



AN EXAMINATION OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND PSYCHOLOGICAL EMPOWERMENT

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ABSTRACT

The perceptions of empowerment and justice that employees create in their minds affect all processes within the organization. Psychological empowerment is the perception of the organization that the organization has built to empower its employees. Organizational justice encompasses rules and social norms developed in the distribution of benefits, distribution processes and interpersonal relationships. This study aims to determine the relationship between psychological empowerment and perceptions of organizational justice. The 105 employees who work in a public institution constitute the universe of the researcher. According to Spearman correlation analysis results, the statistically significant relation was found between psychological empowerment and organizational justice perception. The main hypothesis has not been rejected. The study also examined the relationship between dimensions of psychological empowerment and dimensions of organizational justice. The results revealed a statistically significant relationship. The most striking result is that the relationship between the dimension of autonomy and the dimension of organizational justice is found to be strongest. The weakest relationship is the relationship between the meaning dimension of psychological empowerment and the dimensions of the concept of organizational justice.

Keywords: Organization, Justice, Psychologi, Relationship, Empowerment

ÖRGÜTSEL ADALET VE PSİKOLOJİK GÜÇLENDİRME ARASINDAKİ İLİŞKİNİN İNCELENMESİ

ÖZET

Çalışanların zihinlerinde yarattığı güçlenme ve adalet algıları, kurum içindeki tüm süreçleri etkiler. Psikolojik güçlendirme, örgütün çalışanlarını güçlendirmek için inşa ettiği örgütün algısıdır. Örgütsel adalet, faydaların dağıtımında, dağıtım süreçlerinde ve kişilerarası ilişkilerde geliştirilen kuralları ve sosyal normları kapsar. Bu çalışma, psikolojik güçlendirme ile örgütsel adalet algıları arasındaki ilişkiyi belirlemeyi amaçlamaktadır. Bir kamu kurumunda çalışan 105 çalışan, araştırmacının evrenini oluşturur. Spearman korelasyon analizi sonuçlarına göre, psikolojik güçlendirme ile örgütsel adalet algısı arasında istatistiksel olarak anlamlı bir ilişki bulunmuştur. Ana hipotez reddedilmedi. Çalışmada ayrıca, psikolojik güçlenme boyutları ile örgütsel adaletin boyutları arasındaki ilişki de incelenmiştir. Sonuçlar istatistiksel olarak anlamlı bir ilişki olduğunu ortaya koydu. En çarpıcı sonuç, özerkliğin boyutu ile örgütsel adaletin boyutu arasındaki ilişkinin en güçlü olduğu bulunmuştur. En zayıf ilişki, psikolojik güçlenmenin anlam boyutu ile örgütsel adalet kavramının boyutları arasındaki ilişkidir.

Anahtar Kelimeler: Örgüt, Adalet, Psikoloji, İlişki, Güçlendirme



1. INTRODUCTION

Today's conditions bring about intense competition, risk conditions, and constantly changing and developing conditions such as increasing customer demands (Koçel, 2015). These changing and developing conditions increase opportunities and threats every day. Under these conditions, the characteristics of the individuals in the organization, the way they perceive situations and issues affect attitudes and behaviors directly (Allen et al., 2003). In this context, the importance given to human resources due to the characteristics of the individuals has a high priority. Because the perceptions and attitudes of all kinds of practices carried out in the organization determine the result of the application. In other words, an application to be carried out in the organization results in success or failure in accordance with the employees' perceptions of that application.

In all of these processes, the relationships during the work done, there are mutual expectations between employees and the organization on the axis of inputs and outputs. These expectations are thought to be the usual result of the changes taking place (Kalay, 2016). It is most desirable that the expectations and practices realized as a result of these changes are fair for the parties involved. On the other hand, these conditions necessitate the strengthening of the employees. Empowerment of employees is realized with the increase of authority and responsibility in the most general sense. In this respect, psychological empowerment is an encouraging tool for employees to perceive the requirements of their work correctly and to master their work (Laschinger, et al., 2004). It is thought that the employees can only survive with such an approach in the face of changing and developing conditions.

Based on this approach, the concept of organizational justice is considered as an important element for the success of psychological empowerment practices. Because when employees believe that they are treated fairly in their workplaces, their attitudes are positive, whereas when they believe that they are not treated fairly, their attitudes are negative. Therefore, when employees perceive the attitudes and approaches towards themselves as fair, it is thought that their perceptions of psychological empowerment will be affected positively. Therefore, this study aims to examine the relationship between psychological empowerment and organizational justice.

2. CONCEPT OF ORGANIZATIONAL JUSTICE

Organizational justice perceptions of employees emerges as one of the most examined organizational behavior topics in the literature due to its effects on individual and organizational results (Yürür, 2008). These effects are manifested through the definition, approaches, dimensions, and results of the concept of organizational justice. Because, the way employees perceive and the results of their perceptions in the workplace are important. Because the employees' perceptions of justice directly determine the nature of their work. This attribute points to the value the work adds to the organization.

2.1. Conceptual Framework of Organizational Justice

The first studies on organizational justice have been associated with the social interaction process (Colquitt, et al., 2001). In this context, how an individual should behave to other individuals and how the resources will be shared has led to the need for legal arrangements (Yürür, 2008). Later, the studies developed with the effect of different approaches. The most important of these approaches is Adams's (1965) Equity Theory.



The Equity Theory is based on managing relationships with others, utilizing theories of change, discordance, and social comparison. Individuals make a certain effort to reach the results within the organization and then compares the efforts and results of others with their own. When individuals perceive an unequal situation as a result of this comparison, they make efforts to bring equality (Huseman, et al., 1987). Another important approach that resembles to Equity Theory and that had an effect in the historical development of the concept of organizational justice is Crosby's (1976) Relative Deprivation Theory. According to the Relative Deprivation Theory, the employees at the lower levels in an organization compare the gains they achieve as a result of their efforts with the gains the employees at higher levels achieve as a result of their efforts. The difference seen in the comparison results in a sense of deprivation (Greenberg, 1989). Both types of approaches focus on the distribution processes of employees within the organization. For this reason, these theories, which constitute the foundations of organizational justice approach, will also constitute the infrastructure of distribution justice, one of the dimensions of organizational justice. After this, the scope of the studies has been widened and the other dimensions of the concept of organizational justice, such as transaction justice and interaction justice have been examined (Kalay, 2016).

The concept of organizational justice is a subject that is widely studied with theoretical and practical studies on areas such as human resources management, organizational behavior, and industrial-organizational psychology (Colquitt, et al., 2001). For this reason, the concept is considered as a collective research field because it requires to be addressed from different aspects (İyigün, 2012). When the approaches in the literature related to the concept are examined, it is seen that Greenberg's organizational justice approach is one of the pioneers of the concept. Greenberg tried to categorize the concept. He wanted to highlight the relationship between general justice and social structures. He defined the concept of organizational justice as the perception of justice about the place where the individual works (Greenberg, 1987). According to another definition, organizational justice is how wage, reward, penalty, and promotion processes are realized, how decisions related to these processes are taken, how these decisions are communicated to the employees, and finally, how they are perceived by the employees (İçerli, 2010).

2.2.Dimensions of Organizational Justice Concept

It is possible to find different approaches about the dimensions that constitute the concept of organizational justice (Özmen, et al., 2007). However, the subject has been tried to be approaches in the most accepted and frequently encountered way in the literature. Therefore, organizational justice dimensions are analyzed in three dimensions: distribution justice, transaction justice, and interaction justice (Nirmala and Akhilesh, 2006; Cropanzano, et al., 2007).

2.2.1.Distribution justice

Distribution justice is also called distributional justice in some sources. It is a part of Equity Theory. According to this theory, the aim is to give equal results to equal work (Cropanzano, et al., 2001). Based on this idea, managers who implement distribution justice can distribute equal penalties or awards in line with employees' efforts. In this context, distributional justice is based on sharing the gains or losses such as duty, product, service, punishment, reward, role, status, wage, and promotion among employees (Cohen, 1987). The concept of distributional justice that is being improved



from 1980s onwards focused on gains. However, it has been suggested in time that this concept is insufficient to explain organizational justice. As a result, it has been emphasized that the gains of the employees should be fair as well as the processes determining the gains. Thus, the concept of transactional justice, which examines the methods in the process of distribution justice, has emerged (Çakmak, 2005).

2.2.2. Transactional justice

Justice is named in some sources as procedural justice, process justice, and practice justice. The most common definition of transactional justice refers to the appropriateness of processes that determine the distribution of resources within the organization (Stroh, et al., 2002). Because the steps followed in the processes that determine the resource distribution have always been important. In this process, individuals judge their own gains by comparing them with the gains of others (Greenberg, et al., 2007). In other words, transactional justice can be defined as the level of justice in the methods, procedures, and policies in evaluating promotions, financial opportunities, working conditions, and performance (Doğan, 2002: 72). When the literature on the concept of organizational justice is examined, it is seen that distribution justice and transaction justice are insufficient to define the concept. Because, in order to achieve organizational justice, it was emphasized that the behaviors of the executives who implemented these processes should be fair as well. In this respect, the interaction justice dimension has emerged (Çakmak, 2005: 39).

2.2.3. Interaction justice

Interaction justice emphasizes the interpersonal aspect of the concept of organizational justice. In its most general definition, the concept can be defined as the quality and appropriateness of interpersonal behavior during the implementation of the procedures (Cohen-Charash and Spector, 2001). According to Bies and Moag, one of the pioneers of interaction justice, there are two important factors determining the interaction justice. The first is the quality of interpersonal relations. In other words, it is about whether managers approach their employees with dignity, respect, and courtesy during the implementation of the procedures. The other factor is related to whether managers give the necessary explanations about the process to their employees (Dai and Xie, 2016). Employees are more sensitive to the explanations during the decision-making process in connection with the implementation of the procedures. With this, the expectation to be treated more sincerely and respectfully emerges. In this context, interaction justice gains importance as an integral part of whether the interaction between managers, decision makers, and employees is fair (İyigün, 2012).

3. CONCEPT OF PSYCHOLOGICAL EMPOWERMENT

There is a continuous and rapid change in social, political, cultural, economic, technological and many other areas within the understanding of modern management. In face of the speed and importance of these changes and developments, organizations have to resort to various applications. In these applications, the approaches that give importance to the employees come first. Psychological empowerment is one of these approaches (Spreitzer, 1995).



3.1. Conceptual Framework of Psychological Empowerment

In today's conditions where human relations and social qualities are gaining importance, the concept of personnel empowerment is tried to be handled with different dimensions. In this context, it is possible to say that personnel empowerment is based on two basic approaches. The first one is the socio-structural dimension and the other is the psycho-behavioral dimension (Conger and Kanungo, 1988; Spreitzer, 1995). The first of these approaches, socio-structural dimension, is the approach that deals with the duties and responsibilities that the employees in the organization have from the upper to the lower level (Niehoff, et al., 2001). In the other approach, psycho-behavioral dimension, the perceptions gain meaning by prioritizing the relational qualities. In other words, it is the approach related to what kind of an environment is generated and how employees perceive the empowerment in the applications of empowerment (Thomas and Velthouse, 1990). There are researchers who deal with these two approaches separately, as well as researchers who deal with these approaches in unity. Since the concept of empowerment is discussed with different dimensions, no common definition can be found in the literature.

According to Conger and Kanungo (1988), one of the pioneers that introduced the concept to the management literature and first researchers to think that the concept should be handled from a psychological point of view, empowerment should be handled with motivation dimension. Thus, it emphasizes that the self-sufficiency and autonomy of the person will be the power of the person (Conger and Kanungo, 1988). They express that the person will be empowered only when he/she achieves this. Thomas and Velthouse (1990) have extended the scope of Conger's and Kanungo's (1988) approach by addressing psychological empowerment with a holistic perspective. Within the scope of the cognitive model they developed, they discussed the concept of psychological empowerment under four dimensions. The four dimensions are meaning, competence, choice, and influence. They examined empowerment in terms of both management and employees' perceptions (Thomas and Velthouse, 1990). Spreitzer (1995) developed an evaluation tool with multiple sections to examine the concept of psychological empowerment. In this respect, he is the first researcher. Spreitzer approached the concept of empowerment in a broader sense by using the research of Thomas and Velthouse (1990) as a base. He described the four dimensions that affect the motivation of the working individual toward his work, as an internal task motivation (Spreitzer, 1995). In the most general sense, psychological empowerment refers to psychological situations in which individuals have control over their duties. It is a psychologically meaningful perspective that also focuses on how employees do their work, rather than just focusing on management-related practices where power is shared with employees (Spreitzer, et al., 1999).

3.2. Dimensions of Psychological Empowerment Concept

The dimensions related to the concept were first developed by Thomas and Velthouse (1990), as mentioned before. The dimensions were then expanded by the contributions of Spreitzer (1995). The dimensions of psychological empowerment should not be considered as the initiator or result of each other. They should be considered as elements that constitute the general framework of psychological empowerment (Spreitzer, 1995). The dimensions of psychological empowerment are four: meaning, influence, competence, autonomy.

- **Meaning:** Meaning expresses the harmony between the beliefs, values, and



behaviors of individuals in the organization and their business needs (Laschinger, et al., 2004). In other words, the meaning dimension is related to the value that the employees put on their work. At the same time, it is the level of how much they care about their job and the necessities of their work (Spreitzer, 1995).

- **Effect:** The effect is that the employee thinks that he can make a meaningful and significant contribution to the result of his work (O'Brien, 2010). In other words, it is about whether the employees have an effect on the work done within the organization. The work carried out can be operational, strategic, and managerial. The effect dimension includes the power to influence the outcomes of the three types of functions in the organization (Luthans, 2011).

- **Competence:** Competence is the assessments and provisions made by the employee in connection with his/her knowledge, skills and experience. These evaluations and provisions include the factors related to the personal competence of the employee about the activities and responsibilities related to his work (Bolat, 2003). Employees can take responsibility by participating in activities to the extent that their personal competencies permit (Kalat, 1993).

- **Autonomy:** The dimension of autonomy can also be named as self-determination or choice. This dimension is related to the ability of the employees to decide freely on the method selection and operation while doing their work. In other words, it refers to the autonomy in which employees can start and continue their work without leaving control in their work (Siegal and Gardner, 2000). It is emphasized that the employee who behaves autonomously can be flexible, creative, durable, and initiative as well as feeling strong (Thomas and Velthouse, 1990).

As it is understood from the four dimensions of psychological empowerment, these are not completely unrelated dimensions. It emphasizes the features that should be at different stages of the empowerment process (Spreitzer, et al., 1997). The coexistence of four dimensions of psychological empowerment shows that the process works better and has a strong impact. The lack of any one or more of these dimensions implies a lack of empowerment (Spreitzer, 1995).

4. THE RELATIONSHIP BETWEEN PSYCHOLOGICAL EMPOWERMENT AND ORGANIZATIONAL JUSTICE

Organizational justice can be considered as an important source of power for organizations. It is shown by research that many organizational behaviors, especially trust, loyalty, satisfaction, identification, satisfaction, and increase in performance, are affected positively in organizations where organizational justice is achieved (Kalay, 2016). In this context, the relationship between the perception of organizational justice and psychological empowerment has attracted attention.

The research conducted by Kamalian and colleagues (2010) is one of the studies examining the relationship between organizational justice and personnel empowerment. The research applied to 290 employees in a copper processing plant indicates a statistically significant and strong relationship between empowerment and organizational justice dimensions (Kamalian, et al., 2010). In another similar study, Tsai (2012) examined psychological empowerment, organizational commitment, and intention of separation in his research in the United States of America in higher education institutions. Research results show that there is a direct relationship between organizational justice



and psychological empowerment. There is an indirect relationship between other concepts (Tsai, 2012).

In another study dealing with the dimensions of organizational justice and psychological empowerment, Kalaani et al. (2014) investigated the effect of organizational justice on psychological empowerment in youth and sports institutions. As a result of the study, no significant relationship was found between distribution justice and psychological empowerment. A significant relationship was found between procedural justice and interaction justice with psychological empowerment. In fact, the relational power of interaction justice was higher (Kalaani, et al., 2014). In another similar study, the work of Azeem and colleagues (2015) examined the effects of organizational justice and psychological empowerment on perceived organizational performance with the mediating role of perceived organizational citizenship behaviors. The study was carried out with 260 bank employees. According to the results of the study, organizational citizenship behavior partly mediates the relationship between organizational justice and perceived organizational performance. In addition, organizational citizenship behavior mediates the relationship between psychological empowerment and perceived organizational performance (Azeem, et al., 2015).

5. RESEARCH

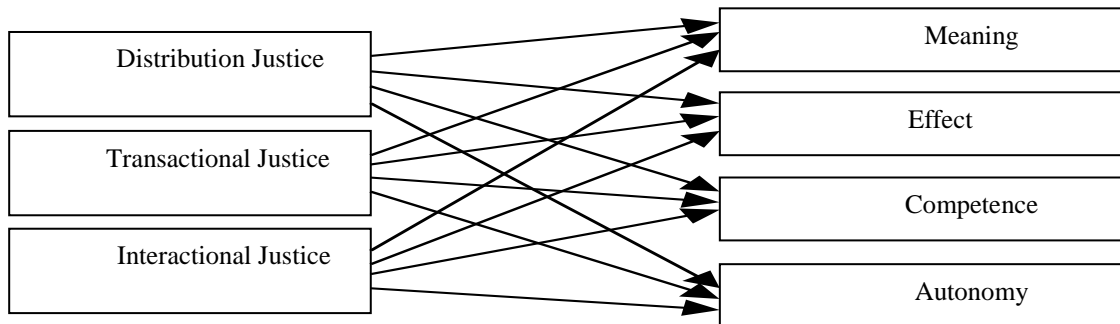
5.1.Purpose and Scope of the Research

The conditions of business life are developing and changing day by day. Employees need to be able to obtain services or products in an efficient and productive way in order to embrace and exceed the changes and developments. In order to achieve this, it is important to meet some of the needs of the employees (Yüksekbilgili and Hatipoğlu, 2015). These needs may be physical and security needs, as well as social and psychological needs. The psychological empowerment perceptions of the employees who come to the fore in this context offer a psychological perspective that focuses on the work to be done and the power shared with the employees within the organization (Spreitzer, 2008). Employees also have expectations from the organization.

The first of these expectations is ensuring justice within the organization. Studies conducted show that employees working in an organization want to perceive equality and fairness in their economical and social interactions with managers, coworkers, and the general functioning of the organization (Aytemiz Seymen, et al., 2013). Therefore, it is considered that there is a relationship between organizational justice and psychological empowerment. The studies conducted in the literature are also in this direction (Kamalian, et al., 2010; Yürür and Demir, 2011; Tsai, 2012; Saufi, et al., 2013; Alvandi, 2014; Kalaani, et al., 2014). The aim of this study is to identify this relationship. For this purpose, the main hypothesis is formed as follows and the simple model of the research is shown in Figure 1.

5.1.2.Hypothesis

There is a significant and positive relationship between employees' perception of organizational justice and psychological empowerment. In the research, it is aimed to identify the relationships between the dimensions of organizational justice, distribution justice, transactional justice, and interaction justice and psychological empowerment, as well as the relationships between meaning, influence, competence, and autonomy



dimensions. For these purposes, the following sub-hypotheses have been formed and the comprehensive model of the research is shown in Figure 1.

Figure 1. *Comprehensive Model of Research*

H1: There is a significant and positive relationship between distribution justice and meaning dimension.

H2: There is a significant and positive relationship between distribution justice and effect dimension.

H3: There is a significant and positive relationship between distribution justice and competency dimension.

H4: There is a significant and positive relationship between distribution justice and autonomy dimension.

H5: There is a significant and positive relationship between transactional justice and meaning dimension.

H6: There is a significant and positive relationship between transactional justice and effect dimension.

H7: There is a significant and positive relationship between distribution justice and competency dimension.

H8: There is a significant and positive relationship between transactional justice and autonomy dimension.

H9: There is a significant and positive relationship between interactional justice and meaning dimension.

H10: There is a significant and positive relationship between interactional justice and effect dimension.

H11: There is a significant and positive relationship between interactional justice and competency dimension.

H12: There is a significant and positive relationship between interactional justice and autonomy dimension.



5.1.3.Method

The population of the study is a public institution in Denizli. The institution was chosen because it tries to create organizational justice perceptions in employees through psychological empowerment. Public sector research in recent years shows that there are problems in organizational justice and psychological empowerment. For this reason, this sector has been selected to draw attention to this issue and by taking into consideration that psychological empowerment can change organizational justice perception when it is used effectively in these institutions. In this context, it is consistent with the purpose of the study.

The organization operates in Acıpayam, Çivril, and Sarayköy with its headquarters in Denizli. According to the information received from the authorities of the organization, the total number of employees working in the organization is 150. Employees are not always present in the workplace due to working in the field. Therefore, the accessibility of all the employees is not equal. For this reason, convenience sampling method was used which is not based on probability (Gegez, 2015). Traditional methods have been preferred to ensure that the data are filled out properly and the rate of return is high. Questionnaire and face-to-face survey methods were used (Burns and Bush, 2015).

The questionnaire was given to 120 people. However, 108 of them have responded. Since 3 of them were either incorrect or incomplete, 105 questionnaires were included in the study. The return rate is 87%. The data obtained from the study were 95% ($\alpha = .05$) to represent the level of confidence level. Two different data tools were used. The first one is the 12-item psychological empowerment scale created by Spreitzer (1995). The scale consists of four dimensions. These dimensions are meaning, influence, competence, and autonomy (Spreitzer, 1995). The other data tool is the organizational justice scale consisting of 20 items and developed by Niehoff and Moorman (1993). The scale consists of three dimensions. These dimensions are distributional justice, transactional justice, and interactional justice (Niehoff and Moorman, 1993).

5.1.4.Findings

The results of the reliability analysis to measure the internal consistency of the scales used in the study are given in Table 1. The reliability coefficient for the psychological empowerment scale was 0.983, while the reliability coefficients of its dimensions meaning, effect, competence, and autonomy were 0.993; 0.955; 0.980; and 0.970 respectively. The reliability coefficient of organizational justice scale was 0.990, and the reliability coefficients of its dimensions distribution justice, transactional justice, and interactional justice were dimensions of 0.990; 0.983; and 0.982 respectively. The reliability coefficient should be greater than 0.70 in order to be able to claim that a scale is reliable (Akbulut, 2010). The reliability coefficients of the scales and sub-dimensions used fulfill this condition. Therefore, it can be said that the scales are quite reliable.



Dimensions	Number of Items	Cronbach's Alpha (α)
Psychological Empowerment	12	.983
Meaning	3	.993
Effect	3	.955
Competence	3	.980
Autonomy	3	.970
Organizational Justice	20	.990
Distributional Justice	5	.980
Transactional Justice	8	.983
Interactional Justice	7	.982

Table 1. Reliability Analysis Results

The construct validity of the scales used in the study was tested. Factor analysis was applied for this. However, the Kaiser-Meyer-Olkin (KMO) Test and Barlett's Sphericity Test were applied before that to check the compliance of the psychological empowerment data set with the factor analysis.

The KMO Test value was 0.783 and the The Barlett Sphericity Test's significance level was 0.000. Since the KMO test value is greater than 0.5 and the level of significance is 0.000, this indicates that the data is compatible for factor analysis. At the same time, the total variance of the factors was %97. Since the value is quite high, the results show the suitability of the factor analysis. In the same way, the Kaiser-Meyer-Olkin (KMO) Test and Barlett's Sphericity Test were applied to check the suitability of the organizational justice data set for factor analysis. The KMO Test value was 0.654 and the The Barlett Sphericity Test's significance level was 0.000. Since the KMO test value is greater than 0.5 and the level of significance is 0.000, this indicates that the data is compatible for factor analysis.

However, statements 11 and 17 were excluded when they could not be included in factor analysis. At the same time, the total variance of the factors was %93. Since the value is quite high, the results show the suitability of the factor analysis.

In the next analysis, it was desired to check whether the data fit normal distribution. For this, Kolmogorov-Smirnov and Shapiro-Wilk tests were applied. According to the results of both scales, the distribution is not normally distributed. Because the significance values were less than 0.05. These results are supported by skewness and distortion values.

When the general characteristics of the participants were examined, the following results are remarkable: When the gender distribution of the participants is examined, 79% were male and 21% female. When the distribution by age is examined, 50.5% is between the ages of 26-32, 22.9% is between the ages of 33-39, 17.1% is between the ages of 40-46, and 9.5% is the age of 47 years and over. 56.2% of the participants have associate degrees, 25.7% have high school degrees, and 18.1% have college degrees. 62.9% are married and 37.1% are single. Most of the participants work at the headquarters with a rate of 62.9%. 47.6% have a work experience of 2-5 years. This rate is followed by 20% rate between 0-1 years and 20% between 6-10 years. 32.4% work in operation and maintenance, 28.6% in project and monitoring department, 27.6% at dams and 11.4% at HES and electromechanical department.



Table 2 shows the mean and standard deviation values of the participants' responses to the questions in the scale. As can be seen from the results of the analysis, the average of psychological empowerment questions was high and found to be 3.65. The standard deviation was 0.96. The average of responses to organizational justice questions was found to be moderate and found to be 3.29. The standard deviation was 1.01.

Mean (x)

	Standard Deviation		Level
Psychological Empowerment	3,65	0,96	High
Meaning	3,88	0,94	High
Effect	3,81	0,93	High
Competence	3,50	1,07	High
Autonomy	3,40	1,01	High
Organizational Justice	3,29	1,01	Average
Distributional Justice	3,12	1,09	Average
Transactional Justice	3,35	0,99	Average
Interactional Justice	3,37	1,06	Average

* \bar{x} =1-2.59; Low, \bar{x} =2.60-3.39; Average, \bar{x} =3.40-5; High.

Table 2. Mean and Standard Deviation of Scales

Finally, it is desired to test the hypotheses of the study. Spearman correlation analysis was used for this. The results of the relationship between the two scales and all dimensions are shown in Table 3. According to the results of Spearman correlation analysis, statistical significance was lower than 0.05 for all results. This information also shows the existence of a statistically significant relationship between the variables mentioned. The values shown in bold in Table 3 show the results of the hypotheses.

In this case not all hypotheses could be rejected. The correlation between psychological empowerment and organizational justice was found to be 0.593 and the main hypothesis of the study was not rejected. The correlation levels and interpretations among the other variables were found as follows: The strongest relationships were found to be between autonomy and distribution justice, transactional justice and interactional justice. The values are 0.61, 0.596, 0.596, respectively.4, H8, H12). Then the relationship between the effect dimension and transactional justice follows the ranking. The correlation result is 0.582 (H6), and the lowest relationship is between the meaning dimension and interactional justice. The correlation value is 0.466 (H9).

Other values are as follows: the relationship between meaning and distribution justice is 0.563 (H1), meaning and transactional justice 0.532 (H5), effect and distribution justice 0.517 (H2), effect and interactional justice 0.555 (H10) and finally the correlation value between competence and interactional justice is 0.512 (H11). The results are similar to those in the literature. In the study of Kalaani and colleagues a significant



relationship was found between psychological empowerment and organizational justice and its dimensions (Kalaani, et al., 2014). A similar result was found in the study of Alvandi and his colleagues in the sports and youth department (Alvandi, et al., 2014). In the same way, Azeem and his colleagues found a significant and positive relationship between organizational justice and psychological empowerment in the study they conducted with bank workers (Azeem, et al., 2015). Therefore, H, H₁, H₂, H₃, H₄, H₅, H₆, H₇, H₈, H₉, H₁₀, H₁₁, H₁₂ hypotheses were not rejected.

	Organizational Justice	Distributional Justice	Transactional Justice	Interactional Justice
Psychological Empowerment	0,593*	0,065	0,6	0,585
Meaning	0,511	0,563*	0,532*	0,466*
Effect	0,551	0,517*	0,582*	0,555*
Competence	0,517	0,521*	0,533*	0,512*
Autonomy	0,596	0,610*	0,596*	0,596*

*Correlation is significant at 0.05 level.

Table 3. *Spearman Correlation Analysis Results*

6.CONCLUSION AND SUGGESTIONS

The processes mentioned as psychological empowerment are not a privilege given to employees by the senior management. When the concept is considered as a form of motivation, it can be considered as a mental structure. As a result of this concept, psychological empowerment is the mental structure itself. Employees who have such authority, are given control, are given autonomy, and can see their work as valuable will also want to feel the perception of organizational justice. In this respect, these two concepts are not related to each other, but are in relation to each other. That is, the interaction of these two concepts in organizational processes will bring positive results. In this study, the relationship between psychological empowerment and organizational justice concept were examined. The results show that there is a significant and positive relationship between organizational justice and psychological empowerment. In this respect, the main hypothesis of the study was not rejected.

The study also examined the relationship between organizational justice dimensions and psychological empowerment dimensions. The results were statistically significant in all relationships and a positive relationship was found in all relationships. The relationship between the autonomy dimension of psychological empowerment and the dimensions of organizational justice was found to be the most powerful. The autonomy dimension includes the ability of the employees to decide freely on the selection of method and operation. Therefore, it is not a coincidence that there is a strong relationship between all dimensions of the concept of organizational justice and the dimension of autonomy. Because the concept of organizational justice is how the processes of wages, rewards, penalties, and promotions are realized, how the decisions related to these processes are taken, how these decisions are communicated to the employees, and lastly, how all these are perceived by the employees.

For this reason, how freely the people in the workplace take their decisions and the perceptions of justice are closely related. The results of the research support this the



weakest relationship is the relationship between the meaning dimension of psychological empowerment and the dimensions of organizational justice. The meaning dimension expresses the harmony between the beliefs, values, and behaviors of the individuals involved in the organization and their business needs. In this context, the justice perceptions of employees and psychological empowerment perceptions are closely related. The results show the existence of a relationship between the meaning dimension and the dimensions of the concept of organizational justice. It only indicates a lower value than competence, autonomy, and effect dimensions. In addition, according to the answers of the participants to the questions in the scales, the dimensions of psychological empowerment were higher than the perceived organizational justice. This ratio points to the importance given by employees to do their work more meaningfully, competently, effectively and autonomously.

In line with the results of the study, some suggestions were made. According to the results of the study, the weakest relationship is the relationship between the meaning dimension of psychological empowerment and the dimensions of organizational justice. In this context, it should be a priority to make the work meaningful to the employees so that they do their work by embracing it. Because the employee will make an effort to make the work he finds meaningful more effectively and efficiently. For this purpose, the nature and results of the work should be explained to the employees during the job distribution. This process points to the meaning dimension of psychological empowerment and also points to the transactional justice dimension of organizational justice. On the other hand, free work environments should be provided to employees where they can express themselves freely. Thus, the autonomy dimension of psychological empowerment will be supported. As a result of this, the interaction dimension of justice in the relations between employees will gain meaning.

In order to ensure justice within the organization, recruitment and evaluation processes should be done according to the merit. In this way, injustice will be prevented and the work will be given to the talented. Thus, organizational justice will be provided in recruitment processes. Individuals, whether executives or employees, should use the power of their knowledge and skills in a way that is useful to their jobs. They should not do others injustice, but be fair. In other words, people should not abuse their power. In order to achieve this, effective control mechanisms should be established within the organization. Within the scope of the distribution justice dimension of organizational justice, economic and social resources should be shared among employees in a fair order. Justice and equality should not be ignored, especially in promotion, salary increases, and incentives.

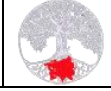
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