approaches 1, it is understood that the reliability and internal consistency of the data is good. In this study, Reliability analysis was also done for each scale. Alpha value of *Organizational correlation* is observed as 977, while the alpha value of *Organizational Commitment* scale is 937. Considering the reliability levels of the sub-dimensions of the Organizational Justice scale, *Operational Justice* is 946; *Distributive Justice* is 940 and *Interpersonal Justice* is 951. Accordingly, it is possible to say that both scales and sub-dimensions have a high degree of reliability.

3.4.1.4. Normality Analysis

Normality analysis is a test that must be done before other analyzes can be started. As a result of this test, it is decided whether the data is normally distributed and therefore whether parametric or nonparametric tests are applied. Significance value data is normally distributed when its value is greater than 0.05; when it is small, it is believed that it does not disperse normally. In this case, when the data is normally distributed, the t-test (two groups) and ANOVA (containing more than two groups) tests ,which are parametric, are used. If the data is not normally distributed. Mann Whitney U test (two groups) and Kruskal Wallis (containing more than two groups) tests, which are nonparametric tests, are used.

Table 4: Normality Test Values

		Kolmogorov-Smirnov ^a		
		Statistic	df	Sig.
Organizational Justice		,249	426	,000
Justice Sub-Dimensions	<i>Operational Justice</i>	,241	426	,000
	<i>Distributive Justice</i>	,251	426	,000
	<i>Interpersonal Justice</i>	,186	426	,000
Organizational Correlation		,233	426	,000

When we examine the normality test results for this research, it is concluded that the data is not distributed normally in Organizational Justice (and its sub-dimensions) and Organizational Commitment scales (0.00, $p < 0.05$). Therefore, Mann Whitney U and Kruskal Wallis tests, which are nonparametric tests, should be applied for both scales.

3.4.5. Hypothesis Test

In this part of the research, the hypothesis tests of the analyzes that are accepted as reliable and decide which tests to use will be applied. This section is also the section where research results can be seen. First, the difference tests (H1, H1.1, H1.2, H1.3 and H2) and then the correlation analysis (H3) results will be included. The difference tests, the level of perception of the current scale according to demographic conditions and the differences of demographic groups in this perception (if any) are determined. In the correlation analysis, the relationship between organizational justice and organizational commitment is examined.

3.4.5.1. Differentiation of Organizational Justice Level According to Demographic Variables (H1)

In this section, the first hypothesis “H1. Organizational Justice perception differs according to demographic characteristics.” will be examined. In the difference analysis, how the organizational justice level of the participants differs according to the demographic variables will be discussed.

Table 5: Organizational Justice Difference Tests (H1)

Variable Values				Organizational Justice		
Line	Variable	Test	Groups	Average rank score	P	Observation
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	141,87	0,00	There is a difference (p<0,05)
			Between 1965-1979	223,99		
			Between 1980-1999	225,69		
2	Gender	Mann-Whitney Test	Female	233,18	0,00	There is a difference (p<0,05)
			Male	182,98		
3	Education Status	Kruskal Wallis Test	Associate Degree	215,25	0,00	There is a difference (p<0,05)
			Bachelor Degree	220,53		
			Master Degree	36,68		

4	Marital Status	Mann-Whitney Test	Married	130,30	0,00	There is a difference (p<0,05)
			Single	246,13		
5	Income Status	Mann-Whitney Test	Satisfying	276,83	0,00	There is a difference (p<0,05)
			Unsatisfying	112,32		
6	General Experience	Kruskal Wallis Test	0-1 Year	205,65	0,00	There is a difference (p<0,05)
			2-4 Years	170,82		
			5 Years or more	232,18		
7	Experience in Current Work	Kruskal Wallis Test	0-1 Year	212,02	0,52	There isn't any difference (p>0,05)
			2-4 Years	217,82		
			5 Years or more	201,32		

When the analyzes are examined, the following results are obtained:
Date of Birth: Organizational perceptions of organizational justice differ according to the generations they are in. (0,00, p<0,05). Those who were born between 1980-1999 have higher perceptions of organizational justice than others.

Gender: Organizational justice perceptions of the participants differ according to their gender (0.00, p <0.05). According to the average rank score, the perception of organizational justice is higher in women than men.

Status of Education: Organizational justice perceptions of the participants differ according to their educational status(0,00, p<0,05). When their average values are analyzed, those who have a bachelor degree have higher organizational justice levels than associate and graduate students.

Marital Status: Organizational justice perceptions of the participants differ according to their marital status (0,00, p<0,05). When the average values are examined, the organizational justice of the single people is higher than the married ones.

Income Status: Organizational justice perceptions of the participants differ according to their satisfaction with their income. (0.00, p<0.05). Organizational justice levels of those who state that their income is satisfactory are higher than those who state that their income is not satisfactory.

General Experience: Organizational justice levels of the participants differ according to their general experience (0.00, p>0.05). It is seen that those who serve 0-1 years have a higher level of organizational justice than those who serve more.

Experience in Current Work: Based on the time in the current job, it is seen that the organizational justice levels do not differ according to the experience of the participants in the current job (0.52, p> 0.05).

In general terms, it is seen that the level of organizational justice differs according to all demographic variables except for the experience variable in the current job. Hence, the H1 hypothesis is partially accepted.

3.4.5.1.1. Differentiation of Operational Justice Level According to Demographic Variables (H1.1) In this section, the sub-hypothesis “H1.1 Operational Justice perception differs according to demographic characteristics.” will be examined. In the analysis of the difference, how the participants' Operational Justice level differs according to demographic variables will be discussed.

Table 6: Operational Justice Difference Tests (H1.1)

Variable Values				Operational Justice		
Rank	Variable	Test	Groups	Average Rank Score	P	Interpretation
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	150,63	0,00	Difference (p<0,05)
			Between 1965-1979	206,28		
			Between 1980-1999	286,71		
2	Gender	Mann-Whitney Test	Woman	219,97	0,17	Difference (p>0,05)
			Man	203,46		
3	Education Status	Kruskal Wallis Test	Associate	253,96	0,00	Difference (p<0,05)
			Undergraduate	210,96		
			Graduate	42,50		
4	Marital Status	Mann-Whitney Test	Married	132,35	0,00	Difference (p<0,05)
			Single	245,32		
5	Income Status	Mann-Whitney Test	Satisfactory	272,65	0,00	Difference (p<0,05)
			Not Satisfactory	119,01		
6	General Experience	Kruskal Wallis Test	0-1 Year	246,83	0,02	Difference (p<0,05)
			2-4 Years	189,12		
			5 Years and above	220,53		
7	Experience in Current Work	Kruskal Wallis Test	0-1 Year	267,29	0,00	Difference (p<0,05)
			2-4 Years	210,86		
			5 Years and above	194,77		

When the analyzes are examined, the following results are obtained:

Date of Birth: Participants' perceptions of operational justice differ according to their generations. (0.00, p<0.05). Those born between 1980-1999 have higher perceptions of operational justice than others.

Gender: Participants' perceptions of operational justice do not differ according to their gender (0.17, p> 0.05).

Educational Status: Participants' perceptions of operational justice differ according to their educational status. (0.00, $p < 0.05$). When the average ranking values are analyzed, those who graduated from associate degree have higher levels of operational justice than undergraduate and graduate degrees.

Marital Status: Participants' perceptions of operational justice differ according to their marital status. (0.00, $p < 0.05$). When the average values are analyzed, single people have higher operational justice than married ones.

Income Status: Participants' perceptions of operational justice differ according to their satisfaction with their income. (0.00, $p < 0.05$). Operational justice levels of those who state that their income is satisfactory are higher than those who state that it is not satisfactory.

General Experience: The operational justice levels of the participants differ according to their general experience (0,02, $p > 0,05$). It is seen that those who serve 0-1 years have a higher level of operational justice than those who serve more.

Experience in Current Job: Based on the time in the current job, it is observed that the operational justice levels differ according to the experience of the participants in the current job (0.00, $p < 0.05$).

It is seen that those who serve 0-1 years have a higher level of operational justice than those who serve more.

In general terms, it is seen that the level of operational justice differs according to all demographic variables except for the gender variable. Hence, the H1.1 hypothesis is partially accepted.

3.4.5.1.2. Differentiation of Distribution Justice Level According to Demographic Variables (H1.2) In this section, the sub-hypothesis “H1.2 Distribution Justice perception differs according to demographic characteristics.” will be examined. In the difference analysis to be made, how the distribution justice level of the participants differs according to the demographic variables will be discussed.

Table 7: Distribution Justice Tests (H1.2)

Variable Values				Distribution Justice		
Rank	Variable	Test	Groups	Average Rank Score	P	Interpretation
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	160,11	0,00	Difference (p<0,05)
			Between 1965-1979	205,39		
			Between 1980-1999	283,18		
2	Gender	Mann-Whitney Test	Woman	219,81	0,18	No Difference (p>0,05)
			Man	203,71		
3	Education Status	Kruskal Wallis Test	Associate	247,66	0,00	Difference (p<0,05)
			Undergraduate	211,07		
			Graduate	75,86		
4	Marital Status	Mann-Whitney Test	Married	128,67	0,00	Difference (p<0,05)
			Single	246,77		
5	Income Status	Mann-Whitney Test	Satisfactory	272,89	0,00	Difference (p<0,05)
			Not Satisfactory	118,62		
6	General Experience	Kruskal Wallis Test	0-1 Year	242,94	0,04	Difference (p<0,05)
			2-4 Years	191,94		
			5 Years and above	219,73		
7	Experience in Current Work	Kruskal Wallis Test	0-1 Year	263,76	0,00	Difference (p<0,05)
			2-4 Years	214,05		
			5 Years and above	186,98		

When the analyzes are examined, the following results are obtained:

Date of Birth: Participants' perception of distribution justice differs according to their generations. (0.00, $p < 0.05$). Those born between 1980-1999 have higher perception of distribution justice than others.

Gender: Participants' perception of distribution justice does not differ according to their gender (0.18, $p > 0.05$).

Educational Status: Participants' distribution justice perceptions differ according to their educational status. (0.00, $p < 0.05$). When the average ranking values are analyzed, those who graduated from associate degree have higher distribution justice levels than undergraduate and graduate degrees.

Marital Status: Participants' distribution justice perceptions differ according to their marital status. (0.00, $p < 0.05$). When the average values are analyzed, the distribution justice of the single people is higher than the married ones.

Income Status: Participants' distribution justice perceptions differ according to their satisfaction with their income. (0.00, $p < 0.05$). Distribution justice levels of those those who state that their income is satisfactory are higher than those who say that they are not satisfactory.

General Experience: The distribution justice levels of the participants differ according to their general experience (0,04, $p > 0,05$). It is seen that those who serve 0-1 years have a higher level of distribution justice than those who serve more.

Experience in Current Job: Based on the time in the current job, it is seen that the distribution justice levels differ according to the experience of the participants in the current job (0.00, $p < 0.05$). It is seen that those who serve 0-1 years have a higher level of distribution justice than those who serve more.

In general terms, it is seen that the distribution justice level differs according to all demographic variables except the gender variable. Therefore, the H1.2 hypotheses is partially accepted.

3.4.5.1.3. Differentiation of Interpersonal Justice Level According to Demographic Variables (H1.3) In this section, the lower hypothesis “H1.3.The perception of interpersonal justice differs according to demographic characteristics.” will be examined. In the analysis of the difference, how the participants' interpersonal justice level differs according to demographic variables will be discussed.

Table 8: Interpersonal Justice Difference Tests (H1.3)

Variable Values				Interpersonal Justice		
Order	Variable	Test	Groups	Avg. Range Score	P	Comment
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	147,32	0,00	Difference (p<0,05)
			Between 1965-1979	230,05		
			Between 1980-1999	198,64		
2	Gender	Mann-Whitney Test	Female	233,36	0,00	Difference (p<0,05)
			Male	182,70		
3	Educational Status	Kruskal Wallis Test	Associate	201,26	0,00	Difference (p<0,05)
			Bachelor's	224,05		
			Master's	33,14		
4	Marital Status	Mann-Whitney Test	Married	132,92	0,00	Difference (p<0,05)
			Single	245,10		
5	Income Status	Mann-Whitney Test	Satisfactory	276,32	0,00	Difference (p<0,05)
			Not Satisfactory	113,14		
6	General Experience	Kruskal Wallis Test	0-1 Year	191,94	0,00	Difference (p<0,05)
			2-4 Years	171,84		
			5 Years and Over	233,06		
7	Experience in Current Job	Kruskal Wallis Test	0-1 Year	192,45	0,12	No Difference (p>0,05)
			2-4 Years	221,97		
			5 Years and Over	198,59		

When the analyzes are examined, the following results are obtained:

Date of Birth: Participants' perception of interpersonal justice differs according to their generations. (0.00, $p < 0.05$). Those born between 1965-1979 have higher perception of interpersonal justice than others.

Gender: Participants' interpersonal justice perceptions differ according to their genders (0.00, $p < 0.05$). According to the mean rank, it is seen that interpersonal justice perception is higher in women than men.

Educational Background: Participants' interpersonal justice perceptions differ according to their educational status. (0.00, $p < 0.05$). When the average values are analyzed, those who have a bachelor's degree have higher interpersonal justice levels than associate or master's graduates.

Marital Status: Participants' interpersonal justice perceptions differ according to their marital status. (0.00, $p < 0.05$). When the average values are examined, the interpersonal justice levels of the single are higher than the married ones.

Income Status: Participants' interpersonal justice perceptions differ according to their satisfaction with their income. (0.00, $p < 0.05$). Interpersonal justice levels of those who state that their income is satisfactory are higher than those who state that they are not satisfactory.

General Experience: The interpersonal justice levels of the participants differ according to their general experience (0.00, $p > 0.05$). It is seen that those who serve 0-1 years have a higher level of interpersonal justice than those who serve more.

Experience in Current Job: Based on the time in the current job, it is seen that the interpersonal justice levels do not differ according to the experience of the current job (0.52, $p > 0.05$).

In general terms, it is seen that the level of interpersonal justice differs according to all demographic variables except for the experience variable in the current job. *Therefore, the H1.3 hypotheses is partially accepted.*

3.4.5.2. Differentiation of Organizational Commitment Level According to Demographic Variables (H2)

In this section, “H2. Organizational Commitment level differs according to demographic characteristics.” hypotheses will be tested. In this context, all demographic categories will be handled around organizational commitment. Since the data were not normally distributed, Mann-Whitney U and Kruskal Wallis tests were used in these analyzes.

Table 9: Organizational Commitment Difference Tests (H2)

Variable Values				Organizational Commitment		
Order	Variable	Test	Groups	Avg. Range Score	P	Comment
1	Date of Birth	Kruskal Wallis Test	Between 1946-1964	145,66	0,00	Difference (p<0,05)
			Between 1965-1979	231,60		
			Between 1980-1999	193,96		
2	Gender	Mann-Whitney Test	Female	223,56	0,03	Difference (p<0,05)
			Male	197,90		
3	Educational Status	Kruskal Wallis Test	Associate	233,68	0,00	Difference (p<0,05)
			Bachelor's	216,11		
			Master's	36,25		
4	Marital Status	Mann-Whitney Test	Married	139,60	0,00	Difference (p<0,05)
			Single	242,48		
5	Income Status	Mann-Whitney Test	Satisfactory	277,25	0,00	Difference (p<0,05)
			Not Satisfactory	111,65		
6	General Experience	Kruskal Wallis Test	0-1 Year	168,35	0,02	Difference (p<0,05)
			2-4 Years	189,40		
			5 Years and Over	227,96		
7	Experience in Current Job	Kruskal Wallis Test	0-1 Year	177,54	0,01	Difference (p<0,05)
			2-4 Years	225,59		
			5 Years and Over	195,14		

When the analyzes are examined, the following results are obtained:

Date of Birth: Participants' perceptions of organizational commitment differ according to their generations. (0.00, $p < 0.05$). Organizational commitment of those born between 1965-1979 is higher than the others.

Gender: Participants' organizational commitment perceptions differ according to their gender (0.00, $p < 0.05$). According to the average rank score, the perception of organizational commitment is higher in women than men.

Educational Status: Participants' organizational commitment perceptions differ according to their educational status. (0.00, $p < 0.05$). When their average values are analyzed, those who graduate from associate degree have higher organizational commitment levels than undergraduate and graduate degrees.

Marital Status: Participants' organizational commitment perceptions differ according to their marital status. (0.00, $p < 0.05$). When the average values are examined, the organizational commitment levels of single people are higher than married ones.

Income Status: Participants' organizational commitment perceptions differ according to their satisfaction with their income. (0.00, $p < 0.05$). Organizational commitment levels are higher than those who state that their income is satisfactory and those who state that they are not satisfactory.

General Experience: Organizational commitment levels of the participants differ according to their general experience (0.00, $p > 0.05$). It is seen that those who serve 0-1 years have a higher level of organizational commitment than those who provide more services.

When analyzed in general, it is concluded that organizational commitment differs according to all demographic variables. Therefore, the H2 hypothesis is partially accepted.

3.4.5.3. Organizational Justice and Organizational Commitment Relationship (H3)

Correlation analysis is a statistical analysis that reveals the direction and severity of this relationship if there is a relationship between two or more variables. Although the correlation coefficient takes values ranging from -1 to +1 ($-1 \leq r \leq +1$), It is stated that the correlation coefficient values between 0.00 and 0.25 are 'very weak', the values between 0.26 and 0.49 are 'weak', the values between 0,50 and 0,69 are 'medium', the values between 0,70 and 0,89 are 'high', and the values between 0,90 and 1,00 are 'very high'. A positive correlation coefficient indicates that there is a linear relationship between variables, and a negative correlation indicates that there is a reverse relationship (<http://spssisistik.net>).

Correlation test was used to understand the relationship between Organizational Justice and Organizational commitment. "*H3. There is a significant relationship between Organizational Justice and Organizational Commitment*" hypothesis was tested.

Table 10: The Relationship Between Organizational Justice and Organizational Commitment

		Organizational Justice	Organizational Commitment
Organizational Justice	Correlation Coefficient(r)	1	,914**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,914**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

** . Correlation is significant at the 0.01 level (2-tailed).

When the analysis is evaluated, the relationship between organizational justice and organizational commitment is positive and meaningful (0.00, $p < 0.01$). When the relation between the two variables was examined after the p value was found significant; *A significant 0.01-level significant relationship was found between organizational justice and organizational commitment. The correlation coefficient (r) of the relationship is 914, and it is concluded that the relationship is at a "very high" level.*

3.4.5.3.1. Operational Justice and Organizational Commitment Relationship (H3.1) A correlation test was used to understand the relationship between Operational Justice and Organizational commitment. "*H3.1. There is a positive meaningful relationship between Operational Justice and Organizational Commitment.*" hypothesis was tested.

Table 11: The Relationship Between Operational Justice and Organizational Commitment

		Operational Justice	Organizational Commitment
Operational Justice	Correlation Coefficient(r)	1	,859**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,859**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

** . Correlation is significant at the 0.01 level (2-tailed).

When the analysis is evaluated, the relationship between operational justice and organizational commitment is significant (0.00, $p < 0.05$). When the relation between the two variables was examined after the p value was found significant; *A significant 0.01-level significant relationship was found between operational justice and organizational commitment. The correlation coefficient of the relationship (r) is ,859 and it is concluded that the relationship is at the "high" level.*

3.4.5.3.2. Distribution Justice and Organizational Commitment Relationship (H3.2) Correlation test was used to understand the relationship between Distribution Justice and Organizational Commitment. "*H3.2. There is a positive meaningful relationship between Distribution Justice and Organizational Commitment.*" hypothesis was tested.

Table 12: The Relationship Between Distribution Justice and Organizational Commitment

		Distribution Justice	Organizational Commitment
Distribution Justice	Correlation Coefficient(r)	1	,846**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,846**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

** . Correlation is significant at the 0.01 level (2-tailed).

When the analysis is evaluated, the relationship between distribution justice and organizational commitment is positive and meaningful (0.00, $p < 0.01$). When the relation between the two variables was examined after the p value was found significant; *A significant relationship between distribution justice and organizational commitment was found at a positive level of 0.01. Correlation coefficient of the relationship (r) is ,846 and it is concluded that the relationship is at the "high" level.*

3.4.5.3.3. Interpersonal Justice and Organizational Commitment Relationship (H3.3)

Correlation test was used to understand the relationship between interpersonal justice and organizational commitment. "H3.3. *There is a positive meaningful relationship between interpersonal Justice and Organizational Commitment.*" hypothesis was tested.

Table 13: The Relationship Between Interpersonal Justice and Organizational Commitment

		Interpersonal Justice	Organizational Commitment
Interpersonal Justice	Correlation Coefficient(r)	1	,907**
	Significance Value (p)		,000
	Number of Samples (n)	426	426
Organizational Commitment	Correlation Coefficient(r)	,907**	1
	Significance Value (p)	,000	
	Number of Samples (n)	426	426

** . Correlation is significant at the 0.01 level (2-tailed).

When the analysis is evaluated, the relationship between interpersonal justice and organizational commitment is significant (0.00, $p < 0.05$). When the relation between the two variables was examined after the p value was found significant; *There was a significant relationship between interpersonal justice and organizational commitment in the positive direction at the level of 0.01. The correlation coefficient (r) of the relationship is ,907 and it is concluded that the relationship is at a "very high" level.*

Conclusion

In this research, the relationship between organizational justice and organizational commitment in four- and five-star hotel businesses operating in Istanbul was examined. Both concepts are dealt with in relationality to understand the operating climate in the hotel industry. 426 participants took part in the research, the results were obtained statistically. In this section obtained results will be evaluated.

First, when we look at the first hypothesis that organizational justice is differentiating according to demographic conditions, it is concluded that the organizational justice dimension “differs according to demographic variables” either alone or with its sub-dimensions. This reveals that organizational justice does not have the same level of meaning for employees from all walks of life and that some groups are higher in terms of organizational justice than others. In addition to their immutable status such as gender, marital status, which is the leading social identity of a person, their perspective on organizational justice can also change depending on their educational status, income status and working time. In addition, there is a result of the need for efforts to further increase the perception of organizational justice, especially for the personnel working in the hotel industry. Participants declared an average idea about organizational justice, which shows that they do not strongly believe in organizational justice.

When we examine the second hypothesis about organizational commitment, it is concluded that the participants' perceptions of organizational commitment differ according to their demographic status. Indeed, in all demographic categories, it is clearly seen that the participants' perceptions of

organizational commitment differ from each other. This situation, variables such as income status, working time, education level of the participants themselves; and confirms the result that they differ according to variables such as age and gender that they could not intervene. In addition, just as in the perception of organizational justice, it was found that the perception of organizational commitment has values close to the average and expressions are not strongly supported. According to the results of this study, it reveals the fact that the level of organizational commitment in the hotel industry is not very high.

In the third hypothesis that the relationship between organizational justice and organizational commitment is examined, the results emerge as high as possible. Very high values were encountered between each variable that was associated. This means that the perception of organizational justice and organizational commitment show their existence as two triggers. Employees' loyalty increases as the climate of justice prevail within the organization or their perception of justice increases as their commitment to the organization increases. In this case, the relationship between the two concepts has emerged more concretely.

As a result, organizational justice and organizational commitment in the hotel management sector differ according to the demographic characteristics of the participants; it is concluded that both cases maintain their existence in businesses related to each other.

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