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## Editorial

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## The Perception of Organizational Justice and Its Impact on Work Motivation of Employees: An Empirical Investigation

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**Abstract:** The advancement today in the field of technology, the rapidly changing world, and changes in the economic and social areas greatly effect corporations. Adapting to the new age is one of the primary objectives of corporations. Large responsibilities fall to the administrators and business owners. Developments experienced in the internal and external surroundings of the organization and adapting to this process as well as the changes is a challenging process for corporations as well as employees. Without doubt, humans are the most important material in this process. Humans are beings that can adapt to change and development the fastest. Humane factors start to gain importance at this point. Some concepts overlooked previously have come forward upon the importance gained by humane qualities. These are concepts such as organizational justice, citizenship, loyalty and trust that can effect human motivation, performance and productivity greatly.

This study has been conducted to determine the effect of organizational justice perceptions of healthcare staff on motivation. Healthcare workers of a public hospital operating in the province of Sivas constitute the unit of the study. Questionnaire survey has been conducted with 600 of the 620 healthcare workers and a feedback of 96,7% have been received.

Data analysis has been done using statistical tool and T test, ANOVA, Correlation, Regression analysis and Tukey HSD tests have been applied. In accordance with the research results, it has been found that the independent variable of organizational justice affects the dependent variable of motivation at a rate of 9,4%.

**Keywords:** Organizational Justice, Employee Motivation, Hospital, Turkey, Technology, Performance.

## Introduction

People who have gathered around a specific objective constitute the organization. Organizations are establishments that prepare an environment to individuals consisting of employees and employers coming together to do business. Individuals taking on different responsibilities within these establishments, their expectations, working conditions and activities constitute the base of the organizational life.

When the concept of justice that approves of equal attitudes towards employees working in the same positions is considered, it can be defined as the rights and punishments of employees towards the organization (Bilsel, 2013). Beugre and Baron (2001) have defined organizational justice as “a social feature showing how the perceptions of employees are formed in term of their relationships with their coworkers and administrators in the workplace” (Beugre ve Baron, 2001). According to Cropanzano, organizational justice is a personal evaluation of the ethical and moral dimensions of executive situations (Cropanzano et al, 2007).

Organizational justice has many definitions in literature. Organizational justice is an effective factor in all periods of the organizational life in the sense that employers are responsible of the fair distribution of all activities and responsibilities within the business (Bilsel, 2013, p.8).

The existence of justice in one corporation motivates the employees. When employees feel the lack of justice in the work environment, their motivation is affected, they loaf their responsibilities, and they don't want to take on responsibilities, seek jobs and can even seek revenge from the organization. All of the concepts used and focused on lately within the organization are related with organizational justice. Justice is an essential concept for an organization. Each concept considered related to this will be analyzed in this part and will be associated with organizational justice. Many concepts such as the organization's structure, trust, leadership, style of administration, style of communication, organization's culture and job satisfaction that are associated with the organization effect organizational justice. The first condition of realizing all of these concepts is the application of each dimension of justice. The existence of high discipline in the administration negatively affects the loyalty of the employees within the organization. In other words, the structure of the organization and style of administration affect the loyalty of the employees to the organization. While the loyalty of employees is high in organizations that have autonomy in the administration, loyalty is low in organizations with high discipline (Atalay, 2007).

Trusting the employees and reflecting the trust with humane feelings being kept in the front positively affect the loyalty of employees. There is a direct ratio between organizational trust and loyalty. Communicating with the employees will strengthen the relationship between the administrator and employee. As the relationship between them progresses they will know more about each other and the feeling of trust will improve.

Another important feature for organizational behavior is the attitude of the individual towards the job. These attitudes - also referred to as job satisfaction – being positive indicates that the employees' level of satisfaction is high and being negative indicates that it is low (Özkalp and Kirel, 2013).

Organizational justice has an important share in high job satisfaction. Employees with high perceptions of justice will demonstrate high performance and will do their jobs better. With the human factor stepping forward, some expressions used in the administration will have gained importance and attention (Bilsel, 2013).

It will be seen in the results received that the actual aim of all these research and associations is to increase the motivation and performance of the employees.

## **The Relationship between Organizational Justice and Job Satisfaction**

Corporations are in an effort to comply with the changing environment conditions, execute the purpose for which it was established and to increase productivity. With this, some concepts within the organization have started to gain importance. Job satisfaction, which is one of these concepts, has become an essential concept. The main objective in job satisfaction, which has become a priority objective among organizations, is to increase the level of satisfaction (Ugboro and Obeng, 2000).

Another important component of corporations is the employee. Employees within the organization constitute the basis of the job satisfaction concept. All of the concepts of employee performance, loyalty to the organization, citizenship within the organization that approximate to the objectives of the organization will be possible through the increasing of job satisfaction. For example, tourism establishments that require labor intensive features need to pay attention to employee satisfaction because both the service provider and receiver are humans. According to these explanations, job satisfaction can be defined as the positive feelings and opinions an employer feels towards the organization and the objectives (Kutunis and Mesci).

External job satisfaction consists of external factors independent of the person. These are factors such as in-house work conditions, promotions, recognition and realization of oneself, bonuses encouraging to work extra, motivating components, attitude of the administrator towards the employee, and salaries. The perception of having these will provide employee satisfaction. Among these factors, attitudes and behaviors play an important role in the determination of job satisfaction. The important thing is how employees perceive the attitudes and behaviors of the administrators rather than how administrators present them. Employees will first look for justice in the attitudes they perceive. They develop beliefs on whether organizations trust them, believe in them, or treat them just. Their behaviors towards the organization develop like this. That's why the notion of organizational justice has important effects on job satisfaction. Those organizations which the justice perception of their employees, employees will react by decreasing their job loyalty and job satisfaction (Söyük, 2007).

In the research conducted, the dimensions of organizational justice are related with job satisfaction. This relationship is about the two dimensions of justice and both of them have a different relationship. While the dimension of distributive justice is more related to the salary of the job, operational justice is more concerned with the trust towards the organization. Salary is an important factor in job loyalty. Financial satisfaction will increase job satisfaction. Those employees who see the salary they receive to be equal to the job they do will have a higher loyalty and a positive perception of justice. Likewise, trust is an important element in ensuring loyalty toward the organization. People look for an environment of trust in each activity they perform. Employees that trust their organizations will not think much about it and continue working when fulfilling their responsibilities. The application of both dimensions on the employees depends on the administrators. Administrators who can ensure a just administration can have a control over the employees and increase their job satisfaction. The increase of satisfaction will increase the job satisfaction level and help reaching objectives (Söyük, 2007, p.184-190).

## Organizational Motivation

The concept of motivations is not a new concept, but has emerged in the organization cycle the industrial revolution. In the first years of the industrial revolution, the amount of the physical needs of the employees and their families has attracted the attention of employers and administrators and the attention has shifted to meet these needs. Meeting these needs were associated to success in the work, and those who were not successful were forced into work through strained into work or were punished (Çelik, 2011).

Individuals constantly need things as of the day they are born. The hierarchy of needs constantly grows or differs. The meeting of all needs, whether financial or moral, is only possible through economical values. Ensuring this economic value can only be done through working and producing. That's why working is an essential part of human life. The need to achieve economic value, positive or negative developments in the daily lives, being integrated with the activities conducted will all affect the job loyalty and satisfaction of employees. In this sense, the concept of motivation is one of the most important concepts of work life. The motivation of individuals in their work lives, the willingness to do a job, their consistency in reaching objectives are all very important in terms of organizational performance.

In the global business world of today, the success of each corporation depends on the loyalty and efforts of their employees to these objectives. If the will to work is not at sufficient levels, being successful and fulfilling the objectives of the organization become more difficult (Bakan, 2011).

Work motivation is one of the policies applied by administrators in order to increase effective work administration among the organization's employees. A motivated employee is sensitive to the objectives and targets and thus focuses on the job (Manzoor, 2012). Including employees in different work activities motivates them in the sense that employees work to satisfy themselves financially and morally. There are four factors that explain the participation of employees in work activities. These are; the need of income, desire of prosperity, benefiting from advantages and willingness to work Rusu ve Avasilcai, 2014).

A majority of human behavior occur in accordance with these objectives. This objective will prompt the person and enable him to reach the target. The aim of working individuals is to do the job that they like and gaining income from this job. In that sense, external motivation ensured by the administrator is as important as the internal motivation of the employee. The behaviors of employees need to be reinforced through awarding and encouraging employees as well as motivating elements such as bonuses and promotions.

According to a view desiring to emphasize the administrative importance of motivation, "a good administrator needs to have the motivating power to provide the employee with the feeling that they can get more than the effort they make. This way, employees can do business in a motivated way with a feeling of trust" (Yıldız, 2010).

Another main characteristic of motivation is that it is the same for everyone. As it is in every case, the satisfaction of desires and needs differs from person to person. Because each individual is different, their expectations and level satisfaction are also different. Lifestyle, the component of culture and demographic characteristics are important in these differences. While working for a meal can be sufficient for some employees, the expectations of others can be much higher. Another feature is the way in which the motivation will be applied. It can be observed that an employee with a high motivation in his daily life might be low in the work place. Therefore, the main thing for the organization is to ensure work motivation. Work motivation is the primary element of both performance and productivity.

## **The Relationship between Organizational Justice and Organizational Motivation**

All of the components preparing an environment for the occurring of organizational justice perception is also valid for the perception of motivation. When these two concepts are analyzed in detail, it has been seen that the decrease in the justice perception of individuals also decreases motivation. In this sense, it is possible to say that motivation is directly proportional with organizational justice. There is also a significant and linear relationship between distributional justice, operational justice and transactional justice and motivation.

The perception of organizational justice operates a combining mechanism function good for solving problems between the administration and employees. Fair administration contributes to the legitimate administration perception of the employees (Dilek, 2005).

High organizational justice perceptions of employees increase motivation. Components such as salary, bonus, awarding and human relations, which we refer to as means of motivation, are the primary factors consisting the dimensions of organizational justice. Although it is said that all employees are regarded as equals under the concept of organizational justice, in practice this is not the case. The positions, performance and contributions of the employees vary. The organization evaluates employees according to these factors. Distributional justice has emerged at this point. How much share an employee will receive and who will get what is under the scope of distributional justice.

The concept of being ethical and objective lies within the basis of distributional justice. In accordance with this principal, individuals with similar conditions need to be approached similarly and individuals with varying conditions need to be approached accordingly. Distributional justice is an extension of the theory of equality. According to the theory of equality, equal effort requires equal results. It concerns the punishment or awarding of those working in equal conditions in terms of their performances (İşcan, 2005).

Employees, who believe that they need to be treated equally in every condition, feel the need to compare themselves with the other employees in the organization they work in. These comparisons can have negative outcomes. Employees compare the achievements of their co-workers (promotion, award, income, social rights, etc.) with their own and experience demotivation if there is a negative outcome. Employees may think that they are done injustice. In that sense, the bond between the organization and the employee starts to weaken. Employees who compare themselves with their co-workers start to develop a perception of justice. This process is very important. When the perception of justice is low, this feeling continues to grow.

Distributional justice has a greater effect of employees when compared with operational justice and transactional justice. Because the components of distributional justice (salary, bonus, promotions, awards and punishments) are the factors that rapidly decrease motivation, employees develop the desire to distant themselves from the organization and the job. Their performance drops and their contribution to the organization lessen. The real reason for employees to be in the organization is to receive a payment for the job they are doing. The primary element in establishing motivation in distributional justice is payment. Thus, a perception of high distributional justice perception will increase the motivation and performance of the employee.

Operational justice is a tool in achieving results, and determines the roles of participants in the decision making process of administrators (Crapanzono ve diğerleri, 2007). Operational justice occurs with the perception of justice in the process as well as the rules and procedures of the organization. For example, employees can question the equality of the promotion process without paying attention to who has been promoted. In that sense, the general

principles of operational justice can be given as objectivity, equal opportunity and freedom of expression. The objectivity of the process and the trustworthiness of the decision making tools plays an important role in the operational justice perception (Taşkıran, 2010).

If the overall opinion of employees towards operational justice is negative, the interest in the job as well as the motivation and performance will decrease and cease of employment may be experienced. Administrators will be first responsible for the outcomes this can cause (Yeniçeri et al, 2009). The importance of operational justice in terms of organizations and administrators is because it can prevent negative responses in cases of unfair decisions. However, when this is looked at from the opposite direction, in an organization where operational justice is not guaranteed, negative attitudes towards the corporation and authority will increase (Karaeminoğulları, 2006). Employees continuing their activities with high performance and achieving success is only possible through the ensuring of organizational justice. Asking for the opinions of the employees for the procedures and activities and enabling their participation in the administration is of great importance for the motivation and loyalty of the employees. Providing these values to the employee will ensure a high organizational justice perception and motivation.

Transactional justice is about the human dimension of the justice process. The relations of employees with their co-workers and administrators and whether these relations are fair make up the field of transactional justice. Employees expect administrators to establish fair interactions within the corporation. Administrators that don't treat each employee fairly will not be perceived as fair. The injustice of transaction perception of employees causes them to be reactive towards their administrators (Özdevecioğlu, 2003).

The term organizational behavior has gained importance in recent years and has progressed with research conducted. Employees' perception towards organizations forms the basis of organizational behavior. In research conducted, people are affected from many factors in their work lives and demonstrate a series of behaviors referred to as organizational behavior. Soyuk has conducted a study measuring the organizational justice perceptions of nurses in the year 2007. The distributional justice perception of the participants varies according to the work procedures, distribution of duties, experiences and the income of co-workers (Söyük, 2007). In the 2012 study of Oral with 221 healthcare workers, the justice perception of employees is low. When organizational justice is analyzed in terms of its sub-dimensions, distributional and procedural justice perception is lower than transactional justice perception (Oral, 2012).

### **Research Objective**

The research objective is to determine the share of motivation and the concept of justice, which are the determiners of the employees' performance within an organization, on employees. Determining the effects of organizational justice on employees will ensure healthy results and ease precautions for contrary situations. Through this, supportive suggestions can be made to help corporations to reach their goals.

The main objective of the research is to determine the effect of organizational justice perceptions of employees on their level of motivation. In this sense, the 3 sub-dimensions of organizational justice – distributional justice, procedural justice and transactional justice – and the notion of motivation has been analyzed. With the help of the findings obtained, a study program constituting the scope of the study has been developed. Moreover, it has also been attempted to determine the direction and effect of the relationship between the variables of organizational justice and motivation.

## Methodology

A questionnaire has been used as a tool to gather data. Organizational justice and motivation scales, which have been previously used and whose reliability has been tested, have been used. In the measuring of organizational justice, the scale developed by Niehoff ve Moorman (1993) and used by Dilek Dürdane Atalay in 2007 in her study “Relationship between Perceived Organizational Justice and Organizational Loyalty in terms of Equality Sensitivity” has been used with permission. In her study, Atalay has measured the 3 dimensions of organizational justice. Her first dimension is distributional justice, second dimension is operational justice and third dimension is transactional justice (Atalay, 2007). In the measuring of motivation, the scale developed by J. Barbuto ve R. School and used in Bülent Aslanadam’s study on “Motivation of Healthcare Staff and Related Research” in 2011 has been used with permission. In this scale, a total of 5 dimensions consisting of instinctive motivation, instrumental motivation, external motivation, internal motivation and target internalization have been analyzed (Aslanadam, 2011).

The questionnaire used in the study consists of 3 parts. In the first part, there are 7 questions to determine the socio-demographic characteristics of employees. In the second part, there are 20 questions measuring the notion of organizational justice. In the third part, there are a total of 29 questions measuring the notion of motivation. The questionnaire consists of a total of 56 questions. These questions have been prepared in 5 point likert style ranging from I certainly don’t agree to I certainly agree.

The questionnaire has been conducted on 44 people in the Sivas State Hospital as a pilot study and the validity and reliability has been tested. The data obtained has been analyzed with a packet program and the Cronbach’s Alpha index has been found to be 0,95. In this analysis, changes in the reliability of the questionnaire in case any questions were excluded have been evaluated but it has been seen that excluding any questions will not cause any significant changes. In order to ensure questionnaire reliability, the Cronbach’s Alpha index needs to be 0,70. According to this analysis, the reliability of the questionnaire has been determined to be high and a decision has been made to use it.

917 healthcare workers employed at the Sivas Numune Hospital constitute the scope of the study. 297 company workers have not been included to the scope of the study. The required permissions have been obtained from the related establishments before the study and the application of data gathering tools has been conducted by the researcher. Contents of the questionnaire have been verbally explained to the implementers and the voluntary basis has been emphasized. Questionnaires have been distributed to the employees one by one. One part of the questionnaires was collected immediately and appointments were made to complete the remaining parts.

A sample has not been selected for the study, and has been attempted to apply it to the whole scope of the study. Questionnaires have been shared with a total of 620 people during the time frame specified in the study and 600 healthy results have been obtained. With 20 questionnaires being incomplete or incorrect, 96,7% of the employees were included in the

study. The research has been conducted in order to determine the effect of organizational justice on the motivation of employees. Another topic to be covered in this sense is to analyze the direction and size of the relationship between organizational justice and the sub-dimensions of motivation. Analyzing whether there are significant differences in organizational justice and motivation according to individual variants is foreseen. In accordance, the research model developed is below.

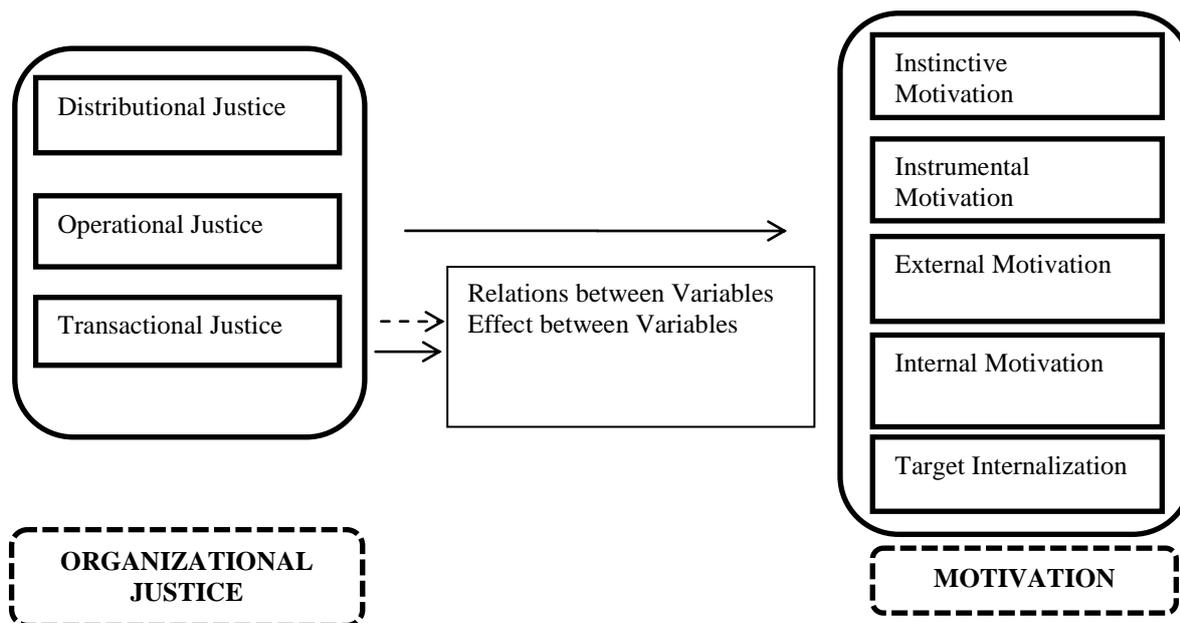


Figure 1. Research Model

Hypotheses developed according to the model developed are below.

H1: There is a significant relationship between organizational justice dimensions and motivation dimensions.

H2: Organizational justice dimensions have a significant effect on motivation dimensions.

### Findings

Table 1. Findings Related to Demographic Characteristics

Variables		N	%
Gender	Female	348	58,0
	Male	252	42,0
Age	At and below 25 years	88	14,7
	26-35	222	37,0
	36-45	218	36,3
	46-55	68	11,3
	At and above 56	4	0,7
Education	Primary / High School	138	23,0
	Associate Degree	170	28,3
	Undergraduate	170	28,3
	Graduate	38	6,3
	PHD / Specialty in Medicine	84	14,0
Marital Status	Single	140	23,3
	Married	460	76,6
Duty	Doctor	100	16,7
	Midwife / Nurse	242	40,3
	Health Technician	98	16,3

	Administrative Staff	44	7,3
	Technical Staff	54	9,0
	Other Staff	62	10,3
<b>Time of work</b>	Less than 5 years	246	41,0
	6-10 years	132	22,0
	11-15 years	74	12,3
	16-20 years	64	10,7
	20 years and more	84	14,0
<b>Monthly Income</b>	Less than 1000 TL	104	17,3
	1001-2000 TL	52	8,7
	2001-3000 TL	318	53,0
	3001 TL and more	126	21,0
<b>Institution</b>	Sivas Numune Hospital	600	100

The total number of participants in the research is 600. 348 (58%) of these participants are female, 252 are male (42%), 73,3% are between the ages of 26-55, 85 (28,3%) have undergraduate degrees, 230 (76,6%) are married, 121 (40,3%) are midwife/nurses, 52 (17,3%) have an income less than 1000 TL, 123 (41%) have been working less than 5 years and 600 (100%) work in the Sivas Numune Hospital.

**Table 2. Definitive Statistics of Organizational Justice Dimensions**

VARIABLES	$\bar{x}$	S.S.
<b>Distributional Justice</b>	12,11	4,45
Work programs are fair	2,85	1,27
Salary is fair	2,01	1,13
Work load is fair	2,30	1,13
Acquisitions are fair	2,41	1,10
Responsibilities are fair	2,54	1,12
<b>Operational Justice</b>	14,90	4,8
Decisions are objective	2,42	1,04
Opinions of the employees are taken	2,22	1,00
Correct information is collected before the decision	2,39	0,96
Decisions are announced to the employees	2,69	1,07
There is no discrimination in the application of decisions	2,49	1,09
Decisions can be objected to	2,67	1,15
<b>Transactional Justice</b>	24,59	8,44
Administrators are polite	2,88	1,11
Administrators are respectful	2,87	1,13
Administrators are sensitive	2,67	1,11
Administrators are honest and sincere	2,78	1,08
Administrators look out for rights	2,66	1,09
Administrators discuss the results of decisions	2,66	1,09
Suitable reasons for decisions	2,73	1,09
Sensible explanations	2,66	1,16

Decisions are clearly announced	2,68	1,17
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5 point likert has been used in the organizational justice scale. In the distributional justice dimension of employees, the statement they agree with most is “my work program is fair” (2,85 ±1,27), the statement they least agree with is “I believe my salary is fair” (2,01 ±1,13). In terms of operational justice, the statement they most agree with is “administrators announce the decisions made and provide additional information upon request” (2,69 ±1,07), the statement they least agree with is “before making decisions, administrators take the opinions of all employees” (2,22 ±1,00). In terms of transactional justice, the statement employees most agree with is “while making decisions about my job, my administrators treat me politely” (2,88 ±1,11), the statement they least agree with is “my administrators make sensible explanations when making decisions about my job” (2,66 ±1,16).

**Table 3. Definitive Statistics of Motivation Dimensions**

VARIABLES	$\bar{x}$	S.S.
<b>Instinctive Motivation</b>	13,80	4,35
I like doing what I like to do	2,44	1,22
I delay the job in hand to do something I like	1,81	0,90
I select duties	2,03	1,05
I like the person I'm spending time with	2,79	1,25
When selecting duties, I select the duty I like	2,71	1,27
If I don't like the job, I will quit	2,05	1,02
<b>Instrumental Motivation</b>	17,45	4,88
Requirements determine my efforts at work	3,28	1,22
I do daily jobs for daily payments	2,32	1,17
I will work harder if I get more payment	3,10	1,41
I choose the job with the highest payment	2,62	1,20
My favorite day is payment day	2,80	1,33
I make use of new job opportunities	3,33	1,29
<b>External Motivation</b>	17,32	4,68
Approval is important	2,85	1,23
People's opinions are important	2,47	1,12
The approval of those around me is important	2,96	1,15
Recognition is important	3,05	1,22
Work friendship is important	2,65	1,12
Approval of authorities is important	3,33	1,19
<b>Internal Motivation</b>	18,87	4,30
My decisions reflect my objectives	3,59	1,01
I look for an institution where I can demonstrate my skills	3,88	1,10
I decide with consistency	3,85	1,12
I motivate myself	3,71	1,07
The feeling of personal achievement is important	3,85	1,01
My approving the objectives of the institution is important	3,04	1,11

<b>Target Internalization</b>	19,16	4,64
It is important for me to believe in the targets of the institution	3,67	1,07
It is important for me to believe in the necessity of the work	2,96	1,13
I look for an institution sharing my belief and values	3,28	1,22
The organization mission needs to meet my values	3,27	1,17
My personal success should step forward	2,94	1,24

5 point likert scale has also been used in the motivation scale. In terms of instinctive motivation, the statement employees most agree with is “the person I choose to spend time at work is the person I most like to be with” (2,79 ±1,25), the statement they least agree with is “I frequently delay the job in hand in order to do some other job that I like better” (1,81 ±0,9). In terms of instrumental motivation, the statement they most agree with is “people need to keep their eyes and ears open for better job opportunities” (3,33 ±1,29), the statement they least agree with “If I’m paid for a day’s worth, I do a day’s work” (2,32 ±1,17). In terms of external motivation dimensions, the statement they most agree with is “If I know that my efforts are valued by the highest executives in the institution, I will do my best” (3,33 ±1,19), the statement they least agree with is “I frequently make decisions according to what other will think” (2,48 ±1,12). In terms of internal motivation, the statement they most agree with is “it is important for me to work in an institution that will allow me use my skills” (3,88 ±1,1), the statement they least agree with is “I will not work in an institution if I don’t approve of their mission” (3,04 ±1,11). In terms of target internalization, the statement they most agree with is “if I need to work a lot in order for the institution to reach its objectives, I first need to believe in the reason/importance of this work” (3,67 ±1,07), the statement they least agree with is “if an institution is working in accordance with the objectives I approve, it is not important whether my share in the success of this institution is recognized is not important” (2,94 ±1,24).

**Testing of the Research Hypotheses**

**Table 4. Relationship between Organizational Justice Dimensions and Motivation Dimensions**

VARIABLES		Instinctive Motivation	Instrumental Motivation	External Motivation	Internal Motivation	Target Internalization
<b>Distributional Justice</b>	r	0,16	0,10	0,12	0,12	0,10
	p	0,00	0,01	0,003	0,003	0,02
	n	600	600	600	600	600
<b>Operational Justice</b>	r	0,9	0,77	0,79	0,142	0,12
	p	0,028	0,06	0,52	0,00	0,003
	n	600	600	600	600	600
<b>Transactional Justice</b>	r	0,11	0,19	0,16	0,296	0,22
	p	0,01	0,00	0,00	0,00	0,00
	n	600	600	600	600	600

p<0,05

Table 4 demonstrates the relationship between organizational justice dimensions and motivation dimensions. A low level relationship ((p<0,05).) has been found between distributional justice and instinctive motivation (r=0,16), internal motivation (r=0,12) and external motivation (r=0,123). It is believed that instinctive motivation, internal motivation and external motivation increases as the distributional justice perception increases. The relationship between distributional justice and instrumental justice and target internalization

hasn't been found to be statistically significant ( $p > 0,05$ ). No significant relationship has been found between operational justice and instinctive motivation, instrumental motivation and external motivation ( $p > 0,05$ ). There is a parallel low level relationship between operational justice and internal motivation ( $r = 0,142$ ) and target internalization ( $r = 0,12$ ). It is also statistically significant ( $p < 0,05$ ). It could be said that the level of internal motivation and target internalization increases with the increase in operational justice perception. A low level relationship in the same direction has been found between transactional justice and instinctive motivation ( $r = 0,114$ ), internal motivation ( $r = 0,296$ ), instrumental motivation ( $r = 0,187$ ), external motivation ( $r = 0,156$ ) and target internalization ( $r = 0,219$ ). It is also statistically significant ( $p < 0,05$ ). It is believed that instinctive motivation, internal motivation, instrumental motivation, external motivation and target internalization increases as the perception of transactional justice increases.

Hypothesis H1 has been accepted in terms of some dimensions and refused in terms of some others.

**Table 5. Effect of Organizational Justice Dimensions on Motivation Dimensions**

Independent Variables	Statistics related to Coefficients					Statistics related to the Model			
	B	Standard Deviation	Beta	T	P	R <sup>2</sup>	Standard Deviation	F	P
Static	74,88	2,19		34,14	0,00	0,094	15,25	20,65	0,00
Distributional Justice	0,35	0,18	0,96	1,98	0,05				
Operational Justice	-0,72	0,22	-0,22	-3,29	0,00				
Transactional Justice	0,75	0,12	0,39	6,40	0,00				

$p < 0,05$

The dimensions of the multi regression analysis conducted related to the effects of organizational justice dimensions on motivation have been presented in table 5. According to the table, the variance of organizational justice (independent variable) on motivation level (dependent variable) is 9,4%. This relationship between independent and dependent variables is statistically significant ( $p < 0,05$ ). The statistics table, where the coefficients are given, presents the regression coefficients used for the regression equation, and the significance level of these coefficients. Because the relationship between motivation level and operational justice and transactional justice dimension is  $p < 0,05$ , it is statistically significant. It is seen that the relationship between distributional justice and motivation is statistically insignificant ( $p > 0,05$ ). According to these results, it could be said that distributional justice doesn't have a significant effect on motivation level. While distributional justice and transactional justice are directly proportionate to motivation performance, operational justice is inversely proportional. While H2, of the hypotheses of the study, is accepted in terms of operational and transactional justice, it has been refused in terms of distributional justice.

### Conclusion And Recommendations

Perception of justice is of great importance in organizations. No matter how fair administrators think they are, it is the justice perception of the employee that is important. Treating the employees respectfully and politely requires saying what needs to be said in a suitable way and explaining events and situations along with their reasons. For example, which of the staff is going to attend the health conference and trainings, the criteria requested from the employees selected should all be explained to the employees in a suitable manner. This will ensure a positive perception of justice. In organizations, contribution of employees to the job is directly proportional with their motivation.

According to research results, when the average of organizational justice dimensions are looked at, it has been seen that distributional justice is 12,11 ( $\pm 4,45$ ), operational justice is 14,90 ( $\pm 4,8$ ), transactional justice is 24,59 ( $\pm 8,44$ ). It is seen that the highest average of participants' relationship to organizational justice is in the transactional dimension. When the dimensions of motivation is looked at, it is seen that the average of internal motivation dimensions is 3,84 ( $\pm 4,35$ ), the average of instrumental motivation dimensions is 7,45 ( $\pm 4,88$ ), the average of external motivation dimensions is 17,32 ( $\pm 4,68$ ), the average of internal motivation dimensions is 18,87 ( $\pm 4,30$ ) and the average of target internalization dimensions is 19,16 ( $\pm 4,64$ ). It is seen that the average of target internalization dimension in terms of motivation among the participant employees is higher than the other dimensions, and the average of instinctive motivation dimension is low.

As a result of the analysis of the relationship between the organizational justice dimensions and motivation dimensions, it has been seen that there is a significant relationship between distributional justice and instinctive motivation, between internal motivation and external motivation, operational justice and instinctive motivation, between instrumental motivation and external motivation, between transactional justice and instinctive motivation, internal motivation, instrumental motivation, external motivation and target internalization.

According to the multi regression analysis conducted related to the effects of organizational justice dimensions on motivation levels, it is seen that the relationship between motivation level and operational justice and transactional justice dimension is significant, and that the relationship between distributional justice and motivation level is statistically insignificant.

In order for employees to use their motivation positively, it is necessary to analyze justice with all its dimensions and apply it correctly. Employees are more important than customers for organizations to reach their objectives. Employees constitute the nuclear structure of an institution. When administrators fail to establish this infrastructure, first the employees and then in the long run organizations cannot continue their existence. The strength of the infrastructure is possible through the high motivation of the employee. One of the most important factors in ensuring motivation is the ensuring of justice.

In the research, employees' perception of organizational justice and the effect of organizational justice on organizational motivation have been analyzed. The research has been conducted with 600 people working in the Sivas Numune Hospital operating in the field of healthcare in the province of Sivas. In order for the research results to be generalized, it is necessary to be applied in different regions and different hospitals with different sectors. Other researchers can contribute to the development of this research, setting off from this research with different factors.

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