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ORGANIZATIONAL JUSTICE PERCEPTIONS IN WORK LIFE: RESEARCH ON ACCOMMODATION FIRMS

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Abstract: Today, the concept of organizational justice is given great emphasis in terms of increasing the efficiency and productivity of the organizations. In that study, three dimensions regarding organizational justice were analyzed. These are distribution, process and interaction justice. The main aim of this study is to determine the organizational justice perceptions of the staff working in the hotels and discuss the outcomes which will be gotten for hotel enterprises. The sample group of this study was formed 120 employees working in various departments of the three “five-stars” hotels located in Antalya, where is the most important touristic city of Turkey.

Key words: Organizational justice, distribution justice, process justice/ interaction justice.

Sažetak: PERCEPCIJA ORGANIZACIJSKE PRAVEDNOSTI U RADNOM ŽIVOTU: ISTRAŽIVANJE O SMJEŠTAJNIM OBJEKTIMA. Danas se koncept organizacijske pravednosti sve više ističe u pogledu povećanja učinkovitosti i produktivnosti organizacija. U ovom radu analizirane su tri dimenzije u pogledu organizacijske pravednosti. To su pravednost distribucije, pravednost procesa i pravednost interakcije. Glavni cilj ovog istraživanja je odrediti percepcije organizacijske pravednosti kadrova u hotelima i razmotriti rezultate koji će se dobiti u hotelskim poduzećima. Uzorak ove studije načinjen je na grupi od 120 zaposlenika u različitim odjelima u tri hotela s pet zvjezdica u gradu Antalya, u jednom od najznačajnijih turističkih gradova u Turskoj.

Ključne riječi: organizacijska pravednost, pravednost distribucije, pravednost procesa i pravednost interakcije.

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INTRODUCTION

In today's uncertain, complicated, and ever changing and developing business world in which the information technologies accelerate the globalization of organizations. The existence of the organizations depends on not only technology but also the staff forming the organizations. That's why, all the organizations have to work with people who behave as devoted and faithful volunteers for the benefits of the organizations. Another important point affecting these outcomes is organizational justice perception.

Individuals always search for justice in their environments. This search comprises society, family, friends and work place. Sharing sources rewards and the distribution of punishment, interpersonal interaction, application of rules and wages for the work affect the justice conception in the the work place, that is, the organization where he or she works. Perceptions that there is injustice in the organization will affect most of his behaviours, such as aggressive behaviours, leaving the work, decrease in internal unity.

1. ORGANIZATIONAL JUSTICE CONCEPTION

Studies about organizational justice start with Adam's Equality Theory. In this theory, individuals' job success and satisfaction degree is related to the equality and inequality which they perceived about the atmosphere. The employees compare themselves with the others in their organizations. They expect equal application of the rules to everybody, equal payment to equal job, having equal rights about permissions, making use of some social facilities.

Organizational justice becomes more and more important in work life. Organizational justice consists of fair and moral application and operations' being dominant in the organization. The employees have a feeling regarding whether or not they are treated equally. The answers to the questions like "Was my performance gone through in a fair way? Was a fair chance given to me for promotion?" are related to their information, thoughts, and perceptions. These perceptions change their behaviours towards organizations.

These findings are in parallel with a lot of researches. These researchers (Lind, Kray, and Thompson, 1998, 2) (Ambrose, 2002, 803) (Van den Bos, 2001, 254-255) (Deconinck & Stilwell 2004, 225) (Cole & Flint, 2004, 19-20) found out that when the workers feel about unfair behaviours in their organizations, their performance drops off, organizational citizenship behaviours and their confidence towards their organizations diminish, and their behaviours intended for protest increase, less cooperation happens, their commitment level to their administration drops off, they want to give up the work, they look for another firm and they tend to behave aggressively.

Why do the employees have this kinds of risky and extreme reactions in their work life? This question hasn't been answered in work life yet. The model advanced for that is intended for their negative answers for they perceive these kinds of behaviours personal and psychological (Cropanzano, 2002, 1019).

An organization in which all the employees aren't innovative, creative and integrated with is difficult to exist let alone have a chance of success. In today's competitive world, administration wants their workers to do more than "working hard". In implementing these demands, the role of the administration understanding applied in their work places is of a great importance.

These outcomes have similarities with the findings which (Blader & Tyler, 2003,108), (Van den Bos, 2001,254-255) (Flint, 1999,3-4) obtained by analyzing organizational justice relation based on empirical researches. If organizational justice is important in an administration, that is, fair behaviours are shown towards the employees in the work place, they make more effort to do their tasks and want to stay in their organizations, their commitment level to their administrations increases, they undertake more tasks, their job satisfaction, cooperation and organizational citizenship behaviours advance and they join decision processes.

A lot of researches done in the similar areas; Berkowitz 1987, Folger and Konovsky 1989, Grenberg 1990, Sweeney and McFarlin 1993 indicate that organizational justice in humans' behaviours have an important place in employees' behaviours. As a result, justice becomes an important point when the decision makers in the organization aren't sure about whether they take a right decision on or not.

Another factor which must be analyzed is the justice perceptions in the different societies. The globalization of the organizations resulted in working with different cultures. In order to create this change, it is inevitable that the organization understands the workers from different cultures. Because the value and norms of every culture and justice perceptions are different.

The researchers expressed different ideas about justice. Greenberg maintains that we must go through what justice is. Taylor wants to see the equality researches on the employees in real life and warn us about three important prejudices which affect the judgements related to justice. Van accepts the idea that there is a need for observation/labaratory studies designed to answer "why" and "how" questions more carefully. Lind states that organization process can be seen more clearly as a result of giving emphasis to this subject by remarking that why justice is so important for people is rarely taken into consideration. Meara emphasizes that justice is a virtue.(Levy,2001, 274- 276)

On the other hand, Organizational justice theory suggests that how the rewards and penalties should be distributed and this theory comprises how the procedures in the distribution decisions should be used (Richarda, 2002,726)

2. ORGANIZATIONAL JUSTICE THEORIES

The first theories advanced for organizational justice focus on the equality of the outcomes and that is a concept which is made research about for over thirty years.

The researches about that subject is based on Adam's equality theory (Ambrose, 2002) Equality theory is that the employee has a belief about whether he is treated equally or not. According to equality theory, employees have equality and

inequality perceptions as a result of comparing themselves with the different employees in terms of promotion, wages in connection with their efforts, experience, and education. (DeConinck&Stilwell,2004,226-227) In other words, the proportion of inputs and outcomes signifies a meaningful relation as a result of comparing himself with the individual at the same level.

According to justice theory, if inequality situations bring negative results more than expected. Organizational climate in the work place clears away and the tension goes up. The employees lose their confidence in their organization. What is pointed out specifically in this comparison is the wage. If the outcomes/benefits are better compared to the other organizations, then they don't give up their jobs. Their confidence in their organization increases in this way and their behaviours advance.

There are two elements in organizational justice.

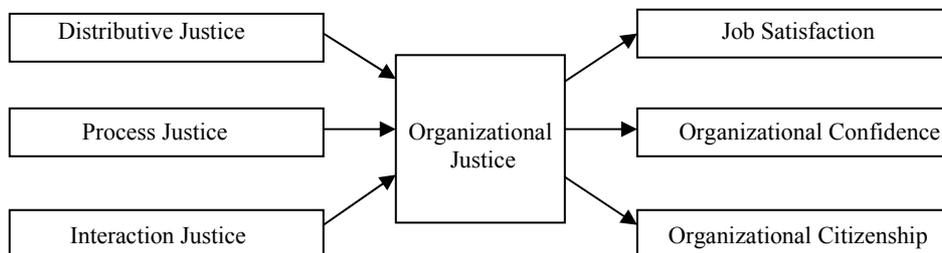
- Distributive justice
- Process/operation justice(Richard,2002)

Another model is;

- interaction justice

The most important element of organizational justice is the confidence (confidence in organization and administrator)

This model was developed in a research done about what the outcomes of this confidence are.(Aryee,2002)



As mentioned before, the idea that justice and citizenship affect each other was related in the same way in the research done on 114 employees working in different sectors.

Another point which should be specified is the role of the leader in terms of establishing organizational justice. Plian and his friends dealt with organizational justice (Distributive and process justice) in terms of Transactional (transformational leadership) and Transactional leadership. It was specified that these leaders have a great importance in terms of establishing confidence in justice perceptions and that confidence increased organizational loyalty, citizenship, and job satisfaction.

2.1 Distributive Justice

Distributive justice is based on Adam's equality theory(Barclay,2002) Outstanding written works about Distributive justice; Homors- 1961, Deutch-1975, Leventhal 1976, the volumes of writtten works reached to great amounts (Ambrose, 2002) Distributive justice was expressed by Staouffer in 1949 before Adams, by homans in 1961.But it was remembered with Adams scientifically. That's why, distribution theory was based on Adams.(Greenberg,1990)

Distribution justice is sources' being shared to the individuals whose proportional shares identified according to the specific functional rules and judgements in specific standards (ozdevecioglu, 2003)

Individuals perceive the outcomes(income,premium,promotion,social rights) fairly or unfairly. They compare what they got with what others got..As a result of that, they may think they are treated unfairly. This thought affects their attitude, and the individuals' attitudes can change in connection with their behaviours.What is essential in distribution justice is the individuals'thinking that they get the share from the sources distributed fairly.

Distributive justice conveys justice perceptions of the employees about the benefits in distribution.(Cole&Flint, 2004, 19; Fileds, 2000, 548; Lemons&Jones, 2001,271)

Tyler found out in his research in 1984 that there is a meaningful relation between distributive justice and reliability of its outcomes. (Richard, Taylor, Barnett, Nesbit, 2002, 727). In the researches, McFarlin&Sweeney, 1992 and Folger &Konovsky 1989, about distribution justice, a very high relation was found between distribution justice and pay satisfaction.

Distribution justice, job satisfaction, the staff's going on working in the administration are important factors affecting their attitude about the administration. The researches about the justice dealt with the justice perceptions connected to sex discrimination in the distribution.

In the research done by Sweeney in 1997, men's justice perceptions were found more powerful than women's in terms of distribution perception(Sweeney&McFarlin,1997)

2.2 Process Justice

Process justice is a concept which came to agenda in 1980.The first research about process justice related to the distribution of benefits is Tribaut and Walker(1975) and Leventhal (1980)'s researches.

In Tribaut and Walker's research, it is mentioned that if the employees are sure about processes' operating properly, they trust the distribution. Process justice signifies the justice perceptions of process in the distribution. That is, justice

perspective is dependent upon not only procedures but also outcomes. There are two sub-dimensions of process justice;

- Functional characteristics of applications and procedures used in decision-making process comprise speech rights for employees and listening to their ideas.
- Manner of implementation of policies and applications used in decision making process.

According to Leventhal, six rules affecting justice perceptions in organization directly were specified.

- | | |
|-----------------------|---------------------|
| 1- Consistency | 4- Accuracy |
| 2- Correctability | 5- Bias Suppression |
| 3- Representativeness | 6- Ethicality |

1- Consistency is a rule that the decisions which will be taken about Distribution decisions are relevant to each other.

2- Correctability is that employees have the right to object to some decisions or to proofread the decisions.

3- Representativeness is a concept pertaining to the representatives' being selected and asked in making decisions which can affect the employees.

4- Accuracy is a concept related to the accuracy of information.

5- Bias Suppression is a rule of not being prejudiced to the employees in distribution or operation/processes.

6- Ethicality is a concept that the decisions should be in parallel with the ethical values of the employees in terms of distribution and process.

Injustice in the processes causes unjust outcomes. Process affects lots of benefits like wage, rewards. For example, the evaluation of performance in the organization is determined accurately, the employees' confidence in the processes related to the performance evaluation. In the researches, the individuals who have bad performance were said to have tendency in questioning the process justice in the performance evaluation outcomes. (Flint, 1999, 1, Erdogan, 2002, 555-578) The perceptions in the process justice have an important place in both performance and promotion decisions.

The researches related to the organizational justice in human resources areas; job arrangement, Earley and Lind, 1987, Lowe and Vodanovich, 1995, staff selection, Gilliland, 1994, Harris, 2000; Ployhart and Ryan 1998, (Cole & Flint 2004, 20), performance evaluation, Greenberg, 1986; Greller, 1975; Williams, 2000-education, Cole and Latham, 1997; Skarlicki and Latham, 1996, Witt and Broach, 1993-wages, Greenberg, 1987; St Onge, 2000; welbourne, 1998 (Cole & Flint, 2004, 20), employing the staff (Russel Cropanzano & Thomas A. Wriht, 2003, 7-10)

The effects of justice were researched on all these studies, too. Another research in human resources area, justice level is in the methods used in the psychological tests for employing the staff (Cropanzano, 2003, 8)

In the researches, the subjects like this justice's increasing employees' satisfaction (Schimt & Dörffel, 1999, 443-453; Huffman, 2001, 593; Mossholder, Bennett, Martin, 1998, 131-141) and making them committed to their organization (Chang, 2002, 262) were analyzed.

In Sweeney's research mentioned before, the perceptions of women were found more powerful than that of men in process justice. (Sweeney & McFarlin, 1997) The effects of poor perception in process justice on the individuals' having stress, even health problems. were analyzed in another research. (Elovaninio, 2003, 380- 381)

Four models concerning process justice were developed by Tyler and Cropanzano. In this model, there are two process elements (quality in decisions, quality in the behaviours) and formal-informal behaviours perceived by the group and the administrator. This can be specified as follows (Thler & Blader, 2003, 113-117):

		<u>Source</u>	
		The rules of the group (formal)	Administrator's behaviours (informal)
<u>Procedure</u>	Quality in decisions	Formal justice decision making	Informal decision making
<u>Element</u>	Quality in behaviours	Formal quality behaviours	Informal quality behaviours

2.3 Interaction Justice

Related to social expansion of justice researches in nineties, Interaction justice attracted attention in written world. It signifies the quality of interpersonal interaction. (Fields, 2000, 548)

This kind of justice was put on the agenda in 1986 by Bies and Moag. (Ambrose, 2002, 548) Bies and Moag define interaction process as "the quality of interpersonal interaction in procedural processes implemented for the employees by the others". (Colquitt, 2001, 426) In another different definition, it is specified that interaction justice signifies interpersonal behaviours of the decisions by an administrator. (Barcklay, 2002)

Interaction justice signifies justice perceptions in interpersonal (employee-administrator) interaction rather than distribution of benefits and the operation of processes in this distribution.

3. RESEARCH

In this part of study, the research technique that is made to consider of employees'; who work at stay for night enterprises; perceptions for distribution, process, interactional justice and its findings are going to be explained.

RESEARCH TECHNIQUE:

There are mainly 120 employees who work in the heart of tourism of Turkey, Antalya's 3 different 5 stars hotels in different departments in this research. There are 800 staff in these hotels, the research questionnaire are applied to 15 % of the whole staff.

MEANS OF COLLECTING DATUM:

In our research, questionnaire technique is used to collect datum. With the intention of considering employees' distribution the scale model; which was improved by Mahmut Özdevecioğlu in 2004 and consists of 22 questions; is chosen as a model. Variables in that scale; 1-I definitely disagree 2- I disagree 3- Indecisive 4- I agree 5-I definitely agree are scaled using fivehold likert.

When questions are examined questions 1 to 5 are for distribution justice; 6 to 15 for operation justice; 17 to 22 for interactional justice. In the question form; there are questions to test demographic and individual features of the employees' sex, marital status, age, education, duration of working time in tourism and the place they work, choosing hotel department again and his / her duty at the enterprise. Furthermore some questions were asked to find out if they are pleased with their job and wage and if they suggest this job to the other people.

ANALYSIS:

SPSS 11.0 statistics pack is used to analyze the data. Frequency and percentage analysis is used to make comments on demographic variable. Factor analysis is used to determine the employees' attitude for organization justice. Finally; ANOVA and t tests are used to determine the employees' attitude for organization justice.

**FINDINGS AND DISCUSSION:
 DEMOGRPHIC FINDINGS:**

Sex	Percentage
Male	%79,3
Female	%20,7
Marital Status	
Married	%43,1
Single	%56,9
Age	
Between 18-24 years	%29,9
Between 25-31 years	%38,5
Between 32-38 years	%23,9
Between 39-45 years	%6,0
Between 46-52 years	%1,7
53 years and above	-
Educational Status	
Primary/Secondary	%30,2
High School	%54,3
University (2 years)	%5,2
University (4 years)	%9,5
Master/Doctorate	%0,9
Working Period In Tourism Sector	
Less than 1 year	%9,3
Between 1-5 years	%40,7
Between 6-10 years	%27,1
Between 11-15 years	%16,1
Between 16-20 years	%3,4
Between 21-25 years	%3,4
26 years and above	-
Working Period in The Present Position	
Less than 1 year	%20,5
Between 1-3 years	%53,8
Between 4-6 years	%23,1
Between 7-9 years	%2,6
10 years and above	-

Working Period In The Present Hotel	Percentage
Less than 1 year	%15,4
Between 1-3 years	%37,6
Between 4-6 years	%41,0
Between 7-9 years	%6,0
10 years and above	-
Duty on The Present hotel	
Department Manager	%4,3
Department Chief	%12,9
Department Staff	%82,8
Situation of prefer to Hotel sektor again	
Yes, I do	%50,4
Indecisive	%40,2
No	%9,4
Pleasure Felt on The Present Hotel	
I am very pleased	%20,3
I am pleased	%51,7
Indecisive	%21,2
I am not pleased	%5,9
I am not pleased at all	%0,8
Suggesting Hotel For Others To Work	
Yes, I do	%65,0
Indecisive	%26,5
No, I do not	%8,5

ATTITUDES OF EMPLOYEES TO PERCEPTIONS OF ORGANIZATION JUSTICE

(%)Percentage Disributions

PROPOSAL	I definitely disagree	I disagree	Indecisive	I agree	I definitely agree
1-I think sharing the work is fair among the work-mates according to their programmes.	17,2	22,4	12,9	30,2	17,2
2-I think my wage is fair when I compare the workers at other hotels.	15,1	20,2	22,7	31,1	10,9
3-I think my work hours and my duties are fair among my work-mates.	11,8	21,0	16,8	36,1	14,3
4-I think my responsibilites are fair among my work-mates.	5,5	12,7	22,7	43,6	15,5
5-I think workers are appreciated when they do their work well.	15,1	16,8	23,5	26,9	17,6
6-I think the system at the association helps to behave all workers equally.	16,9	18,6	21,2	32,2	11,0
7- I think the system at the association helps to decide about workers away from the prejudice.	6,7	18,5	28,6	31,9	14,3
8-I think they have all the information correctly and fully about us when they decide about us.	9,6	13,9	23,5	35,7	17,4
9- I think the system at the association helps to give us a chance to object.	15,8	21,1	22,8	27,2	13,2
10- I think the system at the association helps to decide according to all workers' needs.	8,5	19,7	23,1	35,0	13,7
11- I think the system at the association helps to protect the workers' rights.	11,4	14,0	23,7	41,2	9,6
12-I think our manager decides about everything away from the prejudice.	7,8	10,4	26,1	40,9	14,8
13-I think our manager is consistent about his / her decisions.	2,5	12,7	24,6	44,9	15,3
14-I think our manager considers our needs.	9,3	11,0	22,9	39,8	16,9
15-I think our manager respects to our rights..	7,7	16,2	20,5	36,8	18,8
16- I think our manager behaves compassionate and respectful to us.	4,2	9,3	14,4	52,5	19,5
17- I think our manager is interested in us sincerely.	6,7	9,2	21,8	39,5	22,7
18- I think our manager gives us detailed information about his / her decisions.	5,9	15,3	17,8	36,4	24,6
19- I think our manager explains us clearly his / her decisions.	8,4	16,8	18,5	38,7	17,6
20- I think our manager detailed information how to apply his / her decisions related to the association or work.	5,0	11,8	18,5	46,2	18,5
21- I think our manager explains clearly how the prize and punishment system works.	6,8	20,3	22,9	34,7	15,3
22- I think our manager explains clearly how he considers our performance.	11,9	20,3	19,5	29,7	18,6

WORKERS’ RELIABILITY ANALYZE AND FACTOR LOADS FOR ORGANIZATION JUSTICE PERCEPTIONS:

Alpha reliability coefficients are like this in the question form: Distrubition justice=0,8393; Operation justice= 0,9294 ; Interaction justice=0,9182 and for all the questions that helps to find out organization justice is 0,9605. These datum shows that the question form is quite reliable.

FACTOR LOADS

PROPOSAL	Faktor Loads		
	F 1	F 2	F 3
1-I think sharing the work is fair among the work-mates according to their programmes.			,555
2-I think my wage is fair when I compare the workers at other hotels.			,762
3-I think my work hours and my duties are fair among my work-mates.			,731
4-I think my responsibilites are fair among my work-mates.			,573
5-I think workers are appreciated when they do their work well.			,628
6-I think the system at the association helps to behave all workers equally.		,768	
7- I think the system at the association helps to decide about workers away from the prejudice.		,653	
8-I think they have all the information correctly and fully about us when they decide about us		,544	
9- I think the system at the association helps to give us a chance to object.		,614	
10- I think the system at the association helps to decide according to all workers’ needs.		,580	
11- I think the system at the association helps to protect the workers’ rights.		,680	
12-I think our manager decides about everything away from the prejudice.		,563	
13-I think our manager is consistent about his / her decisions.		,638	
14-I think our manager considers our needs.	,643		
15-I think our manager respects to our rights..	,738		
16- I think our manager behaves compassionate and respectful to us.	,583		
17- I think our manager is interested in us sincerely.	,845		
18- I think our manager gives us detailed information about his / her decisions.	,758		
19- I think our manager explains us clearly his / her decisions.	,749		
20- I think our manager detailed information how to apply his / her decisions related to the association or work.	,840		
21- I think our manager explains clearly how the prize and punishment system works.	,754		
22- I think our manager explains clearly how he considers our performance.	,762		

Factor loads: According to the above results, it’s seen that scale that belongs to 22 questions is 3 dimension. Three factors’ total consists of 67.886 of variations.

WORKERS' CHANGING ACCORDING TO ORGANIZATION JUSTICE PERCEPTIONS' SOME DEMOGRAPHIC SPECIALITIES

Workers were applied T Test to find out if their sex effects their perceptions according to operation and interaction justice. According to the results of distribution, operation, The relation of (0,05 meaningfulness level) (Distribution; $t=0,563, p=0,574$ -operation; $t=0,12, p=0,991$ -interaction; $t=0,740, p=0,461$); although there is no difference for distribution and operation justice among the sex, there is difference for interaction justice among the sex.

The relation of Distribution Justice Perceptions among the sex

Sex	N	Mean	s.d.	d.f.	t	p
Male	82	3,2317	0,98154	100	0,563	0,574
Female	20	3,3700	0,99530			

The relation of Operation Justice Perceptions among the sex

Sex	N	Mean	s.d.	d.f.	t	p
Male	77	3,2289	0,94881	96	0,12	0,991
Female	21	3,2262	0,90883			

The relation of Interaction Justice among the sex

Sex	N	Mean	s.d.	d.f.	t	p
Male	86	3,4289	0,99631	107	0,740	0,461
Female	23	3,5942	0,75330			

To test of workers' education level and organization justice perceptions; Anova test was applied. According to these results ($F=1,925, P=0,114$) there is no difference seen between the worker's education situation and organization justice perceptions.

Education level	N	Mean	s.d.
Primary / Secondary	22	3,7500	1,14553
High-school	50	3,2673	,74744
University (2 years)	4	3,2614	,72763
University (4 years)	9	3,2374	,84329
Advanced Licence/Doctorate	1	1,9545	,
TOTAL	86	3,3721	,89523

RESULT AND SUGGESTIONS

According to the results; distribution, operation /process and interaction justice perceptions increase with the choice I Agree. That shows us that there is justice perceptions are in positive way. 72% of being pleased with working circumstances during the work at the work place shows us that there is a whole working structure at the work place. In addition there is no difference seen among the workers' sex and education differences influences on justice perceptions. This doesn't take us the work which was held by Sweeney (1997) that claimed there is difference between sex and justice perception. This is because of the different country and region structure and also there are less female workers at the work place. Tourism enterprises should improve themselves to create a difference as tourism itself improving and increasing competition among the enterprises. The most important wealth is humanbeing in tourism and they need to create a better circumstance for the workers to have better work from the workers. They need to be fair for justice perceptions, same justice for all workers and equal to everyone so that they can have workers who are effective, productive and customers who are happy with the service. This is very important factor for all kind of enterprises in tourism. The most important profit for enterprises is competing circumstance. It is claimed that positive organization justice perceptions are useful for enterprises.

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