

The Effect of Employees' Perceptions of Organizational Justice on Organizational Citizenship Behavior: An Application in Turkish Public Institutions

Mehmet İnce (Corresponding author)

Karamanoğlu Mehmetbey University, Faculty of Economics and Administrative Sciences

Yunus Emre Yerleşkesi, 70100 Karaman, Turkey

Tel: 90-338-226-2000 E-mail: mehmetince1972@yahoo.com

Hasan Gül

Karamanoğlu Mehmetbey University, Faculty of Economics and Administrative Sciences

Yunus Emre Yerleşkesi, 70100 Karaman, Turkey

Tel: 90-338-226-2000 E-mail: hasan60gul@hotmail.com

Received: March 15, 2011 Accepted: April 1, 2011 doi:10.5539/ijbm.v6n6p134

Abstract

The aim of this study is to analyze the effects of organizational justice perceptions of public sector employees on the organizational citizenship behavior. Organizational justice includes the perceptions of employees related to the rewards, results, decision making and participation in decision processes. Organizational citizenship behaviors, on the other hand, are the behaviors which are not written in job descriptions, voluntary, not rewarded when fulfilled, not punished when not fulfilled and mostly dependent on personal choices. Both organizational variables have close connections with organizational efficiency and effectiveness. The research was conducted with 83 employees who work for Provincial Directorate of Land Registry and Cadastre, Provincial Directorate of National Education and Provincial Governorship Services of Karaman. Correlation and regression were employed to analyze the collected data. Regression results up positive relations between procedural justice and contribution to organizational development and taking care of the job; transactional justice and taking care of the job; and distributive justice and contribution to organizational development, self improvement, ownage and taking care of the job behaviors.

Keywords: Organizational justice perception, Distributive justice, Transactional justice, Procedural justice, Organizational citizenship

1. Introduction

Change brings the knowledge, experience and individuals who are equipped with these talents forward as the main indicator and source of competition and success. This necessity is true of every aspects of organizational life as well as social, political, cultural and economic life. Hence, the factors affecting the organizational success in a competitive world are associated not with material values but mostly with abstract values and abstract capital which also produce these material factors. Today, the key concept for success is not seen as the goods and services themselves but the knowledge, talent, skills and potential to reproduce and renovate these attributes required for the production of goods and services (Cropanzano et al., 2001).

The transformation of talents and knowledge of individuals into the basic inputs of organization comes up as a result of the psychological relationship and the contract between the individual and organization, beyond the job and task descriptions. The level of organizational citizenship is among the most important factors to harden the individual and organizational aims, to reduce the employee turnover, to create organizational commitment, to improve employee productivity. The major administrative instrument to retrain employees in the organization and to create a sense of loyalty is, beyond any doubt, a managerial system based on justice. In order to generate

and manage such a process, it is important that employees must have a similar justice perception as well as the managers' just and fair practices. The beliefs of workers about the organizational justice, namely their beliefs about whether they are subject to a fair managerial process by their superiors affect their organizational behaviors (Yazıcıoğlu and Topaloğlu, 2009). In this connection, the aim of this study is to determine the impacts of organizational justice perceptions on the organizational citizenship behaviors. Besides, along with a survey in the context of the model developed, in public institutions dependent to Karaman Provincial Governorship, we aimed to contribute to the accumulated results in the field until today.

2. Organizational Justice

2.1 *The Concept of Organizational Justice and Its Importance*

Employees have significant roles in various decision making processes in the organizations. It is sometimes questioned whether the decisions towards employees are fair or not (Colquitt et al., 2001). The behaviors of employees toward justice became an area of study by the increasing importance of concept of justice in the organizations (Greenberg, 1990). It is generally observed that the recent organizational theories focused mostly on the interpersonal interactions and the problems based on these interactions. In this context, it is seen that the concept of "social justice" is adapted to organizations and accordingly the concept of "organizational justice", which refers to the just distribution of organizational outputs depending on organizational relations, has been developed concurrently (Özmen et al., 2007). Similarly, Tatum and others (2003) points out the adaptation of the concept of justice into organizational justice and emerging of it as an important field of study in industrial and organizational psychology (Eberlin and Tatum, 2008; Bolat, 2010).

Organizational justice, as a concept; is the vindication of employees by the authorities in the workplace (Pillai et al., 1999). Justice is discussed as a social structure in organization studies. There are many studies in the field of organizational justice by Folger, Konovsky, Greenberg and such. In these studies, organizational justice has been addressed as a favorable value related to the various organizational and work oriented outputs (Eroğlu, 2009). Cropanzano and Greenberg defined organizational justice as "the perceptions and evaluations towards the compliance of organizational practices and related process and results". According to another description, it is the structure which affects the work attitudes of employees towards division of labor, wages, rewards and recreation conditions along with determining the quality of social interaction (Dinç and Ceylan, 2008). Besides, it is emphasized that the perception of people about the rights and fairness in the organizational life is one of the definitions of organizational justice.

The fundamental point about the organizational justice is its necessity for the workers personal satisfaction and effective functioning of the organization and to see the absence of organizational justice as a source of problem. Despite the redundancy of studies in the field of justice in the last twenty years, the valid theoretical data today mostly depends on the Equity Theory of Adams in 1965 (Karriker and Williams, 2009). According to this theory, individuals in the organizations always tend to compare their efforts and gains with the others' efforts and gains. In the end, it is generally accepted that the source of the emotions, behaviors and satisfaction sense of an individual toward the organization is the perception as a result of these comparisons. An individual will be satisfied and behave positive towards organization if the comparisons show that the efforts and gains are equal or better than the others. In contrast, if they have the perception that their workmates work less and gain more of the organizational outcomes, their satisfaction level will reduce and they behave negatively. The equity theory of Adams turned to the concept of distributive justice within the time. As it is emphasized earlier, Adams grounds the perception of justice on the comparison of inputs and outputs of an individual with the others. If the input-output rate of an employee is equal to another, equality or distributive justice come into existence (Berneth et al., 2007).

2.2 *Types of Organizational Justice*

Researchers like Lemons (1996), Husted (1998) and Tyler and Lind (1992) distinguish between two types of justice. These are distributive and procedural justice. But recently a new dimension has been added these two types of justice, which is transactional justice. The data in literature on the types of organizational justice is summarized below (McDowall and Fletcher, 2004; Nirmala and Akhilesh, 2006, Karriker and Williams, 2009; Zhang, 2009):

Distributive Justice: Distributive justice is mostly based on the Equity theory of Adams (1965) and it is about the individual's perceptions of his or her outcomes. With other words, the distributive justice is the perceptions of employees about their gains and organizational resources (FitzGerald, 2002). This type of justice is focused on the distribution rates of rewards and penalties (Nirmala and Akhilesh, 2006) and includes the perception of employees toward the distribution of organizational resources and rewards (Blakely et al., 2005). Distributive

justice explains the similar treats towards similar individuals and different treats to different individuals according to the ethical and objective criteria (Wang et al, 2010). Similarly, Foley and others (2002) defines distributive justice as entreating people alike who behaves in similar ethical manners and entreating them differently when they behave in different ethical manners. Cohen, on the other hand (1987) defines the distributive justice as the equal allocation of resources to the employees due to the predetermined standards. Therefore, the common ground of these definitions is the existence of the predetermined objective criteria and the distribution of the organizational resources due to these criteria. The formation of positive distributive justice perception of the employees depends on the just performance of organizational resources. As a result, the emotions of employees about the distributive justice are mostly the outcome of organization (Cremer et al., 2004).

Procedural Justice: Recent research data point out that workers react to the decisions that affect them and they are affected by the processes which cause to these decisions. In other words, employees are interested in procedural justice and they try to understand the procedures ending up the decisions made. According to Folger and Konovsky (1989) procedural justice is the perception of the processes which are used to determine the decisions. In short, it is about the perceptions of justice related with the decision making processes (Konovsky, 2000). Procedural justice includes the following key factors determined by a research of Leventhal and others in 1980 (Berneth et al., 2007):

- a. Requires consistency among individuals in a certain period of time
- b. Includes behaviors without prejudice,
- c. Uses true and relevant information,
- d. Permits corrective actions in case of conflicts among parties,
- e. Consistent with ethical standards and
- f. Considers the opinions of dependent parties.

Procedural justice means the equal practices of organizational issues such as avoidance of unfair wages, commitment to decisions, knowledge sharing (Colquitt and Chertkoff, 2002). It focuses on the process of decision making and depends on the perceptions of the fairness of the decision processes and the rate of impression from distribution decisions made by guides with true methods (Folger, 1987).

Interactional Justice: A new type and form of justice is named interactional justice. The interactional justice, which is designed by Bies and Moag (1986) and which is related with interpersonal interactions (Karriker and Williams, 2009) is a follow-up of procedural justice (Gefen et al., 2008). According to Moorman (1991) interactional justice is the interaction between the source of allocation and the people who will be affected by the allocation decisions; or is the method of telling how to do and what to do to the people in decision processes. Individuals pay attention to the treatments against them and explanations made during the practice of procedures rather than the procedures themselves. The perception of individuals related to the quality of interactive behavior during the practice of procedures constitutes the interactional justice (Yılmaz, 2004).

3. The Organizational Citizenship Behavior

The number of studies aimed at understanding the dynamics of extra role behaviors which have significant contributions to the organizational performance have increased both in professional and academic management oriented literature in the recent years. Organizational citizenship behaviors have a crucial role for organizational effectiveness (Ertürk, 2007). The concept of organizational citizenship had been used by Dennis Organ and others in 1983 (Podsakoff et al., 2000; DiPaola and Hoy, 2005). Organ (1988) defined the organizational citizenship behavior as “the voluntary individual action which is not defined clearly in the formal reward and punishment system of the organization but supporting the effectiveness and efficiency of the organization as a whole”. These behaviors are mostly not obligatory by job descriptions, do not need to be punished in case of violation and not rewarded directly and formally and are mostly based on choices of the individuals increasing the efficiency and effectiveness of an organization as a whole (Ormond, 1998; İşbaşı, 2000; Podsakoff et al., 2000; Köse et al., 2003).

Greenberg and Baron (2000: 372) defined the organizational justice as the action of an employee who performs more than the obligations of formal organizations. Schnake (1991) pointed out the target of the action along with the quality of the behavior and defined the organizational citizenship behavior as the functional behaviors directed towards individuals, groups and the organization as a whole. Beyond the formal necessities of the task, organizational citizenship means more of informal or official job descriptions. So it is called as “excess

role behaviors”, “social organization behaviors”, “organizational spontaneity” or “civilian organizational behaviors” in literature (Sezgin, 2005). Organizational citizenship behavior is defined by “pro-social organizational behavior”, “altruism”, “volunteering” terms (Ormond, 1998; Cushman, 2000; Podsakoff et al., 2000). Smith, Organ and Near (1983) described the organizational citizenship behaviors as individual contributions which are rewarded as achieving job performance beyond basic role requirements. Gautam and others (2004) indicate the organizational citizenship behavior may be described as the voluntary, contextual or extra role performance (Asgari et al., 2008).

Citizenship behaviors improve the organizational effectiveness by providing high performance in qualitative and quantitative senses (Truckenbrodt, 2000). As the examples of organizational citizenship behavior, supporting the people behind the curtain, prouiding of representing the public organization, solving the destructive conflicts among people (Abu Elanain, 2010), working overtime whenever necessary, and not complaining about the small problems which should be consider normal in daily work life can be shown (Moideenkutty, 2009). Podsakoff and MacKenzie (1997) suggest that citizenship behaviors improve organizational performance by increasing effectiveness through greasing the engine and reducing the friction. Williams (1988) points out two dimensions of citizenship behavior from its benefits point view. They are (Ertürk, 2007): a) the behaviors which are not necessary but improve organizational image and performance and fruitful for the organization b) the behaviors which can be seen as sacrifice and are beneficial for the individuals in the organization who have heavy tasks. In organizational citizenship literature, the most common classification, which is based on Organ's civilian citizenship necessities, has five dimensions which are altruism, conscience, chivalry, courtesy and civilian virtue (MacKenzie et al., 1993; MacKenzie et al., 1999; Allison et al., 2001; Köse et al., 2003; Asgari et al., 2008). Some researchers use the variations of this five dimension scale (Allison et al., 2001) such as helping behavior, chivalry behavior, organizational loyalty behavior, organizational adaptation behavior, individual initiative behavior, civilian virtue behavior and personal development behavior (Köse et al., 2003). The various dimensions of organizational citizenship behavior have been given as follows:

- **Helpfulness:** Implies the support of an employee to his or her colleagues voluntarily in case of certain problems (new employee orientation, colleague who has heavy work load, helping the sick worker, helping for a new equipment, helping for preparing presentations, supporting for a computer software) (Organ and Ryan, 1995; Podsakoff et al., 2000; Allison et al., 2001). So the helpfulness includes extra role behaviors of an individual (Barksdale and Werner, 2001; Konovsky and Organ, 1996). Helpfulness is the voluntary, unanticipated in contracts, extra actions for supporting colleagues, customers or managers (Truckenbrodt, 2000).
- **Take care of the job:** Refers to the behaviors of employees which goes beyond to their liabilities related to their jobs and roles and their voluntary contribution (coming early, leaving late, avoiding long and unnecessary rest times, being punctual at meetings and appointments, finishing the task before deadline, saving the firm's sources, making constructive offers) to the functioning of the organization (MacKenzie et al., 1993; Allison et al., 2001).
- **Chivalry (Sportsmanlike):** Includes behaviors such as tolerance to the problems caused by work, do not complain about other people disturbing you, behave positively in case of problems, do not get angry with other people who have different ideas, sacrifice for a good team work and respect to other people's opinions. In every organization troubles are inevitable. A gentleman bears these actions contently and do not exaggerate the small things. (Organ and Ryan, 1995; Köse et al., 2003; Özdevecioğlu, 2003: 122). It is about the tolerance to the problems and dissatisfaction among colleagues and managers who have direct and indirect relations with the organization. (Podsakoff et al., 2000: 515).
- **Appropriation:** Appropriation, as another dimension of organizational citizenship behavior, includes the behaviors of loyalty and organizational commitment through individual actions of representing the organization to the outside, defending the organization proudly against the third parties and valuing above the organizational goals than the individual goals (Organ et al., 2006; Podsakoff et al., 2000).
- **Contribution to the Organizational Development:** This dimension is about the organizational commitment and interest at the highest level, voluntary and active participation to the organizational life and as generally defined in literature, civilian virtue (Podsakoff and Mackenzie, 1994; Organ and Ryan, 1995; Konovsky and Organ, 1996). Despite its high individual costs, among such behaviors are desire for the participation to decisions (attending to the meetings, express opinions about the organizational strategy, discuss on the policies etc.), monitoring the threats and opportunities for the organization (following the events and changes affecting the industry), trying to do the best for the organization (reporting possibility of fire or suspicious cases, locking

the doors etc.) (Konovsky and Organ, 1996; Podsakoff et al., 2000; Köse et al., 2003). Civilian virtue is the responsible participation to the organizational life (Dimitriades, 2007).

• **Self development:** This can be defined as the voluntary actions of employees toward increasing and improving their knowledge, talents and skills (Organ et al., 2006). This dimension, which is called as self development, self education or self learning is about employees' self improvement of their own knowledge and job skills (Farh et al., 2004).

4. The Relationship between Organizational Justice Perception and Organizational Citizenship

Organizational justice is among the major issue which is cared most by the workers. This is because the concept is related with the organizational output and variables such as organizational citizenship, loyalty, motivation, organizational climate, job satisfaction, absenteeism, productivity and release (Forret and Love, 2008). According to Williams and friends (2002) there are some preconditions and premises of organizational citizenship behaviors. The primary condition is the perceptions of the workers about the decision and practices (Aryee et al., 2002). These perceptions set the trust of the workers into motion and then stiffen their citizenship behaviors. The more justice perception means more positive state of mind. Williams, Pitre and Zainuba (2000) assert that the positive state of the mind increases the possibility of performing certain organizational citizenship behaviors. In this context, the psychological conditions and humors of employees are among the most important factors determining the relationships between organizational justice perceptions and organizational citizenship behaviors. As is stated in the studies of Organ, employees behave positively when they perceive just practices (Giap et al., 2005; Asgari et al., 2008).

According to Moorman, organizational justice is about the organizational behaviors. The evaluation of the employees by their chiefs and their perceptions toward its fairness determine their organizational behaviors. Moorman's theory points out the fair attitudes of managers are more important than the just evaluations about the general procedures. The procedural justice, who is about the formal procedures related to the organization as a whole, focuses on the organization generally, on the other hand, interpersonal justice enables the workers see themselves as valuable and important individuals. The studies of Moorman (1991) shows that the workers perceiving fair practices of managers provide more organizational citizenship behaviors. According to Ortiz, the consciousness of organizational citizenship behavior depends primarily on the organizational justice perception. First and last, you can talk about organizational justice where there are organizational citizenship behaviors. Konovsky and Pugh conclude that the trust toward managers strengthen the relationship between procedural justice and organizational citizenship behavior (Konovsky ve Pugh, 1994). So the studies in this field point s out a common belief toward a positive relationship between organizational justice and organizational citizenship behavior. According to the literature, organizational citizenship behaviors follow the just practices of managers (Asgari et al., 2008). Dittrich and Carroll (1979) and Scholl, Cooper and McKenna (1987) found out a relation between the perceptions of job and pay equality and their extra role behaviors. Konovsky and Folger (1991) have proofs showing strong relations between the helpfulness dimension of organizational behavior and procedural justice. Robert H. Moorman (1991) emphasizes especially that the interactional justice perception is an important tool to forecast the practices of citizenship behaviors (Giap et al., 2005).

Organ (1990) states that justice perceptions have important roles to develop organizational citizenship behaviors. Organ defines the organizational citizenship behaviors as “the voluntary individual action which is not defined clearly in the formal reward and punishment system of the organization but supporting the effectiveness and efficiency of the organization as a whole”. By the help of distributive and procedural justice, it is easy to improve the organizational citizenship behavior among the employees who will feel the organization more supportive. Employees tend to show less desire for organizational behaviors in case of unfair practices. Because such behaviors go out of their formal roles (Hündür, www.ikademi.com). The mostly emphasized cognitive factor which stimulates the organizational citizenship behavior is the justice perception of employees (İşbaşı, 2000). If their justice perception is positive, the loyalty to the organization will increase and their performance will rise and so the efficiency of the organization. The negative organizational justice perceptions reduce the loyalty and performance along with negative behaviors towards their coworkers and managers. Employees get attitudes through their perceptions and transform these attitudes to practices. The individual perceiving the organizational justice gives up organizational citizenship behavior because of the belief that he can be deprived of the formal rewards as the result of his formal job description (İşbaşı, 2000). The negative emotions of organizational members toward procedural justice and distributive justice will give rise to absenteeism, low performance, deviance, low loyalty and citizenship behaviors (Abu Elanain, 2010).

Among the international surveys examining the relationships between perceived organizational justice and organizational citizenship; Moorman and others (1993) determined a positive relationship between procedural justice and the five dimensions of organizational citizenship behavior in a TV broadcasting firm's employees and managers. Tansky (1993) found out a positive and significant relationship between justice perception and altruism and conscience dimensions of organizational citizenship behavior among non union member employees. Aquino (1995) asserted the positive relationship between the altruism dimension of organizational citizenship behavior and interpersonal justice perception of MBA students. Farh and others (1997) concluded that there is a positive relationship between distributive and procedural justice perceptions and organizational behavior of workers and managers in 8 electronic firms in Taiwan. Moorman and others (1998) found out that there is a positive relationship between procedural justice and organizational citizenship behavior among the civilian employees and managers in a military hospital in Midwest. Williams and others (2002) determined positive and significant relationship between formal procedural justice, distributive justice and interactional justice and organizational citizenship behavior intent of workers in various sectors including manufacturing, finance, ICT, banking in a city at the southwest of USA. In another survey, Blakely and others (2005) asserted that there is a positive relationship between perceived organizational justice and organizational citizenship behavior among full time personnel in different organizations. In 2005, in a survey conducted by Giap and others, the effect of organizational behavior perception on the citizenship behavior among 50 students of Ludwig-Maximilians University in Germany (Giap et al., 2005). Chiaburu and Lim (2008) found out that there is a positive relationship between procedural justice and organizational citizenship behavior among employees in a firm in USA. Chegini (2009) determined high correlation between organizational citizenship behaviors and organizational justice dimensions among 300 Rasht public sector employees in Iran. Young (2010) has also outcomes showing the positive relationships between organizational justice and citizenship behaviors among 454 private sector workers in Korea (Young, 2010).

Among the studies in Turkey, Arslantaş found a significant effect of perceived justice on organizational citizenship behavior among white collar workers of a communication and foreign trade firm in 2005. Erkutlu (2008) determined a positive and significant relationship between interactional, procedural and distributive justice and organizational citizenship behavior among academicians in 10 public universities in Turkey.

5. The Research Method

5.1 The Aim of the Research

The starting point of this research is to understand and find the justice perceptions of public sector employees that underlay the organizational citizenship behaviors. Many researchers discuss the organizational justice and organizational citizenship in connection with many variables separately but studies analyzing these two variables jointly are rare. So, our aim is to get an explosive research in national sense and contribute to the international literature with a research from Turkey. With this study, we try to determine the possible existence and the direction of any relationship between organizational justice and organizational citizenship. Besides, as rare used tools in Turkey, the effects of organizational justice dimensions on organizational citizenship dimensions were used in the survey.

5.2 The scope of the research and Scales Used

The population of the research is the employees of Provincial Directorate of Land Registry and Cadastre, Provincial Directorate of National Education and Provincial Governorship Services of Karaman There are 150 personnel working in these offices. Proportional to the number of the employees, 100 questionnaires were delivered to the employees and 85 were retrieved. Two inadequate and incorrect questionnaires were excluded and so the analysis was made for 83 questionnaires. As is stated before, the population was 150, so the sampling rate is determined as $(n/\mu: 83/150) 0,55$. A triple questionnaire form including 54 questions based on 5 point Likert Scale is used for data collection. All the scales include more than one variable (question) and the variables are valued from 1 to 5 by Likert type equal intervals. In this scale, the minimum value (1) means "Strongly Disagree" and the maximum value (5) means "Strongly Agree".

The first part of the questionnaire consists of the demographic variables, the second part consists of organizational justice scale and the third part consists of questions related to the organizational citizenship behavior. In order to measure the organizational justice, the Justice Scale which is developed by Moorman was used. This scale takes the organizational justice in three dimensions including the procedural, interactional and distributive justice as seen in the literature. The scale consists of 25 items, 7 of these 25 items are developed for measuring the procedural justice, 10 for interactional justice and 8 for distributive justice. The organizational citizenship scale, which was developed by Podsakoff and others (2000) and Morrison (1994) and adapted by

Türker (2006) and Yenerli and Aksoy used for measuring the organizational citizenship behavior. This scale consists of 24 items and 6 sub dimensions. 7 of these 24 items are about the contribution to organizational development dimension, 5 for helpfulness, 4 for self development, 3 for appropriate, 3 for taking care of the job and 2 for chivalry behaviors.

5.3 The research Model and Hypothesis

We tried to build a model which has two main components, organizational justice and organizational citizenship behavior. After connecting the sub dimensions belong to the main components, we got the algorithm shown in Figure.1

Insert figure 1 here

H1: There is a positive relationship between the procedural justice perceptions and organizational citizenship behaviors in the meaning of their contributions to the organizational development.

H2: There is a positive relationship between the procedural justice perceptions and citizenship behaviors in the meaning of helpfulness.

H3: There is a positive relationship between the procedural justice perceptions and organizational citizenship behaviors in the meaning of their self development.

H4: There is a positive relationship between the procedural justice perceptions and organizational citizenship behaviors in the meaning of appropriation.

H5: There is a positive relationship between the procedural justice perceptions and organizational citizenship behaviors in the meaning of taking care of the job.

H6: There is a positive relationship between the procedural justice perceptions and organizational citizenship behaviors in the meaning of chivalry.

H7: There is a positive relationship between the interactional justice perceptions and organizational citizenship behaviors in the meaning of their contributions to the organizational development.

H8: There is a positive relationship between the interactional justice perceptions and citizenship behaviors in the meaning of helpfulness.

H9: There is a positive relationship between the interactional justice perceptions and organizational citizenship behaviors in the meaning of their self development.

H10: There is a positive relationship between the interactional justice perceptions and organizational citizenship behaviors in the meaning of appropriation.

H11: There is a positive relationship between the interactional justice perceptions and organizational citizenship behaviors in the meaning of taking care of the job.

H12: There is a positive relationship between the interactional justice perceptions and organizational citizenship behaviors in the meaning of chivalry.

H13: There is a positive relationship between the distributive justice perceptions and organizational citizenship behaviors in the meaning of their contributions to the organizational development.

H14: There is a positive relationship between the distributive justice perceptions and citizenship behaviors in the meaning of helpfulness.

H15: There is a positive relationship between the distributive justice perceptions and organizational citizenship behaviors in the meaning of their self development.

H16: There is a positive relationship between the distributive justice perceptions and organizational citizenship behaviors in the meaning of appropriation.

H17: There is a positive relationship between the distributive justice perceptions and organizational citizenship behaviors in the meaning of taking care of the job.

H18: There is a positive relationship between the distributive justice perceptions and organizational citizenship behaviors in the meaning of chivalry.

5.4 The Analysis of Research Data

5.4.1 Demographic Profiles of Respondents

Along with the factor and reliability analysis, the descriptive data is provided. The demographic information of the respondents is given in Table.1. The % 78,3 of respondents are male and % 21,7 are female. 3,6 percent of the respondents are at the age of 21-25, 14,5 percent are 26-30 and 19,3 percent are between 31-35 years old.

62,6 percent of the employees are 36 years old and over. So, the majority of the respondents are midlife and over workers. 85,5 percent of respondents are married, 12 percent are single and 2,4 percent are divorced. 45,8 percent of the governmental officials have high school diploma and 25,3 have two years associate degree. The rate of the respondents who have bachelor's degree is 19,3 percent. 7,2 percent of respondents have graduate degree. 32,5 percent of officials have a seniority of 1-5 years, 19,3 percent have 16-20 years seniority.

Insert table 1 here

5.4.2 Correlation Analysis

In this section, the direction and the strength of the relationship among the variables are determined by Pearson correlation coefficient. For this purpose, we calculated the correlation coefficients of sub measures of organizational justice and organizational citizenship behavior. After conducting the analysis, various types of relations in different levels found out between the perceptions of employees towards organizational justice and organizational citizenship behavior.

Insert table 2 here

There is a positive and significant relationship between organizational justice and helpfulness ($r: .236; p<0.05$) self development ($r: .320; p<0.01$) and taking care of the job ($r: .251; p<0.05$) as the dimensions of organizational citizenship behavior. Interactional justice has positive effect on organizational citizenship behavior in the meaning of contribution to organizational development, self development and taking care of the job ($p<0.05$) and helpfulness and appropriation ($p<0.01$). We didn't find any relationships between organizational justice perceptions of employees and their organizational citizenship behaviors. Besides, we didn't determine any relationships between chivalry (sportsmanlike) behaviors and any of the justice perceptions. In literature, chivalry (sportsmanlike) behaviors do not get much attention. Sportsmanlike behavior is the voluntary tolerance to inevitable annoying, bothering and compulsive environments. But this definition is narrower than chivalry. Chivalry includes not only the sportsmanlike actions but includes the positive behaviors and attitudes in case of problems. Sportsmanlike behaviors involve learning to live with the natural troubles of the workplace and not exaggerating the problems by accepting the difficulties (Deluga, 1998). In this connection, we can conclude that the structural features of the workplaces employees work for is an important factor causing to this result showing there is no significant relation between sportsmanlike behaviors and organizational justice.

5.4.3 Regression Analysis and Hypothesis Tests

Two or more estimation variables are used in regression analyses in order to test the hypothesis given above.

Regression Analysis for Procedural Justice and Organizational Citizenship Behavior

In Table 3, the results of the regression analysis related with the effects of procedural justice perceptions of public officials on the organization citizenship behavior are given. In other words, the first six hypotheses were tested by using this regression analysis. In the model, the organizational citizenship behaviors variable was dependent, procedural justice perception was the independent variable. As indicated above, organizational citizenship behaviors have six dimensions.

Insert table 3 here

The F value (3.846) in our analyses shows the significance of our model, which is the relationship between the procedural justice perception and organizational citizenship behavior. As seen in Table 3, there is a positive relationship between procedural justice perception and organizational citizenship behavior in the meaning of contribution to the organizational development ($p: .008^{**}$). The individuals having procedural justice perception show citizenship behaviors such as "attending to important meetings informally and voluntarily", "following the changes and developments about the organization" and "suggesting opinions for the benefit of the organization and participate in the discussions". In same model, we determined a positive relationship between procedural justice and taking care of the job ($p: .038^*$). The individuals having procedural justice perception show citizenship behaviors such as "Everyday coming to job on time in case of negative weather conditions and heavy traffic", "coming early and being ready for the job" and "not wasting time during working hours". So, the hypotheses 1 and 5 were accepted and 2., 3., 4. and 6. hypotheses were rejected. .

Regression analysis between Interactional Justice Perception and Organizational Citizenship Behavior

The regression output for the effects of interactional justice perceptions of public officials on the organizational citizenship behavior is given in Table 4. The hypotheses 7, 8, 9, 10, 11 and 12 were tested by this analysis. The F value of the model is (2,266).

As seen in the Table 4, the only citizenship behavior which is positively affected by interactional justice perception is taking care of the job ($p: ,023^*$). In organizational justice and citizenship literature, some studies point out the positive correlation between these two variables (Moorman, 1991; Niehoff and Moorman, 1993). Moorman (1991) stated that interactional justice provides an opportunity to the employees for evaluating their managers and the justice perceptions of employees affect their organizational citizenship behavior. The individuals with the interactional justice perception try their best even under improper conditions obey the working hours and not waste his or her time during work hours. So, the hypotheses excluding the number 11 were rejected.

Insert table 4 here

Regression analysis between Distributive Justice Perception and Organizational Citizenship Behavior

The regression output for the effects of distributional justice perceptions of workers on the organizational citizenship behavior is given in Table 5. The hypotheses 13, 14, 15, 16, 17 and 18 were tested by this analysis. The F value of the model is (5,109).

Insert table 5 here

There is a positive relationship among the four of six organizational citizenship behaviors and the distributive justice perception. So we can conclude that the most deterministic justice perception on organizational justice is the distributive justice. Only helpfulness and chivalry have no relationship with distributive justice perception. There are positive relationships between distributive justice and contribution to organizational development ($p: ,012^*$), self development ($p: ,008^{**}$), appropriation ($p: ,003^{**}$) and taking care of the job ($p: ,001^{**}$). In literature, various studies indicate the effects of distributive justice perceptions on organizational citizenship behavior (Organ, 1990: 43-72). The belief and trust of people to the fair distribution of rewards, resources and rights reinforce their organizational citizenship behavior. The individuals with distributive justice perception behave as dedicated to the organizational development, take care of their personal development, appropriate their organization and paying attention to their working conditions and hours. According to these data, the hypotheses 13, 15, 16 and 17 were accepted while 14 and 18 were rejected. .

6. Discussion and Conclusion

In this study which aims to determine the relationship between organizational justice perception and organizational citizenship behavior, a questionnaire based survey was conducted with employees in governmental offices of Provincial Governorship Services of Karaman. The collected data has been analyzed by taking this relationship into consideration. The results of the research which is made with 83 public officials' shows that organizational justice perception of employees have certain effects on various organizational citizenship behaviors. One of the findings is the positive effect of procedural justice on individual contributions to organizational development and taking care of the organizational jobs. The positive emotions of individuals toward procedural justice bring about higher performance and increase in organizational citizenship behavior (Abu Elanain, 2010). When the employees perceive the managerial and organizational procedures such as wage distribution and decision making fairly, they perform more effort to improve their organization and obey the rules about working hours voluntarily (Colquitt and Chertkoff, 2002).

Another result of this research is the relationship between interactional justice and organizational citizenship behavior in the meaning of taking care of job. As is indicated above, interactional justice depends on the perceptions of individual's quality of interpersonal relations (Yılmaz, 2004). Therefore, the employees who are treated positively in organizations shows organizational citizenship behaviors such as obeying the arrival and exit hours and reducing the slack times for tea, coffee or cybersnacking. Another result is that the distributive justice has significant effects on various dimensions of organizational citizenship behavior. The workers believing in the fair distribution of wages, resources and rights show organizational citizenship behaviors such as contribute to the organizational development, self development, appropriate the organization and take care of the job. As a result, as is stated in many research (Organ, 1990; Organ and Konovsky, 1989; Moorman, 1991; Niehoff and Moorman, 1993; Moorman et al., 1993; Konovsky and Pugh, 1994) there are relations between organizational justice perceptions and citizenship behaviors. One of the most important results achieved in this research is to find any significant relationship between the types of justice and helpfulness and chivalry as organization citizenship behavior. Although the chivalry is not in great demand in literature, helpfulness is seen as an important dimension of citizenship behavior. So it is surprising that we didn't reach any finding supporting the relation between justice and these two organizational citizenship behaviors.

In short, the results and the contribution of this research are as follows:

- 1). There are certain relations between organizational justice perception and citizenship behavior,
- 2). Employees behave positively to contribute to the organizational development and take care of their jobs when they get positive justice perception,
- 3). Sportsmanlike and helpfulness are the least affected citizenship behaviors by positive justice perceptions,
- 4). The most deterministic justice type on citizenship behaviors is the distributive justice.

This study has certain constraints as in any research. First of all, this research made by 83 officials working for Provincial Governorship Services of Karaman. The sample is not adequate for generalization. Secondly, the justice perceptions of the employees are sensitive to time. That means, surveys with the same sample in different times may result in different outcomes.

It is suggested for the further researchers to take the current constraints into account and use different scales to measure the connection between the justice perceptions and citizenship behaviors. Besides, these two variables must be examined from the point view of other variables such as loyalty, personality, leadership, management styles, organizational culture and the demographic features of the employees along with the research in different public and private sectors including education, entertainment, accommodation, health, manufacturing to contribute to the literature.

References

- Abu Elanain H. M. (2010). Testing the Direct and Indirect Relationship between Organizational Justice and Work Outcomes in a non-Western Context of the UAE. *Journal of Management Development*, 29(1), 5-27.
- Abu Elanain, H. M. (2010). Work Locus of Control and Interactional Justice as Mediators of the Relationship between Openness to Experience and Organizational Citizenship Behavior. *Cross Cultural Management: An International Journal*, 17(2), 170-192.
- Allison, B., Voss, R. S., & S. Dryer. (2001). Student Classroom and Career Success: The Role of Organizational Citizenship Behavior. *Journal of Education for Business*, 76(5), 282-294.
- Aquino, K. (1995). Relationships among Pay Inequity, Perceptions of Procedural Justice, and Organizational Citizenship. *Employee Responsibilities and Rights Journal*, 8(1), 21-33.
- Arslantaş, C. C. (2005). Algılanan Adaletin Örgütsel Vatandaşlık Davranışı Üzerindeki Etkisini Belirlemeye Yönelik Görgül Bir Çalışma, *Akademik Fener*, 2(4), 205-218.
- Aryee, S., Budhwar, P. S., & Z. X. Chen. (2002). Trust as a Mediator of The Relationship between Organizational Justice and Work Outcomes: Test of A Social Exchange Model. *Journal of Organizational Behavior*, 23, 267-285.
- Asgari, A., Silong, A. D., Ahmad, A., & A. S. Bahaman. (2008). The Relationship between Transformational Leadership Behaviors, Organizational Justice, Leader-Member Exchange, Perceived Organizational Support. *European Journal of Scientific Research*, 23(2), 227-242.
- Barksdale, K., & J. M. Werner. (2001). Managerial Ratings of in-Role Behaviors, Organizational Citizenship Behaviors, and Overall Performance: Testing Different Models of Their Relationship. *Journal of Business Research*, 51, 145-155.
- Berneth, J. B., Armenakis, A. A., Feild, H. S., & H. J. Walker. (2007). Justice, Cynicism, and Commitment: A Study of Important Organizational Changes Variables. *The Journal of Applied Behavioral Science*, 43(3), 303-326.
- Blakely, G. L., Andrews, M. C., & R. H. Moorman. (2005). The Moderating Effects of Sensitivity on The Relationship between Organizational Justice and Organizational Citizenship Behaviors. *Journal of Business and Psychology*, 20(2), 259-273.
- Bolat, O. İ. (2010). The Relationships between Leader-Member Exchange and Organizational Justice in Hotels. *European Journal of Economics, Finance and Administrative Sciences*, 26, 115-125.
- Chegini, M. G. (2009). The Relationship between Organizational Justice and Organizational Citizenship Behavior. *American Journal of Economics and Business Administration*, 1 (2), 171-174.
- Chiaburu, D. S., & A. S. Lim. (2008). Manager Trustworthiness or Interactional Justice? Predicting Organizational Citizenship Behaviors. *Journal of Business Ethics*, 83, 453-467.
- Cohen, R. L. (1987). Distributive Justice: Theory and Research. *Social Justice Research*, 1, 19-40.

- Colquitt, J. A., & J. M. Chertkoff. (2002). Explaining Injustice: The Interactive Effect of Explanation and Outcome on Fairness Perceptions and Task Motivation. *Journal of Management*, 28(5), 591-610.
- Colquitt, J. A., D. E. Conlode, M. J. Wesson., C. Porter & K. N. G. Yee. (2001). Justice at the Millennium: A Meta Analytic Review of 25 Years of Organizational Justice Research. *Journal of Applied Psychology*, 86(3), 425-445.
- Cowherd, D. M., & I. D. Levine. (1992). Product Quality and Pay Equity Between Lower-Level Employees and Top Management: An Investigation Of Distributive Justice Theory. *Administrative Science Quarterly*, 37(2), 303-304.
- Cremer, D. D., Dijke, M. V., & A. Bos. (2004). Distributive Justice Moderating the Effects of Self-sacrificial Leadership. *The Leadership & Organization Development Journal*, 25(5), 466-475.
- Cropanzano, R., Byrne, Z. S., Bobocel, D. R., & D. E. Rupp. (2001). Morale Virtues, Fairness Heuristics, Social Entities, and Other Denizens of Organizational Justice. *Journal of Vocational Behavior*, 58, 173-174.
- Cushman, J. W. (2000). Empowerment and the Moderating Effect of Organizational Citizenship Behaviors on Personal Hygiene Practices in the Food Services Industry. *Phd. Thesis*, Kansas State University, Thesis published by UMI, Kansas.
- Deluga, R. J. (1998). Leader-member Exchange Quality and Effectiveness Ratings. *Group and Organization Management* 23(2), 189-217.
- Dimitriades, Z. S. (2007). The Influence of Service Climate and Job Involvement on Customer-Oriented Organizational Citizenship Behavior in Greek Service Organizations: A Survey. *Employee Relations*, 29(5), 469-491.
- Dinç, A., & A. Ceylan. (2008). Kaçak Elektrik Kullanımıyla İlgili İdare Çalışanı Tutumunun Örgütsel Adalet ve İş Memnuniyeti ile İlişkisi, Çalışma Gruplarına Göre Farklılıklar, Cumhuriyet Üniversitesi İİBF Dergisi, 9(2), 13-29.
- DiPaola, M. F., & W. K. Hoy. (2005). Organizational Citizenship of Faculty and Achievement of High School Students. *The High School Journal*, The University of North Carolina Press, 35-44.
- Doğan, H. (2002). İşgörenlerin Adalet Algılamalarında Örgüt İçi İletişim ve Prosedürel Bilgilendirmenin Rolü. *Ege Akademik Bakış Dergisi*, 2(2), 71-78.
- Eberlin, R. J., & B. C. Tatum. (2008). Making just decisions: organizational justice, decision making, and leadership. *Management Decision*, 46(2), 310-329.
- Erkutlu, H. (2008). Örgütsel Vatandaşlık Davranışları İle Örgütsel Adalet Kavramları Arasındaki İlişkide Örgüt Kültürünün Düzenleyici Rolü, 16. Ulusal Yönetim ve Organizasyon Kongresi Bildiriler Kitabı, İstanbul Kültür Üniversitesi, 16-18 Mayıs, 224-230.
- Eroğlu, Ş. G. (2009). Örgütsel Adalet Algılaması ve İş Tatmini Hakkında Bir Araştırma, Pamukkale Üniversitesi Sosyal Bilimler Enstitüsü Yüksek Lisans Tezi, Denizli, 1-223.
- Ertürk, A. (2007). Increasing Organizational Citizenship Behaviors of Turkish Academicians Mediating Role of Trust in Supervisor on the Relationship between Organizational Justice and Citizenship Behaviors. *Journal of Managerial Psychology*, 22(3), 257-270.
- Evans, B. M. (2001). The Influence of Perceived Procedural Justice on Organizational Citizenship Behavior among Persons Employed in the Parks, Recreation or Leisure Services Profession. *Phd. Thesis*, Middle Tennessee State University, Thesis published by UMI, Murfreesboro.
- Farh, J, Earley, P. C., & S. Lin. (1997). Impetus for Action: A Cultural Analysis of Justice and Organizational Citizenship Behavior in Chinese Society, *Administrative Science Quarterly*, 42, 412-444.
- FitzGerald, M. R. (2002). *Organizational Cynicism: Its Relationship to Perceived Organizational Injustice and Explanatory Style*. University of Cincinnati, UMI Microfilmed 2002, 1-70.
- Foley, S., L. K. Deborah & N. P. Gary. (2002). The Perceived Glass Ceiling and Justice Perceptions: An Investigation of Hispanic Law Associates. *Journal of Management*, 28(4), 471-496.
- Folger, R. (1987). Distributive and Procedural Justice in the Workplace. *Social Justice Research*, 1(2), 143-159.
- Forret, M., & M. S. Love. (2008). Employee Justice Perceptions and Coworker Relationships. *Leadership & Organization Development Journal*, 29(3), 248-260.

- Gefen, D., Ragowsky, A., & C. Ridings. (2008). Leadership and Justice: Increasing non Participating Users' Assessment of an IT Through Passive Participation. *Information & Management*, 45, 507-512.
- Giap, B. N., Hackermeier, I., Jiao, X., & Wagdarikar, S. P. (2005). Organizational Citizenship Behavior and Perception of Organizational Justice in Student Jobs. *Workplace Behavior in Student Jobs*, 1-14.
- Greenberg, J. (1990). Organizational Justice: Yesterday, Today, and Tomorrow. *Journal of Management*, 16(2), 399-432.
- Greenberg, J., & R. A. Baron. (2000). *Behavior in Organizations* (Seventh Edition). New Jersey: Prentice Hall.
- Hündür, B. (2011). "Örgütsel Vatandaşlık Davranışına Etki Eden Faktörler", [Online] Available: <http://www.ikademi.com/orgutsel-davranis/1104-orgut-ve-orgutsel-vatandaslik-iii.html> (January 10, 2011).
- İşbaşı, J. Ö. (2000). Örgütsel Vatandaşlık Davranışı: Farklı Ölçeklerin Uygulanabilirliğine İlişkin Bir Çalışma. 8. *Ulusal Yönetim ve Organizasyon Kongresi*, Erciyes Üniversitesi, 359-372.
- Karriker, J. H., & M. L. Williams. (2009). Organizational Justice and Organizational Citizenship Behavior: A Mediated Multifoci Model. *Journal of Management*, 35(1), 112-135.
- Konovsky, M. A., & D. W. Organ. (1996). Dispositional and Contextual Determinants of Organizational Citizenship Behavior. *Journal of Organizational Behavior*, 17, 253-266.
- Konovsky, M. A., & S. D. Pugh. (1994). Citizenship Behavior and Social Exchange. *Academy of Management Journal*, 37, 656-669.
- Konovsky, M. A. (2000). Understanding Procedural Justice and Its Impact on Business Organizations. *Journal of Management*, 26(3), 489-511.
- Köse, S., Kartal, B., & N. Kayalı. (2003). Örgütsel Vatandaşlık Davranışı ve Tutuma İlişkin Faktörlerle İlişkisi Üzerine Bir Araştırma. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 20, 1-19.
- MacKenzie, S. B., Podsakoff, P. M., & J. B. Paine. (1999). Do Citizens' Behaviors Matter More for Managers than for Salespeople?. *Journal of the Academy of Marketing Science*, 27(4), 396-410.
- MacKenzie, S. B., Podsakoff, P. M., & R. Fetter. (1993). The Impact of Organizational Citizenship Behavior on Evaluations of Salesperson Performance. *Journal of Marketing*, 57(1), 70-80.
- McDowall, A., & C. Fletcher. (2004). Employee development: an Organizational Justice Perspective. *Personnel Review*, 33(1), 8-29.
- Moideenkutty, U. (2009). Moderating Effect of Supervisory Role Definitions and Employee Impression Management on the Relationship between Organizational Citizenship Behavior and Individual Outcomes: A Conceptual Framework. *Journal of Organizational Culture, Communications and Conflict*, 13(1), 109-119.
- Moorman, H. M., Niehoff, B. P., & D. W. Organ. (1993). Treating Employees Fairly and Organizational Citizenship Behavior: Sorting The Effects of Job Satisfaction, Organizational Commitment, and Procedural Justice. *Employee Responsibilities and Right Journal*, 6(3), 209-225.
- Moorman, R. H. (1991). Relationship between Organizational Justice and Organizational Citizenship Behaviors: Do Fairness Perceptions Influence Employee Citizenship?. *Journal of Applied Psychology*, 76, 845-855.
- Moorman, R. H., Blakely, G. L., & B. P. Niehoff. (1998). Does Perceived Organizational Support Mediate The Relationship between Procedural Justice and Organizational Citizenship Behavior?. *Academy of Management Journal*, 41(3), 351-357.
- Nirmala, M. C., & K. B. Akhilesh. (2006). An attempt to Redefine Organizational Justice: in the Rightsizing Environment. *Journal of Organizational Change Management*, 19(2), 136-153.
- Organ, D. W. (1988). *Organizational Citizenship Behavior: The Good Soldier Syndrome*. Lexington, MA: Lexington Books.
- Organ, D. W. (1997). Organizational Citizenship Behavior: It's Construct Clean-Up Time. *Human Performance*, 10(2), 85-97.
- Organ, D. W., & K. Ryan. (1995). A Meta-Analytic Review of Attitudinal and Dispositional Predictors of Organizational Citizenship Behavior. *Personel Psychology*, 48, 775-802.
- Ormond, W. E. (1998). Electronic Performance Monitoring and Organizational Citizenship Behavior: A Procedural Justice Perspective. *MBA Thesis*, The University of Calgary, Capella University, Thesis published by UMI, Alberta.

- Özdevecioğlu, M. (2003). Örgütsel Vatandaşlık Davranışı İle Üniversite Öğrencilerinin Bazı Demografik Özellikleri Ve Akademik Başarıları Arasındaki İlişkilerin Belirlenmesine Yönelik Bir Araştırma, Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi, 20(1), 117-135.
- Özmen, Ö. N., Arbak, Y. T., & P. S. Özer. (2007). Adalete Verilen Değerin Adalet Algıları Üzerindeki Etkisinin Sorgulanmasına İlişkin Bir Araştırma. *Ege Akademik Bakış / Ege Academic Review*, 7(1), 17-33.
- Pillai, R., A. S. Chester & S. W. Eric. (1999). Fairness Perceptions and Trust as Mediators for Transformational and Transactional Leadership: A Two-Sample Study. *Journal of Management*, 25(6), 897-933.
- Podsakoff, P. M., S. B. MacKenzie, J. B. Paine & D. G. Bachrach. (2000). Organizational Citizenship Behaviors: A Critical Review of the Theoretical and Empirical Literature and Suggestions for Future Research. *Journal of Management*, 26(3), 513-563.
- Sezgin, F. (2005). Örgütsel Vatandaşlık Davranışları: Kavramsal Bir Çözümleme ve Okul Açısından Bazı Çıkarımlar. *Gazi Eğitim Fakültesi Dergisi*, 25(1), 317-339.
- Tansky, J. W. (1993). Justice and Organizational Citizenship Behavior: What Is The Relationship. *Employee Responsibilities and Right Journal*, 6(3), 195-207.
- Truckenbrodt, Y. B. (2000). The Relationship between Leader-Member Exchange and Commitment and Organizational Citizenship Behavior. *Acquisition Review Quarterly*, Summer 2000, 233-244.
- Türker, M. (2006). Çalışanların Rol Tanımlarının Örgütsel Vatandaşlık Davranışına Etkisi, Marmara Üniversitesi Sosyal Bilimler Enstitüsü, Yayınlanmamış Yüksek Lisans Tezi, İstanbul.
- Wang, X., Liao, J., Xia, D., & T. Chang. (2010). The Impact of Organizational Justice on Work Performance Mediating Effects of Organizational Commitment and Leader-member Exchange. *International Journal of Manpower*, 31(6), 660-677.
- Williams, S., Pitre, R., & M. Zainuba. (2002). Justice and Organizational Citizenship Behavior Intentions: Fair Rewards Versus Fair Treatment. *The Journal of Social Psychology*, 142(1), 33-44.
- Yazıcıoğlu, İ., & İ. G. Topaloğlu. (2009). Örgütsel Adalet ve Bağlılık İlişkisi: Konaklama İşletmelerinde Bir Uygulama. *İşletme Araştırmaları Dergisi*, 1(1), 3-16.
- Yener, M., & Aykol, S. E. (2009). Girişimcilik Değerleri ve Örgütsel Vatandaşlık Davranışı Üzerine Bir Araştırma. *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 14(1), 255-271.
- Yılmaz, G. (2004). İnsan Kaynakları Uygulamalarına İlişkin Örgütsel Adalet Algısının Tutum ve Davranışları Üzerindeki Etkisi, Yayınlanmamış Yüksek Lisans Tezi. İstanbul Üniversitesi, Sosyal Bilimler Enstitüsü.
- Young, L. D. (2010). Is Organizational Justice Enough to Promote Citizenship Behavior at Work? A Retest in Korea. *European Journal of Scientific Research*, 45(4), 637-648.
- Zhang, L., Nie, T., & L. Yongtai. (2009). Matching Organizational Justice with Employment Modes, Strategic Human Resource Management Perspective. *Journal of Technology Management in China*, 4(2), 180-187.

Table 1. Demographic Information of Respondents

| Control Variables (n:83) | | f | % |
|--------------------------|--------------------|----|------|
| Sex | Male | 65 | 78,3 |
| | Female | 18 | 21,7 |
| Age | 21-25 | 3 | 3,6 |
| | 26-30 | 12 | 14,5 |
| | 31-35 | 16 | 19,3 |
| | 36-40 | 25 | 30,1 |
| | 41-45 | 17 | 20,5 |
| | 46 and over | 10 | 12,0 |
| Marital Status | Single | 10 | 12,0 |
| | Married | 71 | 85,5 |
| | Divorced | 2 | 2,4 |
| Education | Primary School | 2 | 2,4 |
| | High School | 38 | 45,8 |
| | Associate Diploma | 21 | 25,3 |
| | Bachelor 's Degree | 16 | 19,3 |
| | Graduate | 6 | 7,2 |
| Seniority | Less than 1 year | 6 | 7,2 |
| | 1-5 years | 27 | 32,5 |
| | 6-10 years | 14 | 16,9 |
| | 11-15 | 7 | 8,4 |
| | 16-20 | 16 | 19,3 |
| | 21 years and over | 13 | 15,7 |

Table 2. Correlations between Organizational Justice and Organizational Citizenship Behaviors

| | Mean | S. D. | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|--------|--------|---------|---------|--------|--------|---------|-------|--------|--------|-------|---------|---------|---------|---------|---------|----|
| 1.SEX | 1,2169 | ,41462 | 1 | | | | | | | | | | | | | |
| 2.AGE | 4,8554 | 1,33556 | -,317** | 1 | | | | | | | | | | | | |
| 3.MS | 1,9036 | ,37005 | ,058 | ,095 | 1 | | | | | | | | | | | |
| 4.EL | 2,8313 | 1,00994 | ,030 | -,199 | -,240* | 1 | | | | | | | | | | |
| 5.S | 3,4699 | 1,64047 | -,152 | ,610** | ,176 | -,114 | 1 | | | | | | | | | |
| 6.PJ | 3,1893 | 1,06183 | -,114 | ,235* | ,029 | -,043 | ,003 | 1 | | | | | | | | |
| 7.IJ | 3,2723 | 1,04302 | -,226* | ,173 | -,013 | ,129 | -,045 | ,629** | 1 | | | | | | | |
| 8.DJ | 2,6792 | 1,07586 | -,051 | ,213 | ,078 | ,055 | -,047 | ,513** | ,571** | 1 | | | | | | |
| 9.COD | 3,9105 | 1,06874 | -,113 | ,124 | ,031 | -,040 | -,023 | ,177 | ,224* | ,042 | 1 | | | | | |
| 10.HP | 4,0000 | ,86785 | -,061 | ,053 | ,000 | -,106 | -,063 | ,236* | ,316** | ,057 | ,556** | 1 | | | | |
| 11.SD | 3,9849 | 1,03030 | -,028 | -,041 | -,028 | -,199 | -,129 | ,320** | ,280* | ,068 | ,569** | ,600** | 1 | | | |
| 12.AP | 4,0723 | 1,05415 | -,194 | ,045 | -,065 | -,290** | -,095 | ,185 | ,332** | ,110 | ,638** | ,603** | ,695** | 1 | | |
| 13.TCJ | 3,9598 | 1,10480 | -,016 | ,092 | ,229* | -,268* | -,063 | ,251* | ,241* | ,205 | ,488** | ,451** | ,466** | ,618** | 1 | |
| 14.CH | 2,0904 | 1,07108 | ,038 | -,127 | -,024 | ,110 | ,048 | -,093 | -,215 | -,033 | -,410** | -,422** | -,450** | -,557** | -,522** | 1 |

** . Correlation is significant at the 0.01 level (2-tailed); * . Correlation is significant at the 0.05 level (2-tailed).

MS: Marital Status; EL: Education Level; S: Seniority; PJ: Procedural Justice; IJ: Interactional Justice; DJ: Distributive Justice; COD: Contribution to The Organizational Development; HP: Helpfulness; SD: Self Development; AP: Appropriation; TCJ: Taking Care of the Job; CH: Chivalry.

Table 3. Regression Analysis on the Effect of Procedural Justice on the Organizational Citizenship Behaviors

| Dependent Variables | Independent Variables Procedural Justice | | |
|-------------------------|---|--------------|---------------|
| | Standardized Coefficients Beta | t | Sig. |
| COD | ,353 | 2,704 | ,008** |
| HP | -,184 | -1,310 | ,194 |
| SD | ,095 | ,640 | ,524 |
| AP | -,112 | -,664 | ,508 |
| TCJ | ,267 | 2,107 | ,038* |
| CH | -,148 | -1,339 | ,185 |
| <i>F</i> | 3,846 | | |
| <i>R</i> | ,483 | | |
| <i>R</i> ² | ,233 | | |
| ** p < 0,01; * p < 0,05 | | | |

Table 4. Regression Analysis on the Effect of Interactional Justice on the Organizational Citizenship Behaviors

| Dependent Variables | Independent Variables Interactional Justice | | |
|-------------------------|--|--------------|--------------|
| | Standardized Coefficients Beta | t | Sig. |
| COD | ,177 | 1,292 | ,200 |
| HP | ,010 | ,066 | ,948 |
| SD | ,054 | ,349 | ,728 |
| AP | -,020 | -,111 | ,912 |
| TCJ | ,309 | 2,319 | ,023* |
| CH | ,181 | 1,555 | ,124 |
| <i>F</i> | 2,266 | | |
| <i>R</i> | ,390 | | |
| <i>R</i> ² | ,152 | | |
| ** p < 0,01; * p < 0,05 | | | |

Table 5. Regression Analysis on the Effect of Distributive Justice on the Organizational Citizenship Behaviors

| Dependent Variables | Independent Variables | | |
|---------------------|-----------------------------------|-------|--------|
| | Distributive Justice | | |
| | Standardized Coefficients Beta | t | Sig. |
| COD | ,324 | 2,577 | ,012* |
| HP | -,030 | -,224 | ,823 |
| SD | ,387 | 2,712 | ,008** |
| AP | ,499 | 3,067 | ,003** |
| TCJ | ,425 | 3,485 | ,001** |
| CH | ,078 | ,733 | ,466 |
| F | 5,109 | | |
| R | ,536 | | |
| R ² | ,287 | | |

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

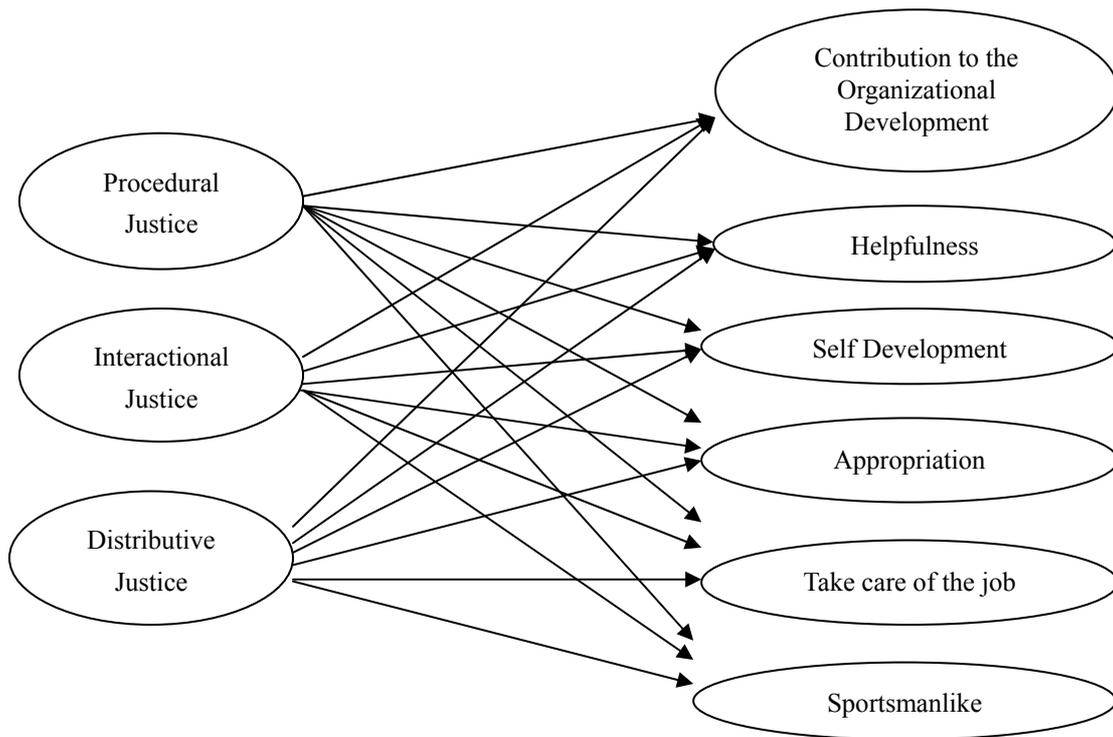


Figure 1. Research Model