

THE EFFECT OF ORGANIZATIONAL JUSTICE ON THE MANNERS OF ORGANIZATIONAL CITIZENSHIP AND ORGANIZATIONAL CYNICISM: A CASE STUDY ON MALATYA, TURKEY

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Abstract

In this study, effect of organizational justice that education professionals perceived on the manners of organizational citizenship and cynicism is analyzed. In order to understand the relation between these variables, literature research is done in the first stage. In the scope of research, in order to measure the organizational justice perceptions among 8000 teachers as public servants who were working in 147 state schools in Malatya under the Ministry of Education, organizational justice scale was used while organizational citizenship behaviors scale was used to study organizational citizenship behaviours and organizational cynicism scale was used to study the attitudes towards cynicism. Data were analyzed using SPSS 21. It is observed that there has been a differentiation among teachers according to the organizational citizenship behaviors and organizational cynicism manners in terms of age and income level; according to the organizational justice perception and organizational citizenship behaviors in terms of gender; according to the organizational justice perception and organizational cynicism manners in terms of working period of workers in the institution while there has been a differentiation according to the organizational justice perception in terms of educational status. It is proved that there is no differentiation in other aspects in terms of variables.

Keywords: Organizational Justice, Organizational Citizenship Behaviors, Organizational Cynicism

INTRODUCTION

Human's interest about justice concept is as old as history of humanity. Since the beginning of human's requirement about living in a society and working together, justice concept have remained on the agenda. Hence, as a result of works done with duties and responsibilities facts, for every work that must be done together, it's expected to be fair about product-prize share, otherwise, this will make people unhappy regardless of the area they live in. If ones whose life purposes are to be happy don't reach their purposes, it will become hard to carry out expected performances with responsibility. Therefore, justice concept which means right, law and rightness becomes one of the most important dwell upon by philosophers and scientist of all ages.

Humans created different organisations with members who have different features of thinking, conceiving and physical abilities for purposes that exceed their individual capacities. Organisations are social structures gathered for specific purposes. To deal with raising conditions of competition in recent years, it is important for all organisations to team up with more qualified employees. Organisations hardly depend on carrying out specified aims and organisational activities and also employees slicked with organisation's values and embracing organisations aims and goals as if they were their own ones to deal with raising conditions of competition. Today, to reach their goals and compete with other organisations, organisations expect their employees to break out of their routine and give their all energy and efforts to the organisation. Therefore, the concept organisational justices become an issue researched and debated on. Aiming to provide organisation-employee co-operationg and raise output, this concept makes organisations more interested day by day (Yıldız, 2013:854).

Satisfying employees with their job and the organisation in which they work is now regarded as a main aim like producing goods or serving. To make individual adopt organisation's goals and to survive in the organisation, justice burts into prominence in the organisation.

Organisational Justice

Justice, in its broadest context, includes both the attainment of that which is just and the philosophical discussion of that which is just. Defined as rightness, equality, objectivity, fairness and giving everyone's due, justice is a requirement providing order and safety that society needs in their livings and is one of the important factors of communal living (Görgülüer, 2013:5). To bring under control distribution of sources between individuals and relationship between individuals, legal regulation is required. It is asserted that social justice concept, providing these regulations, has a socialist perspective. According to Greenberg, justice concept is important

since employees can take part in organisation with pleasure and job satisfaction. After result of recent researches and studies, sensitive conceptual models are developed, a wide literature is created and a new concept called as “organisational justice” is brought into play (Baykal, 2013:36).

Humans participate in organisation and accepts to be its member in order to attain several things they deserve. Individuals, no matter how they reach out in the organisation, attitude and behaviors against ones will direct them whether they abandon the aforesaid organisation and whether they do work for organisation. When employees join a specific organisation they bring their knowledge and experience as contributions, and turn these into investments for their own by using these knowledge and experience in accordance with the organisation’s profit. After all these contributions, individuals expect fair price, promotion and recognition according to their contribution ratio from the organisation. Employees care rightness of decisions about getting acquisitions as much as whether there is a distinction between those who are affected by the decisions. For this reason, they compare acquisitions of those who they take as references with their acquisitions. While doing this comparison, they use some justice measurements that they choose according to their own. Thus, organisational justice becomes a great factor for employees (Bağcı, 2013:165).

Perceived Organisational Justice

Justice is a subjective and descriptive factor according to researchers and researchers believe that this concept is more than objective reality and predictive moral codes, and it actually clarifies things regarded as truth by humans. Justice is one of the issues in all periods of communal living and all fields of life, and too many studies carried out about researches of justice field (Tokgöz, 2011:366).

It is understood that organisational approaches developed in recent years concentrates on interpersonal interactions and problems arising from these interactions. In this regard, it is seen that “social justice” concept is also adapted to organisations, and “organisational justice” concept, expressing the fair distribution of prizes based on relationships in the organisation, is developed (İşbaşı, 2001:60).

First studies about organisational justice begin with Adams’ “Equity Theory”. Justice fact is interest of social science and is a issue studied from so much perspective. This fact attracted philosophers’ interest especially. Regarding the justice as a means of providing social order in ancient ages, Platon believes that all individuals must be given same thing, so-called “absolute equity”. On the other hand, Aristotales asserts that economic order has basis of justice structure, and distinguishes “distributive justice” and “balancing-or rewarding- justice”. According

to this thought, principle of distributive justice is “equality”. However, this equality is not “absolute equity”, which Aristoteles accepts, but “proportional” equality. On the other hand, principles of “balancing-or rewarding- justice are that given and taken must be equal, not more or less than its value. Aristoteles, who believes that not only amount of labour but also it's quality is important, asserts that there must be a “common measure” for objects which are swapped (Demir, 1987:41).

Organisational justice is derived from Adams '(1963) Theory of Equity and Homan's(1974) Theory of Social Change. Adams indicates that employers distributive justice is essential and also it's consequences in behaviors, attitudes and other things is also essential. There are different kinds of organisational justice and each of these kinds have different outputs and focuses. Organisational justice researchers decide which of these kinds to use by distinguishing them. While doing this theory selection, focus of theories and which topic they are related is determinative. For instance, Wu, Huang, Li and Liu discussed and choosed only the transactional justice of relationships between their own job, employee and leaders. Researchers say that employers' organisational citizenship behaviors affect attitudes towards organisations and groups, attributing social chance theory. As Organ(1988) mentioned, there is positive relationship between organisational justice and organisational citizenship behaviour (Schilpzand v.d., 2013:345-349).

Despite the increasing interest of organisational justice literature, Greenberg (1990) mentioned there is a lack of means to measure the organisational justice concept. For this purpose, Donovan, Dragow nad Munson (1998) developed a scale for how fair employees perceive relationships in job environment. This scale analyses organisational justice perception in the context of relationships in the organisation in two aspects. First one of this aspects, “relationship with managers” represents the employees' perception of organisational justice in relationships with managers, while the second aspect “relationship between employees” represents perception of organisational justice in relationships between other organisation workers (Baş v.d., 2011:33).

Organisational justice concept consists of the concept “adalet” referring expression of rightness, and this concept's origin comes from the word “adl” whose meaning in English is “justice”. Root of justice, the word “just”, on the other hand, means doing what is necessary for process of a system or an organisation. Justice is in orders of business in organisational atmosphere (Yeşil v.d., 2012:107).

It is stated that justice is the very virtue of social institutions. First studies about Social Justice was to indicate principles of justice in social interactions, however, this studies did not scrutinise organisational justice concept. However, it is observed that organisational approaches

carried out recently scrutinise inter-individual interactions and problems stemmed from this interactions. From this view, it is obvious that “social justice” concept is also adapted to organisations, and “organisational justice” concept, expressing fair distribution of acquisitions arising from relationships in the organisation, is developed (İçerli, 2010:69).

Organisational justice perception is a kind of perception that refers how fair employees treat themselves and their colleagues. This justice perception arises when sources, prizes and punishments are distributed in a fair way.

Importance of Perceived Organisational Justice in Organisational Management

Social scientists accept for so long that organisational justice is a must for employee’s individual satisfaction and effective progress of organisation; moreover, injustice must be regarded as a source of problem. In this regard, the reason why organisational justice is a subject of study in fields of organisational behaviour and human resources management can be explained with justice perceptions’ effects on organisational behaviours. While fair perceptions cause positive behaviours, pave the way for employees to feel more esteemed and prestigious and to develop coherent and fiduciary relationships between their colleagues and managers, on the other hand, injustice causes negative behaviors such as theft and aggression, which makes it difficult for organisations to reach their goals (Cihangiroğlu, 2010:199).

Kinds of Organisational Justice

Organisational justice can be defined as employees’ perceptions about distribution, proceeding, process and interaction in the organisation. While carving out this perception, employees choose some measures for their own and use these measures to determine whether they are treated in a fair way or not. Employees’ justice perceptions about distribution of sources are called as distributive justice and that of decisions made during the distribution process are called as operational justice. As to interactions between employees, including both equal and different positions, they are called as interactive justice. All of these employees’ perceptions of justice are called as aspects of organisational justice (Cihangiroğlu, 2010:199).

Distributive Justice

In view of moral and objective features, explains that individuals must be treated according to their levels of similarity and difference. In other words, distributive justice is justice perception related to results obtained or rightness of prizes (İşcan, 2004:182).

Distributive justice is based on Adams’ Equity Theory. Equity Theory lays emphasis on transactors’ understanding of how they are treated in comparison with others. According to

Equity Theory, employees present some inputs, such as education, struggle and experience, according to their jobs. Employees get some outputs, as a result of doing their job, such as wage and promotion. Ratio between what employees give and what employees take after their job helps determine if there is a justice or injustice. In other words, employees expects some tangible results in return for their contributions. When employees evaluate a result whether or not it is coherent or fair, they make a decision of distributive justice. Employees' injustice perception causes dissatisfaction. Distributive justice measures better some tangible individual acquisitions such as salary satisfaction (Cihangiroğlu v.d., 2010:202).

Operational Justice

Explains justice perception attributed to procedures and processes during which organisations make decision. Primary objective of operational justice is to give employees a chance to recognise their acquisitions to get and chance to provide information input. Giving employees chance to recognise during the process may reduce their dissatisfaction to the results. Operational justice is mostly connected with results like organisational commitment and organisational citizenship behaviours (Tokgöz, 2011:367).

Interactive Justice

Is the simplest component of organisational justice. Interactive justice indicates how individuals treat one another. If a person shares information coherently and avoids vulgarity and swearing, he is fair in terms of interactive justice (Yeşil v.d., 2012:111).

Organisational Citizenship Behaviour

Organisational citizenship behaviour is kind of behaviour, beyond individuals formal role in the organisation, that individuals represent based on their desire, and this behaviour aims to help other humans in the organisation. Organisational citizenship behaviour can be described as behaviours providing organisations to perform their functions properly, which is not directly identified by figural reward systems and job description, which is not necessary to carry out and which is not based on voluntariness (Titrek v.d., 2009:3).

Employee's sharing his knowledge and experience with his colleagues, employee's more working for institution's being better, showing respect to colleagues' rights, following the changes about the job in or out of institution, exchanging information with colleagues, influencing colleagues with positively with his behaviours, following the rules, helping new colleagues, following the hours of work, helping colleagues having problem with the job and all other behaviours like these are called as organisational citizenship behaviour.

Organisational citizenship behaviour concept is firstly used in literature by Bateman and Organ(1983).According to Bateman and Organ, organisational citizenship behaviour involves behaviours like individual's helping colleagues with problems about the job, fulfilling unexpected duties without meaning and complaining, helping work environment to be kept clean and tidy, mentioning about the organisation and managers positively against the ones who are out of the organisation, creating an atmosphere where is no or little arguments and distractions and preserving organisational resources (Özcan, 2011:53).

Organisational citizenship behaviour can not be questioned by auditors or high ranks, because of the fact that it is a voluntary behaviour. However, this doesn't mean organisational citizenship behaviour is a self-sacrificing behaviour. No matter how organisational citizenship behaviour is regarded as self-sacrificing, they are not actually same thing. This is actually a kind of motivation stemmed from one's loving and adopting his own job.

Dimensions of Organisational Citizenship Behaviour

Beyond figural behaving, organisational citizenship behaviour is described as employee's behavior that aims to increase organisational activity, and there are various sub-dimensions (Gürbüz, 2006:54).These dimensions can be sorted as:

- ✓ Altruism
- ✓ Civic Virtue
- ✓ Conscience
- ✓ Kindness
- ✓ Sportsmanship

Described as voluntariness and gentleman likeness, sportsmanship includes being tolerant against problems of the job and means employees' bearing various troubles and hardships. Thus, time spent on positive struggles increases, without concentrating on job's negative aspects. Sportsmanship dimension of organisational citizenship behaviour means employees' adopting a positive perspective for the job and organisational culture and working willingly, thereby overcoming the problems faced.

Factors Affecting Organisational Citizenship Behaviour

Organisational citizenship behavior cannot be thought independent from factors affecting it. Dependence to organisation, individual's state of mind, attitudes towards job and job satisfaction, organisational justice, needs, features of the job and the manager, seniority and hierarchism, organisational vision, features of organisation, participation to decisions, person-

organisation integration can be classified as factors affecting organisational citizenship behaviour (Yücel, 2009:115).

Organisational Cynicism

Organisations are forced to change in order to keep pace with changing and growing environment against external factors which they cannot control because of economic, social and technological reasons. Efforts to change, affecting employees, like merger and purchases, reorganisation, reduction, lowering ranks causes employers to behave negatively against the organisation and efforts to change. One of the main reasons of the fact that employers behave this negative is the concept “organisational cynicism (Fındık v.d., 2012:1250).

Cynical is the one who believes everyone looks after one’s benefit and, accordingly, everyone is self-seeker; on the other hand, cynicism tries to explain this fact. Although cynicism is homonym of “scepticism”, “distrust”, “disbelief”, “pessimism” and “negation”, it, in the foreground, means individual’s finding faults, criticising and being finicky. Organisational cynicism concept, on the other hand, includes strong negative emotions and critical conducts against the organisation. Besides being an attitude related to despair and disappointment, cynicism is defined as distrust against groups, ideologies and institutions (Yıldırım, 2002:168).

Researchers who studies on organisational cynicism try to explain the question “What is the nature of individual’s negative attitudes against their organisation?” In this direction, literature of organisational cynicism is examined, and various definitions of organisational cynicism and theoretical basis of this concept are identified (Kalağan, 2009:38).

One who believes everyone looks after one’s own benefit and accordingly believes everyone is self-seeker is called as cynical, and the notion trying to explain this issue is called as cynicism. Basis belief about cynicism is that “honesty”, “justice” and “sincerety” principles are sacrificed for personal benefits. Even if cynicism is homonym of “scepticism”, “distrust”, “disbelief”, “pessimism” and “negation”, individual’s finding fault, being picky and critical meanings are more dominant (Özler v.d., 2010:48).

In a study of organisational cynicism, dimensions of organisational cynicism are discussed. These dimensions are “cognitive dimension” which includes negative emotions against the organisation, “affective dimension” which indicates emotional responses arisen from negative situations in the organisation and “behavioural dimension” which indicates having negative attitudes and behaviours towards the organization (Altınöz v.d., 2011:289).

Causes of Organisational Cynicism

There are so many causes of cynicism in organisational environment. Some causes of cynicism are misapplied change struggles, extreme stress on employees and employers, loads of role, individual and organisational complexity decrease of taking decisions effectively, miscommunication, psychological breach of contracts, and also displacement (Sur, 2010:26).

It is especially stated that there is a positive relationship between cynicism and inadequacy of leadership, extreme scepticism, introversion and an exploiter belief system. Personal features like obsessive and compulsive personality disorder, negative sensuality, machiavelism, may also play role in emerge of organsational cynicism. Except for external factors, problems in an organisation, such as cynicism, are mostly caused by organisation's atmosphere and culture to which organisation belong.

RESEARCH METHOD

Population and Research Sample

Population consists of 8000 teachers who work in Malatya. Because of lack of financial possibilities and time, random sampling is carried out and 400 teachers' samples are examined.

Scales

Literature search is reviewed on dimensions of organisational justice, organisational citizenship and employee's attitudes towards cynicism, and "Organisational Justice Scale", which is developed by Niehoff and Moorman(1993), is used to gauge organisational justice perceived by teachers(Çağ, 2011).

To gauge organisational citizenship behaviours and dimensions of Organisational Citizenship put forward by Organ (1988), "Organisational Citizenship Behaviour Scale", which is developed by Vey and Campbell(2004) and Williams and Shiaw(1999), and which is translated into Turkish by Basım and Şeşen (2006), is used.

To gauge cynicism, third chapter of the investigation, five-poing Likert-type "Organisational Cynicism Scale", developed by Brades, Dharwadkar, Dean (1999), is used.

There are 17 attitudes to gauge Organisational Justice Perception, 27 attitudes to gauge Organisational Citizenship Behaviours and 11 attitudes to gauge Organisational Cynicism Attitudes.

Validity of Scales

To measure reliability of data gathered for the investigation, Alpha Method (Cronback Alpha Coefficient) is used. Getting values between 0 and 1, Alpha Coefficient, which is found by

average between total k problem variances and general variance, is a weighed standard exchange average. Alpha Coefficient shows problem's similarities and closeness in the event that individual points are found by answers collected from k problems. Intervals in which Alpha Coefficient can be found and accordingly reliability of the scale are mentioned below.

- $0,00 \leq \alpha < 0,40$ unreliable
- $0,40 \leq \alpha < 0,60$ less reliable
- $0,60 \leq \alpha < 0,80$ pretty reliable
- $0,80 \leq \alpha < 1,00$ highly reliable (Sur, 2010:44).

Reliability of the investigation is calculated as 0,835 which is accepted for social sciences.

Data Analysis and Processing

In the analysis of the related data, frequency analyses and tables were used. T-test was used to determine the difference between organizational justice perception and organizational cynicism. Then, the Pearson Correlations was used in order to find the Relationships between organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes. Finally, ANOVA was carried out to determine whether organisational justice perception, organisational citizenship behavior and organisational cynicism attitudes differ in terms of ages, a sensible difference is indicated in terms of organisational citizenship behaviors.

ANALYSIS AND FINDINGS

In this section of the investigation in the direction of sub problems, teacher's, who work in Malatya, view about organisational justice, organisational citizenship behaviour and organisational cynicism, and whether their views differ regarding demographic characteristics. Here, in the direction of questions appeared in Individual Information Questionnaire, findings about teacher's age, educational background, sex, marital status, income, duty, how long their have worked in current position and how long they have worked in this institution are indicated as in frequency and in percent; and interpreted, offered as tabular.

Table 1. Teacher's Distribution According to Demographic Characteristics and Institution they Work

	DEMOGRAPHIC CHARACTERISTICS	COUNT	PERCENT
Age	25 aged and below	11	2,8
	25-35 aged	114	28,5
	36-45 aged	143	35,8
	46-55 aged	99	24,8
	56 aged and older	33	8,3

Table 1...

Educational Background	Associate Degree	68	19,5
	Undergraduate	310	77,5
	Post Graduate-Doctorate	12	3,0
Sex	Women	178	44,5
	Men	222	55,5
Marital Status	Single	57	14,3
	Married	332	83,0
	Divorced/Widow	11	2,8
Income	0-2000	25	6,3
	2001-3000	351	87,8
	3001-4000	15	3,8
	4001 and more	9	2,3
How Long They Have Worked in Current Position	1 year and less	11	2,8
	1-3 years	31	7,8
	4-6 years	59	14,8
	7-9 years	59	14,8
	10 years and more	240	60,0
How Long They Have Worked in This Institution	1 year and less	65	16,3
	1-3 years	81	20,3
	4-6 years	82	20,5
	7-9 years	54	13,5
	10 years and more	118	29,5
Total		400	100.00

Referring to Table 1 of the teachers who participated in the survey; 2.8 % are under the age of 25, 28.5 % are of the 25-35 age range , %35,8 are 36-45 age range, 24.8% are of the 46-55 age range, 56 years and older are 8.3 %. The majority of teachers are in the 36-45 age range. %18,5 of the teachers surveyed are associate, %77,5 are undergraduate and %3 are post graduate. %44;5 of teachers surveyed are women and %55,5 are men. So the group mostly consists of men. Teachers who participated in the investigation; when considered in terms of the variables of marital status, %14,3 are single, %83,0 are married and %2,8 are divorced or widow. So the group mostly consists of ones who married. When the teachers surveyed in terms of income, %6,3 earn 0-2000 TL, %87,8 earn 2001-3000 TL, %3,8 earn 3001-4000 TL and %2,3 earn 4001 TL or more. So the group mostly consists of ones who earn between 2001-3000 TL. Referring when the teachers who are surveyed asked “How long have you worked in current position?”; %2,8 have worked less than 1 year, %7,8 have worked between 1-3 years, %14,8 have worked between 4-5 years, %14,8 have worked between 7-9 years, % 60,0 have worked for more than 10 years. So the group mostly consists of ones who have worked more than 10 years. Considering when the teachers asked “How long have you worked in this institution?”; %16,3 have worked less than 1 year, %20,3 have worked between 1-3 years, %20,5 have worked between 4-6 years, %13,5 have worked between 7-9 years, %29,5 have

worked for more than 10 years. So the group mostly consists of ones who have worked for more than 10 years.

Table 2: Analysis of Relationships between Organisational Justice Perception, Organisational Citizenship Behaviours and Organisational Cynicism Attitudes

		Organisational Justice Perception	Organisational Citizenship Behaviors	Organisational Cynicism Attitudes
Organisational Justice Perception	Pearson Correlation Coefficient	1	,319**	-,407**
	Sig. (2-tailed)		,000	,000
Organisational Citizenship Behaviors	Pearson Correlation Coefficient	,319**	1	-,255**
	Sig. (2-tailed)	,000		,000
Organisational Cynicism Attitudes	Pearson Correlation Coefficient	-,407**	-,255**	1
	Sig. (2-tailed)	,000	,000	
	TOTAL	400	400	400

** . Correlation is significant at the 0.01 level (2-tailed).

Pearson - Correlation Analysis is carried out to analyse the relationships between organisational justice perception, organisational citizenship behaviour and organisational cynicism attitudes. According to analysis, there is statistically mutual positive relationship between organisational justice perception and organisational citizenship behaviour. Then the hypothesis "There is a sensible relationship between teachers', who are surveyed, organisational justice perception and organisational citizenship behaviours" is agreed.

Considering Pearson – Correlation Analysis carried out, there is a mutual negative relationship between organisational justice perception and organisational cynicism attitudes; and organisational cynicism attitudes and organisational citizenship behaviours.

Effects of organisational justice perception on organisational citizenship and organisational commitment is investigated by Bülbül (2010). To comprehend the relationship between these variables, literature research is carried out in the first step. On the other hand, in the second step, an empirical study is carried out on public and private banks in Edirne, Kırklareli and Tekirdağ cities. After the survey study carried out in these three cities, it is understood that bank employers' organisational justice perception have an impact on organisational citizenship and organisational commitment attitudes. The fairly attitudes and approaches that managers hold to managers have a positive impression on other two variables so the bank employees regard themselves as an individual of the organisation and their loyalty

for the organisation is increased further. Results of the investigation revealed that there is a sensible relationship between the employees', who works in public and private banks in Edirne, Kırklareli and Tekirdağ cities, organisational justice perception and organisational citizenship and levels of organisational commitment (Bülbül, 2010).

Table 3. Analysis of Organisational Justice Perceptions, Organisational Citizenship Behaviors and Organisational Cynicism Attitudes in Terms of Ages

		N	\bar{x}	S	F	p
Organisational Justice Perception	25 and less	11	62,55	18,01	2,20	0,07
	25-35	114	63,79	15,73		
	36-45	143	62,08	16,73		
	46-55	99	61,24	18,53		
	56 and more	33	54,00	15,77		
Organisational Citizenship Behaviour	25 and less	11	94,91	9,77	7,90	0,00
	25-35	114	107,57	16,27		
	36-45	143	109,11	13,42		
	46-55	99	107,71	13,50		
	56 and more	33	94,76	22,63		
Organisational Cynicism Behaviors	25 and less	11	27,09	6,33	3,55	0,01
	25-35	114	25,62	8,08		
	36-45	143	25,13	9,14		
	46-55	99	28,24	10,01		
	56 and more	33	30,39	9,51		

Considering the teachers' surveyed levels of organisational justice perception, organisational citizenship behaviors and organisational cynicism attitudes, all groups are almost same in terms of ages. The age group with the highest average of organisational justice perception is 25-35 age range ($\bar{x}=63,79$); the age group with the highest average of organisational citizenship behaviors perceive is 36-45 age range ($\bar{x}=109,11$); the age group with the highest average of organisational cynicism attitudes is 56 age and more ($\bar{x}=30,39$).

After ANOVA carried out to determine whether organisational justice perception, organisational citizenship behavior and organisational cynicism attitudes differ in terms of ages, a sensible difference is indicated in terms of organisational citizenship behaviors ($F_{\text{organisational citizenship behaviors}}=7,90$, $p<0,05$). This difference is mostly seen in 36-45 age range. On the other hand, difference between average of teachers' responses is sensible in terms of organisational cynicism attitudes ($F_{\text{organisational cynicism attitudes}}=3,55$, $p<0,05$). Difference in organisational cynicism attitudes is mostly seen in 56 age and more.

Parallel to this study on a research carried out by Çağ (2011), it is investigated how employees', operated in manufacturing (industry) sector in Mersin, organisational justice perception affects

organisational cynicism and their intention to quit job. In consequence of evaluation of data gathered from the investigation, it is revealed that there is a positive relationship between organisational justice perception and organisational cynicism; and between organisational cynicism and intention to quit job. On the other hand, when the age factor out of demographic characteristics is considered, it is revealed that there is no sensible difference in organisational justice dimension.

In addition to results of investigation, in Sur's (2010) study so called "Organisational Cynicism: An Area Study on White-Collar Workers in Eskişehir", it is revealed that young employees have more organisational cynicism levels. This result also overlaps with the investigation carried out by Kanter and Mirvis (1991); and Gustello and others (1992). These results are caused by high expectations of new employees, their aims and goals and their beginning with the expectation of satisfaction they will get from their jobs and their dissatisfaction soon after they started job and consequently their disappointment.

Table 4: Analysis of Organisational Justice Perception, Organisational Citizenship Behaviors and Organisational Cynicism Attitudes in Terms of Educational Background

		N	\bar{x}	S	F	p
Organisational Justice Perception	Associate Degree	78	59,01	17,42	6,93	0,01
	Undergraduate	310	61,74	16,75		
	Post Graduate / Doctorate	12	78,33	10,12		
Organisational Citizenship Behaviours	Associate Degree	78	107,79	18,77	0,73	0,54
	Undergraduate	310	106,32	14,86		
	Post Graduate / Doctorate	12	111,00	13,99		
Organisational Cynicism Attitudes	Associate Degree	78	26,51	9,64	2,42	2,34
	Undergraduate	310	26,75	9,10		
	Post Graduate / Doctorate	12	20,83	5,64		

When considering teachers', who participated in the survey, levels of organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes, all educational levels are nearly same between each other related to their educational background. The education level with the highest average of organisational justice perception is Post Graduate/Doctorate ($\bar{x}=78,33$);; the education level with the highest average of organisational citizenship behaviour perception is Post Graduate/Doctorate($\bar{x}=111,00$): the education level with the highest average of organisational cynicism attitudes is undergraduate($\bar{x}=26,75$).

After ANOVA carried out to determine whether organisational justice perception, organisational citizenship behavior and organisational cynicism attitudes differ in terms of educational background, a sensible difference is revealed in terms of organisational justice

perception ($F_{\text{organisational justice perception}}=6,93$, $p<0,05$). On the other hand, in terms of organisational citizenship behaviours, there is no sensible difference between average of teachers' responses ($F_{\text{organisational citizenship behaviors}}=0,73$, $p>0,05$). In terms of organisational cynicism attitudes, there is no sensible difference between average of teachers' responses ($F_{\text{organisational cynicism behaviors}}=2,42$, $p>0,05$).

Table 5: Analysis of Organisational Justice Perception, Organisational Citizenship Behaviors and Organisational Cynicism Attitudes in Terms of Sex.

		N	\bar{x}	z	T	p
Organisational Justice Perception	Women	178	107,94	13,35	1,37	,00
	Men	222	105,78	17,26		
Organisational Citizenship Behaviours	Women	178	25,54	8,87	-1,92	,10
	Man	222	27,31	9,33		
Organisational Cynicism Attitudes	Women	178	62,21	16,10	,53	,02
	Man	222	61,30	17,68		

Considering teachers', who participated in survey, levels of organisational justice perception, organisational citizenship behaviors and organisational cynicism attitudes, all education levels are almost the same between each other in terms of both sexes. The sex group with the highest average of organisational justice and organisational citizenship behaviours perception is women ($\bar{x}=62,21$ / $\bar{x}=107,94$), while the sex group with the highest average of organisational cynicism attitudes is men ($\bar{x}=27,31$).

In consequence of t test carried out to determine whether there is a sensible difference between organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes, a sensible difference is revealed in terms of organisational justice perception ($t_{\text{organisational justice perception}}=0,53$, $p<0,05$). In terms of organisational citizenship behaviours, there is no sensible difference between averages of teachers' responses ($t_{\text{organisational citizenship behaviors}}=1,37$, $p<0,05$). On the other hand in terms of organisational cynicism behaviors, there is no sensible difference between averages of teachers' responses ($t_{\text{organisational cynicism behaviours}}= -1,92$, $p>0,05$).

In addition to result of this study, no sensible difference is revealed in organisational cynicism scale in terms of sex variable in an investigation carried out by Narttgün and Kalay (2014) to determine views about levels of organisational support, organisational identification and organisational cynicism.

Table 6: Analysis of Organisational Justice Perception, Organisational Citizenship Behaviors and Organisational Cynicism Attitudes in Terms of Marital Status

		N	\bar{x}	s	F	p
Organisational Justice Perception	Single	57	58,45	12,65	1,83	0,01
	Married	332	62,08	17,40		
	Divorced/widow	11	67,82	21,81		
Organisational Citizenship Behaviours	Single	57	105,54	9,87	2,73	0,06
	Married	332	106,60	16,53		
	Divorced/widow	11	117,36	7,81		
Organisational Cynicism Attitudes	Single	57	27,4	6,75	1,81	0,01
	Married	332	26,53	9,58		
	Divorced/widow	11	21,72	4,88		

Considering teachers', who participated in survey, levels of organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes, the group with the highest average of organisational justice and organisational citizenship perceptions related to marital status is divorced/widow group ($\bar{x}=67,82$ / $\bar{x}=117,36$); on the other hand, the group with the highest average of organisational cynicism attitudes is single group ($\bar{x}=27,40$).

After ANOVA carried out to determine whether organisational justice perception, organisational citizenship behavior and organisational cynicism attitudes differ in terms of marital status, a sensible difference is revealed in terms of organisational justice perception ($F_{\text{organisational justice perception}}= 1,83$, $p<0,05$) and organisational cynicism attitudes ($F_{\text{organisational cynicism attitudes}}= 1,81$, $p<0,05$). In terms of organisational citizenship behaviours, there is no sensible difference between average of teachers' responses ($F_{\text{organisational citizenship behaviours}}= 2,73$, $p>0,05$).

Table 7: Analysis of Organisational Justice Perception, Organisational Citizenship Behaviours and Organisational Cynicism Attitudes in Terms of Income Status

		N	\bar{x}	s	F	p
Organisational Justice Perception	0-2000	25	63,12	19,47	1,87	0,03
	2001-3000	351	61,19	16,43		
	3001-4000	15	64,07	21,28		
	4001 and more	9	74,11	21,09		
Organisational Citizenship Behaviours	0-2000	25	108,36	11,24	5,07	0,02
	2001-3000	351	105,91	15,93		
	3001-4000	15	113,27	11,24		
	4001 and more	9	124,00	9,11		
Organisational Cynicism Attitudes	0-2000	25	27,56	8,97	6,34	0,00
	2001-3000	351	26,85	9,05		
	3001-4000	15	24,93	9,35		
	4001 and more	9	13,89	4,68		

Considering teachers', who participated in survey, levels of organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes, the group with the highest average of organisational justice perception is 4001 TL and more ($\bar{x}=74,11$); the group with the highest average of organisational citizenship behaviors is 4001 TL and more ($\bar{x}=124,00$); the group with the highest average of organisational cynicism attitudes is 0-2000 TL ($\bar{x}=27,56$).

After ANOVA carried out to determine whether organisational justice perception, organisational citizenship behavior and organisational cynicism attitudes differ in terms of income status, a sensible difference is revealed in terms of organisational citizenship behaviors ($F_{\text{organisational citizenship behaviours}}=5,07$, $p<0,05$). In terms of organisational cynicism attitudes, there is a sensible difference between averages of teachers' responses ($F_{\text{organisational cynicism attitudes}}=6,34$, $p<0,05$). In terms of organisational justice perception, there is a sensible difference between average of teachers' responses ($F_{\text{organisational justice perception}}= 2,07$, $p>0,03$).

Table 8: Analysis of Organisational Justice Perception, Organisational Citizenship Behaviors and Organisational Cynicism Attitudes in Terms of How Long The Teachers Have Worked in Current Position

		N	\bar{x}	s	F	p
Organisational Justice Perception	1 year and less	11	69,45	13,04	2,90	0,22
	1-3 years	31	61,00	15,97		
	4-6 years	59	65,98	18,80		
	7-9 years	59	56,63	16,14		
	10 years and more	240	61,64	16,72		
Organisational Citizenship Behaviours	1 years and less	11	104,36	5,99	0,88	0,48
	1-3 years	31	103,97	12,02		
	4-6 years	59	109,42	14,07		
	7-9 years	59	107,95	8,58		
	10 years and more	240	106,27	17,90		
Organisational Cynicism Attitudes	1 years and less	11	25,00	4,36	2,01	0,92
	1-3 years	31	28,74	8,13		
	4-6 years	59	24,85	9,79		
	7-9 years	59	28,76	9,07		
	10 years and more	240	26,18	9,23		

Considering teachers', who participated in survey, levels of organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes, all levels of working years are almost the same between each other in terms of period in which they have worked in current situation. The level of working years with the highest average of organisational justice perception is less than 1 year ($\bar{x}=69,45$), the level of working years with the highest average of organisational citizenship behaviours perception is 7-9 years($\bar{x}=107,95$), on the other hand, the level of working years with the highest average of organisational cynicism attitudes is between 1-3($\bar{x}=28,74$) years and 7-9 ($\bar{x}=28,76$) years.

After ANOVA carried out to determine whether organisational justice perception, organisational citizenship behavior and organisational cynicism attitudes differ in terms of how long they have worked in current position, there is no sensible difference between averages of teachers' responses in terms of organisational justice perception ($F_{\text{organisational justice perception}}=2,90$, $p>0,05$), organisational citizenship behaviours ($F_{\text{organisational citizenship behaviours}}=0,88$, $p>0,05$), and organisational cynicism attitudes ($F_{\text{organisational cynicism attitudes}}=2,01$, $p>0,05$).

In addition to result of this investigation, parallely, results of an investigation, carried out by Yürür (2008) in an industrial enterprise, draw attention. According to findings of investigation surveyed on 414 people, no sensible difference is revealed between employees' working different positions, in terms of organisational justice perceptions, and their working for some time such as 5 or 10 years (Bülbül, 2010).

Table 9: Analysis of Organisational Justice Perception, Organisational Citizenship Behaviours and Organisational Cynicism Attitudes in Terms of How Long Teachers Have Worked in the Institution

		N	\bar{x}	s	F	P
Organisational Justice Perception	1 year and less	65	65,55	14,75	3,09	0,02
	1-3 years	81	63,98	12,57		
	4-6 years	82	62,85	15,85		
	7-9 years	54	56,43	18,02		
	10 years and more	118	59,65	20,13		
Organisational Citizenship Behaviours	1 year and less	65	102,49	21,01	2,39	0,51
	1-3 years	81	105,90	10,09		
	4-6 years	82	106,87	14,53		
	7-9 years	54	106,41	18,60		
	10 years and more	118	109,75	14,25		
Organisational Cynicism Attitudes	1 year and less	65	22,32	7,62	5,27	0,00
	1-3 years	81	25,88	8,39		
	4-6 years	82	28,70	8,05		
	7-9 years	54	27,19	8,80		
	10 years or more	118	27,48	10,59		

Considering teachers', who participated in survey, levels of organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes, all levels of working years are almost the same between each other in terms of years worked in the institution. The level of working years with the highest average of organisational justice perception is less than 1 year ($\bar{x}=14,75$), the level of working years with the highest average of organisational citizenship behaviours is more than 10 years ($\bar{x}=109,75$), on the other hand, the level of working years with the highest average of organisational cynicism attitudes is 4-6 years ($\bar{x}=28,70$).

After ANOVA carried out to determine whether organisational justice perception, organisational citizenship behavior and organisational cynicism attitudes differ in terms of working years in their institutions, a sensible difference is revealed in terms of organisational justice perception, ($F_{\text{organisational justice perception}}=3,09$, $p<0,05$). On the other hand, in terms of organisational cynicism attitudes, there is a sensible difference between average of teachers' responses ($F_{\text{organisational cynicism attitudes}}=5,27$, $p<0,05$). There is no sensible difference between average of teachers' responses in terms of organisational citizenship behaviors ($F_{\text{organisational citizenship behaviours}}=2,07$, $p>0,05$).

In a thesis study, carried out by Demir (2007) to investigate family companies' organisational citizenship behaviours in Gaziantep, criteria such as attendants' forming sub problem of the research position, years of seniority, activity year passed in sector have no affect on employees in terms of exhibition of organisational citizenship behaviours (Bülbül, 2010).

SUMMARY OF FINDINGS

In this section, general results of investigation are presented as followed:

While teachers participated in the investigation consist mostly of 36-45 ages, 25 and less age range consists least of the teachers.

Teachers participated in the investigation mostly consist of schoolmasters. Teachers participated in the investigation mostly consist of married teachers. Teachers participated in the investigation mostly consist of teachers whose income status are between 2001- 3000 TL.

While teachers participated in the investigation mostly consist of teachers who have worked in current institution for more than 10 years, teachers who have worked for 7 -9 years consist least of the teachers.

While teachers participated in the investigation mostly consist of teachers who have worked in their institution for more than 10 years, teachers who have worked for 7-9 years consist least of the teachers.

In consequence of analysis of the 8 hypothesis located in chapter of result of the investigation, sensible situations are presented in detail below.

According to findings gathered from the investigation, considering table 2 which reveals distribution of teachers' levels of admission to matters about organisational justice perception, it is revealed that employees' organisational justice perceptions are pretty high.

According to result of the investigation, considering frequency percentages of teachers' participated in the investigation levels of admission to expressions about organisational citizenship behaviors, it is revealed that employees' organisational citizenship behaviours perceptions are pretty high.

According to table 4 which includes frequencies and percentages of teachers' participated in the investigation responses to organisational cynicism attitudes, it is revealed that employees' cynicism levels are low.

According to table 5 which includes Pearson Correlation calculations carried out to determine relationship between organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes, it is revealed that there is a positive relationship between organisational justice perception and organisational citizenship behaviours. On the other hand, it is revealed that there is a negative relationship between other dimensions.

Contrary to results of the investigation, in an investigation carried out by Atalay (2010), relationships between organisational citizenship and organisational justice on teachers are surveyed. Deactivating variables that may affect individual's performance, like satisfaction towards management, self-sufficiency, being hailed and being given a chance, relationship between organisational justice and citizenship behaviours are analysed. 4 patterns explaining organisational citizenship behaviours are analysed. Path Analysis Techniques are used to explain citizenship behaviours. It is found that there is no direct relationship between organisational justice and citizenship behaviours. (Atalay, 2005:3).

It is found that there is a sensible difference in teachers' views about organisational citizenship behaviours and organisational cynicism related to age range. It is revealed that there is a sensible difference on teachers' views about organisational justice perception.

Considering this result, it can be said that differences between age averages is not important on organisational justice perception, and teachers' who have different ages views about organisational justice perception are close to each other. It is emerged that teachers' views about organisational justice perception are not affected by age difference factor.

According to results of the investigation, according to organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes variables, it is

revealed that there is a sensible difference just in organisational justice perception dimension in teachers' views.

According to results of the investigation, it is revealed that there is a sensible difference in organisational citizenship and organisational justice perception dimension in teachers' views about organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes related to sex.

According to results of the investigation, it is revealed that there is a sensible difference in organisational justice perception dimension but in other dimensions there is no sensible difference in teachers' views about organisational justice perception, organisational citizenship behaviours and organisational cynicism in terms of marital status variables.

According to results of the investigation, it is revealed that there is a sensible difference in organisational justice perception and organisational cynicism attitudes in teachers' views about organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes in terms of income status.

According to results of the investigation, it is revealed that there is a sensible difference in teachers' views when they are considered in terms of how long they have worked in current position. This situation reveals the effects of working years in current position on organisational justice perception, organisational citizenship behaviours and organisational cynicism attitudes.

According to results of the investigation, it is revealed that there are sensible differences in teachers' views about organisational justice perception and organisational cynicism attitudes in terms of how long they have worked in the institution.

SUGGESTIONS

Depending on findings of the investigation, these suggestions can be made:

- ✓ A positive relationship between organisational justice perception and organisational citizenship behaviours. The more organisational justice perception increases, the more individual's increased fruitful working performance on behalf of the organisation by going out of the organisation. It should be provided that managers should be sensitive and competent.
- ✓ It is revealed that there is a negative relationship between organisational justice perception and organisational cynicism attitudes; and between organisational cynicism attitudes and organisational citizenship behaviours. Managers should provide organisational justice with all dimensions of it in order to protect institutions from cynical thought and effects of cynicism attitudes to provide organisational citizenship behaviours.
- ✓ It is revealed that organisational justice concept and organisational citizenship behaviours increases related to the growth of individual's income status; on the other hand,

organisational cynicism attitudes decreases related to growth of individual's income status. Then individuals can be convinced with the fact that they get adequate in return for their struggle.

- ✓ Organisational justice perception increases as the educational background grows. It is thought that enhancement of educational background will change organisational justice perceptions. Employees can be encouraged to take in-service training and education for the enhancement of educational background to provide employees' reliance about organisational justice.
- ✓ Considering increase of organisational citizenship behaviours in a positive way related to age range, curriculums can be arranged in all levels of education for co-operation and co-reaction. Organisational citizenship behaviour should be located in textbooks as topics, and cooperative learning should be cared in education.
- ✓ It is revealed that there is increase of averages of organisational cynicism attitudes and organisational citizenship behaviours related to age range. In this way, awareness raising should be useful so that societies can grow early on.
- ✓ Increase of organisational cynicism attitudes related to age range reveals that humans come to head related to age, and less rebel in order to guarantee their life. Institutions should be notified for this.
- ✓ This investigation is carried out on 400 teachers who works in city centre of Malatya. Result is limited to induce. However, different investigations on different fields of profession can be carried out at different cities and counties.

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