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## The Effect of Human Resources Practices on the Formation of Organizational Justice Perceptions of Employees and a Research

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### **Abstract:**

*This study aims to be beneficial to the future research by examining the formation process of the employees' perceptions of justice about the human resources practices.*

*The research was conducted at 3 banks in Baku, Azerbaijan: International Bank of Azerbaijan, Rabite Bank, and Express Bank. Our survey was conducted on 150 employees. As a result, a positive relationship between organizational justice and human resources practices was found.*

**Keywords:** *Organizational justice, human resources practices and organizational justice perception and human resources practices*

### **1. Introduction**

Today, competition conditions, internal and external environmental conditions of an organization, economic changes, and the development of technology inevitably brought along the need for flexible human resources. It is one of the main tasks of human resources management to guide employees in such a way that they are adapted to these conditions. Human resources management is a form of management that includes activities such as ensuring the manpower that aims to create competitive advantages in the organization, policy creation, planning, and guiding. Organizational justice is the formation process of perception of whether or not the decisions regarding distribution of duties, wages, rewards, promotion of employees, etc. are fair. For this reason, the concept of organizational justice is perceived differently by each individual. The concept of organizational justice has a great importance in functions of human resources management and in fulfillment of these functions. In our study, the positive or negative results of this relationship are examined.

### **2. The Concept, Definition, Importance, and Dimensions of Organizational Justice**

The level of justice within an organization and how employees perceive this justice is a factor that will affect the present and the future of the organization. The basic concept here is the fair distribution of rewards among employees. Employees will constantly create a perception about the fairness of the organization and the manager by comparing themselves with other employees. If this perception is positive, this will be an important factor in the efficiency of the organization and the formation of a peaceful work environment. The future of an organization depends on the job satisfaction and success of the employees there. Justice is a concept that must be realized in an organization in order for the business to work efficiently. In the performance evaluation of employees, fairness is very important in terms of the success of the evaluation system. When the evaluation is performed continuously, when the result of the evaluation is communicated to the employees correctly, and when help is offered to the employees to improve their weak aspects as a result of this evaluation, the evaluation system is considered successful (Erel, 1997:293). Organizational justice is the process of perceiving decisions about distribution of duties, absence, authorization, and distribution of rewards to employees. From this point of view, we can also define organizational justice as employees' perceptions about decisions of the managers regarding distribution (İçerli, 2010:69). Organizational justice is considered as one of the most important concepts of our time. This concept is very important when it comes to shaping employees' feelings and attitudes towards the organization in which they work. Since the perception of justice is a subjective thought of the person, it is the ethical evaluation of managerial decisions by the individual. Organizational justice is a concept that can provide efficiency in terms of employees and organization. Profits of the organization and employee satisfaction depend on strong trust (Toğa, 2016:7). How the organizational justice is perceived by the employee will shape their behavior. In order to ensure the continuity of justice in the organization, there are a number of responsibilities that the organization and the

employees need to take. The main reasons that make organizational justice important for the employees are that it maximizes the gains of employees, makes them feel safe and respected (Budak, 2018:29). Organizational justice is important for managers as well. Fair decisions that managers make about employees will connect them to the organization and increase the solidarity among them. Employees perceive the attitudes of their colleagues and managers towards them as internal justice. These managerial and ethical behaviors of the executives will eliminate the organizational silence and will enable the employees to talk about the problems of the organization (İyigün, 2012:60). Organizational justice is a phenomenon that can be advantageous in terms of both employees and organization. A just environment will increase business performance and benefit the organization by bringing organizational citizenship behaviors, job satisfaction, trust, commitment, and declining conflicts. In organizations where organizational justice is low, absolute disruptions are seen and this creates problems for organizations (Cropanzano and Wright, 2003:8). The concept of organizational justice is divided into many dimensions. Many studies divide it into distributive and procedural dimensions, while many others divide it according to its interactional dimension. In Greenberg's work in 1990, the dimensions of interpersonal and informational justice are added to these dimensions. In this section, we discuss the distributive, procedural, and interactional dimensions which are more common in the literature (İplik, 2009:108). Distributive justice is the organizational justice dimension that expresses the employees' perception of fair distribution of rewards and penalties. Distributive justice enables employees to obtain the benefits they deserve in return for effective performance (İçerli 2010:79). Procedural justice deals with the fairness of the means used in the fair distribution of the rewards. Procedural justice refers to the processes (methods, policies) that determine the distribution of rewards, promotions, and penalties (Çetin, 2017:2). The concept of quality of interpersonal behavior has been introduced by Bies and Moag as a new concept related to justice. This view is seen in the literature under the name of interactional justice. According to Bies and Moag, when managers convince the employees that information is fully given to them and decisions are based on justifiable reasons, employees think that they are treated justly (Soydan, 2001:37).

### *2.1. Theories on Organizational Justice and Factors Affecting Organizational Justice*

As the importance of the concept of organizational justice is understood more and more as time passes, studies on this subject have also increased. These studies cover the effects of organizational justice on employee behavior within the organization.

In the work Greenberg carried out in 1987, "A Taxonomy of Organizational Justice Theories," he attempted to classify the theories that have been made over the years. Greenberg classified these theories under two independent dimensions. Reactive-proactive dimension and process content dimension (Greenberg, 1987:9-10). Reactive or reactive content theories cover the reactions of employees to unequal distribution of rewards. Most theories about justice in organizations include this theory. Adams' "Equity Theory" and Crosby's "Relative Deprivation Theory" are the most familiar theories of this class. The common feature of these theories is that individuals show their negative perceptions about justice with their behaviors (İyigün, 2012:55). Adams' "Equity Theory" is one of the main studies on organizational justice. Adams defined the Equity Theory as the relationship of the contributions employees make to the organization through their efforts and the rewards they receive in return for their contributions (Görgülür, 2013:23-24). According to Crosby's Relative Deprivation Theory, some distribution models of rewards may lead employees to feeling deprived. Individuals with this feeling get stressed and may react violently as a result of this feel (Greenberg, 1987:13). Unlike reactive content theories investigating reactions to fair and unfair decisions within the organization, it concentrates on how employees make efforts to achieve fair gains. This category is composed of Justice Judgment Theory and Justice Motive Theory (Ozen, 2002:109). The basis of proactive content theories is Leventhal's Justice Judgment Theory. According to this theory, individuals work actively to make the rewards fair. According to this theory, fair distribution of rewards is when the contributions and rewards are proportional (Özen, 2002:109-110). Justice Motive Theory is the second of the proactive content theories and describes a more moral approach. Lerner argued that Leventhal's idea of using the search for justice as a means to raise profit is not realistic. In his opinion, the fundamental competitiveness, equality, and equality-based distribution of rewards is based on Marxist justice principle (Greenberg, 1987:13). Many factors can affect the justice perception of employees. We can group these factors as demographic and organizational factors. Employees' perceptions of organizational decisions may vary from person to person. These differences are shaped by the demographic characteristics of individuals. Demographic characteristics such as gender, age, education level, duration of service, salary, promotion, and title affect the organizational justice.

When we look at the studies conducted on the factors that affect organizational justice, we see that the studies mostly focus on gender differences. These studies show different results.

Research shows that there is an inverse relationship between age and organizational justice. As the age of the employees increases, their perceptions about justice change at a low level (Polat, 2012:77).

According to observations on education and organizational justice, individuals with a high level of education tend to be more sensitive to justice, participate in decisions that are relevant to their duties, and tend to protect their own rights (Demirel, 2012:16).

Since the results of different studies on the relationship between organizational justice and service process are different from each other, they constitute a contradiction. Even though in some studies, individuals' justice perception tends to be positive as the period of time they worked in an organization increases since they are accustomed to decisions related to distribution and processes, in other studies, the perception of organizational justice decreases in the same situation due to bad experiences (Demirel, 2012:16).

The salary is one of the major factors that affect employee satisfaction and, therefore, commitment to the organization. Employees compare the rewards they receive both with those of their colleagues as well as the those given in other organizations. As a result of this evaluation, if there is no perception that the received reward is fair, the job satisfaction of the employee who perceives an injustice in salary will decrease (İşcan, 2010:199).

If performance is not evaluated correctly and the right person is not given a promotion, this will result in negative perception about the organization. In order to avoid this perception, all employees should be given equal promotion opportunities. If these selections are carried out justly, this will also affect organizational justice positively (Görgülür 2013:62).

In order for the decisions taken by the management to be just, they should care about the opinions of the people who will be affected by these decisions. Studies show that perception of justice formed as a result of decisions taken is different between "strong" and "weak" employees. In other words, the perceptions of the employees about justice in the organization differ according to their positions (Yürür, 2008:301-302).

One of the other elements that affect organizational justice is organizational factors. In the literature, there are studies about the relationship between factors such as organizational structure, communication within the organization, participation in decision-making and the size of the organization

Organizational structure affects the employees' perceptions of justice. The relationship between these two concepts shows different results in different dimensions of justice. Some dimensions give importance to this factor but some do not care (Polat, 2012:80-81).

There is a meaningful relationship between organizational communication and organizational justice. If the messages related to the method, policies, and procedures related to distribution of rewards during the time of decision-making is not communicated with employees correctly, this may result in negative perceptions about the justice of the distribution (Balık, 2013:15).

Organization size is an important factor in shaping the perception of organizational justice. As the organization grows, the perception of justice decreases. The main reason for this is the alienation that is created by the insufficient transfer of information between employees, group members, and managers. This feeling of alienation leads to a decrease in courtesy and respect in the relations between employees and to the failure to form close relations between individuals, which leads to a negative perception of justice (Polat, 2012:84).

### **3. The Concept, Definition, Importance, and Functions of Human Resource Management**

Human resources is one of the sources that organizations use to reach their goals, which is human beings. Human being is an essential part of the production process of goods and services. Human resources encompass all employees in an organization, from the highest to the lowest level. The term human resources refers not only to the workforce within a single organization but also to the workforce outside the organization that could be potentially benefited from. If the human resources of an organization are not strong enough, it is difficult to compete with other organizations (Sadullah et al., 2015:2-3).

Human resources management is a management process that includes recruitment, development, motivation, and ensuring continuity of employees (Decenzo, 2017:2).

Human resources management is the key point of the organization, which deals with organizational relations at a high level and forms its policies according to the company culture. Organizations constantly compete against time and each other. Nowadays, human resources management plays an important role in organizations, along with financial resources of organizations. The main issue of human resources management is related to the activities that address the relationship between employees and the organization. These can be said about the importance of human resources management in terms of employees (Mucuk, 2000:318):

- To provide the necessary environment for the development of their abilities.
- To ensure that organization of continuous trainings, promotions, and working conditions are to the satisfaction of the employees.

The employee is a capital in human resources management. It is necessary to calculate the investment and return on this capital. This also has a behavioral aspect, which covers the activities and practices of human resources management. Human resources management has a great importance for managers to achieve their goals. A systematic operation of human resources management will be effective in managers' fulfilling their responsibilities and making decisions. Successful human resources management will facilitate the fulfillment of management responsibilities (Geylan, 2013:16).

Human resources management acts as leverage in the company. If human resources planning and the company's strategic planning overlap, the organization will have flexibility in changing conditions. The importance of human resources management for organizations and the contributions it provides can be listed as follows (Mucuk, 2008:317):

- If human resources management is carried out correctly, it provides profitability to the business.
- It has an important role in the development of the organization.
- Occupational health and safety helps ensure a safe work environment.
- It creates flexibility in the face of change and highly motivated labor resources.

Human resources management makes plans for human resources in line with the long, medium, and short-term plans of the organization and plans where, when, and what number of employees will be employed. It then finds employees with the necessary qualifications for the designated vacant positions. Finding, selecting, and placing personnel will be done in accordance with the preparations carried out. After the recruitment phase, the training

phase of the new staff starts. One of the main functions of human resources management is business analysis. Business analysis has an important role in the execution of the other functions of the business and provides an idea about the operation of the company. Performance evaluation is the stage of creating data about employees according to the results of business analysis. Employees and managers who think about the future of their business should make an individual and organizational career plan in order to ensure mutual harmony. Again, based on a business analysis, employees are rewarded appropriately after the performance evaluation. The salary is the reward of the employees for their labor. Each organization must develop a salary system that is appropriate for itself and its employees. This is the main function of human resources management. (Geylan, 2013: 13).

#### 4. The Formation Process of Employees' Perception of Organizational Justice and the Effects of Human Resources Management

The functions of human resources management are interrelated and manpower is managed in accordance with consciously determined policies. In other words, the correct or improper functioning of any human resources practice has an effect on the other. Therefore, employees' perceptions of justice are not just about an application. Procedural justice should be considered in planning human resources functions such as personnel selection and placement, training and development, performance evaluation, career and salary management.

Organizational justice has been found to be a great factor in terms of employee satisfaction and the profitability of the organization. Since perception of justice also shapes organizational behaviors, there are various studies on this subject as well. If perception towards the organization is good, this will be reflected in the behavior of employees. They will be in a harmonious attitude towards the members and managers of the group and will exhibit positive behaviors (Cihangiroğlu & Yılmaz, 2010: 199).

The formation process of the perception of justice towards human resources management includes the functions of personnel selection and placement, training and development, performance evaluation, career and salary management and the relationship between organizational justice perceptions of employees.

The acquisition and retention of qualified employees as required by the organization is one of the main functions of human resources management. The process of selecting personnel is a long process, which starts with the determination of the need for human resource in the organization, continues with establishing a group of candidates, and ends with the selection and placement of a qualified individual who is suitable for the job among the candidates for the open position. In order for the selection process to be fair, candidates should be given equal opportunities, they should not be treated in a biased way, the process should be consistent and ethical (Aksoy, 2018: 8-9).

Organizational justice is a concept that carries a great importance in the selection process of the personnel. The rules and norms used in the distribution of the rewards and other factors that will affect the justice should constitute the perception of organizational justice. All principles that are the basis of justice must also be observed in the personnel selection process. If the organization carries out activities towards the improvement of these elements, the perception of employees in organizational justice will be positive (Erenel, 2012: 15).

One of the functions that the organization must perform continuously is education and development. Education is an activity to improve employees' knowledge, skills and abilities and to improve their performance. Training is also an action that is consciously planned by the organization in order to facilitate the work (Akgemci and Koçigit, 2012: 18-19).

The training and development function should be done in a way that includes the principles of equality, integrity and honesty, which constitute the perception of justice. Training and development opportunities should be provided to all employees objectively. Giving equal opportunities to employees is also important in terms of business ethics. The knowledge of all employees must be renewed to keep up with the current working life. The training program should be conducted in accordance with the principle of equality in human resources management (Bayraktaroğlu, 2012: 11).

The performance evaluation, which is one of the functions of human resources management, is related to many concepts such as job satisfaction of employees. Justice perception of the decisions taken as a result of the performance evaluation depends on whether employees perceive the decisions as just and accept the performance evaluation system.

The interactive perception of employees towards performance system is the justice perception that defines the quality and justice of the communication between the evaluator and the employee at the time of the evaluation. Communication between managers and employees should be strong in order to get effective results from the function of performance evaluation. If the manager does not explicitly convey information about the performance evaluation to the employee, does not give them time, does not tell them their deficiencies and strengths, this will create a perception that the process is not carried out justly. When the criteria of the evaluation are clearly explained, the employees will make efforts to improve their performance. They will have a positive perception towards the manager who makes the evaluation (Tan, 2011: 4).

The concept of salary is the basic element in the establishment of the organization and is managed by the human resources management. Morally, salary management should be based on the principle of equality that constitutes the basis of salary justice. Salary justice is giving the salary that is equivalent to the effort shown. We can define this equivalence as internal equality. The salary should increase the quality of life of the employees as well as being within the economic conditions of the organization. Furthermore, it should also comply with the current salaries set in the market. That is, external equality should be ensured. Carrying out promotion activities

consistently, timely payment of salaries, the fairness of all the rewards employees receive from the organization, giving a minimum salary regardless of the employee's performance, developing certain systems in order to solve and decrease problems regarding salaries are the elements that should be established by salary systems. Salary systems should also be designed to comply with the law and operate in a manner consistent with the ethical framework and business ethics (Demir & Acar, 2014: 106-107).

Career management can ensure that individual and organizational career planning is successful for both sides. This process is the implementation of the plans and strategies made by the managers in order to achieve their goals by meeting the needs of the employees. The phases starting from the day employees start working, get promoted or leave work cover this process (Yaprak, 2010: 400).

When we look at the research about the relationship between career and perception of justice, we see that the concept of career is not related to the distribution and procedural justice, differently from the distribution of promotions and other rewards. One of the reasons for this is that other applications of human resources are more important for employees. In other words, career decisions vary depending on the individual (Aksoy, 2018: 12).

## 5. The Aim, Population, Sample, Method, Hypotheses of Research, Data Collection Tools

In our study, the effect of human resources management practices in the formation of organizational justice perceptions of employees was examined. The main objective of human resources practices is to increase the efficiency of the organization and to strengthen the commitment of the employees to the organization by meeting their needs.

Data were collected from three different banks, International Azerbaijan Bank, Express Bank and Rabite Bank by using survey method. The research was conducted only at the headquarters in Baku. Due to limited conditions, the survey could not take place in branches and general directorates of banks in other provinces. For this reason, sampling was applied. The survey was conducted in 3 different headquarters with 240 employees and 150 employees were reached.

The survey consists of three parts: In the first section, there are demographic characteristics of the employees such as gender, age, education level, position, and total working time at the current workplace. In the second part, there are items of a scale regarding human resources management practices. In the third part, there are items about views that reflect employees' perception of organizational justice about their workplace.

The research hypotheses are as follows:

- Hypothesis 1: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their gender.
- Hypothesis 2: Perceptions of employees about organizational justice show statistically significant differences depending on their gender.
- Hypothesis 3: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their age.
- Hypothesis 4: Perceptions of employees about organizational justice show statistically significant differences depending on their age.
- Hypothesis 5: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their education level.
- Hypothesis 6: Perceptions of employees about organizational justice show statistically significant differences depending on their education level.
- Hypothesis 7: Perceptions of employees about the practices of human resources department show statistically significant differences depending on the period of time they worked at the organization.
- Hypothesis 8: Perceptions of employees about organizational justice show statistically significant differences depending on the period of time they worked at the organization.
- Hypothesis 9: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their position or title.
- Hypothesis 10: Perceptions of employees about organizational justice show statistically significant differences depending on their position or title.
- Hypothesis 11: There is a significant relationship between human resource practices and organizational justice perceptions of employees.

Descriptive analyzes were conducted on the demographic characteristics of the participants. The same process was conducted on human resources management practices and organizational justice scale and the results were shown as percentages. Then, the reliability of the scales was analyzed.

Cronbach alpha coefficient values were calculated before factor analysis was performed on human resource management practices and organizational justice scales. Successful results were obtained from all validity and reliability analyses.

Analyses were conducted to test these 11 hypotheses. There are two dependent variables in hypotheses. The perception of human resources practices and the perception of organizational justice of employees are our dependent variables. In order to analyze the hypotheses, T test, Oneway Anova test, and correlation test between the scales were performed.

## 6. Data Analysis

In this section, the analyses and the results of the data obtained from the survey of human resources practices and perceptions of organizational justice conducted in the SPSS 23 program are given.

### 6.1. Demographic Characteristics of the Participants

According to the findings of the gender variable, 71.3 percent of the participants were male (107) and 28.7 percent were female (43). According to the findings of the age variable, 10.7 percent of the participants were between the ages of 18-25, 44.0 percent were 26-33, 26.0 percent were 34-41, 15.3 percent were 43-49, and 4.0 percent is in the age range of 50 years and over. According to these results, more than half of the employees are young. In the findings related to the education level variable, 0.7 percent of the participants were graduated from vocational high schools, 5.3 percent from secondary education, 9.3 percent from high school, 63.3 percent from college, and 21.3 percent from graduate schools. According to the findings of the participants' positions or titles, 12.6 percent of the participants were chief experts, 34.4 percent were experts, 6.6 percent were directors, 13.2 percent were managers, 12.6 percent were lawyers, 13.2 percent were accountants, 2.6 percent were programmers, 6.0 percent were treasurers, 3.3 percent were receptionists, and 3.3 percent were security officers. As we can see from the results, the majority of the participants are from the management. According to the findings of the total working time of the employees, 0.7 percent was below 1 year, 18.0 percent were between 1-4 years, 29.3 percent were between 5-8 years, 17.3 percent were between 9-11 years, and 34.7 of them were above 12 years of experience.

### 6.2. Descriptive Statistics of Participants' Views on Human Resources Practices

Our scale for human resources management practices is prepared on a 5-point Likert scale consisting of 20 items. The results were interpreted as follows in accordance with the answers given by the participants.

The first item of our scale on human resources practices is about discrimination in the organization. According to the findings, the majority of the participants stated that there was no discrimination in the organization. Although 78.9% of the participants stated that there is no discrimination, 15.4% of the participants stated that there is discrimination. The second item of the scale is related to whether the employees had an objective assessment during recruitment. According to the results, most of the participants (77.3%) stated that the evaluation was objective and a small percentage (15.3%) did not agree with this. The third item of our scale is related to whether the company commits to the conditions that it promises. According to the answers of the participants, 80% of the participants stated that these conditions were committed to, whereas 12.7% of participants say that these conditions are not committed to. In the fourth item of the scale, it is asked whether the training programs are offered to all personnel. 81.4 percent of the participants stated that they agree with this statement and 14.0 percent did not agree. Our fifth item is about whether the education policy in the workplace is clearly expressed. 76.8% of the participants stated that the education policy was clearly expressed and 16.6% stated otherwise. The sixth item relates to whether the employees to participate in the training were selected objectively. According to the opinions of the participants, 79.5% of the participants stated that they agree with this statement and 14.5% stated that they do not agree. The seventh item is related to the equal opportunity given to employees to benefit from educational activities. Even though 82.7% of the participants agreed with this statement, 12.6% of the participants stated that they did not benefit from the training activities under the same conditions. The eighth item is about whether the conclusions the organization reaches about the differences in performance after the training are shared openly or not. According to the findings, 80.7% of the participants stated that they agreed but 16.0% stated that they did not agree. In the ninth item of the scale, it is asked whether the performance evaluation process is fair. Although 82.0% of the respondents' state that this process is fair, 11.9% of respondents think that the performance evaluation process is unjust. The tenth item refers to whether the organization provides the necessary training to employees about the performance system. Although 82.7% of the participants supported this statement, 14.7% stated that they did not agree. The eleventh item is concerned with clearly describing what the performance criteria measure to the employees. Although 80.0% of the participants agreed with this statement, 16.6% of them did not agree. The twelfth item of the scale relates to a fair evaluation of the performance of employees. 84.7% of the participants think that this evaluation is fair and 11.3% thinks it is unfair. The thirteenth item relates to the continuous performance evaluation of employees. 83.3% of the participants believe that performance evaluation is continuous but 14.0% do not agree with this view. The fourteenth item of the scale relates to whether the promotion policy is fair or not. 84.6% of participants think that promotion policy is fair. 12.6% of the participants stated that it is the opposite. In the fifteenth item, it is asked whether there was gender discrimination when the employees were promoted. Although 82.7% of the participants said that there is no gender discrimination, 14% of them think that there was gender discrimination at the time when the promotion function was carried out. The sixteenth item of the scale relates to the equal opportunities for promotion among all employees that have the minimum qualifications. Although 84.0% of the participants believe that there is no distinction among employees, 11.3% of the participants stated that they do not agree with this view. The seventeenth item relates to whether an equal salary policy is applied in the workplace. 85.4% of the participants stated that they agree with this statement, whereas 12.0% of the participants agree with the opposite. The eighteenth item of the scale is related to whether the salaries of the employees in this workplace match those in the market. 84.0% of the participants think that the salaries they receive are compatible with the salaries paid in other organizations. 14.7% of the participants do not agree with this view. In the nineteenth item, it is asked

whether the salaries paid to the employees are related to their human qualities. Although 85.3% of the participants confirmed this statement, 13.4% stated that the salaries they receive are not based on the performance of the employees. The final item of the scale, the twentieth, relates to whether or not gender discrimination was made in determining the salaries of employees. 83.3% of the participants think that there is no gender discrimination. A small portion of participants (14.0%) stated that gender discrimination was made.

### 6.3. Descriptive Statistics of Participants' Views on Perceptions of Organizational Justice

The scale of the employees' perceptions of organizational justice is composed of 18 statements. The participants' opinions about the statements were interpreted separately.

The first statement of the scale of employees' perceptions of organizational justice is related to whether or not the employees are well appreciated by the organization. Although 84.0% of the participants support this statement, 13.3% do not agree. The second statement is about whether managers yell at their subordinates. Even though 85.3% of the participants disagree with this statement, 13.3% of the participants stated that they agree with this statement. The third statement is about the managers providing conveniences to the employees that they do not deserve. 83.3% of the participants stated that they did not agree and 11.3% of the participants stated that they agree. The fourth statement of the scale is about whether managers trust employees or not. Although 84.7% of the participants stated that they agree with this statement, 13.3% did not agree. In the fifth statement, it is asked whether the complaints of the employees are taken into consideration. 83.3% of the participants stated that their complaints were heard and 13.3% of the participants stated that they were not. The sixth statement concerns whether the employees at work are treated as children. Although 12.0% of the participants think this way, 86.7% of the participants state the opposite. The seventh statement is related to whether the employees of the organization are appreciated or not. While 85.3% of the participants state that they are appreciated, 12.7% of the participants think that they are not. The eighth statement of the scale is about whether the managers respond to problems in a timely manner. 84.0% of the participants stated that they were responding quickly to the questions and 13.3% stated that they disagree. The ninth statement is about whether employees were lied to at work. 84.7% of the participants who answered the survey stated that they did not agree and 12.0% of the participants agreed. The tenth statement is related to whether the recommendations of the employees in the organization are taken into consideration. 85.3% of the participants stated that they are taken into consideration, whereas 12.0% of participants think that the suggestions of the employees are not taken into consideration. Eleventh statement is related to superiors cursing to the employees in the organization. 85.3% of the participants stated that they disagreed and 10.0% stated that they agreed. The twelfth statement of the scale is related to whether employees are treated respectfully in the organization. Although 86.7% of the participants agree with this, 12.7% of the participants think that they are not treated respectfully. The thirteenth statement is concerned with superiors threatening the employees with expelling. 84.7% of the employees stated that they disagreed and 12.0% of the employees agreed. The fourteenth statement is about whether or not the workers are treated fairly in the organization. 85.3% of the participants think that they are treated fairly, while 11.3% of the participants think otherwise. The fifteenth statement of the scale is related to the employees of the organization helping each other. According to a large proportion of the participants (85.3%), the employees of the organization help each other. 12.7% of the participants do not agree with this view. In the sixteenth statement, the employees are asked whether they argue with each other. Although 83.3% of the participants did not agree with this, a small percentage (12.7%) agreed. The seventh statement of the scale is related to employees in the organization humiliating each other. Although 86.7% of participants think it is the opposite, 13.3% of the participants agree with this statement. In the eighteenth statement of the scale, the employees are asked whether they are respectful to each other. Although 84.7% of the respondents thought that employees were respectful to each other, 13.3% of the participants thought the opposite.

### 6.4. Descriptive Statistics and Reliability Analysis of Scales

As mentioned earlier, 11 hypotheses have been proposed in this study. In the hypotheses put forward, there are dependent variables related to human resource management practices and employees' perceptions of organizational justice.

After separately calculating the means of the responses to the human resources management practices items in our scale, the arithmetical average of the scale was calculated.

Accordingly, the general arithmetical mean was calculated of the scale of employees' perceptions of organizational justice after the averages of the expressions were calculated separately.

Scales	Mean	Median	Most Frequently Repeat	Standard Dev
Perception of HRM	3.77	4.0	4	0.70
OJ Perception	2.00	2.00	2	0.78

Table 1: Findings of the Scales

As it is seen in the descriptive statistics table of the scales, the mean of the first scale for human resource management practices is 3.77 and the most frequently repeated answer is 4. According to the five-point Likert

scale, 4 correspond to "I agree." The mean of the scale for organizational justice perceptions is 2.00 and the most frequently repeated response is 2. According to the three-point Likert scale, 2 corresponds to "undecided." The Cronbach alpha coefficient values of the scales related to human resource management practices and employees' perceptions of organizational justice were calculated before the test of the hypotheses were carried out in the study. According to the findings, the Cronbach's Alpha value of the human resources practices scale is  $\alpha = 0.962$  and the organizational justice perceptions of the employees is  $\alpha = 0.954$ . As the reliability coefficient value of the scale is considered to be reliable at  $\alpha = 0.7$  and above, both of our scales are reliable. After successfully passing through this stage, we can pass to the analyses of hypotheses.

## 6.5. Analyses of Hypotheses

### 6.5.1. The T-Test

The T-Test is a parametric test and analyzes whether there is a statistically significant difference between the independent samples. In order to be able to perform this test, the averages should be normally distributed, the samples should be independent of each other and the group variances should be equal (Can, 2017: 115-116).

Hypothesis 1: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their gender.

Gender	N	Mean	Standard Dev.	T	Df	P
1. Male	107	3.78	.713	.371	148	0.712
2. Female	43	3.73	.680			

Table 2: T-Test Results for H1

\* Mean Difference Is Statistically Significant at the Level of 0.05

Table H<sub>1</sub> t-test results are shown. As seen from the results, p value was not statistically significant ( $p = 0.712 > 0.05$ ). In other words, according to the results, the averages of the perceptions of the males and females participating in the survey about human resources practices are 3.78 and 3.75, respectively. There is a 0.05-point difference between the two averages. This difference was not statistically significant. According to the findings H<sub>1</sub> is rejected.

Hypothesis 2: Perceptions of employees about organizational justice show statistically significant differences depending on their gender.

Gender	N	Mean	Standard Dev.	T	Df	P
1 Male	107	1.281	.61653	.184	148	0.854
2 Female	43	1.261	.60756			

Table 3: T-Test Results for H2

\* Mean Difference Is Statistically Significant at the Level of 0.05

T-test findings are shown for H<sub>2</sub> in the table. As seen from the results, p value was not statistically significant ( $p = 0.712 > 0.05$ ). The mean score of the men and women who participated in the survey was found to be 1.281 and 1.261 respectively. There is a 0.02-point difference between the two averages. This difference was not statistically significant. According to the findings H<sub>2</sub> is rejected.

### 6.5.2. The ANOVA

The ANOVA test assesses whether there is any relationship between the independent variables. The difference from the T-test is that it is done for more than two groups. Since our analysis is related to one factor, "One-Way Anova" analysis is used (Gürbüz and Şahin, 2016: 240).

Hypothesis 3: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their age

Age	N	Mean	Standard Dev.	F	df	P
18 - 25	16	3.5312	.89366	0.724	4/145	0.577
26-33	66	3.8205	.69154			
34-41	39	3.7385	.69523			
42-49	23	3.7826	.68716			
50 and Above	6	4.0000	.22804			
Total	150	3.7697	.70244			

Table 4: One Way ANOVA Results for H3

\* Average difference is significant at 0.05 levels

According to the results of the analysis shown in the table, there is no significant difference between the averages and age variables of human resource practices perceptions ( $p=0.577 > 0.05$ ). The ages of the participants were shown in 5 groups. Accordingly, the mean was 3.53 for the ages of 18-25, 3.82 for 26-33, 3.73 for 34-41, 3.78

for 42-49, 4.00 for 50 and above. The average of all age groups corresponds to 3.7 points, which is close to the "I agree" option on the Likert type scale. According to these results  $H_3$  was rejected.

Hypothesis 4: Perceptions of employees about organizational justice show statistically significant differences depending on their age.

Age	N	Mean	Standard Dev.	F	df	P
18 - 25	16	1.4306	.75645	0.536	4/145	0.710
26-33	66	1.2551	.59405			
34-41	39	1.2863	.62172			
42-49	23	1.2754	.63176			
50 and Above	6	1.0185	.02869			
Total	150	1.2756	.61200			

Table 5: One Way ANOVA Results for H4

\* Average difference is significant at 0.05 levels

According to the results of the analysis shown in the table, there is no significant difference between the averages and age variables of organizational justice perceptions ( $p=0.710 > 0.05$ ). The ages of the participants were shown in 5 groups. According to this, it was found that the mean age was 1.43 in 18-25 years, 1.25 in the 26-33 age group, 1.28 in the 34-41 age group, 1.27 in the 42-49 age group and 1.01 in the 50-age group. The average of all age groups corresponds to 1.2 points, which is close to the "I agree" option on the Likert type scale. According to these results  $H_4$  was rejected.

Hypothesis 5: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their education level.

Education	N	Mean	Standard Dev.	F	df	P
Vocational school	1	3.1000	.	0.571	4/145	0.684
Secondary school	8	3.5313	.92541			
High School	14	3.8964	.56004			
Undergraduate	95	3.7716	.70128			
Graduate	32	3.7891	.72019			
Total	150	3.7697	.70244			

Table 6: One Way ANOVA Results for H5

\* Average difference is significant at 0.05 level

As seen in the table, there is no significant difference between the perceptions of human resource practices and the education variable of the employees ( $P=0.684 > 0.05$ ).

The education levels of the participants were grouped in 5 groups. The averages of the employees belonging to these groups regarding the perception of human resources practices are shown in the table. According to the results, the graduates of vocational schools have an average of 3.10, secondary school 3.53, high school graduates 3.89, undergraduate 3.77, and graduate 3.78. The difference between the scores of these groups was not significant. The average of all participants in all education groups is close to 3.7 points. A mean score of 3.7 corresponds to the "I agree" option on a Likert-type scale. According to these results  $H_5$  was rejected.

Hypothesis 6: Perceptions of employees about organizational justice show statistically significant differences depending on their education level.

Education	N	Mean	Standard Dev.	F	df	P
Vocational school	1	1.0556	.	0.47 5	4/145	0.754
Secondary school	8	1.4653	.83409			
High school	14	1.1627	.49856			
Undergraduate	95	1.2544	.57869			
Graduate	32	1.3472	.70725			
Total	150	1.2756	.61200			

Table 7: One Way Anova Analysis Results for H6

\* Average Difference Is Significant at 0.05 Levels

As seen in the table, there is no significant difference between the employees' organizational justice perceptions and the education variable of the employees ( $P=0.754 > 0.05$ ). According to the results, vocational high school graduates have an average of 1.05, secondary school 1.46, high school 1.16, undergraduate 1.25, graduate 1.34. The average of all participants in all education groups is close to 1.2 points. A mean score of 1.2 corresponds to the "I agree" option on a Likert-type scale. According to these results  $H_6$  was rejected.

- Hypothesis 7: Perceptions of employees about the practices of human resources department show statistically significant differences depending on the period of time they worked at the organization.

Period of Time Worked in the Organization	N	Mean	Standard Dev.	F	df	P
below 1 year	1	4.0500	.	0.669	4/145	0.615
1-4	27	3.7019	.89930			
5-8	44	3.6898	.69119			
9-11	26	3.9500	.58600			
12 years and above	52	3.7769	.65727			
Total	150	3.7697	.70244			

Table 8: One Way Anova Analysis Results for H7  
\* Average Difference Is Significant at 0.05 Levels

According to the results of the analysis, there was no significant difference between the perceptions of human resource practices perceptions and period of time worked in the organization ( $p=0.615 > 0.05$ ).

The total working time of the employees is grouped under 5 groups. The average is 4.05 for the time range of below 1 year, 3.70 for 1-4 years, 3.68 for 5-8 years, 3.95 for 9-11, 3.77 for 12 years and above. The difference between the means was not significant. An average score of 3.7 is close to the "I agree" option on the Likert type scale. The scores of all service groups are close to each other and positive. According to the results  $H_7$  was rejected. Hypothesis 8: Perceptions of employees about organizational justice show statistically significant differences depending on the period of time they worked at the organization.

Period of Time Worked in The Organization	N	Mean	Standard Dev.	F	df	P
below 1 year	1	1.0000	.	0.592	4/145	0.669
1-4	27	1.3827	.73692			
5-8	44	1.2866	.59510			
9-11	26	1.1368	.38944			
12 years and above	52	1.2853	.65337			
Total	150	1.2756	.61200			

Table 9: One Way Anova Analysis Results for H8  
\* Average difference is significant at 0.05 level

According to the results of the analysis, there was no significant difference between the employees' perceptions of organizational justice perceptions and the service duration of the employees ( $p=0.669 > 0.05$ ). The average is 1.00 for the service period of below 1 year, 1.38 for 1-4 years, 1.28 for 5-8 years, 1.13 for 9-11 years, 1.28 for 12 years and above. The difference between the means was not significant. An average score of 1.2 is close to the "I agree" option on the Likert type scale. Employees' averages of organizational justice perceptions are close to each other and positive in all service groups. According to these findings  $H_8$  was rejected. Hypothesis 9: Perceptions of employees about the practices of human resources department show statistically significant differences depending on their position or title.

Position/Title:	N	Mean	Standard Dev.	F	df	P
Chief Expert	19	3.6342	.67927	1.584	9/140	0.125
Expert	52	3.8731	.69835			
Manager	10	4.0800	.27203			
Lawyer	20	3.9400	.51875			
Executive	7	3.4786	.88122			
Accountant	19	3.6079	.83371			
Programmer	4	3.9625	.18875			
Treasurer	9	3.2667	.95623			
Receptionist	5	3.4400	.87278			
Security	5	4.0100	.17819			
Total	150	3.7697	.70244			

Table 10: One Way Anova Analysis Results for H9  
\* Average Difference Is Significant at 0.05 Level

According to the results shown in the table, there is no significant difference between perceptions of human resource management perceptions and duty variable ( $p=0.125 > 0.05$ ). The position or titles of the survey participants were grouped under 10 groups. The majority of the participants are chief experts, experts and managers. There was no significant difference between the averages indicated and they are clustered around 4.0

points. This is compatible with the "I agree" option on a 5-point Likert type scale. According to these findings  $H_9$  was rejected.

Hypothesis 10: Perceptions of employees about organizational justice show statistically significant differences depending on their position or title.

Position/Title:	N	Mean	Standard Dev.	F	df	P
Chief Expert	19	1.3538	.69567	1.218	9/140	0.288
Expert	52	1.2276	.55121			
Manager	10	1.0389	.04574			
Lawyer	20	1.1333	.41746			
Executive	7	1.5794	.95250			
Accountant	19	1.4035	.72645			
Programmer	4	1.0278	.05556			
Treasurer	9	1.6420	.87361			
Receptionist	5	1.4111	.88854			
Security	5	1.0111	.02485			
Total	150	1.2756	.61200			

Table 11: One Way Anova Analysis Results for H10

\* Average Difference Is Significant at 0.05 Level

According to the results shown in the table, there is no significant difference between the employees' perceptions of organizational justice perceptions and task variables ( $p=0.288 > 0.05$ ).

Employees' averages for organizational justice were grouped around 1.3 points. This score corresponds to the "I agree" option on a 3-point Likert scale. As a result,  $H_{10}$  was rejected.

### 6.5.3. Correlation

Correlation analysis analyzes whether there is a relationship between two and more variables. The correlation coefficient shows the direction and amount of the relationship between the variables. If the data are distributed homogeneously, that is, the values are equal and evenly equal, this time, Pearson correlation coefficient should be measured (Gürbüz and Şahin, 2016: 263-265).

Hypothesis 11: There is a significant relationship between human resource practices and organizational justice perceptions of employees.

Correlation			
Factors		HRM Applications	Organizational Justice Perception
HRM Applications	Pearson r	1	0.891
	N	150	150
Organizational Justice Perception	Pearson r	0.891	1
	N	150	150

Table 12: Correlation Analysis Results for H11

\*\* Correlation Is Significant at 0.01 Levels

According to the results shown in the table, there is a significant and strong relationship between human resources practices and organizational justice ( $r=0,891$ ;  $p < 0.01$ ). According to these findings, 11th hypothesis is accepted.

## 7. Conclusion and Implications

In order to ensure that employees' perceptions and behaviors towards the organization are positive, it is necessary to engage in activities to develop human resources management strategies. The most valuable asset an organization can have is manpower. Effective management of this asset is required in order to increase the competitive advantage of the organizations and to maintain their presence in the market. Together with developing strong human resources management practices, employees should be given positive perceptions of organizational justice.

In this study, the relationship between human resource management practices and organizational justice perceptions was examined according to individual factors. Let us evaluate the results of the research briefly. Participants are positive about the human resources management practices in their workplaces. According to the findings of the participants' opinions, it is revealed that the organization does not discriminate during the recruitment, the employees are given equal educational opportunities, there is no gender discrimination in the promotion function, the performance is evaluated regularly and the employees receive salaries in accordance with their efforts. It is also necessary to note that there are employees with positive opinions as well as employees with negative opinions. In general, more than 50% of respondents express positive views on statements about human resources management practices.

The second scale of the research is related to the participants' views on the perceptions of organizational justice. As a result of the responses of the participants, the perception of organizational justice is positive. According to the answers of the participants, it is understood that the work done by the employees is appreciated, the employees are trusted, they are treated fairly and the managers and employees behave respectfully to each other. In addition to positive responses, there are also negative responses. But in general, participants' responses show that organizational justice perceptions are good.

As a result of the analyses, no significant differences were found between the individual characteristics of the participants such as gender, age, education, duration of service and position/title variables, and human resource management practices and organizational justice perceptions of the employees.

As a result of the research we can say that there is a strong positive relationship between the human resource management practices and the perception of organizational justice.

Human resource management practices, staff selection, training and development, performance evaluation, promotion and compensation functions, such as organizational justice, distribution, procedural and interactive dimensions are positively correlated.

As a result of the literature review and research, human resources management functions should be formed in a way to include organizational justice elements. In this context, human resources should remain faithful to principles such as equality, impartiality, assurance, and career. The organization should reduce the number of elements that may negatively affect the perceptions of employees.

The study showed that human resources and organizational justice perceptions are in a very strong and positive relationship. When human resources practices are so important for the organization, its effective management becomes mandatory. Effective human resources management is the main competitive advantage. In the markets where competition is strong, it should be ensured that employees who can adapt to the competitive conditions should be selected and kept in the organization. In fulfilling the requirements of the company, it is necessary to improve the working conditions of the employees, to develop the employees with the necessary training opportunities and to provide career opportunities. The functions of human resources management such as personnel selection, performance valuation, promotion and salary system are the most effective practices that affect organizational justice. For this reason, equal opportunities should be given to candidates in the selection of staff, performance evaluation and promotion function should be based on the elements of justice, salary systems should be shaped to meet the needs of employees. The main proposal of the study is to ensure the fair functioning of human resources practices.

Our suggestion for future studies on the relationship between human resources and organizational justice is that they keep the sample wider. More objective results can be achieved if the surveyed employees cover the entire organization. In order for the study to give more effective results on justice, the questionnaire questions can be designed to address the reasons for quitting.

Finally, it is hoped that the study will contribute to other researches on this issue and to the researches on the improvement of human resources practices of enterprises.

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