



A Meta Analysis of the Relationship between Organizational Justice and Job Satisfaction: The Case of Turkey

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Abstract

The aim of this study is to examine the relationship between organizational justice and job satisfaction using meta-analysis. In this context, the Gazi University Library data base was used to identify the research which was to be included in the analysis. In the first stage, the research items which were published in the period 2010.01-2017.10 and which included samples inside the borders of Turkey were reviewed. In the second stage, studies based on appropriate criteria were identified among a total of 53 studies. The results obtained using the correlations of 19 appropriate studies showed that the correlation between organizational justice and job satisfaction was 0.605. The sub-dimensions of both variables were positively correlated and statistically significant. It was concluded that the distributional justice from organizational justice dimension was the most important dimension in job satisfaction.

Keywords

Organizational behavior, Organizational Justice, Job Satisfaction, Meta-Analysis, Sub-dimensions

Introduction

Understanding the perception of job satisfaction of employees and determining the impacting factors, has been researched for many years. Organizational justice perception is also one of the important factors affecting job satisfaction. It is a general finding that when the perception of organizational justice is high, the perceived job satisfaction of the employees increases.

Organizational justice is generally analyzed in the literature in three subgroups: distributional justice, procedural justice, and interactive justice. Interactional justice (transactional analysis) is also examined in two subgroups: interpersonal justice and informational justice. When we look at studies in the literature examining the relationship between organizational

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justice and job satisfaction, it can be seen that the effects of subgroups on job satisfaction are also investigated. It was also found that the sub dimensions of organizational justice were positively related to job satisfaction. Although organizational justice has an important effect on job satisfaction, there is no consensus as to which organizational justice dimension is more effective on job satisfaction based on results from the studies carried out. The reason for this is that each study has been analysed with different samples and each sample represents its own stack.

Meta-analysis is a method that integrates the magnitudes of the effects obtained by using the results of several independent studies in which a certain hypothesis and statistical method are applied (Petitti, 2000). In this method the results obtained from each sample are used as data and a general result is obtained from these results. Although meta-analysis has great importance in social sciences, there are not many studies on job satisfaction and its dimensions. There are two studies on investigating job satisfaction using Meta-analysis which are Cohen-Charash and Spector and Colquitt. According to their meta-analysis results, distributive and procedural justice influenced job satisfaction.

This study makes several contributions to the literature. The main contribution is that, unlike other studies in the literature, the relationship between organizational justice and job satisfaction perception will be examined by meta-analysis. Since the existing literature are survey studies and the relationship was investigated for different samples, each study found different correlations. With this study we can estimate the overall correlation between organizational justice and job satisfaction for Turkey.

In the literature, there are many studies on both the relationship between organizational justice and job satisfaction and the relationship between their components. Despite the fact that organizational justice has an important effect on job satisfaction, there is no consensus as to which organizational justice dimension is more effective on job satisfaction as a result of the studies carried out. We make a second contribution to the existing literature by clarifying this question.

Third, this study contributes to Turkish literature by conducting meta-analysis on the relationship between organizational justice and job satisfaction. The Turkish labor market is important for studying organizational justice and job satisfaction for certain reasons. According to IMF World Economic Outlook (2018), Turkey is the 18th largest economy in the world. In 2017, the unemployment rate in Turkey was approximately 11.4 percent. Also, in 2017-2018, Turkey is the 53rd most competitive country in the world out of 137 countries (Global Competitiveness Report, 2018).

In the later part of the study, organizational justice, job satisfaction and the relationship between these two variables are explained theoretically. Then the method of study is explained, and the findings obtained are presented. The study concludes with the conclusion and discussion part.

Theory

The concept of organizational justice extends to the Adams (1965) equation theory and is defined as the sense of objective justice that employees perceive and develop in response to situations that arise during organizational work activities. In the literature there is no consensus on the dimensions of organizational justice and employees' perceptions also relate to two, three or four dimensions. In the early studies, organizational justice was examined in two dimensions - distributed and operational justice (Greenberg, 1996; Folger and Cropanzano, 1998). In some studies, it has been suggested that organizational justice has a high degree of relationship with distributive and procedural justice, and that this distinction is actually very difficult (Sweeny and Mc Farlin, 1997; Welbourne et al., 1995). Later on, the dimension of interactive justice was added to these two dimensions. In the Greenberg (1993) study, the dimension of interactive justice is divided into two dimensions - personal justice and information justice. However, Colquitt (2001) analyzed the organizational justice in four dimensions by factor analysis. These were distributed justice, procedural (procedural or process) justice, interpersonal justice and information justice.

Distributive justice is defined as the perceptions of workers on the objective and fair methods of distributing the outcomes or gain. Distributive justice is based on Adams' Equation Theory. According to this scheme, employees receive awards such as salary or promotion in a fair way according to their work training and experience (Folger and Greenberg, 1985). *Procedural Justice* realized that distributive justice was insufficient to be the determinant of organizational justice and that the perceived fairness of the process was also an important determinant (Lind and Tyler, 1988). Procedural justice is the concept of process justice and fairness used in the taking of management decisions in an organization, setting out gains (Thibaut and Walker, 1975). It means that the process and systems in the distribution of outputs or gains are fair. The third dimension of organizational justice is *interactional justice*. Bies and Moag (1986) showed that interpersonal interaction also affected decisions. Interactional justice deals with organizational decision makers who are managers' interactions with employees (Bies and Moag, 1986). In this dimension, the attitudes and behaviors of the working activities are taken into consideration while the employees' perceptions of organizational justice are determined (Taşkıran, 2011). In the Greenberg (1993) study, the dimension of interactional justice is divided into two dimensions - *interpersonal justice* and *informational justice*. The limits of respect for the behavior and attitudes towards persons working in an organization are set forth with individual justice. In other words, interpersonal justice deals with the perception of justice between workers and managers (Greenberg, 1993).

Informational justice is concerned with how the decisions taken for individuals in the organization, such as wage, promotion, performance, and working hours are received alongside their accessibility. On issues related to informational justice, managers provide regular information to employees (Greenberg, 1993).

Job satisfaction is a function of the perceived relationship between what someone wants from his work and how he perceives it (Locke, 1969). An attitude towards their activities and positive evaluations has been defined as the job satisfaction of the employee (Brayfield and Rothe, 1951). An employee's job satisfaction is closely related to issues such as working conditions, material conditions, working life, relationships with colleagues, managers, and performance rewards. In this context, three factors affect job satisfaction: the employee-manager relationship, and the work colleague relationship (Biyik and Sokmen, 2016). In general, there are two dimensions of job satisfaction in the literature. These are internal job satisfaction and external job satisfaction (Lee and Wilbur, 1985). *Internal job satisfaction* relates to an employee's intrinsic job elements and internal motivations like feeling of achievement, prestige, and talent during job activities. *External job satisfaction* incorporates external factors like wage, promotion, interpersonal connections, status, etc. away from job activities.

Methods

Literature Search

In order to identify relevant studies for meta-analysis we made three restrictions. First, computer-based searches were conducted using both national and international databases, such as *ULAKBIM*, *EBSCO*, *ECONLIT*, *Humanities and Social Sciences Index Retrospective*, *Scopus*, *Taylor and Francis*, *Web of Science*. Second, those pieces of research which were published in the period 2010.01-2017.10 and included samples within the borders of Turkey were reviewed. Third, three key words were used: "organizational justice" "job satisfaction" and "Turkey" in both English and Turkish. These keywords were searched in titles, abstracts and anywhere in published articles. In the preliminary results, 53 studies were found.

Inclusion and Exclusion Criteria of Studies

The most important step in meta-analysis is determining which studies will be included in the analysis. For this reason, the criteria to be used in selecting the study are important. Of the 53 studies, some of them investigated the relationship between organizational justice and job satisfaction without survey studies. Some of them used regression or/and correlation analysis and reported estimated coefficients or/and their p-values. Several of them did not report correlation or/and sample size. Therefore, those studies which met the following criteria were included in the meta-analysis: a) the article had to include a survey study b) this relationship had to be investigated by Pearson correlation c) in order to calculate effect size, the article had to report statistical measures with sample size and Pearson correlation coefficient d) the sample had to be in the borders of Turkey e) the study had to be published in Turkish and English during the period 2010.01-2017.10 f) the article had to be published.

As a result of using these criteria, it was decided that 19 of the previous 53 studies were appropriate articles and were therefore used in the meta-analysis.

Coding, Reliability

In this study, for coding, variable components were created. 19 studies investigated the relationship for both two main variables and their components. There are two main variables, organizational justice and job satisfaction. The organizational justice variable has three components, distributive justice, procedural justice, and interactional justice. Also, interactional justice has two components, interpersonal justice, and informational justice. Moreover, job satisfaction has two main components, internal job satisfaction and external job satisfaction. Therefore, 1 main correlation and correlations of 11 independent subgroups were examined. The descriptive statistics for these components are given in Table 1.

Table 1
Descriptive Statistics of Variables

Relationship	k	Total Sample size	Mean of r	Weighted mean of r	Min r	Max r
Overall Job Satisfaction-Organizational Justice	5	2503	0.5826	0.5992	0.512	0.691
Job Satisfaction-Distributive Justice	12	2681	0.4776	0.4681	0.267	0.711
Job Satisfaction-Procedural Justice	11	2411	0.4678	0.4530	0.250	0.834
Job Satisfaction-Interactional Justice	7	1872	0.4750	0.5260	0.200	0.858
Job Satisfaction-Interpersonal Justice	2	784	0.3265	0.3466	0.230	0.423
Job Satisfaction-Informational Justice	2	784	0.3735	0.4014	0.240	0.507
Internal Job Satisfaction-Distributive Justice	5	823	0.5344	0.5220	0.417	0.811
Internal Job Satisfaction-Procedural Justice	5	823	0.5180	0.5412	0.343	0.748
Internal Job Satisfaction-Interactional Justice	5	823	0.5448	0.5925	0.247	0.844
External Job Satisfaction-Distributive Justice	5	823	0.5864	0.6035	0.467	0.838
External Job Satisfaction-Procedural Justice	5	823	0.5738	0.5927	0.414	0.775
External Job Satisfaction-Interactional Justice	5	823	0.5740	0.6301	0.275	0.847

k is the number of studies, r is the Pearson correlation coefficient.

The coding form was created separately by both authors and both coding forms were used as the encoder form ¹. The Cohen's Kappa² reliability coefficient was obtained for the reliability of the coding made. Cohen's Kappa was 0.94 so the agreement between the two coders was 94%.

1 3 Codes are general correlation (Job Satisfaction "1"-Organizational Justice "2"), Internal Job Satisfaction "11", external Job Satisfaction "12", Distributive Justice "21", Procedural Justice "22", Interactional Justice "23", Interpersonal Justice "231", Informational Justice "232"

2 Cohen(1960)

Meta-Analysis

Meta-analysis is a method that integrates the magnitudes of the effects obtained by using the results of several independent studies in which a certain hypothesis and statistical method are applied (Petitti, 2000). There are three meta-analysis approaches: the Hedges and Olkin (HO) Techniques (Hedges and Olkin, 1985), Rosenthal and Rubin (RR) Technique (Rosenthal and Rubin, 1978, 1988; Rosenthal, 1991) and Hunter and Schmidt (HS) Techniques (Hunter and Schmidt, 1990). Johnson et al. (1995) compared these approaches and they showed that the HO and RR approaches tended to produce reasonable and convergent results opposite to HS. Moreover, the HS approach tended to violate conventional expectations.

In this study in order to investigate the relationship between organizational justice and job satisfaction and also their components with meta-analysis, the Pearson correlation coefficients and sample size were used as an indicator of effect size. For calculating Hedges' g effect sizes and pooled mean effect sizes, the Comprehensive Meta-analysis (CMA) V2.0 computer program developed by Borenstein et al. (2000) was used. This analysis has two steps. In the first step, the heterogeneity of the samples was determined using Cohen's Q test. The fixed effect model means that the common effect is zero and the random effect models means that the common effect is not zero.

Findings

Overall Job Satisfaction and Organizational Justice

In order to determine heterogeneity of samples, Cohen's Q test was used, and its results are given in Table 2.

Table 2

Cohen Test Results for Overall Job Satisfaction And Organizational Justice

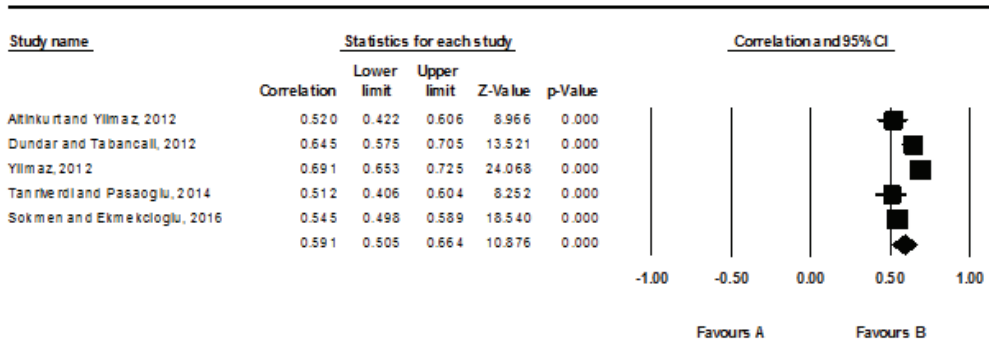
Model	Number of studies	Effect size	95% CI	Q-stat	I-squared	Tau-squared
Fixed effect	5	0.605	0.579-0.629	34.201		
Random effect	5	0.591	0.505-0.664	(0.000)	88.305	0.017

p-value in parenthesis

According to Q stat, the null hypothesis that the model is fixed effect is rejected at the 5% level. Our samples were determined as heterogeneous. This means that the true effect size could change from study to study. Error term in the random effect model is combined by variations originating from both within and between study variability (Cooper and Hedges, 1994). Moreover, I-squared, the proportion of variability across the studies, was 88 and the heterogeneity was high level³. Tau-squared, the between study variance, is used for modifying weights used for calculating the mean effect sizes. Using the random effects model, the mean effect size was calculated and the results are reported in Table 3.

3 According to Higgins et al., (2003), the levels of heterogeneity are low, moderate, and high to I-squared values of 25%, 50%, and 75%.

Table 3
Random Effects Model Results Based On Overall Job Satisfaction And Organizational Justice



Meta Analysis

The relationship between job satisfaction and organizational justice was positive statistically significant and the coefficient was 0.591. Since the random effect model assumes that the studies come from populations with different effect sizes, this coefficient can be generally applicable.

Subgroup Analyses

Table 4 shows the Cohen Test results for subgroup relationships. The test statistics of heterogeneity of variance are significant and the I-squared statistics for all groups reveals that more than 90%, on average, of the total variance results from variance between studies. Therefore, both Q statistics and I-squared support the random effects model.

Table 4
Cohen Test Results for Subgroup Relationships.

	Model	k	Effect size	95% CI	Q-stat	I-squared	Tau-squared
Job Satisfaction-Distributive Justice	Fixed effect	12	0.490	0.461-0.519	163.66	93.279	0.064
	Random effect		0.503	0.384-0.606	(0.000)		
Job Satisfaction-Procedural Justice	Fixed effect	11	0.483	0.452-0.514	200.504	95.013	0.090
	Random effect		0.504	0.355-0.627	(0.000)		
Job Satisfaction-Interactional Justice	Fixed effect	7	0.570	0.528-0.609	129.01	95.349	0.135
	Random effect		0.561	0.341-0.723	(0.000)		
Job Satisfaction-Interpersonal Justice	Fixed effect	2	0.350	0.287-0.410	8.764	88.590	0.021
	Random effect		0.332	0.132-0.507	(0.0003)		
Job Satisfaction-Informational Justice	Fixed effect	2	0.409	0.349-0.466	18.314	95.540	0.047
	Random effect		0.383	0.096-0.611	(0.000)		

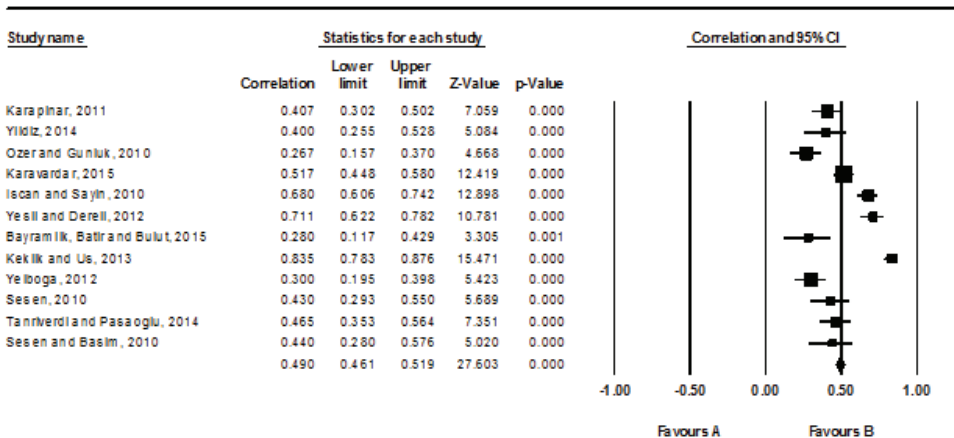
	Model	k	Effect size	95% CI	Q-stat	I-squared	Tau-squared
Internal Job Satisfaction-Distributive Justice	Fixed effect	5	0.547	0.497-0.594	55.649	92.812	0.086
	Random effect		0.561	0.342-0.722	(0.000)		
Internal Job Satisfaction-Procedural Justice	Fixed effect	5	1.258	1.093-1.423	24.219	85.775	0.037
	Random effect		1.334	0.887-1.781	(0.000)		
Internal Job Satisfaction-Interactional Justice	Fixed effect	5	1.411	1.238-1.585	45.886	93.384	0.094
	Random effect		1.555	0.911-2.199	(0.000)		
External Job Satisfaction-Distributive Justice	Fixed effect	5	1.457	1.282-1.631	42.424	92.643	0.084
	Random effect		1.607	0.984-2.229	(0.000)		
External Job Satisfaction-Procedural Justice	Fixed effect	5	1.436	1.263-1.609	31.103	88.046	0.049
	Random effect		1.526	0.998-2.054	(0.000)		
External Job Satisfaction-Interactional Justice	Fixed effect	5	1.560	1.380-1.741	52.836	93.448	0.095
	Random effect		1.678	0.965-2.391	(0.000)		

p-value in parenthesis

Using the random effects model, the mean effect size was calculated and the results are reported in Table 5, Table 6 and Table 7. The tables represent the list of studies, their statistical properties and the distribution of effect sizes. Table 5A and 5B include five results for job satisfaction and organizational justice components. Table 6 includes three results for internal job satisfaction and organizational justice components. Table 7 includes three results for external job satisfaction and organizational justice components.

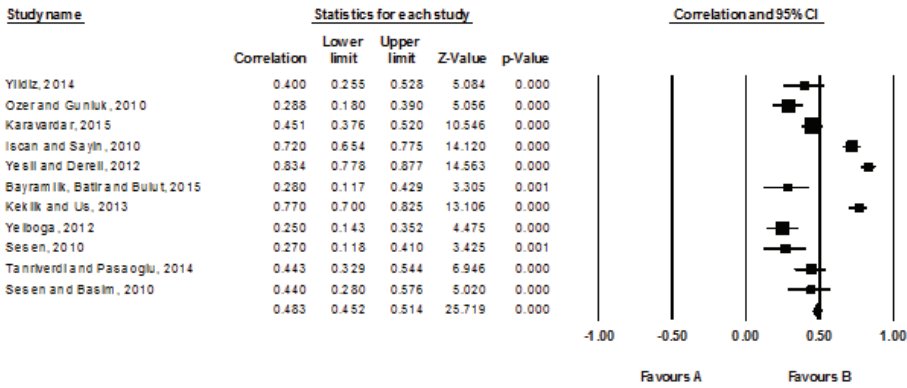
Table 5A

Random Effects Model Results Based on Job Satisfaction and Organizational Justice Subgroups
Job Satisfaction-Distributive Justice



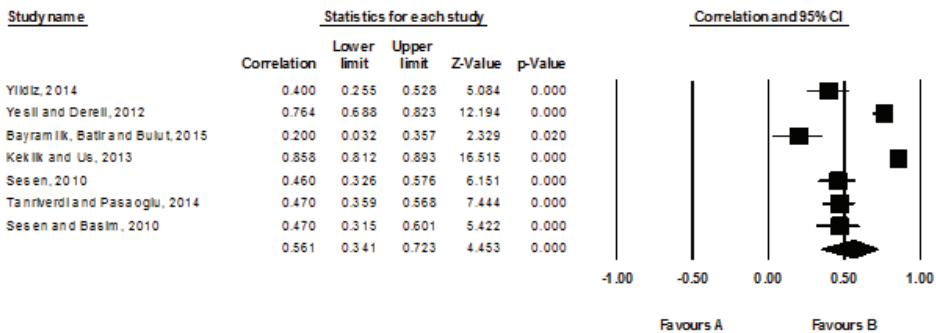
Meta Analysis

Job Satisfaction-Procedural Justice



Meta Analysis

Job Satisfaction-Interactional Justice

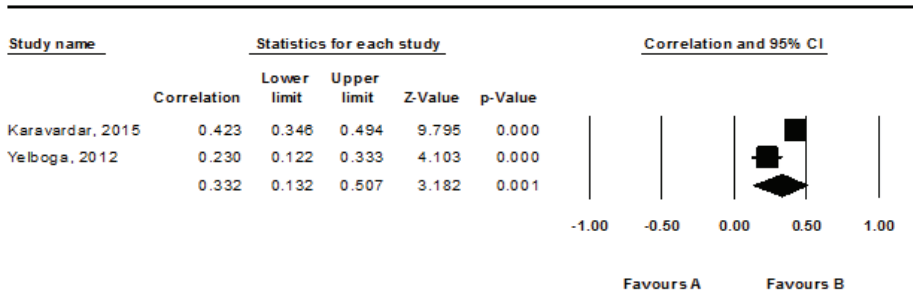


Meta Analysis

According to the meta-analyses results, there is a positive relationship between the job satisfaction and organizational justice components. The overall correlations between the job satisfaction and distributive, procedural and interactional justices are 0.490, 0.483 and 0.561, respectively, and they are statistically significant at the 5% level. Job satisfaction has the biggest and most positive correlation with interactional justice.

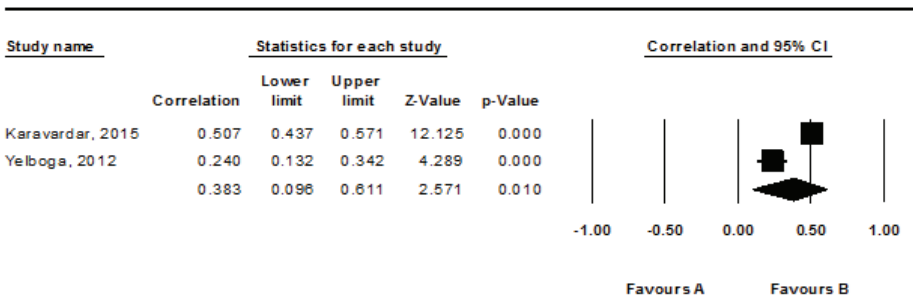
As seen in Table 5B, interpersonal justice and informational justice are similarly related to job satisfaction. These overall correlations are 0.332 and 0.383, respectively and they are statistically significant at the 5% level. Also, the distributions of the effect size of these two relationships are similar.

Table 5B
Random Effects Model Results Based on Job Satisfaction and Organizational Justice Subgroups (Continued)
Job Satisfaction-Interpersonal Justice



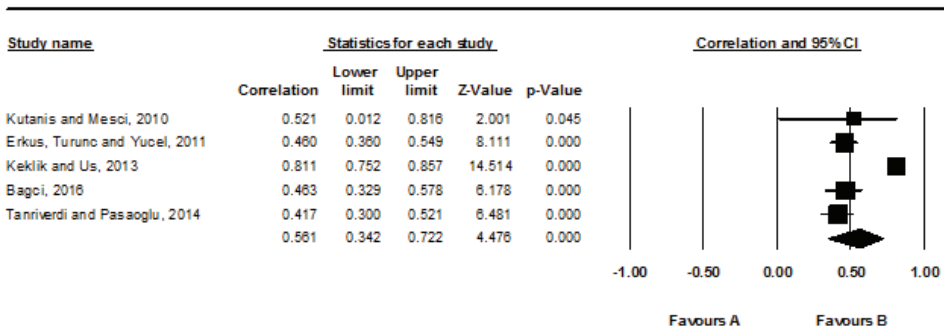
Meta Analysis

Job Satisfaction-Informational Justice



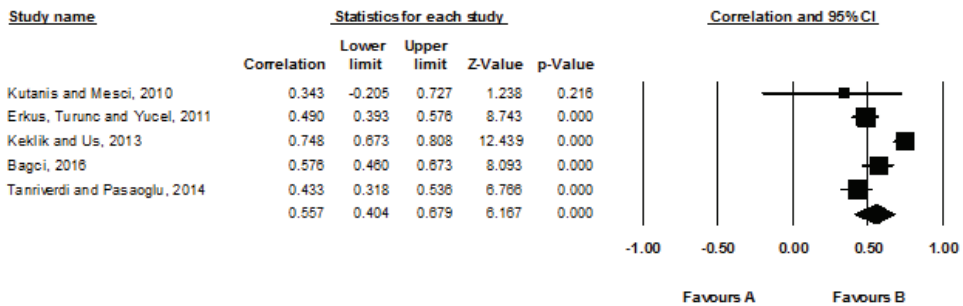
Meta Analysis

Table 6
Random Effects Model Results Based on Internal Job Satisfaction and Organizational Justice Subgroups
Internal Job Satisfaction-Distributive Justice



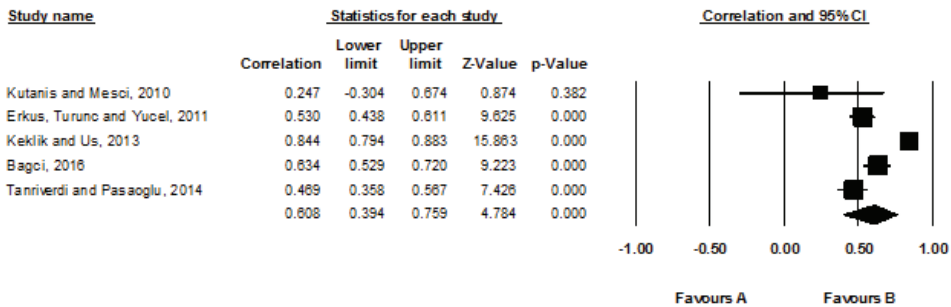
Meta Analysis

Internal Job Satisfaction-Procedural Justice



Meta Analysis

Internal Job Satisfaction-Interactional Justice



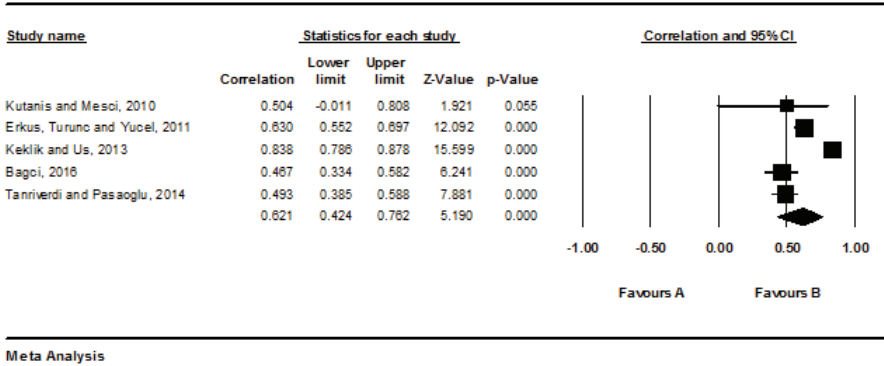
Meta Analysis

Tables 6 represents the results concerning the internal job satisfaction and organizational justice components. According to the estimation results of the random effects model, overall, the relationships are positive and significant. The mean effect sizes are 0.561, 0.557 and 0.608. Internal job satisfaction has the biggest relationship with interactional justice. Moreover, in their study, Kutanis and Mesci (2010), did not find a statistically significant effect for the three relationships.

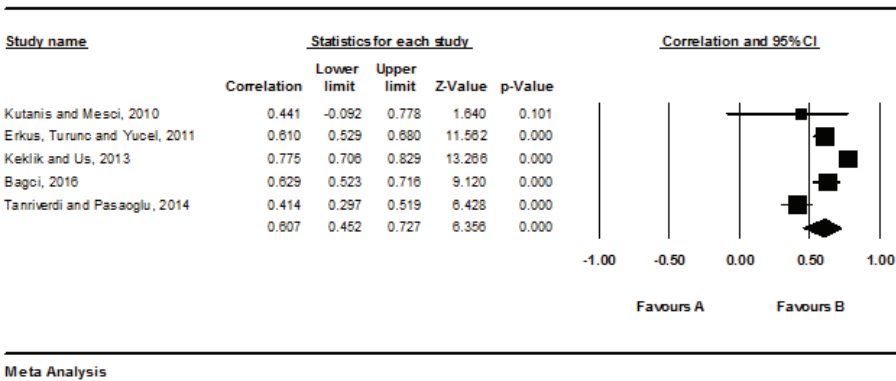
Table 7 reports the meta-analysis results for the other category of job satisfaction and organizational justice components. The estimation results show that the external job satisfaction has a positive correlation with distributive, procedural and interactional justice. The overall correlation coefficients are 0.621, 0.607 and 0.638 and they are statistically significant at the 5% level. Although external job satisfaction is mainly related to interactional justice, these correlations are similar.

Table 7
Random Effects Model Results Based on External Job Satisfaction And Organizational Justice Subgroups

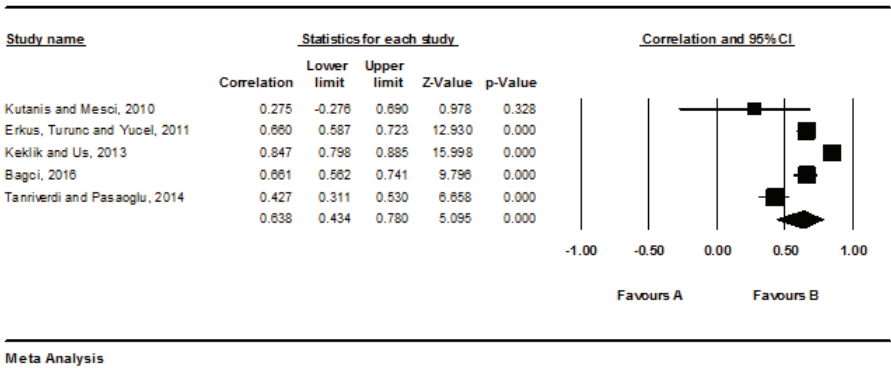
External Job Satisfaction-Distributive Justice



External Job Satisfaction-Procedural Justice



External Job Satisfaction-Interactional Justice



Conclusion and Discussion

One of the most important factors in the perception of employees' job satisfaction is perception of organizational justice. The number of studies on these two variables in the national and international literature is fairly high. However, there is no consensus on which organizational justice dimension is more effective in job satisfaction. At the same time, as the sample size changes in each study done, the relationship degree and sometimes also the direction is different. To this end, a general conclusion was drawn for the relationship between the two variables and their sub-dimensions using Meta-analysis, which is considered as the test of the test. Meta-analysis was applied in this study using the Gazi University Library database and studies published after 2010. According to the findings obtained, organizational justice and job satisfaction are generally positively related. In other words, if employees feel that administrative and organizational justice is provided, job satisfaction perceptions also increase. It is also positively related to the sub-dimensions of organizational justice and the sub-dimensions of job satisfaction. The answer to the question concerning which job satisfaction correlates more with the organizational justice dimension can be said to be distributed justice. This result coincides with the meta-analysis of Cohen et al. (2001). On the other hand, interactional justice has the highest correlation with internal job satisfaction. In other words, the success of employees in each other's processes affects the positive direction. It is also noteworthy that external job satisfaction correlates more with the organizational justice sub-dimensions than internal job satisfaction.

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