



## Organizational Justice: A Conceptual Examination

*Mehmet Özgür Yılmaz; Eyüp Sadik Yalçın; Murat Zencirkiran*

Doğantepe Primary School, Turkey

### ABSTRACT

As a result of the changing competition conditions and the development of technology, competition conditions in businesses have become very difficult. Businesses carry out various studies in order to reach the targets they have determined and to increase the employee performance. It has been observed that the concept of justice is very important in studies on businesses. One of the most important elements that increase the motivation of employees in achieving organizational goals is defined as organizational justice. Employees' perception of organizational justice directly affects their motivation. For this reason, various applications are carried out in order to develop the perception of organizational justice in a positive way. It is a very important issue that employees with the same status have equal rights within the scope of organizational justice. Human resources and managers of the enterprise have great duties in ensuring organizational justice. Looking at the literature review, it is observed that there are many studies on the concept of organizational justice. According to the data obtained as a result of these studies, the positive perception of organizational justice has a positive effect on increasing employee motivation. Based on this information, organizational justice: a conceptual study topic was examined in this research. the aim of the research; The aim of this study is to investigate the concept of organizational justice and to determine its effect in businesses. In line with this goal, studies on organizational justice have been examined in the literature. It is expected that this research will bring different perspectives to similar studies on organizational justice.

Keywords: Justice, Organizational Justice, Competition

### ENTRANCE

With the effect of globalization and the advancement of technology, the conditions of competition are getting harder day by day. Employees need a fair organizational structure in order to increase their performance and motivation in the organization. Businesses carry out various activities in the organizational field in order to maintain their continuity and increase employee motivation. Employees' commitment to the organization is very effective in providing competitive advantage. One of the important factors in turning the competition into an advantage and ensuring its continuity is expressed as organizational justice. Having the concept of justice among the employees in the enterprise ensures that the employees feel valued and have a say in the management (Çakır., 2006).

One of the most important factors affecting the commitment and loyalty of the employees to the business has been determined as fair practices. The concept expressed as organizational justice emerged within the scope of equality theory. The importance and goals of the concept of organizational justice in the benefits of human resources to the organization and organizational gains are clearly stated. Employees benefit the business through their work experience and training. In return, they expect behaviors such as status, wages, bonuses, organizational recognition and fair treatment. Within the scope of equality theory, employees struggle to achieve organizational goals with the gains they have obtained as a result of their own work (Erdoğan., 2002).

Bringing the perception of justice to the forefront in the business where the individual works enables the individual to develop loyalty towards the organization to which he or she is affiliated. Looking at the literature review, it is observed that there are many studies on the concept of organizational justice. However, on the basis of these researches, it is stated that the concept of organizational justice is a very important concept in order to increase the performance of the enterprise and increase the competitive conditions. The concept of organizational justice includes information about the distribution of rewards and punishments applied in organizations and how they are made in distribution decisions. Looking at the practices within the organization; It has been observed that when employees' perceptions of justice develop positively, their commitment to their work and goals is high. In order to clearly observe the results of justice in businesses, it is necessary to implement justice-themed practices (İşcan., 2005).

Organizational justice develops depending on the practice activity of the employees in the organization by considering the practices, rules and events within the scope of the principle of justice. Organizational justice is the realization of the decisions made by the employees and the managers of the organization. Another expression of organizational justice is defined as the perceptions of employees about the system, task distribution, transaction and interaction within the organization. If there is no organizational justice within the enterprise, the realization of the objectives within the organization is disrupted (Özen., 2002). At the same time, there is a negative development of employee performance within the enterprise. The salaries, bonuses and additional payments received by the employees in line with the work they have done should be distributed fairly. At the same time, it is necessary to distribute the rights of the employees within the enterprise in a fair way in line with the contracts they have made. Managers have a great responsibility

in the implementation of organizational justice within the enterprise. Managers should distribute the rights of the employees equally and improve the perception of organizational justice in a positive way in order to increase the motivation of the employees (Saunders and Akova., 2008).

Based on this information, a conceptual study of organizational justice has been determined in this research. In the research, literature information about organizational justice is included. In the first part of the study, the concept of organizational justice, the importance of the concept of organizational justice, the theoretical approaches to the concept of organizational justice are given. In the second part of the study, the dimensions of organizational justice and the factors affecting organizational justice are emphasized. In the last part of the study, studies on organizational justice in the literature are presented to the reader. With the development of technology, competition rates among businesses have increased. For this reason, managers and researchers have searched for different solutions in order to increase the success rates of enterprises. As a result of the researches, it is reported that the concept of organizational justice is a very effective factor in the competitive advantage of the business. For this reason, the examination of organizational justice and what organizational justice will bring to the business are expressed as a subject that illuminates the literature. It is expected that this research will guide similar studies on organizational justice.

## 1. THE CONCEPT OF ORGANIZATIONAL JUSTICE

Organizational justice is a concept that is frequently expressed in studies in the field of management and business. The concept of justice has come to the fore as a subject studied by thinkers such as Aristotle, Plato, and Socrates. The concept of justice is defined as an expression of truth and righteousness. Today, the concept of justice is determined as a concept that expresses the honesty of individuals and that any action or behavior is in accordance with justice. In social life, people are expected to be just. It is quite normal for people to expect justice in the field they work in order to meet their social and physical needs (Iyigun., 2012).

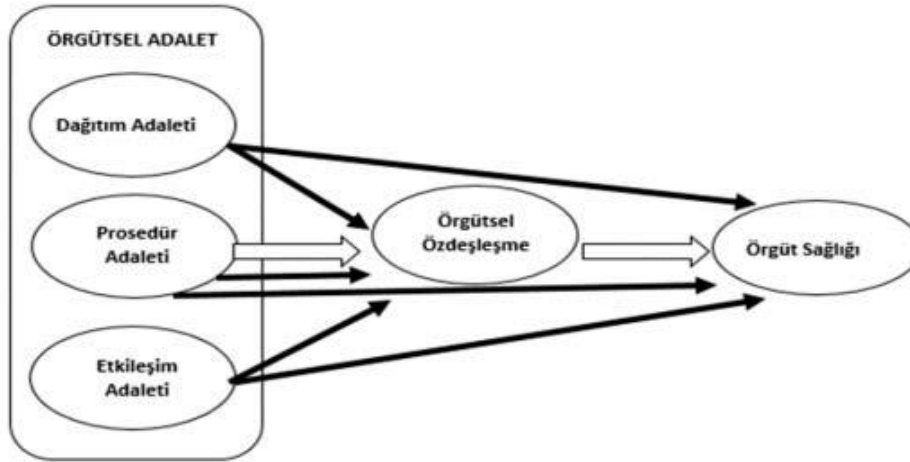


Figure 1: Formation of Organizational Justice (Iyigun., 2012).

The provision of organizational justice in the organizational environment is explained by the fairness behavior of managers or human resources. It refers to the management of organizational justice workers regarding variables such as compliance with overtime, distribution of duties, wage levels and reward distribution. It is possible to talk about the concept of organizational justice in the evaluation process of managerial decisions (Yürür., 2008). When examined from this perspective; The concept of organizational justice refers to the practices of organizational management and decision-making processes. The main point that makes organizational justice important in literature reviews; affect employee motivation and performance. The main goal of businesses; to achieve organizational goals and to ensure company continuity. For this reason, it is a very important issue that employees' organizational justice perceptions develop positively. The concept of organizational justice; It includes processes such as the way in which subjects such as punishments, rewards and promotions of the employees in the organization are made, the way they make decisions, and how the decisions are communicated to the employees (Taşkıran, 2010).

Organizational justice is of great importance for businesses. Because fair behaviors within the enterprise affect employee productivity positively. Organizational injustice can cause behaviors such as slowing down, irritability and stealing in employees. At the same time, the concept of organizational justice; It causes employees to develop a perception about how much value is given to them (Şahin & Kavas., 2016). The way managers and human resources express themselves is a very important issue regarding organizational justice. In order for employees to feel safe in their organizational working environment, they need to develop their perceptions of justice in a positive way. In this respect, organizational justice reveals the basic goals of organizational management. Considering the studies in the literature on the concept of organizational justice; It is observed that the way employees reach organizational goals in organizational justice environments is quite easy, and their satisfaction in business environments increases (Koçel., 2009).

### ***1.1. The Importance of the Concept of Organizational Justice***

The concept of justice in social life is a very important issue. Behaviors of employees differ according to their perception of justice. The concept of organizational justice is very important in terms of being effective on the productivity rates of the employees. There are basically three reasons for the emergence of the concept of organizational justice. The first of these; The concept of justice is a social phenomenon. Justice is one of the expectations of people in daily or organizational life. Fairness is defined as a very important concept in the positive development of human relations. Another important aspect of the concept of organizational justice is that it provides the development of communication and perception between the business and the employee. If the business treats its employees fairly, a positive perception develops between the business and the employees. This situation positively increases the commitment and loyalty of the employees to the business (San., 2017).

Businesses should put organizational justice first in order to increase their performance and provide competitive advantage. The third importance of organizational justice is that it is effective in raising more qualified and educated personnel in the transformation towards a more educated and experienced workforce. It has been observed that organizational justice is quite effective in the development of feelings of sincerity and respect in businesses. Organizational justice realizes the provision of justice in all aspects among the employees within the enterprise. Behaviors such as the management's equal treatment of all employees and the giving of what they deserve are effective here. Otherwise, employees think that there is no justice in the business they are in and reveal situations such as relaxation and reluctance (Irak., 2004).

Injustice causes the business to suffer losses in the long run and to be adversely affected by the competitive environment. This situation puts the business in a difficult situation both financially and morally. As a result of this, there are situations such as the emergence of negative behaviors in the organization, the failure of the organization to achieve its goals, the closure or bankruptcy of the business. It is of great importance for the continuity of the business that the employees in a business think that they are treated fairly. Organizational justice is very important in terms of being effective on issues such as organizational commitment, job satisfaction, and work performance of employees (Beugre., 1998).

### ***1.2. Theoretical Approaches to Organizational Justice***

Approaches to organizational justice have independently derived from two different approaches, namely the process content dimension and the reactive proactive dimension. These approaches have led to the formation of different theories within themselves. The reactive theory of the concept of justice is defined as the attempts of employees to avoid unfair practices. In such theories, it is observed that unfair practices are generally examined. On the other hand, in proactive theories, it is observed that employees design various behaviors in order to provide justice. These theories cover all applications from the process of making applications to their results. Looking at the process values related to justice, it is observed that the focus is on gains such as promotion and wages. It is observed how fair the procedures are while taking ideas about organizational decisions or implementing decisions (Çöp., 2008).

When the gains in content theories are examined, general evaluations are made about the states of being fair. In the light of this information, it is observed that organizational justice approaches are different from organizational justice dimensions (Greenberg., 1990). In order to better understand the concept of organizational justice, examining organizational justice approaches will be beneficial for the study. Organizational justice approaches are examined under three main headings: proactive theories, reactive theories and process theories. In the next part of the research, theoretical approaches related to organizational justice are explained in order.

#### ***1.2.1. Proactive Theories***

Proactive theories are examined by the way employees in the business react to fair and unfair practices. Proactive theories are defined as the opposite of reactive theories. Within the scope of proactive theories, the struggles of employees to ensure justice and to realize fair earnings distribution are mentioned. At the basic point of this classification, it is observed that the theory of justice and judgment is examined. According to the scope of justice and judgment theory, employees strive for a fair distribution of gains. The concept of fair distribution is examined within the scope of the principle of proportional equality with the struggle of the employees in the working environment. It is observed that the distribution of gains is realized according to the situations that the employees have encountered in the enterprise (İçerli., 2010).

In order to ensure justice within the scope of proactive theory, it is necessary to adhere to the principle of equality. It is observed that the motive of justice is taken as the basic principle in the proactive content theory. According to the justice motive theory, the main concern of employees is whether justice should be provided. In his study, Lerner stated that there are four principles of justice in order to explain his proactive theory. These principles are respectively; competitive justice principle, equality justice principle, equal-based sharing justice, real justice principle. It is very important for the motivation of the employees in the organization to have equal rights with other employees and to see the value they expect. For this reason, proactive theory applications are recommended for businesses to increase their productivity levels (Halis and Akova., 2008).

When the studies on organizational justice are examined, it is observed that the benefits such as incentives, salary and seniority are equally shared among those who deserve it. However, in some studies, it has been observed that the managers who perform the application of reward distribution sometimes make distributions that violate the equal sharing rule. For example; It has been observed that the gains are not distributed to the employees in proportion to their contributions, on the contrary, it is shared equally to everyone who deserves or does not. It is observed that the justice-judicial model has been

formulated within the scope of the equality rule. It is essential to give the deserved awards to the deserving employees in the enterprises. The realization of this practice shows the existence of justice within the organization (Yavuz., 2010).

Employee behavior and organizational ethics are very important issues related to reward distribution decisions. Many researchers have shown that reward distribution has positive effects on employee behavior and motivation. For example, in order for the social harmony to continue among the employees, it is necessary to implement the fair distribution practice. Frequent and equal distribution of rewards within the enterprise ensures increased productivity in the long run. The decisions of the manager made within the scope of the principle of equality bring high motivation and performance levels. There are studies showing that the distribution of incentives is also affected by privacy. In situations of confidentiality, it is not possible for managers to exaggerate the rewards of the worst-performing employees. The secret distribution of rewards reduces the attitudes of conflict and hostility among employees (İçerli., 2010).

With the equality standard as a basis, hostile attitudes and dissatisfaction among low-performing employees are minimized. While making distribution decisions, decisions should be made within the boundaries of the principle of justice. The business should attach importance to the principle of justice in practices such as meeting the needs of the employees and showing that they value the employees (Altıntaş, 2002).

### **1.2.2. Reactive Theories**

Reactive theories focus on the gains that are made for the equitable realization of processes. Reactive theories are effective in examining the decisions made within the enterprise based on law. In reactive theory, there are ways in which workers react to the unequal distribution of resources and rewards. Concepts such as distributive justice theory and equality theory are of great importance in the formation of concepts related to justice in organizations. It is observed that the reactive theories include the theory of equality and the theory of distributive justice. It is of great importance that the employees working here receive the wages they deserve and that the employees have a say in the decision-making processes. Contrary to proactive theories, reactive theories create behaviors such as reacting and taking a stand in case of injustice. Active theories should be applied in order to prevent conflict between managers and employees within the enterprise. In order to explain the concept of organizational justice and to determine the organizational justice gains, reactive theories should be applied in business (Iyigun., 2012).

### **1.2.3. Process Theories**

Process theories focus on the concepts of rights and justice in decision making processes. Process theories cover the reactions of the employees in the business to the decision-making processes. It is observed that employees are motivated from processes that have control over processes that have no control over the process. It has been observed that motivation generally increases in processes that provide process control. It is known that there are three parties, two conflicting parties and an intervening party, within the scope of procedural justice theory. It is observed that the process stage in which the evidence is presented in order to reach a resolution of the conflict and the evidences are in the decision stage used to resolve the conflict. Here, it is possible to say that process theories are based on legal sources. Control power at the decision stage in conflict resolution; Decision-controlled, while the development and selection of evidence to resolve conflict is expressed as process control. Process theories are considered as a very effective approach in ensuring organizational justice within the enterprise depending on legal resources (Özdevecioğlu., 2003).

Procedural justice plays a major role in allocating limited resources within the enterprise. When examined within the scope of social relations, there are four basic principles that define the vulgarity of processes. These are expressed as distribution of resources, consistency, use of complete and complete information, and absence of bias pressure within the scope of ethical standards. Among them, the principle of consistency is defined as the strongest perception of justice principle. When organizational justice theories are examined, it is observed that organizational justice dimensions emerge depending on organizational justice approaches. These theories have been very influential in the conceptualization of distributive justice. With the development of technology and the effect of globalization, businesses are constantly in competition with each other. In any crisis situation, the effect of organizational justice in turning a competitive advantage is quite large. From this point of view, it is necessary to apply organizational justice approaches within the enterprise and to carry out distribution and application activities based on theories (Yürür., 2008). When the concept of justice is examined with a process-based perspective; Procedures and policies in making decisions need to be fair. The implementation of policies within the scope of justice has led to the emergence of the concept of procedural justice. Process justice theory is studied together with distribution preference theory. It is observed that the interest in procedural justice has increased considerably in studies. According to the justice motive theory, it is observed that there are rules of justice regarding how distribution decisions will take place. From this point of view, interactional justice includes attitudes and behaviors related to the fairness of decision makers and decision makers (İşcan., 2005).

### **1.3. Types of Organizational Justice**

Research on organizational justice has its roots in studies in psychology and sociology. According to social science theorists, organizational justice is examined within the scope of equality theory. In this process, it is observed that existing theories have been developed for the functioning of justice. When the literature on the concept of organizational justice is examined, it is observed that there are types of organizational justice. Types of organizational justice; distributive justice, procedural justice and interactional justice. The concept of distributional justice is defined as the inclusion of employees who are expected to serve for the enterprise in the organizational system with the aim of meeting their own needs. In order for the organization to be successful and increase its efficiency, it is necessary to respond to the needs of the employees. The individual-organization relationship is of great importance in the implementation of distributive justice. When examined from the perspective of the organization, it is claimed that every employee is equally valuable. In

reality, it is observed that the shares and values of employees are often not equal. The distributive justice that develops in this way causes conflict among the members of the organization (Koçel., 2009).

Employees may perceive the results they have achieved towards realizing their goals as fair and unjust. When examined from this point of view, it is observed that employees make comparisons with their own achievements and those of other people. Distributive justice emerged from the need of people to get a fair share of the resources distributed. Looking at the literature on management, it is observed that employees in studies on organizational justice attach great importance to the concept of distributive justice in enterprises. Distributive justice practices are very important so that employees can meet their needs in social life and feel valued within the enterprise. Another type of organizational justice is called procedural justice. In researches on organizational justice, it is observed that sometimes procedural justice is not realized with the effect of fair distribution conditions. People's perceptions of justice cannot be defined only as the gains they have achieved. At the same time, the way procedural justice works about who gets what and to what extent and how this process is decided is also important for employees (Irak., 2004).

Fulfilling procedural justice is very effective in increasing employee motivation and job satisfaction. The fact that the company does not fulfill the requests of the employees or informs the employees about the procedure reduces the productivity rates in the long run. The procedures used in making or determining the gains obtained should be carried out in relation to the process and method. While applying the procedure, care should be taken to ensure that the relationship formed is valid and fair. Here, the human resources and management of the enterprise have great responsibilities. It is of great importance that procedural justice is applied equally to everyone in meeting the needs of the employees in the organization. It is known that attitudes and feelings such as courtesy, reconciliation, sincerity and impartiality are very important when applying procedural justice. Procedural justice is mostly known as a procedure followed in the purchasing activities of the enterprise. Studies have shown that procedural justice is highly effective in issues such as trust-related issues, commitment, job satisfaction, and job loyalty (Şahin & Kavas., 2016).

Looking at the literature, it is observed that there are some approaches related to procedural justice; group value theory and self-interest theory. Self-interest theory is a theory that tries to explain the effects of procedural justice. According to this theory, employees maximize their personal interests during their interactions with other individuals. In order for the perceived justice in the organization to be at a high level, the theory of self-interest must be perceived at a high level. When the self-interest theory is examined in terms of procedural justice, it is explained by the individual's ability to obtain the desired results. When we look at the theory of value, the perception of the procedures as fair is not only expressed in terms of personal interests. Group value theory gives importance to procedures by increasing the solidarity of the group to which people belong. The group value theory is also effective in the fact that the enterprise gives respect and social status to its employees (Özen., 2002). When we look at interactional justice, the behavior and attitude qualities that the employees are exposed to while performing the procedures are taken into consideration. It is expected that attitudes towards employees in interactional justice will develop in a positive way. Employees' perceptions of organizational justice are not limited to distribution-related decisions and decision-making styles. At the same time, interactional justice in the working environment has positive effects on the motivation of the employees. It is possible to say that procedural justice is affected by the organization and interactional justice is influenced by senior managers, since interactional justice depends on the characteristics of the interaction between people. Interactional justice is explained by the way people who perform procedures or decision makers process formal processes. Employees attach importance to communication with them in the implementation of the processes and to get their opinions in the decision-making processes. This situation causes the feeling of respect and sincerity between the company and the employees. From this point of view, interaction justice includes attitudes and behaviors such as those who apply procedures or decision makers to be fair to employees and give importance to communication (Halis and Akova., 2008).

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## 2. DIMENSIONS OF ORGANIZATIONAL JUSTICE

When the literature on organizational justice is examined, it is observed that there are two different classifications of organizational justice dimensions. The first of these is examined under three headings as procedural justice, distributive justice and interactional justice. The other is expressed as interactional justice, which advocates the opposite of this view. According to the researchers who support this view, the perception of organizational distribution is examined in two different dimensions as procedural justice and distributive justice. The dimensions of organizational justice are very important for decision makers and people involved in management processes. The dimensions of organizational justice should be comprehensively addressed in order to meet the wishes and needs of the employees and to increase the job satisfaction and performance of the employees. The dimensions of organizational justice are very effective in realizing fair practices within the organization. Dimensions of organizational justice; It is examined under three different headings: process justice, distributive justice and interactional justice (Eroğlu., 1998).

### 2.1. Procedural Justice

All decisions taken within the organization are directly related to the employees. Some of the decisions taken are related to the wages of the employees, while others are related to the working styles and projects. Similar processes are carried out regarding the social environments of the employees. Here, the application of procedural justice is of great importance in the decision-making process regarding the employees struggling for a specific goal within the organization. These decisions make it easier for employees to express why they work in that organization. People's experiences are effective in decision-making processes. Managers should implement practices that prioritize justice regarding decision-making processes. As a result, after the decisions taken, people asked, "Was this an emergency?" It is ensured that they answer the question "Yes" (San., 2017).

The satisfaction of the employees in the organization and their positive perception about the work they have done are examined within the scope of process justice. Procedural justice directly affects the processes of distribution decisions within the organization. The fair implementation of the decisions

and practices is expressed as procedural justice. Considering the way distribution decisions are made, it is of great importance that employees adopt these decisions and believe that these decisions are fair. In order to prevent or minimize the conflict between the employees or the conflict between the employee and the manager, process justice should be applied. In the studies, it is observed that people who object to the way the decisions taken within the organization are taken are in the decision-making process as long as they hold them in a controlled manner during the process control phase. In other words, it was perceived that people who objected to this situation had control over the process (İçerli., 2010).

Employees also want to be given a voice in decision-making processes. This is very effective in making employees feel valued. In order for the employees to realize the organizational goals and to be loyally connected to the business, it is necessary to implement process justice practices. A principle in procedural justice is defined as equality. Procedural justice has also been examined within the scope of justice judicial theory. Here, in order for the process to proceed in a fair way, an application must be made in accordance with the necessary standards and rules. At this stage, it is observed that values such as prejudice, correctability, being ethical, being able to represent and being consistent come to the fore (Koçel., 2009). The rule of truth is a concept that states that the right decisions should be taken about the employees in the decision-making processes. The correctability rule is defined as the behavior of correcting the wrong decisions in case of objection of the employees. Representation rule is a concept that occurs in the concept of process control. It is necessary to attach importance to the views of the employees affected by the decision by combining the interests of the people affected by the process distribution. The rule of being ethical, on the other hand, refers to decision-making processes in accordance with ethical values. Here, the rights of the employees should be given to them, taking into account the employee rights of the employees (Yavuz., 2010).

There are three basic rules in the perception of process justice by employees. These; It is expressed in the form of openness of social status, impartiality of decision-making processes, and trust in third parties. The correct application of process justice within the enterprise increases the trust of the employees in the enterprise and their managers. Accordingly, developing an impartial approach among the employees in the decision-making processes will increase the loyalty of the employees to the business. If the managers approach the employees in an impartial way, it appears that they behave fairly. Employees adopt approaches such as solving problems and preventing conflicts by developing unprejudiced and impartial behaviors. It is also very effective for the employees to make their voices heard in the process justice decision-making processes (Taşkıran., 2010).

Employees have the right to express their opinions about the processes and needs of working with the management. From this point of view, procedural justice is a very effective process in determining employee rewards and making decisions about employees. In this process, it is observed that gains such as promotion and wages are determined. When employees are given the right to speak about the process, they are expected to develop an impartial perception. Employees should support the organizations and businesses they represent in the process of making distribution decisions. When the studies on process justice are examined, it is observed that the employees make complaints such as receiving low wages that they believe are unfair in the processes or not being promoted. The concept of procedural justice is examined under two headings: formal processes and interactional justice. Fair distribution of awards and fair effective perceptions can be given as examples of formal processes (Şahin and Kavas., 2016).

Interaction justice, on the other hand, refers to processes such as notifying the employees of the decisions taken and giving the employees a voice in the decision-making processes. From this point of view, the behaviors and attitudes of the managers as their employees and expressing the reasons for the decisions taken will be effective in providing positive communication. Procedural justice and distributive justice are organizational justice dimensions that are similar to each other. From this point of view, the dimensions of procedural justice and distributive justice are defined as integrated structures to create an interaction effect (Saunders and Thornhill., 2003).

## **2.2. Distributive Justice**

Distributive justice The distribution of resources and rewards within the enterprise is defined as a universal phenomenon that takes place in all systems, from small groups to organizations. Employees within organizations or businesses are concerned with criminal resources and rewards related to distributive justice. In order to increase the motivation of the employees within the enterprise and to make evaluations about their performance, it is necessary to carry out the right distribution activities regarding the working hours and workloads of the employees. Ensuring distributional justice is carried out by a leader-spirited manager. Managers of enterprises and human resources should develop distributive justice according to the working hours and working styles of the employees. For this reason, economists, social scientists, psychologists and sociologists in many disciplines have been interested in distributive justice (Atalay., 2010).

Distributive justice has a very important place in the concept of organizational justice. In social psychological studies, it is observed that the problems related to distributive justice are generally on the basis of inequality behavior. It is observed that the concept of distributive justice has emerged within the scope of equality theory. The concept of distributive justice, in short, means that the distribution of gains such as promotion and wages within the organization is based on the principle of equality. One of the first steps in the literature on organizational justice within the scope of equity theory is explained as distributive justice. Equal and fair treatment in the distribution of gains and making decisions in the organization shows that there is a distributive justice practice (Williams., 2006).

It is known that there are many dimensions of justice that emerge from the equality theory related to the dimensions of organizational justice. According to the theory of equity, employees want to claim equal rights regarding their contributions and gains to the business. At the same time, they compare the facts such as promotions, wages and penalties distributed to employees within the enterprise with each other. If a balance is established between the ratios, it is possible to conclude that distributive justice has been achieved successfully. However, if they believe that there is inequality, they reveal behaviors that will ensure equality. Occurrence of inequality within the enterprise arises in the form of conflict with the employees with whom they compare or a decrease in their work motivation. It is observed that distributive justice was frequently examined in the debates about justice before 1975.

The fact that the decision outputs are based on the principle of equality and justice has positively affected the performance of the enterprises. In the field of psychology, the concept of justice has been examined with different thought groups. Various topics in the field of psychology have been examined, depending on whether the distribution standards are appropriate or not. In both organizational and social domains, distributive justice is defined as opportunities, punishments, rewards, wages, promotions, and status. Perceptions of employees are examined within the scope of the meanness of their achievements (Polat and Celep., 2008).

Considering the perceptions about distributive justice, it is observed that all decisions that are appropriate, ethical and moral are examined within the scope of distributive justice. Concerning the distribution of a certain gain, people's belief that the distribution is equal and fair, their knowledge about distribution justice, their commitment to the organization affect their reactions to the distribution related to their relations with the organization. The principle of distributive justice ensures the establishment of feelings such as being objective and moral within the enterprise. Injustice in businesses is defined as not receiving the expected wages, personal favoritism, bribery and similar situations. The application of distributive justice is of great importance in order to achieve organizational goals and different personal goals. It has been observed that people behave as fair in situations that benefit them (Daley and Dee., 2006).

Injustice behaviors result from people being psychologically selfish. As an example, when the reactions of employees regarding the distribution of rewards are examined, it is observed in many studies that people with high productivity prefer the distribution system based on rewards, while people with low productivity prefer the system in which the rewards are distributed equally. Similarly, it has been observed that employees show different reactions to the wages they receive. Employees with high wages see less injustice than employees with low wages. Distributive justice has a very important place in the organizational structure. Distributive justice is a subject studied within the scope of equity theory. This understanding of justice also has effects on the quality and quantity of work. In order to increase employee motivation and productivity of an enterprise focused on competition, distributive justice should be applied systematically (Özdevecioğlu., 2003).

Perceiving any gain or distribution activity unfairly causes situations such as pride, anger, and regression in performance. In the researches, it is observed that the capacity of receiving awards and fighting for a common goal is quite high in businesses based on the principle of equality. It has been observed that distributive justice in organizational businesses is related to individual behaviors. Distributive justice was found to be related to individual gains such as wage satisfaction and reward allocation. Distributive justice has emerged by blending the concepts of need, equality and justice in general. The target of the distributor determines the distribution rules. If the distributor's goal is productivity, the rule should be set as fairness. The main goal of providing adaptation is to apply the rules in line with the principle of equality. Within the scope of the theory of equality, all personnel in the enterprise must comply with the common rules, and if they do not comply, criminal sanctions should be applied equally to everyone (Elamin and Alomain., 2011).

### **2.3. Interaction Justice**

interactional justice; It refers to the processes of managers in the organization providing full information to the employees, giving clear answers to the questions they ask, showing justified reasons for decisions, and making convincing explanations that they are treated fairly. The interaction between managers and employees should be positive in order to increase the efficiency of the business and provide competitive advantage. It is observed that the interaction between employees is extremely important here. People's perceptions of justice are reflected in their behaviors. It is observed that people reach the conclusion about the unfairness of any situation by looking at the interaction between people. Interactional justice generally affects decision-making processes (Rai., 2013).

Many studies in the literature examine interactional justice as one of the organizational justice dimensions. Interaction justice provides the development of communication between people. It has been evaluated as a subject that is examined independently from distributive justice and procedural justice. There are studies showing that interactional justice is complementary to procedural justice. The attitudes of people towards each other, conflict situations within the enterprise are examined within the scope of interaction justice. The correct implementation of distributive justice minimizes conflict problems between people. For this reason, it is very important for the managers to be in constant communication with the employees, to share the decisions taken within the organization with the employees, and to support the participation of the employees in the decisions related to the management. The principle of equality regarding the decisions taken should be based on (İçerli., 2010).

Interaction justice is one of the most important factors affecting communication within the organization in general. Here, the manager, who provides justice, should treat all employees equally and take equal decisions. In areas where there is no interactional justice, it is observed that employee-employee, employee-manager communication is generally not established. Interaction justice is very effective in increasing the cooperation activities within the organization. Employees in the organization generally work towards achieving a common goal. In order for the business to carry out activities such as maintaining its continuity and providing competitive advantage, the interaction between employees must be positive. Interaction justice is reported as an issue that directly affects management and employees. When we look at the studies on interactional justice in literature reviews, it is observed that it is considered as a concept that emerges on equality and moral values (Eker., 2006).

Within the scope of the theory of equality, it is of great importance to give equal treatment to employees and to ensure the right to participate in the decisions taken. Employees are in constant communication with each other in the organization. Strengthening this communication will increase the commitment of the employees to the organization. The lack of communication or lack of communication between the manager and the employee caused the employees to behave reluctantly towards the work to be done. Perception of injustice causes employees to have feelings of hatred, grudge and anger towards each other or the management. Interaction justice has a great importance in ensuring peace within the business and in turning the business into a competitive advantage. Within the scope of interactional justice, it is necessary to explain to all employees in an equal and professional manner regarding

the negative response to their demands. At the same time, employees should be provided with equal information about the course of the business, the decisions taken and criminal sanctions at certain intervals. It positively affects the motivation of the employees to interact with the management and the organization (İşcan & Sayın., 2010).

Explaining the reasons for the decisions taken to the employees and approaching the employees with these goals in an honest and sincere manner will positively affect the interactional justice. For example, the refusal of any employee's advance request should be professionally disclosed to him or her based on appropriate financial information. In the same way, the employee should be informed about the reason why an employee who wants a raise in his salary cannot be increased. The positive communication of the employees who struggle for a common goal within the enterprise with the management increases their commitment to the enterprise. The sense of commitment and loyalty to the business has a positive effect on the performance of the employees. For this reason, the implementation of various activities to ensure interpersonal justice, the equal distribution of gains and punishments, and the strengthening of communication between managers and employees, employees and employees is expressed as an indicator of the application of interactional justice (Serin., 2019).

In the literature review, it is observed that there are many studies on interactional justice. The main reason for this is that increasing the performance and productivity within the enterprise is directly related to the concept of communication. It is observed that there are personal and environmental factors that affect interactional justice. For this reason, it is of great importance that employees are accurately informed about the decisions taken, penal sanctions, standards, promotion and remuneration. Employees within the enterprise have the potential to compare the wages they receive and the decisions made with each other. As a result of this comparison, an employee who thinks that he or she is treated unfairly is evaluated as likely to display aggressive behavior. All employees should be treated equally so that the employees do not have feelings of grudge, hatred and anger against the business and the managers. In general, performance-based remuneration system is frequently used in businesses. The main reason for this is the prevention of organizational injustice among employees. Interactional justice is considered as one of the most important dimensions of organizational justice. Interaction justice should be applied in order to ensure communication within the organization and to realize a working environment based on the principle of equality and morality within the organization (Poyraz, Kara and Çetin., 2009).

#### ***2.4. Procedural Justice***

Procedural justice is one of the most important tools in making decisions within the organization. It evaluates procedural justice in direct proportion to the fairness of procedures in businesses. In other words, it is defined as the organizational justice dimension that evaluates the fairness of the decisions within the scope of the subject and examines the processes that cause the decisions. It has been observed that employee motivation increases when procedural justice in employees develops positively. Procedural justice should be applied equally to every employee in order to increase productivity and performance potential in businesses. In studies on procedural justice, it has been observed that it is an important dimension that affects organizational justice. While applying procedural justice, the procedure in question by the human resources and the manager should be conveyed to the employees and the employees should be informed equally. Going out of the procedure in the decision-making processes creates the idea that there is procedural injustice in the employees. This situation causes behaviors such as low motivation, unnecessary postponement of work, not coming to the workplace on time, aggression, anger, hatred and grudges within the enterprise. With the effect of globalization and the development of technology, businesses are in intense competition with each other. Businesses should use organizational justice practices to transform competitive advantage. For this reason, procedural justice should be applied in decision-making processes in order to ensure business continuity and increase employee productivity (Williams., 2006).

#### ***2.5. Factors Affecting Organizational Justice***

organizational justice; It is a concept that increases the motivation of employees within the enterprise, strengthens the communication between management and employees, and increases productivity by providing competitive advantage. The concept of organizational justice has emerged depending on the principle of equality. Equality of activities such as wage, promotion, punishment and distribution among employees in organizational justice has been determined as the main target. Organizational justice has recently come to the fore as a very striking issue related to the work of businesses. The main reason for this is that employees make comparisons about their own wages or status. At the same time, if managers and human resources do not treat employees equally, conflict and low motivation have been identified. When the factors affecting organizational justice are examined; It is observed that it consists of facts that affect the enterprise and employees. The business and its employees are considered as a whole. For this reason, it is recommended to focus on the factors affecting organizational justice in order to increase productivity in the enterprise and to increase the quality of the enterprise. The implementation of justice within the organization is based on values such as equality, morality and ethics. The main goal within the enterprise is to minimize the conflict between the employees by applying the justice correctly. Employees demand that the manager inform them and that there is no discrimination among employees. Failure to meet this demand causes employees to take a stand against the enterprise (Williams., 2006).

Organizational justice is defined as a necessity in terms of achieving the goals of the organization effectively and ensuring job satisfaction. Today, ensuring organizational justice in all businesses is considered as a necessary issue. Organizational justice has emerged as a subject that attracts the attention of businesses in terms of sub-dimensions and approaches. One of the main reasons why organizational justice is so important for businesses is that it is implemented in accordance with the concept of equality and justice. In order to increase the motivation of the employees and increase the productivity of the company, businesses should treat their employees equally and distribute their earnings equally. From this point of view, it is observed that unjust transactions and practices come to the fore as an organizational problem (Daley and Dee., 2006). The concept of organizational justice is considered as a frequently discussed topic in the literature of organizational behavior and management strategy. Many studies emphasize that the concept



of organizational justice is very important for employees and organizations. The correct implementation of organizational justice practices causes employees to increase their feelings such as commitment and loyalty in parallel. Justice is considered as an important tool in ensuring the motivation of employees. While employees' low perception of justice decreases their motivation and performance, it increases their tendency to resign or to engage in activities and behaviors that will negatively affect the organization. It is observed that a person who is exposed to organizational injustice exhibits vicious and hostile attitudes in order to prevent his situation with other employees (Şahin and Kavas., 2016).

Perceived organizational injustice; silence, gossip, anger, and aggressive behavior. At the same time, the low perception of organizational justice causes the employee to exhibit behaviors such as not doing the work on time, slowing down and preventing the work. These behaviors directly affect the operation of the business and the achievement of the goals to be achieved related to the business. In the formation of the perception of organizational injustice, the communication of the employees with each other and the comparison of their achievements are effective. Level of communication between managers and employees is of great importance in ensuring organizational justice. It is of great importance that a person who thinks he has been subjected to injustice shares his thoughts openly and that the managers make professional explanations to the person. On the other hand, it is also possible for managers to protect employee rights against unfair practices and decisions (Serin., 2019).

Allahyari and Yavuz investigated the effect of organizational justice perceptions of people working in accommodation businesses on their intention to leave. Looking at the data obtained from the results of the study, it was observed that there is a negative relationship between organizational justice and quitting behaviors. The positive change in employees' perceptions about organizational justice has led to a decrease in turnover behavior. At the same time, the fact that this effect has a rate of 77% shows that the concept of organizational justice has a very strong effect on turnover behavior. With the effect of globalization and the advancement of technology, businesses are constantly in competition with each other. Turning this competition into an advantage and ensuring company loyalty and loyalty in the business is directly related to organizational justice. In the studies conducted in the literature, it is observed that the productivity and performance levels are quite high in the enterprises where organizational justice is applied. Revealing the performance of the employees depending on the implementation of organizational justice, along with the reward and punishment practices, are among the activities carried out to motivate the employees against the common goal (İşcan and Sayın., 2010).

It is observed that organizational and personal factors are effective on people's perceptions of organizational justice. Each individual working in the business has his own personality traits. For this reason, people's perceptions of justice are also evaluated differently from each other. While an activity or a decision taken in the workplace is urgent for one employee, it can be seen as an unfair practice for another. This is due to personality differences. In terms of gender, it is observed that men give importance to the theory of equality and argue that everyone who works should contribute to the organization. It is observed that women, on the other hand, argue that everyone has the right to equal gain, regardless of the contribution made within the organization (Özdevecioğlu., 2003).

In the literature, it is observed that female employees are given less importance than male employees in matters related to the factors affecting organizational justice. The main reason for this is explained as the later inclusion of women in working life and the gender inequality in society. Another factor affecting perceived organizational justice is defined as education. It has been observed that the perceptions of the educated employees about organizational justice are at a higher level than the uneducated employees. At the same time, it has been reported as a result of studies that educated employees are more willing and sensitive to defend their own rights and freedoms. Another factor affecting organizational justice is defined as organizational factors. Here, practices and policies within the enterprise are of great importance. One of the most important factors in employees' perceptions of justice is the wage system (Daley and Dee., 2006).

In the researches, it has been observed that the performance-based wage system is the most preferred system for both the organization and the employees. When the results of the research are examined, it is observed that the remuneration is based on performance, and the productivity rates increase when the performance-based applications are examined. In short, when a wage is made regarding the performance of the employees, it is seen that the motivation increases. Another factor affecting organizational justice is defined as the cultural variable. Culture is a phenomenon that reveals the way of life in society. It is observed that many people from different cultures struggle for a common goal within the organization. Cultural differences cause people to perform different behaviors and thoughts. Combined with the social and environmental conditions that affect cultural organizations, it considers it a very important issue in the continuation of the organizations' existence (Eker., 2006).

Another concept that affects justice in the organization is moral values. Morality is defined as the individual's performing the right and good behaviors that are appropriate in society. Here, the way in which the individual evaluates the decisions and thoughts regarding justice stands out. In the researches on justice and values, the high moral values of the individual affect the perceptions of organizational justice. In organizational justice, it is expected that the transactions and practices within the organization will be carried out in accordance with moral values. Employees in organizations where justice exists evaluate the decisions and behaviors of their managers as rational, fair and moral. The fact that managers in the organization approach employees in a positive way, make decisions based on the principle of equality, and generally use the performance-based remuneration system are considered positive for the future of the organization (Polat and Celep., 2008).

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### 3. STUDIES ON ORGANIZATIONAL JUSTICE

Organizational justice is defined as a phenomenon that increases the productivity of the company and creates a positive effect on the continuity of the company. Organizational justice has emerged depending on the principle of equality. It is of great importance to treat employees equally within the organization and to act in accordance with the principle of equality in terms of decisions and practices. Organizational justice means ensuring justice among all employees in all aspects, treating all employees in the same way and giving the right to employees in a fair manner. If an organization adopts

and implements this idea, it should consider that it can get the necessary performance and production from its employees. Otherwise, when the employees realize that justice, rights, law and equality are missing or not taken into account at all, it is inevitable that there will be a lack of effort and relaxation towards the work. Employees in the workplace begin to experience problems both within themselves and in their relations with the administrative staff. This inevitably leaves the institution in a difficult position. It is inevitable that the result of this will directly reflect negatively on the institution (Williams., 2006).

It is not possible for the goals of the organization to be at the planned time and level. In the globalizing world, it cannot compete with other institutions in business life (Kılıç, 2013). Since organizational justice is an effective concept in important aspects such as the motivation of employees, their dependence on the organization and their willingness to work, it is an issue that should be emphasized in maintaining the continuity of the organization towards its goals. Today, the concept of justice also includes social justice. social justice; It includes repairing material and moral imbalances, and helping the weak and powerless from the state. Organizational justice, on the other hand, has emerged as a result of the reflection of the concept of social justice to the organization. The concept of organizational justice has entered the literature since the 1960s-1970s, thanks to the effort to explain justice as an important issue in the working environment. Organizational justice is expressed as the set of rules and social norms related to the procedure used to determine the distribution of rewards and punishments, and how communication between people should be ensured during implementation (Atalay., 2010).

Employees in the organization where there is injustice enter into conflict with each other or with the management. This situation is considered as an undesirable situation in terms of employees and management. When the literature is scanned, it is observed that there are many studies on organizational justice. When the nature of these studies is examined, it is observed that the concept of organizational justice is made in the fields of psychology, sociology and business. The literature review given in this part of the study guided the determination of the research topic and the formation of its general content.

İçerli examined a theoretical approach to organizational justice in his 2010 research. The aim of the study is to examine the subject of organizational justice theoretically. In line with this goal, general theories about organizational justice are included. According to the information obtained as a result of the study, it is observed that the issue of organizational justice is becoming increasingly important for both managers and employees. Businesses have started to include practices related to organizational justice in order to increase productivity rates and provide company loyalty.

Şahin and Kavas examined the example of Bayat, a research for teachers, in determining the relationship between organizational justice and organizational commitment in their 2016 research. Examining the relationship between organizational justice and organizational commitment was determined as the main target. In the study, teachers working in the National Education Institutions in Afyonkarahisar and Bayat districts between 2013-2014 were selected as participants. According to the results obtained from the questionnaires, it was found that there is a positive correlation between organizational justice and organizational commitment. The increase in teachers' perceptions about organizational justice positively affected their commitment to the organization.

Eker examined the dimensions of organizational justice perception and its effects on job satisfaction in his 2006 research. In the study, 670 employees working in the Iskenderun Iron and Steel industry were selected as participants. A questionnaire consisting of 18 questions about the perception of organizational justice was applied to these employees. When the results of the survey were examined, it was concluded that the concept of organizational justice is directly related to organizational justice dimensions such as distributive justice, procedural justice, interactional justice and interpersonal justice. At the same time, it was observed that the job satisfaction of the participants increased depending on the organizational justice practices. It has been concluded that the dimensions of distributive justice and interpersonal justice have effects on the job satisfaction of the employees.

Poyraz Kara and Çetin chose a research topic for the effect of organizational justice perceptions on organizational citizenship behaviors in their 2009 research. In the study, the data of employees in four-five-star thermal hotels were examined in general. Here, determining the relationship between the concepts of organizational citizenship behavior and organizational justice has been determined as the main goal. It was concluded that interactional justice, distributive justice and procedural justice are independent variables from each other. It has been concluded that organizational citizenship behavior is a dependent variable in line with the analysis. It has been observed that employees' perceptions of organizational justice vary depending on factors such as age, education level, department they work and vocational training.

In the study of Serin 2019, the effect of organizational justice on organizational silence was examined in an empirical study. In the research, the relationship between the level of organizational silence and the perception of organizational justice was examined. Organizational silence is usually a situation that occurs when employees remain silent in line with the decisions taken against the management. It is known that environmental and personal factors are effective in the formation of organizational silence. Employees' silence in the face of practices and decisions taken negatively affects the performance of the business. In the study, administrative and academic staff working at Karamanoğlu Mehmetbey University were subjected to survey analysis. When the results of the analysis are examined, it is concluded that the perception of organizational justice has a significant and negative effect on organizational silence. It has been concluded that organizational silence behavior is generally associated with the occurrence of injustice within the organization.

In their study, İşcan and Sayın 2010 examined the relationship between organizational justice, job satisfaction and organizational trust. It is known that concepts such as trust, job satisfaction and performance are emphasized in the explanation of organizational justice. After explaining the concept of organizational justice, the relationship between organizational justice and trust and work schedule is explained. In the application part, job satisfaction, trust and justice scales were applied in one of the companies operating in Turkey. According to the data obtained as a result of the study, it has been reported that organizational justice has a positive effect on job satisfaction and organizational trust. The implementation of organizational justice practices in educational institutions as well as in enterprises is of great importance in terms of improving education.

Polat and Celep conducted a study on secondary school teachers' perceptions of organizational justice, organizational trust, organizational citizenship behaviors in their 2008 research. Teachers working in the 2006-2007 academic year were selected as participants. Organizational justice professions non-trust and organizational trust scales were applied to teachers. As a result of the study, it was concluded that factors such as organizational citizenship behaviors and trust were effective in the development of teachers' perceptions of organizational justice. At the same time, it has been observed that the concept of organizational justice is in a positive relationship with organizational trust and organizational citizenship behaviors. It has been suggested that teachers should develop organizational citizenship behaviors in a positive way and that the decisions and practices taken by the management should be carried out within the scope of organizational justice.

Yılmaz and Cihangiroğlu examined the importance of employees' perception of organizational justice for organizations in their 2010 research. In the study, a literature review on the sub-dimensions of organizational justice was included. At the same time, a general evaluation has been made about the perceptions of justice in the organization and the reactions of the employees to their justice or unjust behavior. The aim of the research is to emphasize the importance of organizational justice perceptions of employees in terms of organizations. According to the results of the study, the positive development of the employees' perception of justice increases the performance and productivity levels of the enterprises positively. At the same time, providing a competitive advantage and adapting to the effects of technology and globalization is directly related to the organizational justice perceptions of the employees.

examined a research topic to determine the effects of perceived organizational justice on aggressive behavior among individuals in 2003 research. In the study, it was emphasized that the unfair practices and decisions in the organization in general cause aggressive behaviors among the employees. It is observed that the employees show the behavior of comparing the gains such as punishment, status, promotion and wage in case of perceiving injustice. As a result of the comparison, it is observed that employees who perceive injustice perform negative behaviors against employees who receive more gains. In the study, investigations were made about hostile behaviors and resentful behaviors. According to the data obtained as a result of the study, it has been concluded that the perception of injustice is very important in the internal aggressive behaviors related to the perception of organizational justice.

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#### 4. CONCLUSION

As a result of globalization and the advancement of technology, the concept of competition between businesses has come to the fore as a subject that has been studied intensively. Businesses have to put the concept of justice in the first place in order to turn competition into an advantage, increase employee motivation and increase business efficiency. When the recent studies are examined, it is observed that organizational justice practices are mandatory in businesses. The main reason for this responsibility; It is seen that feeling the phenomenon of injustice reduces the motivation of the employees. For this reason, especially managers and human resources employees carry out a lot of work to ensure organizational justice. Implementation of equal information, punishment and reward practices to the employees, where organizational justice is defined, is effective in increasing the quality of the business and increasing organizational commitment.

Values such as ethics, morality and equality are of great importance within the organization. Employees have the authority to compare the values such as punishment, payment, promotion and status given to them with each other. As a result of this comparison, the person's thinking that an unfair system is applied to him causes him to develop negative thoughts about the business. This situation creates behaviors such as postponing the employee's work, not doing his/her work properly, not coming to work on time. For this reason, managers should cooperate with human resources and intervene equally with employees. Failure to provide justice within the organization usually results in employees demanding their rights and showing aggressive behavior. However, in some cases, the so-called organizational wishful thinking emerges, and employees remain silent about the injustice and think about their motivation. Some researchers consider providing justice within the organization as a very difficult situation. The main reason for this is; The workload, qualifications and working hours of the employees are different from each other. Considering these differences, it is of great importance that employees are subjected to practices such as equal status, remuneration and punishment by experts.

Communication is a very important issue in ensuring organizational justice. The communication between the manager employee and the employee employee is very effective in ensuring organizational justice. Based on this information, a conceptual study of organizational justice was investigated in this research. In the first part of the study, general information about the concept of organizational justice, approaches to organizational justice, proactive theories, reactive theories, process theories and types of organizational justice are given. In the second part of the study, the dimensions of organizational justice were examined and the principles related to the factors affecting organizational justice were presented to the reader. In the third and last part of the research, studies on organizational justice are included.

The study generally includes literature studies on organizational justice. It is expected that this research will guide similar studies on organizational justice. In the study, general information about the studies on the concept of organizational justice and the effect of the concept of organizational justice on the business are presented. Organizational justice is a concept that directly affects both the business and the employees. In recent studies, it is observed that the concept of organizational justice is a necessity for businesses. For this reason, managers and human resources aim to increase productivity levels by providing organizational justice among employees. Considering the studies on organizational justice in literature reviews, the following suggestions are presented within the scope of the research. In order to ensure organizational justice in enterprises, status, promotion, remuneration, punishment, standard rules should be applied equally to employees.

- Organizational justice dimensions must be applied in order to ensure organizational justice within the enterprise.
- It is necessary to implement a performance-based remuneration system within the organization.

- Various social events and meetings should be organized in order to ensure employee-employee, employee-manager communication within the organization.
- Employees should be regularly informed about employee rights and decisions taken by the organization.
- Before the employees are informed about the decisions taken in the enterprise, the participation of the employees should be ensured and their ideas and thoughts should be taken.
- Reward systems should be applied to employees at regular intervals in order to make employees feel valued.
- In the implementation of organizational justice, activities should be carried out by experts within the enterprise.
- Various survey applications and meetings should be organized in order to listen to the wishes and demands of the employees and to evaluate the performance.
- In order to minimize the conflict between the employees, concepts such as the theory of equality, morality and justice should be taken as the basis within the organization.
- More quantitative studies in the literature on the concept of organizational justice should be encouraged.
- Employees and managers should be informed about organizational justice by experts.

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