

The Relationship Between Academic Staff's Perception of Organizational Justice and Demographic Factors: A Case Study in Foundation Universities in Turkey

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Abstract

Organizational justice can be described as the results of the impacts of organizational decisions and implementations over personnel's perceptions. Organizational distribution channels, restructuring the organization, transfer of authority and responsibility, inclusion of staff into decision-making process can be given as examples to organizational implementations. Employees feeling of injustice during organizational implementations and decision-making might cause psychological problems such as stress, depression and anxiety. The aim of this research is to determine the relationship between academic staff's perception of organizational justice and demographic factors in foundation universities in Turkey. Convenience Sampling is chosen as the sampling method of the research. Organizational Justice Scale developed by Niehoff and Moorman (1993) and Folger and Konovsky has been selected as the data gathering method. 180 academic staff from various foundation universities has been involved in the scope of this research. Research results indicate that there is no statistically significant difference among gender, age, education level and marital status and distributional, procedural and interactional justice perception of academic staff.

Key Words: Perception of organizational justice, demographic factors, Foundation University, Academic Staff.

Introduction

It has been expressed by many researchers that perception of organizational justice plays an important role on the determination process of employees' wages and other acquisitions. On the other hand, Restubog et. al. (2009:167) highlight the importance of perception of organizational justice over employees' attitudes against their own organization. Organizational justice can be described as the reactions of employees against the distribution methods of organizational resources. In other words, Dilek (2005:29) figures out that comparison of staffs' perception of their endeavor to organizational contribution and the contribution of organization to staff determine the basis of the perception of organizational justice. In other words, Stecher and Rosse (2005:229) stress that organizational justice is like an adhesive which increase the level of trust to organizational administration by constituting organizational commitment with the creation of the perception of fair organizational implementations. Organizational justice appears as the feeling of organizational dependency and satisfaction as a result of employers' perception against fair wages and fair promotion opportunities.

Conceptual Framework

Dilek (2005:29) figures out the basis of organizational justice as the comparison of employers' efforts and organizational contribution to themselves. Robbins (1998:152) emphasizes that employers' satisfaction of work and feeling of adhesion come into existence in case of employers' positive perception regarding fair wages and fair promotion opportunities.

The most widespread method for the classification of organizational justice, also preferred in this research, can be expounded as distributional justice, procedural justice and interactional justice.

Distributional justice

Points out the evaluation of group members' or individuals' perceptions against fair organizational outcomes or rewards during the distribution of organizational resources (Andrews and Kacmar, 2001: 349; Melkonian et. al., 2011: 812)

Procedural Justice

Stresses the evaluation of employers perceptions against the fair involvement to decision-making process in organizational decisions (Charash and Spector, 2001: 279).

Interactional Justice

Focuses on the quality of decisions as a result of the employers' interactions during the implementation of organizational process or procedures (Bies, 2001: 100; Colquitt et. al., 2001:426).

Research Hypotheses among Organizational Justice and Demographic Factors

Organizational justice can be described as the impacts of employers' perceptions on organizational decision-making process and implementations. In other words, organizational implementations such as rewarding, distributional channels and delegation of authority can be shown as examples to organizational justice.

It is a fact that women employers are facing lower wages and less promotion opportunities both in Turkey and in the world. The main reason for this situation can be expressed as men to be perceived as the main element for the contribution to family income when compared to women. Therefore, it is inevitable that women's perception of justice appears to be negative as a consequence of less wages and unfair promotion opportunities. However, constitutional regulations for positive discrimination against women have been

carried out in Turkey since 2010. In this context, it is believed that unfair implementations regarding to wage and promotion opportunities have been eliminated for women employers. On the other hand, with the implementations of positive discrimination against women might also cause a negative situation against of men's perception of justice (Yelboğa, 2012: 179). Thus, it might be argued that there is a difference in perception of justice between men and women.

Harder and more competitive environment of business life and working conditions engender collision in many situations. Research results indicate that married employers face more collision at work when compared to single workers due to their responsibilities both at work and at home (Siegel et. al., 2005: 16). Therefore, married employers' perception of organizational justice appears to be positive.

According to "Equity Theory" developed by Adams, the basis of equity level is the comparison of an individual's efforts and the outcomes with other individuals' efforts and outcomes. The efforts of an individual can be described as education, working hours and age. It is inevitable for employers to feel anger in case of gathering less outcomes with more efforts according to their own comparison in terms of wages and promotion opportunities.

Another theory, named as "Relative Deprivation Theory" developed by Crosby (1976) also investigates the reactions of employers against their exposure to inequities. According to this theory, an individual's former experiences encourage him to ask for more than he has at the moment. Thus, higher education level and experience bring about employers' desire to acquire higher wages and promotions. In this context, employers' perceptions on organizational justice might be negatively affected in case of unsatisfaction in terms of employers' expectations. Consequently, it might be put forward that employers' perceptions on organizational justice might be differentiated according to age and education level.

Higher level of appellation also as a demographic indicator is believed to be effective on the perception of organizational justice of employers. The aim of this research is to figure out the relationship among demographic factors of employers and their perception of organizational justice. Therefore research hypotheses are constituted as follows:

H₁: There is a significant statistical difference between perception of organizational justice and gender.

H₂: There is a significant statistical difference between perception of organizational justice and age.

H₃: There is a significant statistical difference between perception of organizational justice and marital status.

H₄: There is a significant statistical difference between perception of organizational justice and education level.

H₅: There is a significant statistical difference between perception of organizational justice and appellation.

Research Methodology

The aim of this research is to determine the relationship between academic staff's perception of organizational justice and demographic factors such as gender, age, marital status and appellation in foundation universities in Turkey. Organizational Justice Scale developed by Moorman (1991), Niehoff and Moorman (1993) and exploited by İşbaşı (2000) has been used in this research in order to measure employers' perception of organizational justice. 20 questions in total existed in the survey regarding measuring organizational justice. Questions from 1 to 5 are intended to measure distributional justice, questions from 6 to 11 are intended to measure procedural justice and questions from 12 to 20 are intended to measure interactional justice.

180 surveys have been completed and 161 surveys have been detected as appropriate for data analysis. SPSS statistical program has been used and Cronbach's Alpha coefficient has been calculated in this

research. Table 1 as mentioned below figures out that reliability levels of scales appear to be high according to Cronbach's Alpha values.

Table 1. Cronbach's Alpha Values of Dimensions of Scale

Dimensions of Organizational Justice	Cronbach's Alpha	N
Distributional Justice	,779	5
Procedural Justice	,909	6
Interactional Justice	,800	9

Two type of tests as parametric and non-parametric tests might be used in data analysis. Parametric tests can be preferred when there is a normal distribution among data. Nakip (2006:222) also emphasizes that parametric tests can be used when the size of the sample is bigger than 30. Parametric tests have been applied in this research due to big sample size with presuming a normal distribution among data. On the other hand, t Test has been used to examine the validity of research hypotheses. Arithmetic mean intervals have been considered to interpret the arithmetic mean of research data (Özdamar, 2003:32).

Table 2. Arithmetic Means

Too low	1 – 1,79
Low	1,80 – 2,59
Medium	2,60 – 3,39
High	3,40 – 4,19
Too High	4,20 – 5,00

Research Findings and Discussion

Table 3 below indicates the demographic features of 161 survey attendants.

Table 3. Demographic Features of Academic Staff

Demographic Features		Numbers	Percentage (%)
Gender	Male	83	51,6
	Female	78	48,
Age	25-32	74	46,0
	33-39	29	18,0
	40-47	20	12,4
	48-55	20	12,4
	56 and older	18	11,2
Marital Status	Married	83	51,6
	Single	78	48,4
Education Level	Master's Degree	58	36
	Ph.D.	103	64
Appellation	Teaching Staff	77	48
	Teaching Assistant	84	52
Total		161	100

According to research analysis as indicated in Table 4 it is clear that highest value of organizational justice perception appears in interactional justice with (3,38). Additionally, distributional justice (3,26) has the second highest value, while procedural justice appears to be the last (2,95).

Table 4. Research Findings on The Perception of Organizational Justice

Components	N	Mean	Standart Deviation
Distributional Justice	319	3,26	,94
Procedural Justice	319	2,95	,94
Interactional Justice	319	3,38	1,03

T Test has been used in the research to compare the interactions among academic staffs' demographic features and perception of organizational justice. Research findings are involved in Table 5.

H₁: There is a significant statistical difference between perception of organizational justice and gender.

According to the independent sample t test results, there is no any statistically significant indifference between perception of organizational justice (distributional justice, procedural justice and interactional justice) and gender. (Distributional justice $p=0,748$; procedural justice $p=0,104$; interactional justice $p=0,192$) Therefore, H₁ hypothesis is rejected.

H₂: There is a significant statistical difference between perception of organizational justice and age.

Independent sample t test results figure out that, there is no any statistically significant indifference between perception of organizational justice (distributional justice, procedural justice and interactional justice) and age. (Distributional justice $p=0,060$; procedural justice $p=0,799$; interactional justice $p=0,844$) Therefore, H₂ hypothesis is rejected.

Table 5. Interaction of Academic Staffs' Demographic Features and Perception of Organizational Justice

		Distributional Justice				Procedural Justice				Interactional Justice			
		N	Mean	Standart Deviation	P Value	N	Mean	Standart Deviation	P Value	N	Mean	Standart Deviation	P Value
Gender	Male	58	3,23	1,06	0,748	58	2,79	,94	0,104	58	3,24	1,01	0,192
	Female	103	3,28	,86		103	3,04	,93		103	3,46	1,04	
Age	25-32	74	3,16	,86	0,060	74	3,02	,94	0,799	74	3,35	,95	0,844
	33-39	29	3,24	1,13		29	2,95	,95		29	3,58	1,42	
	40-47	20	3,13	,63		20	2,85	,82		20	3,36	,72	
	48-55	20	3,30	1,02		20	2,98	1,00		20	3,27	1,15	
	56 and older	18	3,87	,96		18	2,75	1,04		18	3,35	,77	
Marital Status	Married	83	3,25	,86	0,816	83	2,96	,91	0,865	83	3,45	1,09	0,361
	Single	78	3,28	1,02		78	2,94	,97		78	3,31	,96	
Education Level	Master's Degree	58	3,10	,97	0,093	58	2,93	,98	0,812	58	3,32	,95	0,594
	Ph.D.	103	3,36	,91		103	2,97	,92		103	3,42	1,07	
Appellation	Teaching Staff	77	3,50	,93	0,003	77	3,02	,95	0,396	77	3,51	1,12	0,131
	Teaching Assistant	84	3,05	,90		84	2,89	,93		84	3,26	,93	

H₃: There is a significant statistical difference between perception of organizational justice and marital status.

Independent sample t test results indicate that, there is no statistically significant indifference between perception of organizational justice (distributional justice, procedural justice and interactional justice) and marital status. (Distributional justice $p=0,816$; procedural justice $p=0,865$; interactional justice $p=0,361$) Therefore, H₃ hypothesis is rejected.

H₄: There is a significant statistical difference between perception of organizational justice and education level.

According to the independent sample t test results, there is no any statistically significant indifference between perception of organizational justice (distributional justice, procedural justice and interactional justice) and education level. (Distributional justice $p=0,093$; procedural justice $p=0,812$; interactional justice $p=0,594$) Therefore, H₄ hypothesis is rejected.

H₅: There is a significant statistical difference between perception of organizational justice and appellation.

Independent sample t test results show that, there is no any statistically significant indifference between perception of organizational justice (distributional justice, procedural justice and interactional justice) and appellation. (Distributional justice $p=0,003$; procedural justice $p=0,396$; interactional justice $p=0,131$) Therefore, H₅ hypothesis is rejected.

Conclusion

The aim of this research is to determine the relationship between academic staff's perception of organizational justice and demographic factors such as gender, age, marital status and appellation in foundation universities in Turkey. It is vital to emphasize the importance of academic staff at universities on the process of production and diffusion of scientific information. Therefore, university staffs' performance is of great importance for their output and productivity. On the other hand, performance and productivity of academic staff depends on their perception of organizational justice.

Research analysis put forward that there is not a significant difference between gender, age, marital status, education level and organizational justice perception of academic staff. On the other hand, according to research findings, higher level of perception of distributional justice has been observed for teaching staff than for teaching assistants due to higher salaries and project based studies. Thus, it is believed that reorganizing the salaries and promotion opportunities of teaching assistants might increase their level of perception of distributional justice. In addition, it has also been observed that low level of procedural justice and distributional justice cause ambiguity for employers regarding their organizational acquisitions which end up with stress and psychological disorder. A well established organizational structure established by managers considering employers' needs and providing their existence at decision-making process would constitute a more fair perception of organizational justice by employers. Moreover, it is also observed that employees' attitudes to employers directly affect their job performance, job satisfaction, level of stress, fidelity to organization and intention to leave the job. Finally, organizational justice is of great importance for obtaining organizational outcomes.

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