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ISTANBUL GELISIM UNIVERSITY  
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Department of Business Administration

**THE IMPACTS OF ORGANIZATIONAL JUSTICE ON  
EMPLOYEE PERFORMANCE: IN THE  
PERSPECTIVE OF TEXTILE INDUSTRY OF  
TURKEY**

Master Thesis

**Ebrahim Abdullah Ali ALASHWAL**

Supervisor

Asst. Prof. Dr. K. Bahar MERİÇ ATAKAN

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## **DECLARATION**

I hereby declare that in the preparation of this thesis, scientific ethical rules have been followed, the works of other persons have been referenced in accordance with the scientific norms if used, there is no falsification in the used data, any part of the thesis has not been submitted to this university or any other university as another thesis.

Ebrahim Abdullah Ali ALASHWAL

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The thesis study of Ebrahim Abdullah Ali ALASHWAL titled as The impacts of organizational justice on employee performance: in the perspective of textile industry of Turkey has been accepted as MASTER THESIS in the department of Business Administration by out jury.

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## SUMMARY

Organizational justice is a burning discussion in business studies for understanding employee performance, productivity, and job satisfaction. This research analyzed the importance of organizational justice (with its three components distributive justice, procedural justice and interactional justice) from the perspective of employee performance. This thesis is intended to explore the relationship between organizational justice and employee performance in the textile industry of Turkey. The research used a random sampling technique with a calculated random sample size of 389 employees from the aforesaid industry. A structured questionnaire designed from the previous research was used for data collection to accept/reject the hypothesis. The correlation and regression analysis were conducted to check the relationship and its strength. This research found a positive correlation between organizational justice and employee performance. The findings of the research will help HR departments to craft their policies for high employee performance.

**Keywords:** Organizational Justice, Distributive Justice, Procedural Justice and Interactional Justice, Employee Performance.

## ÖZET

Örgütsel adalet, çalışan performansını, üretkenliğini ve iş memnuniyetini anlamak için iş arařtırmalarında yanan bir tartışmadır. Bu arařtırma, örgütsel adaletin önemini (üç bileşeni olan dağıtım adaleti, prosedür adaleti ve etkileşim adaleti) çalışan performansı perspektifinden analiz etmiştir. Bu tez, Türkiye tekstil endüstrisinde örgütsel adalet ve çalışan performansı arasındaki ilişkiyi arařtırmayı amaçlamaktadır. Arařtırma, yukarıda belirtilen sektörden 389 çalışanın hesaplanmış rastgele örneklem büyüklüğü ile rastgele bir örnekleme tekniğı kullanmıştır. Hipotezi kabul etmek/reddetmek için veri toplamak için önceki arařtırmadan tasarlanan yapılandırılmış bir anket kullanıldı. İlişkiyi ve gücünü kontrol etmek için korelasyon ve regresyon analizi yapıldı. Bu arařtırma, örgütsel adalet ile çalışan performansı arasında pozitif bir ilişki bulmuştur. Arařtırmanın bulguları, İK departmanlarının yüksek çalışan performansı için politikalarını oluşturmalarına yardımcı olacaktır.

**Anahtar Kelimeler:** Örgütsel Adalet, Dağıtıcı Adalet, Prosedür Adaleti ve Etkileşimsel Adalet, Çalışan Performansı



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## ABBREVIATIONS

<b>OJ</b>	:	Organizational Justice
<b>EP</b>	:	Employee Performance
<b>DOJ</b>	:	Distributive Organizational Justice
<b>POJ</b>	:	Procedural Organizational Justice
<b>IOJ</b>	:	Interactional Organizational Justice



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## **PREFACE**

I am Ebrahim from Yamen, inspired to study in some esteemed university in Turkey, so had admitted in masters in business administration in Gelisim University. I have an excellent experience here due to valued teachers who contributed to my personal and educational development.

The textile industry is one of the leading industries in Turkey that motivated me to contribute towards one of the big sectors in Turkey. I conducted this research to contribute to improvement in HR practices in the industry.



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## INTRODUCTION

In the last couple of decades, the importance of handling employees in the company has been increased. The experts have suggested that organizations must play their role as collective for people rather than individuals. The reason behind this philosophy is to focus on the new thoughts that individuals respond how they are being handled. Organizational justice (OJ) has been a frequent point of discussion among many scholars. Behavioral actions and social attitudes have increased the importance of organizational justice in contemporary social management. Now, many organizations are remarkably attempting to achieve organizational justice for workers and struggling hard to maintain it within the working environment. The value of organizational justice in the business world has been increased now more than ever.

Improved organizational justice can have a clear and advantageous impact on the performance and endurance of any organization. In the last couple of years, various research findings have established a strong relationship between organizational justice and employee performance in various contexts like career engagement, supportive work behavior. Flipside of the coin, the lower degree of organizational justice is associated with adverse consequences such as depression, reduced psychological well-being of employees, attrition of workers, disciplinary violation behavior.

To deal with the employees on an equal basis is an essential for companies to allow employees to advance on goods, facilities, and procedures. On the actuality side, enterprises are increasingly grouping their employees' skills for innovation and managing change. Many researches stated tough circumstances around the globe for competitive innovation and business expansions to achieve the long-term goals of an organization that is impossible without organizational justice. Continuous creativity bundled with organizational justice has become crucial for corporate survival; as a result, companies are very concerned with investigating certain grounds that Affect innovative work actions.

Achieving organizational goals is impossible without fairly dealing with the employees. Organizational equity is not only a necessary factor in achieving the creative working actions of employees but also require information to improve the facilities and corporate practices. Many scholars have discussed a relation between work creativity, information, and knowledge sharing in organizations with the fairness dealing with the employees. Many knowledge management and organizational studies have proved that information sharing among



employees enhances organizational efficiency, and cannot be achieved without organizational justice.

Communicating the right knowledge also an important ingredient for corporate justice that also enhances the creativity and inventions in the organizational performance. Many pieces of researches has underpinned the importance of workplace fairness and concluded its benefits for organizations.

Optimistic expectations of organizational justice contribute to constructive behavior in the companies. Earlier research does not believe in alternate the various aspects like temporal and spatial justice of organizational fairness. This point of view indicates organizational justice as a multi-dimension process instead of uni-dimension. In fact, several experiments were carried out to examine the theory of corporate equity & organizational justice and proved the organizational justice as an important indicator of organizational progression.

Another fruit that come with organizational justice is employee performance. Businesses are now focusing to work smart for bring more revenue for the stakeholders, which is impossible without having good employee performance. In various country contexts, organizational justice had been proved to be an essential part of high employee performance to achieve organizational goals.

# CHAPTER ONE

## LITERATURE REVIEW

### 1.1 Employee Performance

Business owners need workers who are willing to get the job done, because the output of employees is vital to the company's overall success. To establish clear and objective strategies for assessing employees, business leaders must consider the main benefits of employee performance. It help managers to recognize strengths, vulnerabilities and possible management gaps in organizations (Ekerman, 2006).

Achieving targets is one of the most significant variables in employee performance. Successful workers meet deadlines, make sales through positive customer experiences and build the brand. Consumers believe that the organization is apathetic to their interests when workers do not work well, and seek support elsewhere. Employees who work consistently do their job for the first time properly (Khtatbeh et. al., 2020).

When individuals do their work efficiently, morale gets a boost in the workplace. Workers who are not inspired to get the designated job can bring the entire department down. Fostering a healthy, enthusiastic work environment is critical. By rewarding high-performing workers with bonuses and community appreciation at meetings, foster a supportive job climate. High-performing offices also attract quality talent in recruiting, because the office feels alive and that it's working toward goals.

(Muda et. al., 2014) discussed that many pieces of research included quality, quantity, knowledge, and creativity of individuals for work completed according to the assigned responsibilities over a specific time. In the other words, certain factors influence employee performance, which includes job stress, motivation, communication, and management's fairness dealing. The author stated a reduced employee performance when someone is unable to coordinate available resources and perform his responsibilities.

Some companies demand achieving a certain level of work, while their employees are unable to cope with the given tasks. It is said that the demand exceeds the capacity of an individual that simultaneously fails to satisfy the top management and leads to low motivation and poor employee performance (Mizuno et al., 2006)

(DeCenzo and Robbins, 1996) explained motivation as one of the important key factors for employee performance and defined it as the willingness or desire to do something,

conditioned by the activity or the ability to satisfy some needs. Employee motivation and performance studies are commonly used in today's businesses in all industries, regardless of their scale. Businesses have discovered that empowering their workers is critical for achieving high employee performance and organizational goals.

When the employee performance is not up the morale and, eventually, the bottom line is adversely affected. Managers should not make the mistake of assuming that a bad employee means poor results. Literature recommends looking for popular patterns in which employee groups excel and where deficits occur.

To see whether it is a talent problem or a management and development question, smart managers assess the deficiencies. As well as potential recruitment plan concern, it can impact team training strategies. Good employee performance is ultimately profitable, which produces outstanding working conditions and improves overall efficiency.

Employee performance is about much more than meeting the numeric goal set at the beginning of the year. It also focuses on how employees receive and practice the organizational values while being efficient and good team member.

Every individual employee contributes to company's success (or failure). The goal, of course, is to continually enhance the quality and effectiveness of your workforce. But it will be hard to maintain success without a clear understanding of which factors affect employee performance. By keeping in view the above discussion, it can be boldly established that organizational justice plays an important role in employee performance.

The outcome or effect of an individual's actions over a given period is referred to as employee performance. It is important to manage employee performance to achieve objectives that company has set aside for itself. Measuring an employee's productivity and assessing his competency is a key to the organization's overall performance.

Motivated employees are those that exhibit behaviors such as self-satisfaction, sales fulfillment, and commitment, both of which must deliver higher-quality work and adhere to the organization's policies, resulting in significant efficiencies and the competitive advantage.(Kamery, 2004; Khtatbeh et. al., 2020) Employee motivation increases workplace engagement and performance by making work more meaningful and interesting, as well as keeping workers more active and improving their subsequent job efficiency.

A company has good cooperation among the teams or units in an organization for high employee performance with effective communication, while its absence can represent

problems in running business operations or, more importantly, cause critical damage between individuals.

It has been proposed that those involved in communication processes should have both basic skills and abilities; otherwise, the information will be lost and employee performance will suffer. Furthermore, to provide an effective delivery, it depends on the facilities available in organizations and the behavior of managers to determine the acceptability of knowledge. Fairness of interpersonal and information exchange (organizational justice) influenced employee performance.

Furthermore, as one of the most important aspects of employee performance with good communication, managers have been asked to learn from their employees' input, which influences their work motivation and performance. The concept refers to the actual situation that employees are in, including the best time to produce such information (Informational justice). As a result, they can perform in response to the messages they receive. Managers must demonstrate initiative in creating and offering opportunities for their employees to learn new skills through the communication process to achieve such a high level of success for employees.

(Muda et. al., 2014) explained another key factor for employee performance is fair communication. The act, touch, or double interacts among individuals in delivering knowledge, meanings, and understanding is referred to as communication (Fisher, 1980). Several experts have shared conflicting views on the use of communication ability as a measure of employee performance (Ryan & Sackett, 1987). The value of communication for companies cannot be understated when it comes to their ability to affect the bottom line, as shown by an increasing body of evidence linking job efficiency to communication (Papa & Tracy, 1987)

(Armstrong, 2010) described performance as the accomplishment, execution, progress, and productivity of something ordered or done that contributes to outputs/outcomes (accomplishment). (Jameel & Ahmad, 2019a) described performance as the completion of specific tasks based on predetermined reliability, completeness, expense, and space requirements.

Reaching the optimal level of employee or team engagement is important for a attaining good performance because it aids in achieving full organizational success by improving employee performance (Duyan & Yldz, 2018; Jameel & Ahmad, 2019). Employee performance is one of the most important factors influencing the operational sciences of the

independent variables since they are critical to the organization's success. (Al Shobaki et. al.; Jameel & Ahmad, 2020b; Thabit et. al., 2016).

The absorption of COVID-19 prompted organizations to intervene to limit the effect on employee performance. However, the impact's course is vague, since there are arguments for both negative and positive outcomes (Narayanamurthy et. al., 2021).

In support of the negative effect, a recent Deloitte survey of Chinese businesses found that 46% expect a drop in performance because of COVID-19 (Boichenko & Tymchenko, 2020). Increased tension, insufficient infrastructure, lack of work environment/colleagues, unreasonable performance goals, and a strained manager-employee relationship are all factors to consider. The disadvantages of a virtual work environment include difficulty establishing trust with coworkers (Graves & Karabayeva, 2020), which can have a negative effect on employee performance.

In support of negative side, (Tyrberg, 2019)) found that virtual work proved to improve job productivity and employee performance than financial compensation, confirming the positive effect. According to research, companies that provide a better work-life balance through virtual work opportunities have more efficient workforce because their workers are more inspired (Stevens, 2019). According to Graves and Karabayeva (2020), virtual work allows workers more flexibility in their work, more time availability due to the lack of commuting, and, most importantly, access to better talent around the world, which can improve average individual results.

Employee and organizational results are critical in gaining a competitive edge over other businesses around the world, particularly in today's market climate of rapid change and adaptation to changing circumstances. (Gridwichai et al., 2020). Besides employee performance, one of the most influential and deciding factors in an organization's performance and credibility improvement is employee performance (Anesukanjanakul et al., 2019).

Over the last few years, the value of employee performance has grown and taken hold, as it has become the fastest and most significant variable in any company. In all facets of the job and in managerial situations, it has been given top priority (Gridwichai et al., 2020).

Employee performance isn't just a one-dimensional concept. Rather, it is philosophy that focuses on the overall happiness of workers. It has become a significant problem representing the provision of adequate and healthy working conditions, which are expressed in the workforce and contribute to the organization's strategic objectives (Jalagat, 2017).

Employee performance plays a significant and noticeable role in the advancement and growth of every company, as workers contribute to its success and effectiveness. As one of the most significant causes of concern for states, corporations, and society as a whole, there are various variables that can influence employee performance levels (Maqableh, 2016).

## **1.2 Organizational Justice**

Many scholars have emphasized the concept of organizational justice and stated it as an essential element for employee retention. (Asiah et. al, 2018). By good HR practices, employees respond with higher commitment and lower employee turnover. However, good practices without organizational justice cannot bring fruit for the company. Moreover, it has been reported that when personnel feels that their employer takes fair care of their well-being, their responses toward the organization get more positive, committed, diligent and hardworking for producing quality work with a long stay with the organization. (Certo & Certo, 2009).

Without fairness in the organization, employees experience dissatisfaction. Many researchers recognized organizational justice as an important interpreter for employee's work attitude and behavior.

Organizations that fail to meet the employee expectations for work justice cannot aspire for work excellence and prosperity eventually and the employees are more chanced to leave the organization.

Additionally, their intent to remain or to leave the organization can also be affected. In the connection of the organizational justice, multiple studies have shown that there is a positive relationship between organizational fairness and the desire of workers to remain. Nevertheless, research that explored the influence of organizational justice in fostering the intention of the workers to remain is very minimal.

Organizations should have ample resources such as human resources, financing, and raw materials to accomplish their tasks to achieve their vision, purpose, and goals. In all industries, human resources play a crucial role. Accordingly, workplace fairness is a critical factor that can improve employee job performance and satisfaction.

In emphasizing the importance of providing all workers with equal care, (Herr et al., 2018) stated that perceptions of injustice were found not only to have a direct impact on the performance of employees but also to reduce their mental and physical health. In fact, it also

promotes the overall employee performance and job satisfaction at workforce (Malik & Naeem, 2011).

Organizational justice, characterized as the ethical treatment of workers, includes the equal distribution of tasks, tactics and techniques for dealing with people at work (Jameel et al., 2020). Organizational justice consists of three key subdivisions, namely, distributive justice (DJ), procedural justice (PJ) and interactional justice (IJ), all of which function as critical employee performance predictors.

According to (Greenberg, 1990), the word "organizational justice" refers to the fairness that workers in the company consider. Distributive justice refers to how end results and outcomes are interpreted, as well as how final decisions are made after the assessment process is completed. Second, procedural justice refers to the fairness of proceedings in terms of the mechanisms and techniques used to arrive at the conclusions reached. Interactional justice, on the other hand, refers to how people connect and communicate with one another.

Organizational justice has been similarly divided into 3 important dimensions particularly distributive justice, procedural justice, and interactional justice (Colquitt et. al., 2001). Organizational justice has been seen enhancing the employees and organization performance. Similarly, organizational justice has been located to affect job satisfaction of an employee, extra-position behavior, and citizenship conduct (Ansari et. al., 2007)

Cases of workplace inequality produce negative emotions and have damaging effects on the employee actions and, for that reason, the importance of improving Organizational Justice in the workplace should be emphasized as a factor in evoking the desirable attitude among employees. Meanwhile, low-satisfaction and low OJ organizations will experience a high turnover rate of workers and will therefore not be able to achieve their set objectives, contributing to the development of a weak culture within the organization and among its employees (Ghran et al., 2019).

An important factor for the growth and productivity of company is a high degree of employee satisfaction. A management system with participants who are happy at the workplace would be more effective from this perspective than one with unsatisfied workers. (Jasim & Raewf, 2020).

Most of the previous research agreed that enhancing job satisfaction and employee performance, Organizational Justice plays a vital role. A low degree or lack of workplace fairness would also contribute to a low level of employee performance. However, in accordance

with their happiness, workers who are handled equally will contribute positively to the organization.

Justice concerns are primary apprehension for both people and communities. Employees also equate the incentives they receive with their contributions to the company and rewards their peers receive in work settings. Employees judge the fairness of the organization's decision-making processes if they are consistent, impartial, precise, correctable, and reflective of the worker's concern.

When working in the organizations, employees' perceptions of fairness and reactions to the outcome are referred to as organizational justice. Many researchers studied Employee efficiency, work satisfaction, trust, engagement, and organizational citizenship behavior in relation to organizational justice (Cropanzano et. al, 2007). Researchers have discovered that organizational justice will help both the company and its workers. In the last quarter-century, the importance of organizational justice and employee performance have increase remarkably (Cohen & Spector, 2001). (Cropanzano et. al, 2001) Stated organizational justice as a deep down knowledge/assessment of fairness in the organization while dealing with employees. Deep understanding of the said knowledge can contribute to the improve employee performance.

Its numerous dimensions had been under researcher's discussion in special fields with the strength of relationship between various dimensions and its implications in different fields. Moorman mentioned that excellent perception of personnel for different forms of organizational justice consequences in higher citizenship behaviors (Niehoff & Moorman, 1993) additionally highlighted that if personnel perceive unfairness then they balance it out through lowering their outputs.

On the other side, organizational justice is considered significant for employee performance. The relationship between organizational justice and several other variables like job satisfaction, employee performance, employee turnover, and organizational performance has proved its significance. For business organizations in today's world, the presence of organizational justice has become a strategic imperative were working to gain a competitive advantage increases and becomes a major issue.

More importantly, the advancement of practices and decisions toward achieving organizational justice, which, in turn, achieves a competitive advantage for the companies,



primarily the reduction of organizational conflicts and strengthening of organizational citizenship behavior.

Organizational justice and attitudes toward workers are gaining accelerated interest in recent times and new meanings are becoming more essential (Robinso, 2004). To start with, the concept of organizational justice turned into related to rewards and punishments simplest within the groups. Thereafter, regulations and approaches have been added, and then human family members and interactions have been also covered.

Traditionally, justice and its implementation were visible to be one of the fundamental needs of humankind, because it affords the ideal platform for the life of human society. Other researchers additionally highlighted that feel of justice immediately influences worker's displacement, job pleasure, and their trust/mistrust in their companies and the superiors (Alexander & Ruderman, 1983).

(Niehoff & Moorman, 1993) defines organizational justice as the manner in which personnel understand whether they were handled justly and fairly or otherwise and the way these determinants affect their paintings-related troubles.

Researchers have also looked into the connection between employee perceptions of organizational justice and their work attitudes (Colquitt, 2001). Similarly, various studies have looked at individual justice. In most cases, the literature shows that all three dimensions are critical in achieving better employee efficiency. Organizational justice and employee satisfaction because of performance assessment were investigated by Colquitt et al. They concluded that various sections of performance assessment are linked to procedural, distributive, and interactional justice.

Various studies have found that how employees interpret the fairness of their organizations' care has a significant impact on their attitudes and behaviors. They determine whether or not to trust their senior management with decision-making based on this understanding (Rupp et. al., 2006)

According to (Wang et. al., 2010), Organizational justice is the equal treatment of employees. There are three types of justice: "Distributive justice" emphasizes the reasonableness or fairness of an organization's decision-making process based on completed work, while "procedural justice" emphasizes the reasonableness or fairness of the decision-making process based on completed work, and "interactional justice" refers to the organization's questions about interpersonal actions in the execution of the circular.

(Colquitt, 2001), on the other hand, split interactional justice into two parts: informational justice and interpersonal justice. Their research also describes the relationship between justice organization success, which is influenced not only by job responsibilities but also by interpersonal factors and motives. Employees who receive services from the spread of results feel fairness of justice when they are handled with the utmost consideration, courtesy, integrity, and reverence to foster fairness without degrading the dignity of the worker (George & Jones, 2007)

Fairness expectations that the decision-maker is honest and offers appropriate justifications for decisions are referred to as informational justice. When leaders take the time to fully clarify the reasons behind justice decisions, people feel like they are a valuable member of the organization. Treating people with integrity and fairness is referred to as interpersonal justice. People believe they deserve to be handled well and believe it is unjust when they aren't. Many antecedents of stress, such as overload, role uncertainty, role conflict, accountability for people, involvement, lack of input, and keeping up with rapid technological change, can cause employees to experience stress. (Usman & Muhammad, 2010).

In different functional areas, every state, community, or entity is not without an organizational or functional conflict, the organizational conflict is a misunderstanding and disturbance of the job and means of decision-making, complicating the process of selection between the available alternatives. If the conflict is at a certain and reasonable stage, it has positive elements. It gives the areas to promote and motivates the benefit of the working success of individuals and groups, but if it arrives at high levels, it has some negative and triggers and needs solutions to it.

The philosophy of organizational justice focuses on how workers judge the organization's conduct and how this conduct is linked to the attitudes and actions of employees about the company. Three key types consist of organizational justice: distributive, procedural and interactional.

### **1.2.1 Distributive Justice: Fairness of Outcome Distribution**

Distributive justice happens when personnel agrees that the results are equal (Colquitt et al., 2013). Either these results are tangible (such as pay) or intangible (such as positive feedback). If workers assume that they are not paid or treated equally, it results in distributive injustice.

### **1.2.2 Procedural justice: Fairness of decision-making processes**

Although distributive justice focuses on results, procedural justice focuses on the fairness of the decision-making process or process that contributes to these results. Employees experience procedural justice when they believe they can share their perception. Employees also agree that practices are fair because they are consistent, precise, and ethical and lack prejudice.

### **1.2.3 Interactional justice: Fairness of decision-making treatment and communication**

Interactional justice focuses on how a person is handled as decisions are made; people believe like they are treated equally when employers justify decisions and treat workers with integrity, fairness and sensitivity (Colquitt et al., 2013). Interactional justice, interpersonal and informational justice, can also be broken down into two forms.

### **1.2.3.1 Interpersonal justice**

Interpersonal justice focuses on how organizations handle their employees with dignity and courtesy.

### **1.2.3.2 Informational Justice**

Informational justice focuses on whether employers offer appropriate explanations to personnel with an emphasis on timeliness, detail, and truthfulness (Colquitt, 2011).

Organizational justice is a result of a set of interventions and behavior in management. As a professional, it is essential to understand how organizational justice influences employee conduct and decision-making activity.

## **1.2.4 Effective organizational communication**

Effective communication for organizational justice results in expectations of interpersonal and informational fairness. When communicating decisions to employees, organizations use quality communication because this communication can improve mutual trust, both for management and for the organization. An example of quality communication is when many work positions are to be made obsolete by organizations. It is important to clarify to all workers why the redundancies arise and to handle those laid off with dignity and equal treatment as well.

In a field-based experiment, (Greenberg, 1990) checked this rationale, whereby a manufacturing company in two of its plants decreased pay. The reason for the pay cut was clarified in a sensitive and corresponding manner in a plant and no explanation was given to workers in the other plant. The amount of employee fraud that occurred in the two facilities was investigated after the pay reduction. Those whose pay was cut had higher theft rates, as predicted, while those who got sensitive clarification stole less; in addition, inequity perceptions were reduced.

## **1.2.5 Employee participation**

Employee engagement is another indicator of corporate fairness. It improves expectations of fairness when companies engage workers in decision-making processes relating to organizational procedures. This rise in organizational fairness happens even though the result is not in the favor of the employee. Research has also shown that employee

participation improves expectations of both procedural and interpersonal fairness when workers are given voice or feedback in organizational processes.

### **1.2.6 Employee mood and emotions**

Organizational justice can affect the attitude and emotions of workers when organizational events happen. Additionally, employees perceive situations differently and their perception depends on the temperament of employees; some people are more nervous than others, for instance, when a crisis occurs. In reality, a meta-analytic analysis found that the impact of the mental state and trait level would influence perceptions of justice. They have higher expectations of interactional, procedural and distributive justice when workers perceive both positive state and affectivity. Depressed people appear to have more pessimistic opinions on organizational justice.

### **1.2.7 Organizational justice is an individual and team-level phenomenon**

Organizational justice is a phenomenon at the individual and team level. Most research has been conducted at the individual level, but there is research showing that organizational justice, particularly in terms of team environment, operates at the team level. Employees are affected by colleagues and team levels in their perceptions of justice and can contribute to team-level perceptions of organization (Li et. al., 2009).

For example, team members within an organization share their perception about some crisis that can lead to a shared interpretation of events. Employees within an organization influence each other and generate a perception of justice to create a strong working environment. The authors also stated that a high justice climate tends to have a more good performance in the organization by reducing absenteeism and employee turnover.

### **1.2.8 Benefits of organizational justice**

(Colquitt et al., 2013) Since organizational justice affects the results at the individual, team and organizational level, so it proved to be an essential construct. Research has shown that there is a correlation between organizational justice and positive results, such as

- Trust,
- Job satisfaction
- Employee performance
- Organizational commitment, and
- Organizational citizenship behavior

Organizational fairness is correlated with negative effects, such as counterproductive job habits, attrition and burnout, so that workers who experience equality in results and processes are less interested in these negative behaviors (Colquitt et al., 2013). Organizations need to ensure that their workers are treated equally by ensuring that all results and practices are fair and just. Organizations should ensure the accountability and fairness of corporate activities such that workers remain committed to the organization's objectives.

Many pieces have proved the importance of organizational justice to create an environment for the fair deal with employees. (Cropanzano, Bowen, & Gilliland, 2007) stated five important principles for the concept under discussion that are as follows:

#### **1.2.8.1 Effective reporting avenues**

In order to practice organizational justice, it is necessary to incorporate fairness that organizations should have adequate reporting channels for managers and their staff. Senior managers should concentrate on motivating workers to report any wrongdoing they face, whether there are one or more ways.

#### **1.2.8.2 Equal discipline**

For an organization to operate successfully, the mechanism to operate efficiently should enforce punishment without paying any attention to the seniority of the perpetrator (Yean & Yusof, 2016). Unfair discipline will compromise the prospects of organizational justice.

#### **1.2.8.3 Prompt resolution**

“Justice delayed is the justice denied” is popularly applied in the context of organizational justice. Businesses should acknowledge employees’ concerns promptly. Matters needing investigation should be recognized and assigned.

Organizations must provide fair rules for whistle blowing and must ensure that specific processes are available to explain measures against unwelcome events. This is crucial to gain the confidence of employees (Seifert et. al., 2014).

#### **1.2.8.4 Compliance program improvements**

To improve compliance programs, companies need to monitor and analyze the outcomes of internal investigations. In their internal control systems, internal investigations can help identify weaknesses.

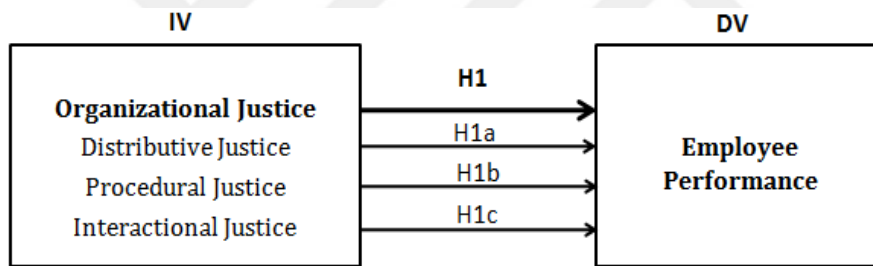
### 1.3 Linking organizational justice with employee performance

From the literature review, it becomes clearer that fairness of dealing with employees in the organization and enhances employee performance. This fairness can be related to resource distribution, information, or fair personal interactions. Many pieces of research conducted in other countries stated the importance of the relationship between these two variables.

By having a detailed review of the previously done work about the two constructs of the research, *organizational justice* with its components distributive justice, procedural justice and interactional justice and *employee performance*, the importance of the research gets more scope to find the relationship in Turkish culture.

### 1.4 Conceptual Framework

The objective of the proposed research is to investigate the relationship between organizational justice and employee performance. The proposed research is framed with organizational justice as independent variable and employee performance as dependent variable.



**Figure 1** Research Framework

The research has established the following hypothesis:

**H1:** There is significance relationship between organizational justice and employee performance

**H1a:** There is significance relationship between distributive justice and employee performance

**H1b:** There is significance relationship between procedural justice and employee performance

**H1c:** There is significance relationship between interactional justice and employee performance

<p><b>Organizational Justice (IV)</b> (Colquitt, 2001)</p>	<p><b>Definition:</b> Organizational justice refers to employee perceptions of fairness in the workplace</p>
<p>Distributive Justice (Colquitt, 2001)</p>	<p><b>Definition:</b> Distributive Justice refers to equitable distribution of benefits and burdens</p>
<p>Procedural Justice (Colquitt, 2001)</p>	<p><b>Definition:</b> fair decision about regardless of the situation or person.</p>
<p>Interactional justice (Colquitt, 2001)</p>	<p><b>Definition:</b> pertains to the behavior of the leaders and managers as they execute their decisions and authority</p>
<p><b>Employee Performance (DV)</b> (Vonai et al., 2018)</p>	<p><b>Definition:</b> A sense of employee achievements and successes</p>



## **CHAPTER TWO**

### **METHODOLOGY**

The study explored the relationship between organizational justice & employee performance among the employees working in textile industry of Istanbul, Turkey. The researched is also found the relationship between three components of organizational justice that are distributive justice, procedural justice and interactional justice with employee performance.

#### **2.1 Data Collection**

Data collection is one of the most important stages in researching some area. The best research model is useless if the required data collection doesn't have any validity. It is one of the demanding phases of the research that required a high level of planning, hard work, and patience to complete the task. Data collection starts with finding what type of data must follow the sample from a certain population. Afterward, we must use some instrument to collect data from the selected respondents

Data can be classified into two types as quantitative and qualitative. Quantitative data are numerical and can be computed mathematically. However, qualitative data is bases on different scales that are further sub categorized as nominal, ordinal, interval and ratio scale. Different statistical techniques are used to analyze such data set.

There are two ways of collecting data for any proposed model named as primary source and secondary source. Data collected directly from the respondents is called primary data and already established data sets are called secondary sources. The major examples of secondary data sources are reports, books, journals, documents, web, magazine and many more. This research will use the primary data collection due to its accuracy and more precise results.

#### **2.2 Data Collection Methods**

Certain methods are available for data collection and uses of these methods depend upon the research conducted. Rephrasing the concept, data collection is the process by which data is being gathered for measuring information about some target variable in an established (systematic) relationship. This data collection afterwards enables researchers to answer the relevant questions and to evaluate the outcomes.

Another definition of data collection is a systematic approach to gather data and measuring information from different sources to get complete and accurate picture of the relationship built by the researchers. Data collection helps the researchers organize the relevancy of the built relationship and helps to draw some meaningful conclusions about the predictors by giving them interpretation. It also helps to make predictions about future possibilities and trends under discussion.

### **2.2.1 Research Instruments**

A structured questionnaire established by previous researchers (Colquitt, 2001; Vonai et al., 2018) is used for data collection. We will use Likert scale for our questionnaire to get the data from the respondents.

#### **2.2.1.1 Section A - Controlled Variables**

This section comprises the data about candidates like gender, age, qualification working experience and designation. These are called control variables.

As in other empirical studies related to employee performance (e.g., Nasurdin and Khuan, 2011; Suliman and Kathari, 2013; Taylor and Beh, 2013), gender, age and job tenure variables are control variables in this study. Gender was coded as binary (Female = 1, Male = 2), while the age and job tenure variables were divided into categories.

#### **2.2.1.2 Section B - Organizational Justice**

This section comprises measuring organizational justice of the respondents. This section had 5 scales labeled as strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. To handle it in SPSS, we marked these labels as 1,2,3,4 & 5, respectively. This section has 20 questions to measure organizational justice, 4 questions for distributive justice, 7 questions for procedural justice and 9 questions for interactional justice. Organizational justice was measured by using the scale developed by (Colquitt, 2001). This organizational justice is 5 point scale from 1 to 5 where 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4= agree, 5=strongly agree.

### **2.2.1.3 Section C – Employee Performance**

This section comprises measuring employee performance of the respondents. This section had 5 scales labeled as strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. To handle it in SPSS, we marked these labels as 1,2,3,4 & 5, respectively. This section stated 21 questions to measure employee performance. Employee performance was measured by using the scale developed by (Vonai et al., 2018). This employee performance is 5 point scale from 1 to 5 where 1=strongly disagree, 2=disagree, 3=nor agree neither disagree, 4= 5=strongly agree.

A collection of answers can be used to answer questions like, "How likely are you to eat after working out?" or "Would you work from home if you had the option?" Surveyors will see how a targeted group agrees or disagrees with those questions after the responses have been summarized. As a result, it's an excellent instrument for measuring previously intangible data like beliefs and expectations. The current research was aspired to use Likert scale due to its reliability, easy to response and furnishing respondent opinion in binary options.

### **2.2.1.4 Participants and Procedure**

The population for the study was selected as employees working in textile industry, Istanbul, Turkey. In this regard, we have selected sample of 385 employees through random sampling technique. Structured Questionnaires developed by previous studies (Colquitt, 2001; Vonai et al., 2018) were served to collect data.

## **CHAPTER THREE**

### **DATA ANALYSIS**

The process of systematically applying statistical and/or logical methods to explain and demonstrate, condense and recap, and analyze data is known as data analysis. Various analytic procedures “provide a means of drawing inductive inferences from data and separating the signal (the phenomenon of interest) from the noise (statistical fluctuations) present in the data.

Although statistical methods can be used in qualitative research, data analysis is an ongoing iterative method in which data are collected and analyzed simultaneously. Indeed, in the data collection process, researchers look for trends. The qualitative method (field study, ethnography content review, oral history, biography, unobtrusive research) and the data type decide the form of the analysis (field notes, documents, audiotape, and video tape).

The precise and adequate interpretation of research results is a critical component of maintaining data integrity. Improper statistical analyses misinterpret experimental findings, confuse casual readers, and can damage public perceptions of science. Integrity concerns are just as important when analyzing non-statistical data.

#### **3.1 Data Analysis of the Research**

This research has collected responses from the textile industry of Istanbul city. We distributed 385 questionnaires out of 340 valid questionnaires received. We used Statistical Package for the Social Sciences (SPSS) software to generate the following analysis.

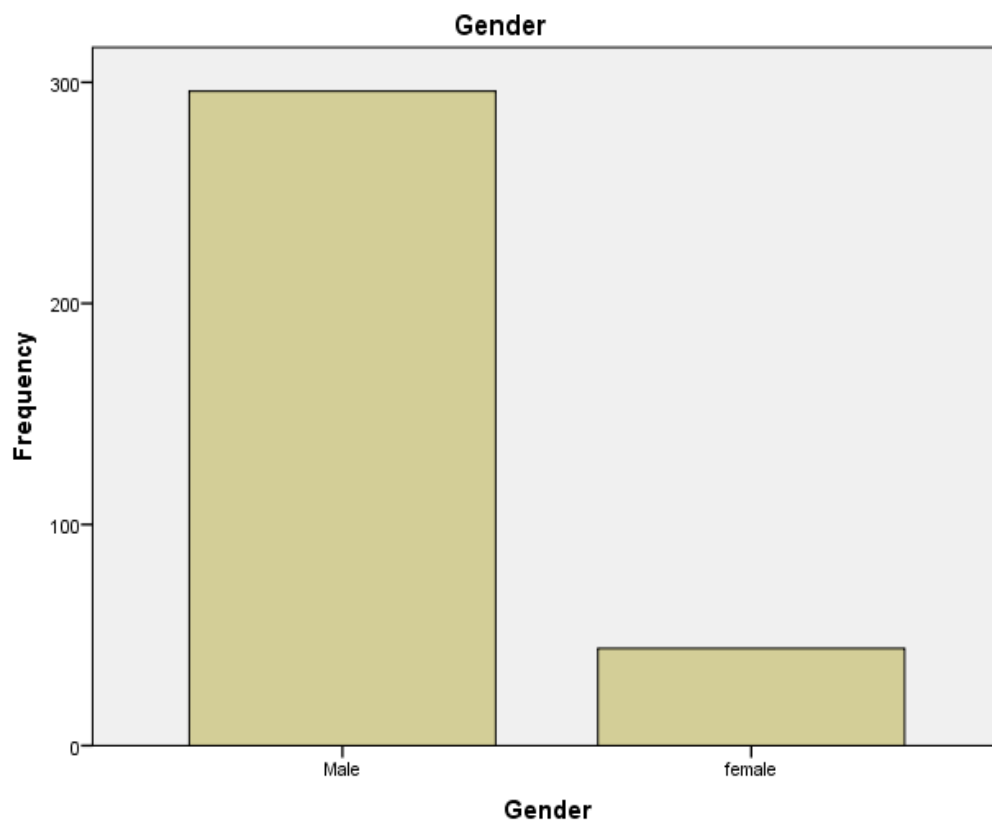
### 3.2 Frequencies

**Table 1-Gender**

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Male	296	87.1	87.1	87.1
	female	44	12.9	12.9	100.0
	Total	340	100.0	100.0	

From table 1, it's interpreted that 296 male and 44 female respondents contributed for data collection, which is 87.1% & 12.9% concentration of the sample

**Figure 2- Gender Concentration**

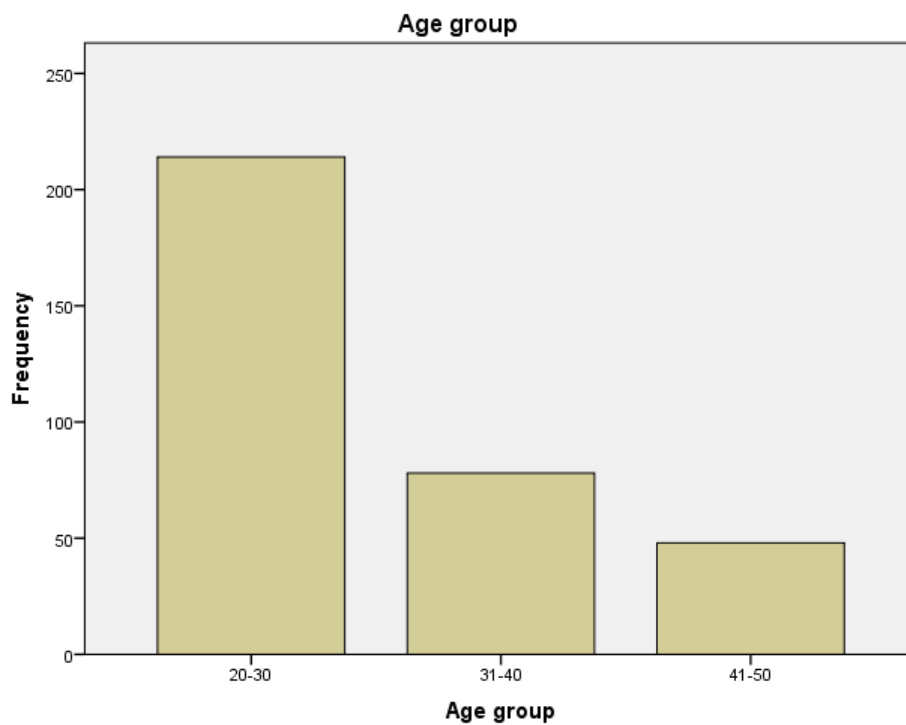


**Table 2-Age Group**

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	20–30	214	62.9	62.9	62.9
	31–40	78	22.9	22.9	85.9
	41–50	48	14.1	14.1	100.0
Total		340	100.0	100.0	

From table 2, we can easily state that 214 respondents are from the age group of 20–30 years contributing 62.9% of the sample, 78 respondents are from the age group of 31–40 years with the contribution of 22.9% in the sample, 48 respondents are from the age group of 41–50 with 14.1% contribution of the total sample size.

**Figure 3-Age Groups**

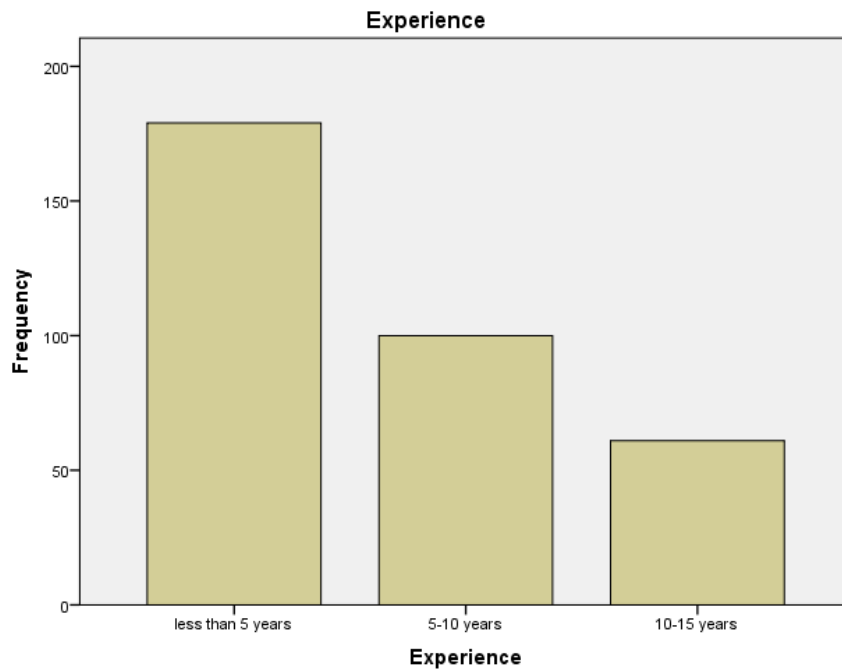


**Table 3- Experience Distribution**

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	less than 5 years	179	52.6	52.6	52.6
	5–10 years	100	29.4	29.4	82.1
	10–15 years	61	17.9	17.9	100.0
	Total	340	100.0	100.0	

Table 3 states experience details of the respondents. The information predicted in the above table shows that 179 people have experience less than 5 years, which are 52.6% concentration of the total sample size. 100 respondents belong to the slab of 5 to 10 year working experience with 29.4% contribution in the total percentage. Moreover, there are only 61 respondents who belong to 10 to 15 years category with 17.9% contribution to the total percentage.

**Figure 4- Experience Distribution**



### 3.3 Reliability Analysis

The reliability test measures the consistency of item scores used in the research. In simple worlds, it's an ability to describe the same score when iterated on the same conditions. It describes the reliable results every time we use it. We have conducted the reliability test for independent variables organizational justice and its three dimensions (Distributive Justice, Procedural Justice, Interactional Justice), and dependent variable employee performance. The statistical results are as follows:

#### 3.3.1 Organizational Justice (OJ)

As we can see from the table below, reliability analysis for organizational justice (OJ) is meeting the criteria of Cronbach's Alpha > 0.70.

**Table 4-Reliability Statistics for Organizational Justice (OJ)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.915	.918	20

#### 3.3.2 Distributive Justice (DOJ)

Reliability analysis of distributive justice, one of the components of independent variable organizational justice is found as 0.832 as Cronbach's Alpha value that is also meeting the criteria of reliability in social sciences.

**Table 5-Reliability Statistics for Distributive Justice (DOJ)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.832	.821	4

#### 3.3.3 Procedural Justice (POJ)

Reliability analysis of procedural justice, one of the components of independent variable organizational justice is found as 0.778 as Cronbach's Alpha value, which is also meeting the criteria of reliability in social sciences. There are 7 number of items in procedural justice.



**Table 6-Reliability Statistics for Procedural Justice (POJ)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.778	.778	7

### 3.3.4 Interactional Justice (IOJ)

Reliability analysis of interactional justice, one of the components of independent variable organizational justice is found as 0.795 as Cronbach's Alpha value, which is also meeting the criteria of reliability in social sciences. There are 7 number of items in procedural justice.

**Table 7-Reliability Statistics for Interactional Justice (IOJ)**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.795	.794	9

### 3.3.5 Employee Performance

Reliability analysis for the dependent construct employee performance is found with the Cronbach's Alpha value as 0.782 that is also meeting the criteria of reliability in social sciences. There are 20 number of items in employee performance.

**Table 8-Reliability Statistics for Employee Performance (EP)**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.782	.769	21

### 3.4 Correlation Analysis

The correlation is a statistical measure that finds the relationship between two or more variables. The under discussion statistical analysis describes a simple relationship between two or more construct and does not describe its cause and effect between two or more variables. We have conducted correlation analysis and found the following results:

**Table 9-Correlation between Organizational Justice (OJ) & Employee Performance (EP)**

		EP_Mean	OJ_Mean
EP_Mean	Pearson Correlation	1	.843**
	Sig. (2-tailed)		.000
	N	340	340
OJ_Mean	Pearson Correlation	.843**	1
	Sig. (2-tailed)	.000	
	N	340	340

\*\* . The correlation is significant at the 0.01 level (2-tailed).

Literature stated that values of Pearson correlation between correlation 0.7 and 1.0 indicate a strong positive. A Pearson product-moment correlation coefficient was computed to assess the relationship between the organizational justice and employee performance. There is a positive correlation found between organizational justice and employee performance,  $r=0.843$ ,  $n=340$ ,  $p=0.000$ .

**Table 10-Correlation between Distributive Justice (DOJ) & Employee Performance (EP)**

		EP_Mean	DJ_Mean
EP_Mean	Pearson Correlation	1	.734**
	Sig. (2-tailed)		.000
	N	340	340
DJ_Mean	Pearson Correlation	.734**	1
	Sig. (2-tailed)	.000	
	N	340	340

\*\* . The correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation coefficient was computed to assess the relationship between the distributive justice and employee performance. There is a positive correlation found between distributive justice and employee performance,  $r=0.734$ ,  $n=340$ ,  $p=0.000$ .

**Table 11-Correlation between Procedural Justice (POJ) & Employee Performance (EP)**

		EP_Mean	POJ_Mean
EP_Mean	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	340	340
POJ_Mean	Pearson Correlation	.908**	1
	Sig. (2-tailed)	.000	
	N	340	340

\*\* . The correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation coefficient was computed to assess the relationship between the procedural justice and employee performance. There is a positive correlation found between procedural justice and employee performance,  $r=0.908$ ,  $n=340$ ,  $p=0.000$ .

**Table 12-Correlation between Interactional Justice (IOJ) & Employee Performance (EP)**

		EP_Mean	IOJ_Mean
EP_Mean	Pearson Correlation	1	.635**
	Sig. (2-tailed)		.000
	N	340	340
IOJ_Mean	Pearson Correlation	.635**	1
	Sig. (2-tailed)	.000	
	N	340	340

\*\* . The correlation is significant at the 0.01 level (2-tailed).

A Pearson product-moment correlation coefficient was computed to assess the relationship between the interactional justice and employee performance. There is a positive correlation found between interactional justice and employee performance,  $r=0.635$ ,  $n=340$ ,  $p=0.000$ .

### 3.5 Multiple Regression Analysis

A set of statistical methods to estimate the relationship between two or more independent variables and one dependent is called multiple regression analysis. Regression analysis describes the relationship strength in any under discussion model. It helps to identify how much change in dependent variable is explained by the independent variables. In this study, how much change in organizational justice explain the change in employee performance.

**Table 13-Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.919 <sup>a</sup>	.844	.843	.13663

a. Predictors: (Constant), IOJ\_Mean, POJ\_Mean, DJ\_Mean

**Table 14-ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.041	3	11.347	607.879	.000 <sup>b</sup>
	Residual	6.272	336	.019		
	Total	40.313	339			

a. Dependent Variable: EP\_Mean

b. Predictors: (Constant), IOJ\_Mean, POJ\_Mean, DJ\_Mean

**Table 15-Coefficientsa16 - Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.730	.027		27.214	.000
	DJ_Mean	.130	.021	.286	6.178	.000
	POJ_Mea	.559	.022	.881	25.686	.000
	n					
	IOJ_Mean	.153	.026	.261	5.927	.000

a. Dependent Variable: EP\_Mean

Multiple regression analyses were conducted to examine the relationship between organizational justice & its components distributive justice, procedural justice, interactional justice and employee performance. The multiple regression model with all predictors produced  $R^2 = .843$ ,  $F(3, 336) = 607.879$ ,  $p < .001$ .  $R^2$  (Coefficient of determination) is a statistical measure of how close the data are to the fitted regression line. From table 14, we can see that  $R^2$  value is 0.843, which states that data are closely fitted to the regression line.

The F value in regression is the result of a test where the null hypothesis is that all of the regression coefficients are equal to zero. In other words, the model has no predictive capability. From table 15, it can clearly been seen the value of  $F=607.879$ , which states that the research model has predictive capability.

As can be seen in tables above, organizational justice, distributive justice, procedural justice and interactional justice scales have significant positive regression weights, indicating that employees who experience organizational justice (distributive, procedural & interactional justice) are expected to have more good performance. The regression equation for the under discussion model is

$$\text{Employee Performance} = 0.130 (\text{Distribute Justice}) + 0.559 (\text{Procedural Justice} + 0.153(\text{Interactional Justice}))$$

### 3.6 Hypothesis Acceptance/Rejection

Hypothesis		Accepted/Rejected
<b>H1</b>	There is significance relationship between organizational justice and employee performance	Accepted
<b>H1a</b>	There is significance relationship between distributive justice and employee performance	Accepted
<b>H1b</b>	There is significance relationship between procedural justice and employee performance	Accepted
<b>H1c</b>	There is significance relationship between interactional justice and employee performance	Accepted

## CONCLUSION AND RECOMMENDATIONS

Organizational justice is one of the essential factors for employee performance. It does not only reduce employee turnover, absenteeism, job shortage time but also increases the productivity of the employees. By exercising organizational justice, organizations can outperform in times of high competition. This research also discussed various drivers for organizational justice like distributive justice, procedural justice, organizational justice, effective organizational communication, employee participation, Employee mood and emotions and team-level performance

This study examined the impacts of organizational justice and its components (distributive justice, procedural justice, interactional justice) on employee performance and found a positive relationship among these variables.

Our finding for the established relationship found as follow:

Organizational justice, and its components distributive justice, procedural justice, interactional justice have significant relationship with employee performance. The value of relationship strength of all predictors is found as 0.843 that is significant to prove the relationship between predictors.

Hence, organizational justice must be considered an important factor for employee performance working in the textile industry in Istanbul, Turkey.

By duly practice organizational justice with bear certain advantages of increased employee performance, reduced employee turnover, accurate decision making, improving company image and serenity at the workplace.

Many researchers have emphasized the importance of organizational justice and its various components, distributive justice, procedural justice, interactional justice for employee performance as it contributes more for the long-term goal achievement for the organization while spreading the positive word of mouth that also builds a positive image of the company. Considering our above research, we have the following recommendations for future research.

- Future studies may conduct to explore the relationship between organizational justice and employee performance by considering some mediator like organizational culture, reward & benefits, employee growth and emotional intelligence.

- The impacts of organizational justice and its components can also be explored in various other leading industries of Turkey.
- Companies should focus on organizational justice by building it policy to achieve employee performance.
- Distributive and procedural justice are essential dimensions for employee performance, so the companies should focus on various ways to encourage organizational justice for company growth
- Building organizational justice policies to increase the effectively of the concept

The textile industry of Turkey can opt above stated recommendations to perform well in the red ocean competition. These recommendations can contribute well to the success of the company while creating a positive image in society that will help hunt the new talent in the country.

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