

Organizational Justice and Job Satisfaction of Health Workers in Example of Public Hospital in Turkey*

Selma Söyük¹, Ayşe Koyutürk², Melih Erol³

¹(Health Management, Istanbul University, Turkey)

²(Malatya Public Hospital, Turkey)

³(Akgün TEM Hospital, Turkey)

ABSTRACT : *The purpose of this study is to determine the levels of organizational justice perceptions and job satisfaction of health workers, and to show the relationship between organizational justice and job satisfaction. Within the study, organizational justice and job satisfaction scales were administered by 377 personnel in a public hospital in Turkey. According to the findings of the research, it has been found that there is a moderately significant relationship between three dimensions of organizational justice and job satisfaction. In particular, interaction justice and procedural justice have been found to affect employees' job satisfaction levels more particularly.*

KEYWORDS: *Job satisfaction, health workers, hospital, organizational justice.*

I.INTRODUCTION

Today's intense competition conditions require organizations to ensure that their employees are able to work effectively and efficiently. This obligation increases the importance of providing job satisfaction for employees. Organizations will reach their goals and objectives through job-satisfied individuals. For this reason, it is very well known what satisfaction the employees have. What is required of all organizations is to ensure that employees use the full potential of their own in the direction of their organization's goals. Job satisfaction is the emotional response that results from the employee's values about work against his / her own job and the interaction with his / her job. Positive attitude toward work is equivalent to job satisfaction. Employees develop general beliefs about whether their organizations support themselves, whether they are treated fairly, whether they are interested in their welfare and happiness, and whether their contributions are known or unknown. The concept of organizational justice has become a subject that has gained importance in the literature of organizational behavior in recent years. The main reason for this is that the perception of organizational justice leads to many organizational consequences and directs the attitudes and behaviors of employees. For this reason, the perception of organizational justice must be well known by organizations. In organizational behavior; the view that justice is a perceptual situation has prevailed. The simplest definition of organizational justice is "the individual's perception of justice in the organization".

It can be said that the perception of job satisfaction and organizational justice is the most important factor that increases the contributions of those who work towards organizational goals. At this point; we searched for the question "Is organizational justice affecting job satisfaction in the health sector?"

Organizational Justice

The concept of "social justice" has come to the fore with the increasingly important results of the interactions among individuals in organizations. As a result, the concept of "organizational justice" has been developed which expresses the fair distribution of all kinds of organizational and personal outputs, rewards and punishments that arise depending on the relations within the organization (Charash&Spector, 2001). The concept of organizational justice has attracted the attention of experts in social psychology, management, organizational behavior, but it has become a concept that has become a subject of interest to many sciences. The simplest definition of organizational justice is "the individual's perception of justice in the organization". In other words, it is the perception of the individual about the organization. This perception is self-specific for each individual (Schmiesing, Safrit, & Gliem 2003). Beugre and Barol has defined the organizational justice; as social system that includes perceptions of the individual in terms of their relationships with colleagues, superiors and the institution "(Beugre & Barol 2001). According to Greenberg, organizational justice is the term used to reveal justice, individual and municipal influences at work (Greenberg 2000). More specifically, organizational justice is a concept that includes the perceptions of how equally employees are treated at the workplace, and

how this affects other outcomes (organizational commitment, job satisfaction, etc.) for organizations. In the first studies on organizational justice, it is generally stated that the perception of justice has begun to be investigated in terms of interpersonal relations among the organizations (Wasti, 2001), when investigating the recent researches on how fairly perceptions of various organizational applications are perceived by employees (Wasti, 2001) It is seen that the work done in this area increases with the emergence of organizational justice as being effective on attitudes and behaviors such as job satisfaction, organizational commitment, organizational citizenship behavior. The sense of justice affects the behavior of the individual to a great extent. When employees feel that managers are behaving fairly to themselves, co-operation is facilitated and managers support decisions (Cropanzano, Byrne & Bobocel, 2001). In the case of injustice, people try to get revenge on each other, resort to legal remedies and behave aggressively towards each other (Ghazi & Jalali 2017).

Employees create perceptions of justice by looking at elements such as analysis, comparison, work schedules, salary levels, award-penalty distribution within the organization (Fernandes & Awamleh, 2006). In that case, organizational justice is an evaluation process for management decisions and includes three dimensions, namely, distribution, procedure and justice (Greenberg, 1987, Searle & Ball, 2004). Distribution justice; (Sounders & Thornhill 2003), in response to contributions made by jobseekers to the organization. Distribution justice perceptions play a role in motivation by affecting employees' attitudes and behaviors (Demir 2011). In addition to fair distribution of resources in distribution justice, the issue of awarding rewards and punishment also plays an important role (Kim, 2017, Skarlicki & Folger 1997). Distribution affects many organizational outcomes such as sense of justice, organizational commitment (Cheng 2014).

Various studies are the result of organizational justice of job satisfaction. (Ikbal 2013). Employees who are treated with organizational justice tend to exhibit positive business behaviors at work (Sia & Tan 2016). In the research with 4,539 hotel employees conducted by Greenberg, the feeling of unfair treatment was increasingly exposed when turnover and low customer satisfaction levels compared to employees who consider you to be highly treated (Greenberg 2012).

Procedure justice has been described as procedure and policies used in the determination and measurement of such factors as salary, promotion, financial opportunities, working conditions and performance appraisal. (Özer & Günlük 2010). If employees believe that the output is fairly justified, they think that their organizations are justified, even if they do not want to do so (Bies & Shapiro 1988). The procedural justice perceptions of employees within the organization are influencing many organizational outcomes. These include; Organizational commitment, job satisfaction, organizational behavior, commitment to organizational decisions, organizational citizenship behavior (Flint, 1999).

Interaction justice concerns the human side of organizational practices. Interaction justice has been developed as an additional dimension due to the procedural justice, as the staff are involved in the attitudes and behaviors of the staff to implement the procedures (Söyük, 2007). It is about the human / social aspect of organizational practices. It includes behavioral patterns against management's view of business.

Job Satisfaction

Job satisfaction is the reaction of the individual to the working environment. Job satisfaction is the emotional response that results from the employee's values about work against his / her own job and the interaction with his / her job. The positive attitude towards work is equivalent to job satisfaction (Haris et al., 2006). Job satisfaction; Positive or negative emotional reactions of the individual to his / her work, working environment, behaviors and services he / she has received (Toker, 2007).

Job satisfaction is a personal assessment of work conditions (work itself, management attitude) or outcomes (wage, job security) (Altaş & Çekmeceloğlu, 2015). The most important characteristic of job satisfaction is that it is an emotional concept rather than a mental one. The most important thing for a manager

to do is to help his / her occupants achieve an optimum level of satisfaction. Concepts in research on job satisfaction; Is generally considered as a factor in improving organizational behavior and increasing productivity (İşcan & Timuroğlu, 2007). The concept of job satisfaction has been the subject of much research in organizational behavior and organizational psychology literature (Judge & Church, 2000).

Job satisfaction also significantly influences job motivations of individuals. Job satisfaction is a very broad concept that includes the concept of motivation (Levy et al., 2005). The concept of job satisfaction is caused by so many organizational consequences (Eun & Hyun 2017). Achieving job satisfaction of employees will affect the productivity of the employees and the productivity of the employees. Among the negative consequences of job satisfaction for the organization are success, absenteeism and devolution of work, devotion to work, high error and low productivity, alienation to work, exhaustion and so on (Söyük, 2011).

Employees who experience job dissatisfaction are more likely to experience unhappiness, stress, alienation and more. If people cannot satisfy their important needs for them, they will show signs such as laziness, passivity, resistance to change, lack of responsibility, unrealistic economic demands, low job turnover, social

mental disorder and burnout syndrome (Koyutürk, 2015). Employees tend to show their dissatisfaction clearly and clearly when they find better business opportunities. In this case, feelings of dissatisfaction play an even more important role when leaving the workplace, as individuals know they have a better job opportunity. Staff who are not satisfied with the job are looking for alternative jobs and often find it (Brett & Kee 2017). Another consequence of job dissatisfaction is anticipated as work stress. Job stress is a reaction to ambiguity, which is the result of work experience outside of the employee's control, and which poses a physical and emotional threat to the individual, against the characteristics of the work environment (Büte, 2011). There are many factors affecting job satisfaction such as fair wage distribution, participation in decisions, informing, fair promotion, good relations with colleagues, manager behaviors. Employees develop general beliefs about whether their organizations support themselves, whether they are treated fairly, whether they are interested in their welfare and happiness, and whether their contributions are known or unknown. They shape their attitudes and behaviors according to what they perceive to be done by them and what they believe to be. One of the most important of these attitudes is the sense of organizational justice in job satisfaction (Söyük, 2007).

II.METHOD

The aim of our research is to determine the level of perceived job satisfaction and organizational justice of health workers, to show the relation between job satisfaction and organizational justice and to show the effects of socio-demographic characteristics on job satisfaction and organizational justice. Research is descriptive study. Survey method was used as data collection tool in the research. The questionnaire consists of three part. The first one is the sociodemographic characteristics of those who participated in the research such as the working section, the type of work, the year of work in that institution, the total year of work, the age of the employee, the marital status, the educational status, in the second part, the scale has been used in order to measure the level of the perceptions of organizational justice and the scaled has been used in order to measure job satisfaction in the third part. The questionnaire consists of 50 questions in total. The organizational justice scale used in the research is a scale developed by Moorman and applied to Turkish health workers by converting by Söyük. There are a total of 18 expressions measuring the perception of procedure, distribution, and interaction justice at the scale. Of these, 7 expressions measure procedural justice, 6 expressive interaction justice, and 5 expressive perception of distribution justice. The second scale was the Minnesota Satisfaction Questionnaire (MSQ). Minnesota job satisfaction scale was developed by Weiss, Dawis, England and Lofquist in 1967. It was translated into Turkish by Baycan in 1985. Since MSQ has questioned job satisfaction at many different points, it has been decided to use it in this study. Job satisfaction scale measures internal, job satisfaction, external job satisfaction and overall job satisfaction. Internal-satisfaction measures include 12 phrases that question how employees feel about the business, and 8 external phrases that reflect how employees feel about the business. Reliability analysis was performed on both scales and Cronbach's alpha value (0.95) was obtained. This value indicates that the scale is highly reliable.

The population of the study is composed of 610 health workers who work in a public hospital in Malatya, Turkey. 400 questionnaires were distributed to hospital staff easily through sample. As a result, the number of completed and correctly completed questionnaires is 377. The return rate of the questionnaire is 94.25%. The values of the scales in the study are determined by the mean and standard deviation values; Data on socio-demographic variables are presented by means of percentages and frequency distributions. One-way analysis of variance (ANOVA) was used to determine whether responses to scales differed according to the sociodemographic characteristics of the employees. The Tukey HSD test was conducted to find out which group had significant differences. Gender and marital status were tested by independent sample t test. In order to test the research model predicted in the study, Pearson correlation analysis was performed and then effects of variables on job satisfaction were tried to be determined by multiple regression analysis. Correlation analysis ignored the reason that the correlation coefficient is lower than 0.40 although it is significant, but does not explain the relation between the variables adequately. 0.40-0.60 moderate, 0.60-0.80 strong, 0.80 and above were considered very strong associations. Reliability analysis was performed on factor reliability $\alpha = 0.95$ confidence interval. In the factor analysis, it has been shown that removing any item from the scale would reduce the factor's reliability.

III.RESULTS

The descriptive statistics for the variables in the model are given in Table 1. 31.4% (n = 60) of the health care workers participated in the study are nurse and 40% (n = 154) of them worked in the same hospital for 1 to 5 years, 44% (n = 169) = 275) were married, 67.5% (n = 260) were females. 67% (n = 176) had an associate degree and 66% (n = 255) had low income.

Table 1. Sociodemographic Characteristics

Sociodemographic Features	n	%
Department		
Medical services Surgical Services Intensive care and etc. Obstetrics service	60	15,5
Administrative services Other	70	18
	60	15,5
	40	10,3
	24	6,2
	126	34,5
Operation		
Continuous day Day and Night Continuous Night	240	62,3
	120	31
	25	6,7
Job		
Physicians Nurse Midwife Manager	52	13,5
Technical Personnel Officer	121	31,4
Other	50	13
	5	1,2
	66	17,1
	28	7,2
	63	16,6
Tenure of Office		
Under 1 Year	40	10,3
1-5 Year	154	40
6-10 Year 11-.....	73	19
	116	30,7

Experience		
Under 1 Year	10	2,6
1-5 Year	82	21,2
6-10 Year 11-....	95	24,6
	198	51,6
Age		
Under 25 Year	28	7,2
25 -29	57	14,8
30 -34	131	34
35	169	44
Marital Status		
Married Single	275	71,5
	110	28,5
Education		
Health Proficiency High School Pre graduated	59	15,3
University Master Degree	176	45,7
	87	22,5
	63	16,5
Sex		
Female Male	260	67,5
	125	32,5
Salary		
More Than Enough Enough	3	,7
What Is Not Enough Inadequate	47	12,2
Very Insufficient	80	20,7
	170	44,1
	85	22,0

When the perceptions of organizational justice of the employees participating in the survey are examined; Participants' perceptions of interaction justice seem to be higher than other types of justice (2.74 0.94871). This is followed by procedural justice (2.52 0.89883) and distribution justice (2.17 0.92716) respectively. The average values of all three dimensions of justice indicate that employees perceive hospitals as being fairly fair. Distribution is a center under the median when looking at the average for justice perception. The perceptions of general organizational justice (2.5 0.78592) are moderate.

Table 1. Organizational justice Average

	Average Value	Standard Deviation
Procedural Justice	2,52	0,89883
Distribution Justice	2,17	0,92716
Interaction Justice	2,74	0,94871
Organizational Justice	2,50	0,78592

Minimum 1 – Maximum 5

The fact that the procedural justice, distribution justice and interaction justice perceptions of workers participating in the research differ according to socio-demographic characteristics were statistically investigated.

Table 2. ANOVA values related to perceptions of organizational justice Procedural Justice Distribution Justice Interaction Justice

	Procedural Justice		Interaction Justice		Distribution Justice	
	F/t	P	F/t	P	F/t	P
Department	1,420	0,169	1,354	0,200	1,754	0,068
Operation	6,988	0,001**	5,330	0,005**	5,126	0,006**
Job	3,452	0,001**	1,881	0,062	5,737	0,000**
Tenure of Office	3,509	0,015*	1,968	0,118	2,777	0,041*
Experience	9,988	0,000**	5,193	0,002**	8,976	0,000**
Age	2,774	0,041*	2,130	0,096	1,222	0,302
Marrital Status	-2,966	0,003**	-0,778	0,437	-2,309	0,022*
Education	1,163	0,327	4,402	0,001**	2,341	0,041*
Salary	1,081	0,366	16,357	0,000**	1,935	0,104
Sex	-2,430	0,016*	-2,049	0,041*	-4,255	0,000**

* p<0,05 **p<0,01

When it is examined whether employees differ according to various characteristics of organizational justice perceptions (Table 3), it is revealed that the procedural justice perception differs according to the type of worker, duty, duration of work, professional experience, age, marital status and sex. When the difference between employees' distribution justice perceptions and sociodemographic characteristics is examined, the differences have been found between distribution justice perception and employees work, professional experience, education, income, and sex. When the difference between employees' perceptions of interaction justice and sociodemographic characteristics is examined; It has been observed that the perception of interaction justice varies according to the type of worker, duty, duration of work, professional experience, marital status, education status and sex.

The Tukey test was conducted to determine which groups this difference is. As a result of this analysis, there was a significant difference in the perception of procedural justice between seizure workers and permanent daytime employees. When the difference between the task and the procedural justice perception were examined, it was found to be significantly lower between nurses other health professions.

In those who worked for 11 years or more, the procedural justice perception was lower, and those aged 35 years and older were significantly lower than those aged 25 years and 25-29 years. As a result of the study, the perception of procedural justice of bachelors and men was found higher. Also in the perception of distribution justice, significant difference was found between night and constant daytime and seizure workers. This difference is higher only those work at night. Besides, it was

found that workers who worked for 11 years or more were less than 1 year and those who worked for 1-5 years were significantly lower than employees. In addition, there were statistically significant differences between all groups except for those who had a higher level of cadastral specialization and those with associate degree, undergraduate and graduate degree and doctoral degree, and those whose incomes were insufficient and insufficient. From a gender perspective, the perception of men's distribution of justice was higher than the ladies.

According to the differences in terms of justice of interaction; There was a significant difference between the employees during the daytime and during the daytime. This difference is higher in seizure workers. According to the duties of the employees, it was determined that there is a significant difference between the nurses and the physicians, midwife, technicians and other officials. Nurses' interaction was found to be lower than perceptions of justice. Interaction has been found to be lower in justice perceptions those working for 11 years or more. According to the Experience, there are significantly differences between 1-5 years and 6-10 years

and between 11 years and over employees. The perception of interaction justice among married employees, men and graduates of envy specialization is higher than all other groups. When the job satisfaction of the employees participating in the survey is examined in Table 4; They have moderate job satisfaction (3.00 62714). When the internal and external dimensions of job satisfaction are examined in terms of job satisfaction, it is revealed that the employees are more satisfied with internal job satisfaction (3,19 64594) than external job satisfaction (2,72 72407).

Table 4. Average Values For The Job Satisfaction

	Average Value	Standard Deviation
Job Satisfaction	3,00	0,62714
Internal Job Satisfaction	3,19	0,64594
External Job Satisfaction	2,72	0,72407

Minimum 1 – Maksimum 5

When it is examined whether the job satisfaction of the employees varies according to various characteristics, it is revealed that the job satisfaction differs according to the type of the employees working in division, working style, duty, working time, professional experience, education situation, income. Internal job satisfaction has been found to vary according to the division, duty, education status and sex of the employees. External job satisfaction has been shown to differ according to the type of worker, duty, duration of work, professional experience, marital status, income, and sex (Table 5).

Table 3. Average Values For The Job Satisfaction

Job Satisfaction	Internal Job Satisfaction		External Job Satisfaction			
	P	F/t	P	F/t		
Department	2,773	0,003**	3,413	0,000**	1,584	0,109
Operation	3,678	0,026*	2,900	0,056	4,148	0,017*
Job	4,953	0,000**	4,532	0,000**	4,078	0,000**
Tenure of Office	2,947	0,033*	1,847	0,138	4,591	0,004**
Experience	4,104	0,007**	2,041	0,108	6,202	0,000**
Age	0,065	0,978	0,484	0,694	0,553	0,646
Marrital Status	-1,217	0,225	-0,591	0,555	-2,132	0,034*
Education	2,289	0,045*	2,640	0,023*	1,575	0,166
Salary	3,351	0,010*	2,030	0,090	4,730	0,001**
Sex	-5,059	0,000**	-4,648	0,000**	-4,930	0,00**

* p<0,05 **p<0,01

As a result of the Tukey HSD test analysis, it was found that the occupational satisfaction of the employees in the operating room section was significantly lower in the job satisfaction of the employees in the radiology, laboratory and other parts. Significant differences were found only between daytime and seizure workers. This difference is higher only in daytime workers. From a job perspective, the job satisfaction of nurses was found to be significantly lower than in all groups. Also, It was found that job satisfaction was lower in those who worked for 11 years or more, job satisfaction is higher those in graduate of specialization in envy than those in health high school graduates. According to the analysis results, male have a higher satisfaction level than female, and those who see their income as high and sufficient provide statistically higher job satisfaction than others.

Job satisfaction is divided internally and externally. According to the results of the difference analysis, it was found that the internal job satisfaction of the employees in the operating room section was significantly lower than the internal job satisfaction of the employees in the surgical sciences, radiology, laboratory and other

units. Nurses' internal satisfaction is lower than in all occupational groups. Male internal satisfactions are higher for women than for occupational health graduates.

When the differences in external job satisfaction among the health workers were examined, the external satisfaction of the daytime employees was found higher than all the groups. From the point of view of duty, the external job satisfaction of nurses and 11 years and over employees were found low. The job satisfactions of singles, males and those who see income well are found to be higher than the other groups.

A Pearson correlation analysis was conducted to determine the relationship between job satisfaction and organizational justice, which is the basic hypothesis of the research. Then, multiple regression analysis was used to investigate the effects of independent variables on dependent variables and the effects of organizational justice perception on job satisfaction were tried to be determined.

When the multiple regression model between organizational justice perception and job satisfaction is examined (Table 6), organizational justice perception is seen to have an effect on job satisfaction.

Table 4. Factors Affecting Job Satisfaction (Regression)

	t	p	R ²	F	P
Regression coefficient	1,762	20,888	0,000**		
Procedural Justice	0,164	4,163	0,000**		
Distribution Justice	0,051	1,535	0,126*		
Interaction Justice	0,262	6,771	0,000**		
* p>0,05 ** p<0,01					
	0,395	81,198	0,000		

Organizational justice accounts for about 40% of job satisfaction (R² = 0.395). The multiple regression model for job satisfaction and organizational justice was statistically significant (F = 81,198, p = 0,000). In fact, the relationship between job satisfaction and procedural justice and interaction justice is significant at p <0.01, but the relationship between job satisfaction and distribution justice is not statistically significant. From this finding, it can be said that distribution justice did not make a meaningful contribution to job satisfaction. It is understood from the table coefficients that the factor having the greatest influence on job satisfaction is the interaction justice, then the procedure follows justice.

The value that the job satisfaction can take from the data in the table can be formulated as follows.

$$\text{Job satisfaction} = 1.762 + 0.164 * (\text{procedure justice}) + 0.051 * (\text{distribution justice}) + 0.262 * (\text{interaction justice})$$

IV. CONCLUSION

When we look at organizational justice perceptions of health professionals in our study, it was determined that the perceptions of interaction justice are higher than other justice dimensions of 2.74. This was followed by procedural justice 2.52 and distribution justice 2.17 respectively. The total perception of organizational justice dimensions is 2,50. This result shows that employees perceive their hospitals as fairly partly. In the work with mental health workers, it has been found that the perception of justice was highest in terms of justice, and the perception of procedure and distribution justice was low respectively (Söyük, 2007). Also in the study conducted by Aryee. et al' the interaction with justice is the highest, then the procedure is justice, and the lowest is the result of the justice of the distribution (Arye et. all 2002). Yaghoubi and Yelboga have been found in their studies that the perception of organizational justice was moderate, and the perception of distribution justice was high and interaction has been found low (Yaghoubi, 2012, Yelboğa, 2012). It is seen that there is a meaningful relationship between the demographic characteristics of employees and perceptions of justice.

When the job satisfaction of the employees participating in the survey is examined; They have moderate job satisfaction (3.00 62714). When the internal and external dimensions of job satisfaction are examined in terms of job satisfaction, it is revealed that the employees are more satisfied with internal job satisfaction (3,19 64594) and external job satisfaction (2,72 72407). Söyük and Köyutürk found that the job satisfaction of the employees in the middle level was high and the internal job satisfaction was higher than the external job satisfaction (Söyük, 2007, Cingi 2015).

As a result of the study, it has also been found that organizational justice affects job satisfaction. It was determined that the most influential factor on job satisfaction was interaction justice, then procedural justice. In order to ensure the continuity of the organizations, the managers have to communicate well with their employees and adopt it in a fair way in their organizations, adopting a form of fair management.

*Thanks Note

This project, supported by the Istanbul University Scientific Researches Unit (BAP-2016-22375), was presented at the International International Conference on Business Las Vegas from 2-5 October 2016.

REFERENCES

- [1]- Altaş, S. S. & Çekmeceloğlu, H.G. (2015). "The Effects of Organizational Justice Perception on Job Satisfaction, Organizational Commitment and Job Performance: A Research on Preschool Teachers". Ataturk University Journal of Economics & Administrative Sciences. 29(3), 421-439.
- [2]- Aryee S, Budhwar PS, Chen ZX. (2002). "Trust As A Mediator Of The Relationship Between Organizational Justice and Work

- Outcomes: Test Of A Social Exchange Model". *Journal Of Organizational Behavior J.*, 23, 267-285.
- [3]- Beugre, C.D.; Baron, R. A. (2001). "Perceptions of Systemic Justice: The Effects of Distributive, Procedural and Interactional Justice". *Journal of Applied Psychology*, 31(2), 324-339
- [49]- Bies RJ, & Shapiro DL. (1988). "Voice and Justification: Their Influence on Procedural Fairness Judgments". *Academy of Management Journal*, 31(3), 676-685.
- [5]- Büte, M. (2011). "The Effect of Stress Levels on Job Satisfaction of Employees An Empirical Research on Celal Bayar University Employees". *Journal of Social Sciences Institute, Cukurova University*, 20(1), 177-194.
- [6]- Charash, Y. C. & Spector, P.E. (2001). "The Role of Justice in Organizations: A Meta Analysis". *Organizational Behavior and Human Decision Processes*, 86(2), 278-321.
- [7]- Cheng S.Y. (2014). "The Mediating Role Of Organizational Justice On The Relationship Between Administrative Performance and International Organizational Commitment". *The International Journal of Human Resource Management*, 25(8), 1131-1148.
- [8]- Cingi, A. (2015). "A Research on Organizational Citizenship Behavior and Job Satisfaction". *Istanbul University Unpublished Master Thesis*.
- [9]- Cropanzano, R. ; Byrne, Z. S.; Bobocel, D. R. (2001). "Moral Virtues, Fairness Heuristics, Social Entities, and Other Denizens of Organizational Justice". *Journal of Vocational Behavior*, 58, 164-209
- [10]- Demir, M. (2011). "Effects of Organizational Justice, Trust And Commitment On Employees' Deviant Behavior". 22(2), 204-221.
- [11]- Eun, K.C.C. & Hyun, W.J (2017). "Employee job satisfaction and customer-oriented behavior: A study of frontline employees in the foodservice industry". *Journal of Human Resources in Hospitality & Tourism*, 16(3), 235-251
- [12]- Fernandes, C., & Awamleh, R. (2006). "Impact of organizational justice in an expatriate work environment". *Management Research News*, 29(11), 701-712.
- [13]- Flint, D. H. (1999). "The Role of Organizational Justice in Multi- Source Performance Appraisal: Theory-Based Applications and Directions for Research". *Human Resource Management Review*, 9(1), 1-20.
- [14]- Ghazi, M., Jalali, S. M. (2017). "The Effects of Organizational Justice and Job Motivation on Organizational Citizenship Behavior and its Impact on Taxpayers". *Journal of History Culture and Art Research* 6(1), 136-152.
- [15]- Greenberg, J. (1990). "Organizational justice: Yesterday, today, and tomorrow." *Journal of management*, 16(2), 399-432. [16]- Greenberg, J. (1987). "A Taxonomy Of Organizational Justice Theories". *Academy of Management Review*, 12(1), 9-22.
- [17]- Haris, E. G., et al. (2006). "Role Stressors, Service Worker Job Resourcefulness and Job Outcomes: An Empirical Analysis". *Journal of Business Research*, LIX, 407-415.
- [18]- İşcan, Ö.F., Timuroğlu, M. K. (2007). "The Impact of Organizational Culture on Job Satisfaction". *Journal of Economics and Administrative Sciences*, 21(1), 119-135.
- [19]- İkbal, K. (2013). "Determinants of organizational justice and its impact on job satisfaction. A Pakistan based survey". *International Review of Management and Business Research*, 2(1), 48-56.
- [20]- Judge, T. A., Church, A. H. (2000). "Job Satisfaction: Research and Practice" *Industrial and Organizational Psychology: Linking Theory With Practice*, Ed. By Cary. L. Cooper, Edwin. A. Locke, Oxford, Blackwell, 166-198.
- [21]- Kim, S. (2017). "Perceived organizational support as a mediator between distributive justice and sports referees' job satisfaction and career commitment". *Annals of Leisure Research* 20 (2), 169-187
- [22]- Koyutürk, A. (2015). "Organizational Justice and Job Satisfaction in Health Care Workers Example of a Public Hospital". *Okan University Unpublished Master Thesis*.
- [23]- Levy et al. (2005). "Job Satisfaction and Quits," *Labor Economics*, 14(2), 251-268.
- [24]- Özer G. & Günlük M. (2010). "The Effect of Organizational Justice on the Job Satisfaction of the Accountants and the Leaning Behavior". *Gaziantep University Journal of Social Sciences*. 9(2), 459-485.
- [25]- Parker, P.J. & Kohlmeyer, J.M. (2005). "Organizational Justice and Turnover in Public Accounting Firms: A Research Note". *Accounting, Organizations and Society*, 30, 357-369.
- [26]- Robertson, B. W. & Kee F. K. (2017). "Social media at work: The roles of job satisfaction, employment status, and Facebook use with co-workers". *Computers in Human Behavior* , 70, 191-196
- [27]- Schmiesing, R.J., et al. (2003). "Factors Affecting O.S.U. Extension Agents' Preceptions of Organizational Justice and Job Satisfaction". *Journal of International Agricultural and Extension Education*, 10(2), 25-33
- [28]- Searle, R. H., & Ball, K. S. (2004). "The Development Of Trust And Distrust In A Merger". *Journal of Managerial Psychology*, 19(7), 708-721.
- [29]- Sia, L.A. & Tan T. G. (2016). "The Influence of Organizational Justice on Job Satisfaction in a Hotel Setting". *DLSU Business & Economics Review* 26(1), 17-29
- [30]- Skarlicki, D. P., Folger, R. (1997). "Relation in the Workplace: The Roles of Distributive, Procedural and Interactional Justice". *Journal of Applied Psychology*, 82(3), 430-468.
- [31]- Sounders N. K. M. & Thornhill A. (2003). "Organizational Justice, Trust and The Management Of Change An Exploration". *Personnel Review*, 32(3), 360-375.
- [32]- Söyük S. (2007). "The Impact of Organizational Justice on Job Satisfaction and a Study on Nurses Working in Private Hospitals in Istanbul Province". *Istanbul University, Unpublished Doctorate Thesis*.
- [33]- Söyük S., (2011). "Organizational Justice", *Health Magazine*, 34-35
- [34]- Toker, B. (2007). "The Impact of Demographic Variables on Job Satisfaction: An Application for Five and Four Star Hotels in İzmir". *Dogus University Magazine*, 8(1), 92-107.
- [35]- Totovar, A.K. & Nambudiri, R. (2014). "How Does Organizational Justice Influence Satisfaction and Organizational Commitment? Explaining with Psychological Capital, Vikalpa". *The Journal of Decision Makers*, 39(2), 83-98
- [36]- Yaghoubi M, Afshar M, Javadi M. (2012). "A Study of Relationship Between The Organizational Justice And Organizational Citizenship Behavior Among Nurses In Selected Hospitals Of Isfahan University Of Medical Sciences". *Iranian Journal Of Nursing and Midwifery Research*. 17, 456-460.
- [37]- Yelboğa A. (2012). "Relationship between Organizational Justice and Job Satisfaction: An Empirical Study". *Ege Academic View*, 12(2), 171-182.
- [38]- Wasti, S. A. (2001). "Concept of Organizational Justice and Reliability and Validity Analysis of a Translated Scale in Turkish". *Journal of Management Research*, 1, 33-50