

ORIGINAL ARTICLE

Determining Nurses' Perceived Organizational Justice in Hospitals

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Abstract

Objective: This is a descriptive study conducted with the objective to determine nurses' perceived organizational justice in hospitals.

Method: The population of the study consisted of nurses working in public and private hospitals in Gazimagusa region of Turkish Republic of Northern Cyprus ($n = 174$), the entire population was contacted before sample selection, and study data was obtained from the nurses who agreed to participate in the study ($n = 88$). Study data was collected using the Personal Information Form developed by the researcher and the Organizational Justice Scale. Descriptive analysis methods were used for statistical analysis of the data.

Results: According to the study findings, nurses' perceived organizational justice is at moderate level ($X = 2.56$), the highest level of justice is perceived in the sub-dimension "information based justice" ($X = 2.64$), and no statistically significant difference was found when perceived organizational justice levels are compared according to the demographic variables (age, marital status, education) ($p > .05$).

Conclusion: According to the study findings, nurses' perceived organizational justice was at moderate level, the highest level of justice is perceived in the sub-dimension "information based justice" and no statistically significant difference was found when perceived organizational justice levels were compared according to the demographic variables (age, marital status, education). Regulations which will ensure that the procedures used are perceived as fair by all employees will help to change nurses' perceived organizational justice in hospitals.

Keywords: Hospital, Nurse, Organizational justice, Nurse management

Introduction

Recently, the concept of organizational justice has become an important subject in the literature on organizational behavior. The main reason for this is that perceived organizational justice can cause many organizational outcomes and provide guidance for attitude and behavior for employees (Umutlu, 2017). Therefore, perceived organizational justice should be well understood by organizations. In organizational behavior, it is generally believed that justice is something to be perceived. Organizational justice is defined in simple terms as "employee perceptions of fairness of an organization". In general terms, it is suggested that in organizational justice employees who perceive that they are treated fairly have positive attitude and behavior within the organization (Söyük, 2007).

Retaining employees in the organization depends on fair treatment of employees by managers and positive perceived

justice by the employees. Employees' beliefs and perceptions about whether managers treat them fairly during the operations of the organization have an impact on organizational behavior (Yavuz, 2010). Organizational justice have several outcomes including increased trust, commitment, improved work performance, increased kind and helpful behavior and increased customer satisfaction as well as reduced conflicts. Organizational justice is associated with many areas including diversity management, recruitment and performance evaluations at organizational level (Gilliland & Chan, 2009). Effective implementation of justice in an organization can result in positive outcomes and negative consequences are inevitable when there is no organizational justice. Cropanzano et al. (2007) underline that organizational justice has potential to create many advantages for employees and organizations. According to the authors of this study, these benefits can include increased trust, commitment, work performance, kind and helpful behavior, customer satisfaction and reduced conflicts.

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However, lack of organizational justice or problems in its implementation result in problematic situations for organizations (Yeşil & Dereli, 2012).

In terms of Dimensions of Organizational Justice; distributional justice which is shown to be the first dimension of organizational justice includes making fair and ethical procedures and actions prevalent and encouraging them in the organization (İşcan & Naktiyok, 2004). The objective is perceived fairness of results and awards. Distributional justice is about distribution of all kinds of outcomes among individuals including duties, goods, services, opportunities, penalties or rewards, roles, statuses, wages, promotions, etc. (Özmen et al., 2007). Instead of "procedural justice" which is the second type of Organizational Justice "operational justice" or "justice for implementation" are also used. Procedural justice is defined as the fairness of organizational processes among employees such as participation in decision making and communication of outcomes (Yanık et al., 2013; Ürtürk, 2020). According to Colquitt (2001) interactional justice refers to the situation where managers have open and accurate communication with employees, care not to offend them and show respect to them and avoid asking prejudiced and personal questions, provide information about decisions and make satisfactory explanations.

Studies have shown that interpersonal justice has an impact on the level of job satisfaction and trust in the organization (Esterhuizen, 2008). Informational justice focuses on explanations provided to employees that convey sufficient and necessary information about the procedures used when taking certain decisions (İçerli, 2010, p. 88). It refers to regular communication by the organization management to employees about the methods, procedures, and policies used to determine and measure several aspects such as promotion, financial offerings, work conditions and performance evaluations. Additionally, it can refer to managers informing their direct reports about their compensation and benefits and other social rights and protecting their interests and respecting their right to information (Colquitt, 2001). Studies show that communicating information about the decisions taken by the management to employees results in higher perceived fairness by the employees about these decisions and when the reasons are sufficiently and gently explained, employees can even be more willing to accept decisions they do not like (Saunders & Thornhill, 2004). In informational justice providing information on the methods, etc., used to achieve the results as well as the actual results has a major effect on the behavior of employees towards these decisions and the organization (Eker, 2006). No

study which investigates the level of nurses' perceived organizational justice in Northern Cyprus was found in the literature. Therefore, the study was conducted in 2014 to determine the level of perceived organizational justice in nurses working in public and private hospitals in Gazimagusa region in Turkish Republic of Northern Cyprus (KKTC).

Answers to the following questions were sought in the study:

1. What is the level of nurses' Perceived Organizational Justice?
2. Is there a difference in nurses' Perceived Organizational Justice depending on their demographics?

Material and Methods

This study was conducted to determine the level of perceived organizational justice among nurses in Northern Cyprus. The study population consisted of nurses working in private and public hospitals in Gazimagusa region of Turkish Republic of Northern Cyprus ($N = 174$). Attempts were made to reach to maximum number of people in the study population using simple randomized sampling method and data was collected from 88 nurses who accepted to participate in the study ($n = 88$). Fifty percent return was achieved.

Ethical approval for the study was obtained from the Ethics Committee for Scientific Research of the School of Medicine in Near East University and necessary permits were obtained from the KKTC Ministry of Health to conduct the study (Number: 2013-13/4185, Date 13.12.2013). Prof. Dr. Ömür Özmen who adapted the Perceived Organizational Justice Scale into Turkish, granted permission to use via email. Ethical approval for the study was obtained from the Ethics Committee for Scientific Research of the School of Medicine in Near East University and a written permission was obtained from the Department of Nursing, Health Sciences in Near East University to conduct the study (Number: 2014/21-109, Date 15.05.2014). The "Perceived Organizational Justice Scale" developed by Colquitt in 2001 was adapted into Turkish by Özmen et al. in 2007.

Before starting to collect data nurses were given information about the study and told that participation in the study was voluntary. Nurses who accepted to participate in the study were asked to fill out the Personal Information Form and Perceived Organizational Justice Scale. Written consent was obtained from the nurses.

Study data was collected the Personal Information Form developed by the researcher and the Organizational Justice Scale.

Personal Information Form

The personal information form developed by the researcher includes 12 questions about age, marital status, education, position at work, department in the hospital, work shift, length of service, and whether they think about a career change.

Main Points

- This is a descriptive study conducted with the objective to determine nurses' perceived organizational justice in hospitals.
- Study data was collected using the Personal Information Form developed by the researcher and the Organizational Justice Scale.
- According to the study findings, nurses' perceived organizational justice is at moderate level, the highest level of justice is perceived in the sub-dimension "information based justice" and no statistically significant difference was found when perceived organizational justice levels are compared according to the demographic variables.

Organizational Justice Scale

The Organizational Justice Scale developed by Colquitt (2001) to determine perceived organizational justice in nurses and adapted to Turkish by Özmen et al. (2007) was used. The scale consists of 20 items and 4 sub-dimensions. The scale sub-dimensions have the following names: "procedural justice" (questions 1,2,3,4,5,6,7), distributional justice (questions (8,9,10,11), "interpersonal justice" (questions 12,13,14,15) and "informational justice" (questions 16,17,18,19,20). Minimum score in this scale was 1.00 and maximum score was 4.94. Cronbach alpha value was .94 for the perceived distributional justice dimension; .86 for perceived procedural justice; .88 for perceived interactional justice. In our study, Cronbach alpha value was .88 for the perceived procedural justice dimension; .87 for perceived distributional justice; .89 for perceived interpersonal justice and .94 for perceived informational justice.

Statistical Analysis of Data

Statistical Package for the Social Sciences (SPSS) (IBM SPSS Corp.; Armonk, NY, USA) 18.0 for Windows Evaluation version was used for statistical analysis of data. Data set did not have normal distribution according to K-S test results. Non-parametric hypothesis tests were used to compare participants' opinions according to independent variables. Frequency tables were used to show demographics of the nurses included in the study. Mann-Whitney *U*-test was used to determine whether there was any significant difference in nurses' perceived organizational justice depending on whether they want to think about a career change, marital status, hospital type, position in the hospital, monthly work hours. Kruskal-Wallis test was used to find whether perceived organizational justice of the nurses included in this study shows significant difference depending on age group, education, type of work, department, and length of services variables. When a significant difference was found in Kruskal-Wallis test, Mann-Whitney *U*-test was used to determine which independent variable is the reason for the difference.

Limitations of the Study

This study is limited with its sample and its results cannot be extrapolated to all nurses.

Results

In the study, almost half of the nurses (40.91%) who are 37 years and older group have bachelor's degree (45.45%). More than half of the nurses (56.82%) are married. 18.18% of the nurses participated in the study are graduates of Vocational High School for Health, 36.36% have an associate's degree, and 45.5% have bachelor's degree.

In this study, 65.91% of the nurses work in public hospitals and 34.09% work in private hospitals. 56.82% of the nurses are working in the wards, 14.77% are working in operating room, 14.77% work in emergency department, and 13.64% are working in ICU. 10.23% of the nurses work in managerial positions such as chief nursing officer, deputy chief nursing officer, and charge nurse. 32.95% of the nurses work only

during the day, and 9.09% work only at night and 57.95% work in rotating shifts. 46.59% of the nurses work 40 hours or less and 53.41% work 41 hours and more in a week. 38.64% of the nurses included in the study have 6 years and longer, 22.73% have 7–12 years, 11.36% have 13–17 years, and 27.27% have 17 years and longer work experience. 21.59% of the nurses reported that they were thinking of changing their profession.

When factors affecting nurses' commitment to work are investigated; 9.09% of the nurses were happy with the fair approach in benefits and other social rights in their organization, 28.41% were happy about their economic and social rights, 54.55% were satisfied with their work and 54.55% were happy with the work environment (Table 1).

A statistically significant difference was found between the nurses working in private hospitals and nurses working in public hospitals in the general scale. In the organizational justice scale, the mean score of the nurses working in private hospitals was 3.18 ± 1.06 , which was higher than the mean score (2.24 ± 0.50) of the nurses working in public hospitals

In the study, the mean score of ward nurses in the organizational justice scale was 2.68 ± 0.85 , which was higher than the nurses in other departments. No statistically significant difference in the general scale scores was found between the nurses depending on the department they work in.

No statistically significant difference in the general organizational justice scale was found between the nurses depending on their position, the way they work, their length of service, and whether they are thinking about a career change.

A statistically significant difference in the general scale was found between the nurses depending on whether they work less or more than 40 hours a week. Nurses who work 41 hours or more weekly had a mean score of 3.79 ± 0.98 in the organizational justice scale and nurses who work 40 hours or less weekly had a lower mean score (2.30 ± 0.61).

No statistically significant difference in the general organizational justice scale and in sub-dimensions of the scale was found between the nurses depending on whether they are thinking about a career change (Table 2).

The distribution of mean scores for the organizational justice scale and sub-dimensions of the scale is shown.

Nurses included in the study had a mean score of 2.42 ± 0.84 in the sub-dimension "procedural justice" and 2.56 ± 0.91 in the sub dimension "distributional justice". Nurses' mean score was 2.62 ± 1.00 in the sub-dimension interpersonal justice and 2.64 ± 0.98 in the sub-dimension informational justice. The mean score of nurses in the dimension organizational justice was 2.56 ± 0.86 . Minimum score in this scale was 1.00 and maximum score was 4.94 (Table 3).

Table 1 Distribution of Findings for Demographics and Professional Life of Nurses Included in the Study (N = 88)		
	Number	Percentage (%)
Age Group		
25 years and younger	12	13.64
26–30 years	25	28.41
31–36 years	15	17.05
37 and older	36	40.91
Marital Status		
Married	50	56.82
Single	38	43.18
Education		
Vocational High School for Health	16	18.18
Associate's degree	32	36.36
Bachelor's degree	40	45.45
Hospital Type		
	Number (n)	Percentage (%)
Public Hospital	58	65.91
Private Hospital	30	34.09
Hospital Department		
Ward	50	56.82
Operating room	13	14.77
Emergency department	13	14.77
Intensive Care Unit	12	13.64
Position		
Chief Nursing Officer- Deputy Chief Nursing Officer- Charge Nurse	9	10.23
Ward-Emergency-Operation Room- ICU Nurse	79	89.77
Work shifts		
Always day shift	29	32.95
Always night shift	8	9.09
Rotating shifts	51	57.95
Weekly work hours		
40 hours and less	41	46.59
41 hours and more	47	53.41
Length of Service		
6 years and less	34	38.64
7-12 Years	20	22.73

	Number	Percentage (%)
13-17 Years	10	11.36
17 years and over	24	27.27
Thinking about a career change		
Yes	19	21.59
No	69	78.41
Total	88	100

Discussion

Organizational justice has been a topic much discussed. It can be simple defined as positive or negative justice perceived by employees about their organizations and fair treatment has always been a matter of concern for employees. All employees expect justice and fairness in their work environment. Therefore, managers especially in the healthcare industry should show that they care for their employees, treat them fairly, in other words they should increase the level of perceived organizational justice. Based on the analyses done in the study to determine perceived organizational justice for healthcare workers; the mean score for perceived justice of healthcare workers in the workplace was 2.56 ± 0.86 which was a little higher than medium level. However, the mean scores for the sub-dimension perceived procedural justice (2.42 ± 0.84) and distributional justice (2.56 ± 0.91) are lower than the mean scores for perceived interpersonal justice (2.62 ± 1.00) and informational justice (2.64 ± 0.98). The study of Şahin and Taşkaya (2010) determined that as the length of service of healthcare workers increased, perceived organizational justice decreased. However, our study found no statistically significant difference in perceived organizational justice depending on the length of service ($p > .05$). Similarly, in the study of Ürtürk (2020), there was no difference in the perceived organizational justice scores of employees included in the study depending on their length of service. Length of service was found to have an effect on perceived operational justice and perceived interpersonal/informational (interactional) justice. In Söyük (2007)'s study, nurses who had been employed less than 1 year had higher perceived operational justice, distributional justice and interactional justice than nurses who had been employed for a longer period. Again, the same study found that nurses included in the study had higher perceived interactional justice (interpersonal and informational justice) than other perceived justice types which was followed by perceived procedural and distributional justice. In our study, we found that nurses' perceived interactional justice was higher than perceived procedural and distributional justice. However, it

was found that perceived distributional justice was higher than perceived procedural justice.

In our study, nurses who work 41 hours or more weekly have a higher mean score in the organizational justice scale. When nurses' scores in the organizational justice scale were compared, a statistically significant difference in the general scale was found between the nurses depending on whether they work less or more than 40 hours a week ($p < .05$). Nurses who work 41 hours or more weekly had a mean score of 3.79 ± 0.98 in the organizational justice scale and nurses who work 40 hours or less weekly had a lower mean score (2.30 ± 0.61)

No statistically significant difference in the general organizational justice scale was found between the nurses depending on their position ($p > .05$). Nurses gave similar answers in the organizational justice scale regardless of their positions at work. Şahin and Taşkaya (2010) found that being in a managerial position is another socio-demographic factor affecting people's perception of justice and the reason why managers have a more positive perceived justice is that they are involved in decision making processes and in implementation of decisions taken.

This study found that nurses working in public hospitals had lower perceived justice than nurses working in private hospitals. In their studies, Yavuz (2010) and Söyük (2007) also concluded that nurses working in public hospitals had lower levels of perceived justice than nurses working in private hospitals. There may be many reasons for this relatively low level of perceived justice in public sector compared with private sector. Those working in the public sector reported that the operations in their organizations do not comply with the dimensions of organizational justice; however, this does not actually indicate whether managers in their organizations treat them fairly or not. Managers' fair approach at work and in operations and distribution of outcomes may not result in a positive effect on the perception of employees. Therefore, managers in an organization should be able to

Table 2
Comparison of Total Mean Scores in the Organizational Justice Scale according to Demographics (n = 88)

Demographics	N	Mean ± SD	Statistical Analysis	
Hospital Type				
Public Hospital	58	2.24 ± 0.50	U = 389.00	p = .00*
Private Hospital	30	3.18 ± 1.06		
Department/Unit				
Ward	50	2.68 ± 0.85		
Operating Room	13	2.26 ± 0.66	X ² = 4.86	p = .18
Emergency Department	13	2.44 ± 0.97		
Intensive Care Unit	12	2.53 ± 0.98		
Position				
Chief Nursing Officer- Dep. Chief Nursing Officer- Charge Nurse	9	2.60 ± 1.26	U = 292.50	p = .39
Ward-outpatient clinic - Emergency - Operating Room- ICU Nurse	79	2.56 ± 0.81		
Work shifts				
Always day shift	29	2.82 ± 1.06		
Always night shift	8	2.82 ± 0.79	X ² = 4.46	p = .11
Rotating shifts	51	2.37 ± 0.70		
Hours of work				
40 hours and less	41	2.30 ± 0.61		
41 hours and more	47	2.79 ± 0.98	U = 635.50	p = .01*
Length of Service				
1–6 Years	34	2.60 ± 0.96		
7–12 Years	20	2.35 ± 0.61	X ² = 5.94	p = .11
13–17 Years	10	2.13 ± 0.33		
17 years and over	24	2.86 ± 0.96		
Thinking about a career change				
Yes	19	2.53 ± 1.03	U = 0.05	p = .82
No	69	2.57 ± 0.81		

*p < .05 is significant.

create an environment, which convinces employees that a fair management approach is used.

Limitations

This study was conducted in only the hospitals of the Famagusta districts of Northern Cyprus. Consequently, the findings of this study may not be generalizable to nursing in other hospitals.

According to the study findings, nurses' perceived organizational justice was at moderate level, the highest level of justice is perceived in the sub-dimension "information based justice", and no statistically significant difference was found when perceived organizational justice levels were compared according to the demographic variables (age, marital status, education). A system with which resources, rewards, and penalties are implemented and distributed fairly, which will allow everyone gets what they

Table 3
Distribution of Mean Scores of General Organizational Justice Scale and Its Sub-Dimensions

Sub-Dimensions	n		SD	Min.	Max.
Procedural Justice	88	2.42	0.84	1.00	5.00
Distributional Justice	88	2.56	0.91	1.00	4.75
Interpersonal Justice	88	2.62	1.00	1.00	5.00
Informational Justice	88	2.64	0.98	1.00	5.00
General Scale	88	2.56	0.86	1.00	4.94

deserve and prevent perception of injustice should be used to improve perceived organizational justice. Regulations which will ensure that the procedures used are perceived as fair by all employees will help to change nurses' perceived organizational justice in hospitals.

Ethics Committee Approval: Ethical approval for the study was obtained from the Ethics Committee for Scientific Research of the School of Medicine in Near East University and necessary permits were obtained from the KKTC Ministry of Health to conduct the study (Number: 2013-13/4185, Date 13.12.2013).

Informed Consent: Written informed consent was obtained from the nurses who participated in this study.

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