

## **The Effect of Organizational Justice on Organizational Citizenship Behavior: A Research in Defence Sector**

**Alptekin SÖKMEN**  
Gazi University  
Faculty of Economics and  
Administrative Sciences,  
Department of Business,  
Ankara, Turkey  
[asokmen@gazi.edu.tr](mailto:asokmen@gazi.edu.tr)

**Serkan ŞAHAL**  
Gazi University  
Institute of Social Sciences  
Ankara, Turkey  
[serkansahal@yahoo.com](mailto:serkansahal@yahoo.com)

**Metin SÖYLEMEZ**  
Gazi University  
Faculty of Economics and  
Administrative Sciences,  
Department of Business,  
Ankara, Turkey  
[met.soylemez@gmail.com](mailto:met.soylemez@gmail.com)

### **Extensive Summary**

In recent years, it is understood that the most powerful source of competition is human resource. Understanding the employees' behaviors and shaping it in desired way is vital for gaining competitive advantage. Therefore, understanding the management according to the new management standards is regarded as an important phenomenon in the global era. In this context, organizational justice and organizational citizenship issues are important to lead employees' behaviors in line with the objectives of the organization. In the literature, the process of organizational justice defined as "to give rights to employees at a rate of their contribution to the organization, giving penalty at a rate of their acts against the rules" (Sökmen and Tarakçioğlu, 2011, p. 28). Researches about the effect of organizational justice on employees, conducted to find out what shapes their justice perception and its effect on organizational objectives (Greenberg, 1990a, p. 411). At this point, it is possible to say that the employees' organizational justice perceptions are shaped with the applications like remuneration, performance appraisal, reward, punishment and so on (Greenberg, 1987, p. 10). Therefore, the important reasons of perception of injustice that occurs in organizations are; the believe of getting less money that they think they deserve to get, not applicable punishments or compared to similar types of situations showing incoherence punishment methods (Trevino, 1992, p. 369). The main objective of the research within this framework, drawn in Ankara, in an enterprise operating in defense industry, is to determine employees' organizational justice perceptions and organizational citizenship behaviors and the effect of organizational justice perceptions on organizational citizenship behavior by structural equation modeling. Related researches show the factors effective on employees' organizational justice perceptions

and organizational citizenship behavior in defence industry, are limited. In addition to that, defense industry sector businesses add value to both their businesses they created, and strategic importance of their country. To achieve this goals, it is vital to monitor their employees' behaviour to maximise their efficiency . In this context, the employees' perception of justice forms;

- Their acceptance by other employees and this acceptance affects the individual's self attribute.
- Justice assessment of the wage
- The assessment about importance of ethical values(Minibaş Poussard, 2008, p. 109).

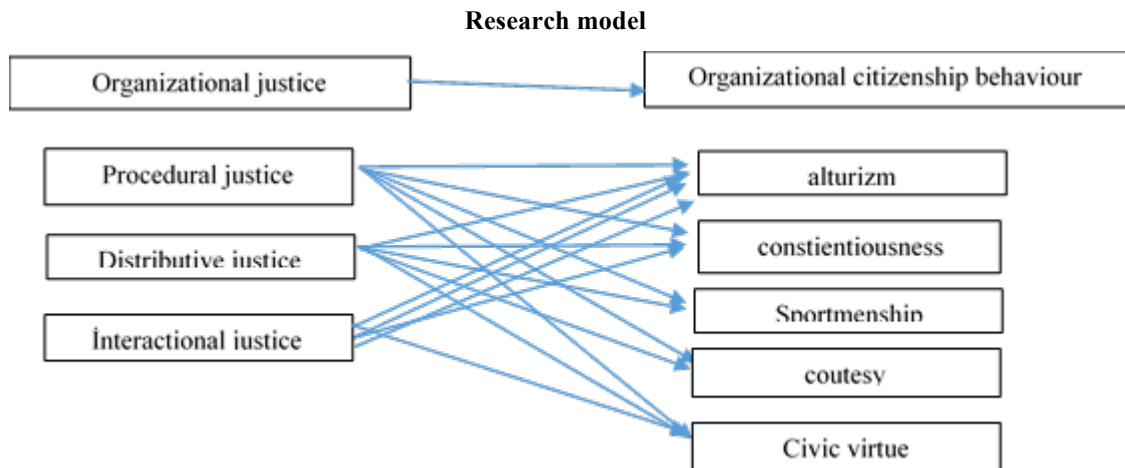
So organizational justice will affect the variables such as job satisfaction, performance, organizational commitment, internal communication, performance evaluation systems, reward systems, aggressive behaviour and organizational citizenship behavior (Walks, 2008; Scott, Baron and Erbil, 2013; Dela Cruz, 2002; Sebastian, 2007; Cameron, 2005; Walks, 2005; Özdevecioğlu, 2003; Organ, 1990).

In the literature, the effects of Organizational justice on organizational citizenship behavior were explored by researchers. (Organ, 1988; Moorman, 1991; Tansky, 1993; Bies, 1993; İşbaşı, 2000). According to these researches if employees believe that the applications and treatments are honest and fair to them, they are going to show an extra role as a voluntary behaviour (Konovsky and Pugh, 1994, p. 667; Moorman, 1991, p. 854). In addition, dedicated employees who will try to contribute better quality job results for the success of their Organization, will be occurred. (Sökmen and Boylu, 2011, s. 147-150).

On the other hand, Employees ' in the sense of injustice, reduce the production speed and quality of the production rather than showing voluntary behaviour such as organizational citizenship behavior.(Özen, 2002, p. 23)

Organ states that, organizational justice as an important development tool for developing employees commitment and trust feelings to show their voluntarily citizenship behaviors (Skarlicki, 1995, p. 33). In the light of the researchs mentioned above, employees with the perception of Justice will be committed to their organization and cause job satisfaction and create a positive impact on their motivations.

In the shed of the literature, our research model(as shown above) and hypotheses are constructed as ‘organizational justice and its dimensions effect organizational citizenship behaviour and its dimensions’.



Within the scope of the research, survey conducted in a defense industry enterprise in Ankara. The data were collected from 341 employees. Perceived Organizational justice was tapped by means of the 20-item scale employed by Niehoff and Moorman (1993). Sample items included: “I think that my level of pay is fair” or “Job decisions are made by the general manager in an unbiased manner.” Organizational citizenship behaviours were also assessed using the 19-item scale employed by Vey & Campbell (2004) and Williams & Shiaw (1999). Dimensions of organizational justice and organizational citizenship behavior analyzed with the Pearson correlation coefficient and structural equation modelling. According to Pearson correlation coefficient there is a positive relationship between the variables. And in the Structural Equation Modeling scope, organizational justice and organizational citizenship behavior have a meaningful relationship in positive way.