

A FIELD RESEARCH ON THE RELATIONSHIP BETWEEN THE REASON FOR JOINING THE UNION AND ORGANIZATIONAL JUSTICE

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ABSTRACT

Researchers attribute the positive perceptions of workers towards unions, organizational environment and the organizational rewards system as being fairer on positive impacts of the unions. This study, which investigates the relationship between unions and organizational justice in a practical way, will help the unions to redefine and renovate themselves. When we look at the data of other international organizations, especially the ILO, unions are increasingly losing members in today's economic order and the rate of unionization is falling. It is a theoretically known fact that the concept of justice has an impact on joining a union. However, this theory needs to be confirmed and this study fulfills this necessity. Now, workers are increasingly in need of union in recent years. Unions are offering a variety of opportunities in the face of injustice, as argued by some studies and industrial relations experts in this area. It is also argued that this is an opportunity for the unions. The rate of joining a union has the greatest effect on operational justice ($\beta = 0.461$), then on distributive justice ($\beta = 0.344$), and on the interactional justice ($\beta = 0.290$) with the lowest regression coefficient.

Keywords: Reason for Joining the Union, Organizational Justice, Path Analysis, SmartPLS

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SENDİKA KATILIM NEDENİ İLE ÖRGÜTSEL ADALET İLİŞKİSİ ÜZERİNE ALAN ARAŞTIRMASI

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Öz

Araştırmacılar, işçilerin sendikalarıyla örgütsel çevreyi ve örgütsel ödül sistemini daha adil şekilde algılamalarının sendikaların olumlu etkilerine dayandırmaktadır. Sendikaların örgütsel adalet ile olan ilişkisi ise uygulamalı bir şekilde araştırılan bu çalışmada sendikaların kendilerini yeniden tanımlamaları ve yenilemeleri adına yardımcı olacaktır. Sendikaların örgütsel adalet ile olan ilişkisini uygulamalı bir şekilde araştırılan bu çalışma da sendikaların kendilerini yeniden tanımlamaları ve yenilemeleri adına yardımcı olacağı düşünülmektedir. ILO başta olmak üzere başka uluslararası örgütlerin verilerine bakıldığında sendikalar günümüz ekonomi düzeninde giderek üye kaybetmektedirler ve sendikalaşma oranı düşmektedir. Adalet kavramını sendikal katılımı etkilediği teorik olarak bilinen bir gerçektir. Ancak bu teorinin doğrulanması gerekmektedir ve bu çalışma bahsedilen gerekliliği yerine getirmektedir. Artık işçiler son yıllarda sendikaya daha fazla ihtiyaç duymaktadır. Yapılan bazı çalışmalarda ve endüstri ilişkileri uzmanlarının da savunduğu gibi adaletsizlik karşısında sendikalar çeşitli fırsatlar sunmaktadır. Bu durumun sendikalar için fırsat olduğu da ifade edilmiştir. Sendika katılım nedeni en fazla işlemsel adaleti ($\beta=0.461$), daha sonra dağıtımsal adaleti ($\beta=0.344$) ve en düşük regresyon katasayısı ile Etkileşimsel adaleti ($\beta=0.290$) etkilemektedir.

Keywords: Sendika katılım nedeni, Örgütsel Adalet, Yol analizi, SmartPLS

INTRODUCTION

Conducted researches define organizational justice in a broad way; the perception of injustice in the organizational environment. Therefore, this concept is related to the organizational process, because the fair treatment of union members in their workplace is perhaps the most important goal of unionization. Researchers attribute the workers' perception of the union, the organizational environment and the organizational rewards system in a fairer sense on the positive effects of the unions. Organizational justice is also related to the union organization process because the union is concerned both with employee satisfaction and organizational commitment. It is also expressed in different studies that the demand for joining union is high, employee dissatisfaction and organizational commitment are low (Simpson and Kaminski, 2007, p.61). From this perspective, it can be said that; the feeling of being treated unfairly in organizations can be eliminated through unionization.

The unions must be involved in the process by adhering to the historical development of the class, society and market based explanandum, the social structure they live in, and the industry. The unions should work as putting justice in the center of orientation both in Turkey and in the world. Only with this purpose, they can find a strong and functional ground again. The strategy that the unions should pursue is to regain the role of being sword of the justice and redefine themselves according to this ideal (Yıldırım, 2008, p.205). If the unions do not adapt themselves to the changing social and economic structure, they will continue to lose their members and will become ineffective organizations in the industrial system. When the unions lose their strength, this will not only affect the unions. In the middle and long term, all sectors will be negatively affected on the aspects of democracy, human rights and fair distribution of income. The most natural and legitimate way for the union members to reveal themselves will be realized by performing the function of claiming for rights and justice.

In the light of this information, this study, which investigates the relationship between unions and organizational justice in a practical way, will help them to redefine and renovate themselves.

THE UNION, TENDENCY AND THE REASON FOR JOINING THE UNION IN ENTERPRISES

What is a union? In the 1900s, Sidney and Webb in their writing titled the Trade Union Initiative presented the principles of the union in the following way: "The union is defined as a *permanent association* established to improve

and maintain the employment conditions of wageworkers". The union is also referred as the *mutual insurance* in the later analytical works. Another principle of the union is *collective bargaining*. In order to provide *legal sanctions*, the unions have created pressure on the governments within the framework of law (Gumbrell and Hyman, 2013, p.1). Considering the establishment and development process of the union, it is an organization that protects the social and economic rights and interests of its members, while at the same time providing their expenses through membership dues (Akyigit, 2013, p.42). Unions emerging as a class struggle and a reaction to the way in which the capitalist mode of production was shaped by the first years of the industrial revolution became an important actor of the social model with the formation of the system of industrial relations (Özaydın ve Han, 2014, p.58).

An employee's commitment to the union, the level of loyalty, and the commitment to join in union activities represent the level of union loyalty. The employee's decision to participate in union activities will be directly affected by the expectation that the union will improve on the general working conditions (Bayar, 2016, p.190). The reason for the existence of the unions; to protect, develop and enhance the economic, democratic and political rights of its members and to overcome their professional problems. The loyalty and beliefs of the union members that are the power source of the union struggle are determining in this sense. If a union consists of members who do not trust the union and who do not have a loyalty to it and who do not have a strong sense of union identity, it will cause the union to be weak in its struggle (Demirtaş et al., 2015, p.80). If the tendency to join the union is only to fill the membership documents, it will not be enough for the struggle of the union gains. One of the reasons of joining the union is the area of struggle for the right to work.

Why do workers become members of the union? The answer to this question can be given in many different ways. However, we know for certain that they cannot join the union because they have a satisfactory relationship with the workers. The most important reason for workers being members of the union is to protect themselves from the injustice of the employer. There have also been many negative changes that can be considered as justice determinants over time. Looking at industry relations, it is possible that increased job insecurity and provisional employment forms increase injustice treatments, and in such an industry relationship, union orientation can increase (Sword, 2016, p.1214). From this point forth, individuals will get disturbed in all spheres of life when faced with injustices. The quest for justice is a difficult process in today's world. By participating in a working union an individual that cannot afford to make the quest for justice on its own, can fight

against giant corporations and governments in search of justice. As a result, we can say that joining in a union is a sense of justice for the worker.

ORGANIZATIONAL JUSTICE

Organizational justice bases its roots on the theory of equality by Adams (1965). Justice theory is an important research area for the organizational science. Members of the organization were in the expectation of the distribution of operational justice and prizes, and the violations that occurred during this distribution create negative feelings for the individuals. For this reason, organizational justice and all affecting / affected business processes are being intensively examined by researchers (Khan et al., 2015, p.235).

Social change and equality theories emphasize the conceptual significance of perceived injustice; for this input (Adams, 1965), focusing on the reciprocal nature of "reciprocity" (ie, time, skill and effort) in relation to the perceived benefit (eg, wage, appreciation and recognition) seen by the individual; in the context of organizational change and uncertainty, whether emotions of equality and justice are related to employees' reactions, attitudes and behaviors is an important consideration. Indeed, it has been argued that the perceptions of justice and equality can be more evident in times of organizational change and uncertainty (Hassard et al., 2016, p.2).

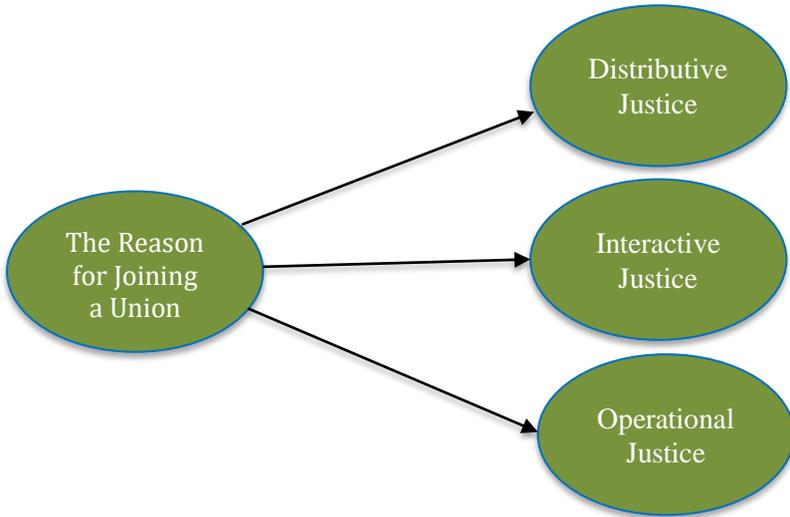
Organizational justice expresses the relationship between the sense of justice and people's work attitudes and behaviors. Colquitt, Greenberg and Zapata-Phelan state that in the body of literature there are four different dimensions of organizational justice; organizational justice approach consists of dimensions of distributive justice, operational justice, interactive justice, and integrative justice. Distributive justice focuses on outcome-oriented justice. The operational justice dimension focuses on whether the decisions made by the management levels are fair or not. It is the interactive justice that focuses on the interpersonal behavior of the authorities in planning and implementation. On the other hand, the dimension of interactive justice examines the impact on attitudes and behaviors of workers who work together and in interaction (Brockner et al., 2015, p.103).

Concept of organizational justice; can be expressed as the positive perception of the savings and practices of the managers in relation to the organization and the individuals by the individuals in the organization. In another words, organizational justice; can be expressed as the way employees perceive the processes such as pay, prizes, punishment, promotion, assignment to new tasks, how the content of this practice will be, or how these practices will be announced to employees (İçir, 2010, p.69).

RESEARCH MODEL

The research model is based on the assumption that the reason for joining a union is related to the sense of justice that exists in an enterprise.

Figure 1. Research Model



In a study on organizational justice perceptions on retail sector employees, the perceptions of organizational (in)justice of workers who are member of a union and who are not has been measured and findings showed a high level of injustice in the sector. Unions offer a variety of opportunities in the face of injustice, as some industry experts have argued. Now, workers are increasingly in need of union in recent years. It is also stated that this is an opportunity for unions (Sword, 2014, p.80).

In a study examining the relation between the Islam and industrial relations; it has been stated that the religion supports unionism and researchers have supported it for some reason. It can be argued that Islam is an important way to resist against injustices and supports unionism (Murat et al., 2016, p.1042).

In a study comparing organizational justice and performance relation, it was determined that there was a significant difference in performance relation between being member of a union and organizational justice and performance (Alkış ve Güngörmez, 2015, p.951).

There are other studies in the field literature that have investigated this relationship. It is evident that the existence of a theoretical relationship between these two structures is fixed. Our study will explain the relationship between these two structures with a structural model using the partial least squares method.

Research Methodology

Method of the Research

This study was conducted to determine the relationship between workers' reason for joining the union and organizational justice sub-dimensions. The data of the survey were collected from the municipality employees in the province of Ankara.

While the survey for research was being prepared, studies in the field related to the variables making up the research model were reviewed. Scales that determine the relationship between the variables were revealed depending to this review. Survey questions are of the Likert-type of response scale with 5 points (1 = strongly disagree, 5 = strongly agree).

Research Scale

Expressions related to the variable of reason for joining a union used in this study were obtained by creating expressions from inferences in various studies in the field. The "organizational justice" scale, another scale used in the study, was taken from the study of Yeniceri et al. (2009, p.90).

The list of scales used in the survey is shown in Table 1. The Cronbach Alpha values, which express the reliability of the measuring tool, are shown in Table 2. As shown in Table 2, the Cronbach Alpha values of the scales are above the threshold value of 0.70.

Research Sample

The survey sample is composed of workers from different municipalities in Ankara. The study used random sampling method. Surveys were distributed to the 200 workers and 98 of them answered the questions. In the evaluation process, 34 surveys were not taken into consideration due to the missing and only one marked responses.

The age range of participants in the study was 76.5% of the age group 20-28, 4,4 % of the age group 29-37, 9,6 % of the age group 38-46, 5,1 % of the

age group 47-55, and 4,4 % of the age group above 55. 82% of the participants were male, 18% were females. The marital status of participants is; 72% were married, 18 % were single. The education level of the participants is 48.3% high school graduate, 41.4% university graduate and 10.3% left the option blank. When the level of income is examined, 10,3% are between 1400-2000 liras, 48,3% are between 2001-2500 liras, 41,4% are between 2501-3000 liras and 10,3% are earning 3001 and more. When we look at the constrain of union membership, 93% are member of a union while 7% are not. While 82% of the participants take part in the union activities, 22% do not. When the seniority level of the participants is examined, it is seen that the employees who worked less than 5 years were 18,8%, those who worked 5-10 years were 59,4%, those who worked 10-15 years were 15,6% and those who worked 15-20 were 6.3%.

Analysis and Findings

Analysis was performed using Smart-PLS 3 software for structural equation modeling (Ringle et al., 2015). There are different approaches for the Structural Equation Model (FE). The first approaches are covariance-based structural models with software packages such as AMOS, EQS, LISREL and MPlus. The second approach is structural modeling with Partial Least Squares (CALC) using PLS-Graph, VisualPLS, SmartPLS and WarpPLS software focusing on variance analysis. This analysis can also be done with "r" software. The third approach is a component-based structural equation model known as Generalized Structured Component Analysis (GSCA) (Wong, 2013, p.2).

In this study, the path model was used with the SmartPLS analysis approach which defines the relationship between variables and indicators. This approach is very important for the accurate understanding of the results. The deductions from this approach are not 100% valid. Since the complexity of the real world is difficult to overcome, this approach has also missing points. The path models express the hypothesis and explain the effect of the different hypotheses expected from the model. Researchers demonstrate hypotheses that can be verified or unverified by this approach (Sender and Pohey, 2014, p. 348).

Table 1. Descriptive statistics: Average, Standard Deviation, Reliability, and Correlation

| Variable | Number-Reliability Of Questions(α) | Average a (μ) | Std. Dev. | Correlations | | | |
|--------------------------|---|---------------------|-----------|--------------|-------|------|------|
| | | | | 1 | 2 | 3 | 4 |
| 1) Reason for Union Part | 16 | .946 | | 1.00 | | | |
| 2)Distributive Justice | 8 | .952 | | .344* | 1.00 | | |
| 3)Operational Justice | 6 | .832 | | .461* | .524* | 1.00 | |
| 4)Interactive Justice | 4 | .898 | | .290* | .550* | .679 | 1.00 |

* $p < .01$

MEASUREMENT VALIDITY AND RELIABILITY

In the study conducted, composite reliability scales were used. In the calculation of the reliability coefficient (CR) and calculated average variance (AVE) coefficients were used as a goodness of fit criterion. From Table 2, it can be seen that the PLS based composite reliability (CR) value is above the compliance good threshold of 0.70 and that the AVE values exceed the goodness of fit threshold of 0.50 for all measurement analyzes.

In addition, the convergent validity was analyzed by calculating the standardized burden of the measurements on the relevant concepts, and measurements were found to have a standardized loading exceeding 0.60, with the exception of a variable (c8 = 571).

Validity evaluation of the reflective measurement model focuses on convergent and discriminant validity. For convergent validity, researchers must examine the average variance (AVE) obtained. According to Fornell and Larcker, an AVE value of 0.50 or higher indicates sufficient convergence validity, that is, covert variables (constructs) explain more than half of the variances in the indicators. It also assumes that a covert construct shares more variance with the specified indicators when compared to another covert variable in the structural model. For discriminatory validity, two measures that are the AVE's square and correlation of the latent structures have been taken. For each structure, the correlation values should be lower than the square root of the AVE to obtain the validity of the measurement model (Afthanorhan, 2013, p.200), and our analysis that fulfill this condition provides the validity and reliability compliance criterion.

Table 2. Factor Loads, Composite Reliability, Calculated Average Variance

| Scale/Variable | Weight Values | Copmosite Reliability (CR) | Calculated Avarege Variance (AVE) |
|--|---------------|----------------------------|-----------------------------------|
| The Reason for joining Union | | .952 | .555 |
| Unions better protect my personal rights | .756 | | |
| Unions better defend their members on the legal ground | .784 | | |
| Unions advocate members' rights and freedoms | .802 | | |
| Helping me use my legal rights effectively | .811 | | |
| Impressive talk of union representatives | .665 | | |
| Leaders of trade unions carry effective leadership qualities | .795. | | |
| The personality traits of local representatives of unions are liked | .764 | | |
| All my friends around me are union members | .571 | | |
| Bringing people around the same feeling | .678 | | |
| Following educational developments for me | .703 | | |
| Becomes an instrument for increasing my professional level | .801 | | |
| Increasing job security of members of the union | .814 | | |
| Members earning more than their dues | .690 | | |
| Union is active in joining governance in my workplaces | .751 | | |
| Better wages and work opportunities for workers | .734 | | |
| Unions increase the general welfare of the society | .755 | | |
| Distributive Justice | | .960 | .750 |
| When my manager decides about my work, he/she treats me respectfully or protects my dignity. | .758 | | |
| When the manager decides on the work, he / she is sensitive to my personal needs. | .843 | | |
| When my manager decides on the work, he/she treats me honestly. | .925 | | |
| When my manager decides on the work, he/she respects my rights as an employee. | .857 | | |
| When my manager decides on the work, he/she discusses the impact of decisions to be made with me | .892 | | |
| When my manager decides on the work, he/she also offers acceptable reasons. | .872 | | |
| When my manager decides on the work, he/she has a logical explanation of the job. | .908 | | |

| | | | |
|--|------|------|------|
| When my manager decides on the work, he/she has the necessary clarifications | .861 | | |
| Operational Justice | | .869 | .532 |
| My work schedule is quite fair. | .818 | | |
| I think the wage I get for work is fair. | .574 | | |
| I think the workload is pretty fair. | .859 | | |
| I think the awards and prizes I received are fair. | .516 | | |
| I think my work responsibilities are fair. | .788 | | |
| Business decisions made by the manager do not raise doubt. | .754 | | |
| Interactive Justice | | .926 | .758 |
| The opinions and ideas of the employees are consulted before the decision is taken. | .819 | | |
| Business decisions are made after a accurate and complete collection of information. | .927 | | |
| Administrators will provide the necessary information if employees request them. | .923 | | |
| Employees are free to oppose or approve decisions made by managers. | .806 | | |

Hypothesis Results

Hypothesis test results are shown in Figure 2 and Table 3. All the hypotheses related to the research based on the values shown are accepted and supported. In the research findings, it can be said that there was a positive ($\beta = .290$, $p < 0.01$) and a meaningful relationship exists between the reason for joining a union and distributive justice ($\beta = .344$, $p < 0.01$), and operational justice ($\beta = .461$, $p < 0.01$), and interactive justice ($\beta = .290$, $p < 0.01$), and that the hypotheses H1, H2 and H3 are supported.

Table 3. Hypotheses Results

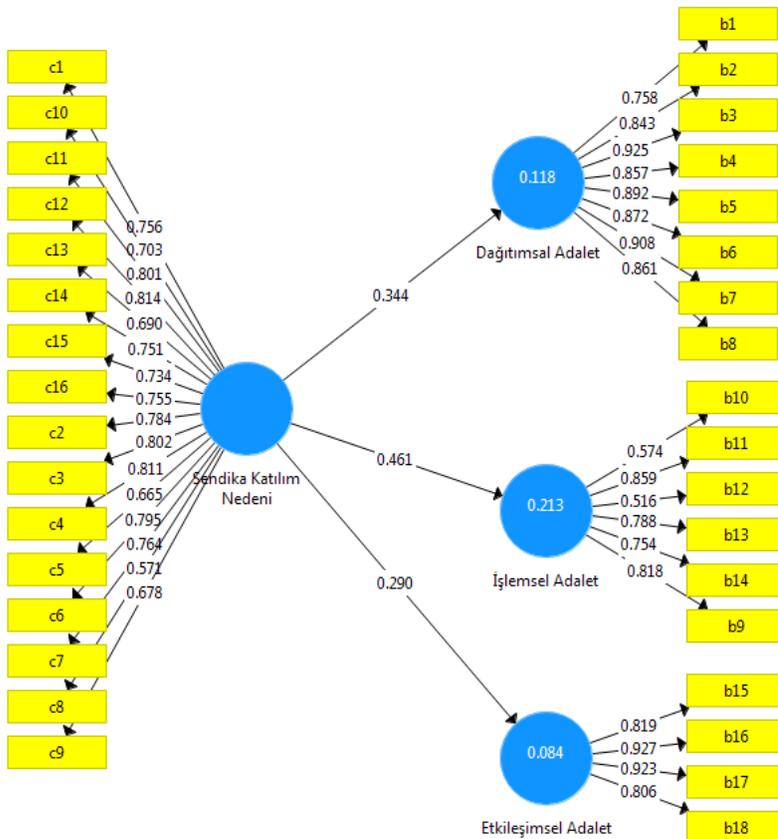
| Hypoteses | β Path Value | T-value | Results |
|--|--------------------|---------|-----------|
| H ₁ (+) The Reason for Joining a Union → Distributive Justice | .344 | 2.909 | Supported |
| H ₂ (+) The Reason for Joining a Union → Operational Justice | .461 | 1.932 | Supported |
| H ₃ (+) The Reason for Joining a Union → Interactive Justice | .290 | 5.312 | Supported |

R^2 (Distributive Justice) = .118, R^2 (Operational Justice) = .084, R^2 (Interactive Justice) = .213, Q^2 (Distributive Justice) = .142, Q^2 (Operational Justice) = .108, Q^2 (Interactive Justice) = .096

STRUCTURAL MODEL

The internal determining coefficient is a measure of the predictive accuracy of the R^2 model. R^2 represents the total effect of the exogenous variable on the internal value. This effect gives an estimated accuracy between 0 and 1. R^2 value means 0.75 medium, 0.50 medium, and 0.25 weak level (Hair et al., 2014: 113). The path coefficients indicate the size of the effect, but it does not provide much benefit in comparing the effect sizes between the models since the number of explanatory variables and the correlations between them are affected. As a solution, the Cohen effect size is considered as strong, moderate and weak, respectively, above 0.35, 0.15 and 0.02 (Henseler, 2017, p.186).

Figure 2. Research Model Results



Taking these assessments into consideration and examining the model in Table 3 and Figure 2 in general, R^2 , which is the internal variable determining coefficient of the model, has taken moderate values, and if the values are not very close to 1, it means that the path model has estimated moderate performance. According to the results in Table 3 and Figure 2, the reason for joining a union consists of 12% of distributive justice ($R^2= .12$), 8% of operational justice ($R^2= .8$), and 21% of the interactive justice ($R^2= .21$) explaining that the R^2 values in them have moderate effect. According to these explanations, the R^2 values are generally moderate, ie the effect levels are medium values.

However, the value of Q^2 is compared to zero. It expresses the predictive explanatoriness characteristic of the model, showing the explanatory level of the model (Hair et al., 2014, p.114). The Q^2 values for the model have values higher than zero and accordingly the research model has an estimated explanatory characteristic.

RESULT

If the importance of the union is a crystal-clear fact in terms of industrial relations, the social significance of the contemporary unions can not be ignored. Strong and functional unions will make very significant contributions to the socio-economic development of the country. Unions are strong to the extend of the number of their members. The level of commitment of the members to the union is another important variable to further increase this power. Looking at the data of other international organizations, especially the ILO, unions are increasingly losing members in today's economic order and the rate of unionization is falling. According to the field literature review, it is determined that the most important reason for joining a union is to eliminate the injustices through organized structure. It is a theoretically known fact that the concept of justice affects joining a union. However, this theory needs to be confirmed and this study fulfills the requirement mentioned.

The conclusion reached through the findings of the conducted study is that there is a positive relationship between reason for joining a union and organizational justice. This relationship has been demonstrated through the partial least squares method and the SmartPLS package program.

The tendency of joining a union has a positive and significant effect on the operational justice dimension with a maximum of 0.461 regression coefficient from operational justice dimensions. As a result of this; the employees of the organization are in expectation for participating in the decision-making process of the organization in which decisions are taken impartially. When tendency of joining a union increases by 1 unit, it can be interpreted as 46% positive change in operational justice dimension. Another point of

view suggests that union members tend to participate because they have faced with injustice treatment in the decision-making process of the organization.

Distributional justice of tendency of joining a union has a positive and significant effect with a coefficient of 0.344. In other words, the intention to eliminate injustices that occurred in the expectation of employees to get paid for the value they contribute to the organization can be called as 34%.

The dimension of organizational justice, that joining a union has least effect on, is the dimension of interactional justice that emphasizes the social aspect of organizational justice. When we consider that the level of influence (the coefficient of regression) is 29%, the workers who works on the social dimension of the sample in which the sample is collected can be said to have a higher sense of justice.

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