

The Impact of Organizational Justice on Intention to Leave and Organizational Health: An Application in Five-Star Hotel Businesses in Istanbul¹

Tuna DEMİRAY

Eskişehir Osmangazi University, Institute of Social Sciences, Tourism Management Department, Türkiye. tunademiray@hotmail.com
<https://orcid.org/0000-0003-3532-2424>

Cüneyt TOKMAK

Eskişehir Osmangazi University, Faculty of Tourism, Tourism Management Department, Türkiye. ctokmak@ogu.edu.tr
<https://orcid.org/0000-0003-1377-3531>

Abstract

This study aims to determine the effects of employees' perceptions of organizational justice on their intention to leave and organizational health in five-star hotel businesses in Istanbul. Organizational justice, developed on the basis of Adams' (1965) equity theory and conceptualized by Colquitt (2001) in three dimensions—distributive, procedural, and interactional justice—reflects employees' perceptions of being treated fairly, impartially, and respectfully in the workplace. Organizational health is considered an indicator of the overall functioning of the business, employee well-being, and sustainable performance. A correlational survey method was used in the research. The research population consists of employees working in five-star hotels operating in Istanbul. The sample consisted of 401 employees selected from this population using a convenience sampling method. Data were collected through a questionnaire form comprising scales for organizational justice, intention to leave, and organizational health; analyses were performed using correlation and simple linear regression analysis in the SPSS program. The research results show that as employees' perception of organizational justice increases, organizational health significantly improves and intention to leave decreases. The findings reveal that organizational justice has positive effects on employee commitment and job satisfaction; and that fair management practices strengthen the workplace climate and organizational health. Accordingly, it is recommended that hotel managers develop fair, transparent, and employee-centered management policies.

Keywords: Organizational Justice, Turnover Intention, Organizational Health, Five-Star Hotels

1. INTRODUCTION

Organizational justice is a multi-dimensional construct encompassing distribution, procedure, and interaction—depending on how outcomes are shared within the organization, the extent to which decision-making processes are consistent, impartial, and transparent, and whether managers approach employees with courtesy, respect, and honesty, justifying decisions in a

¹ This study is derived from the doctoral thesis entitled “The Effect of Organizational Justice on Intention to Leave and Organizational Health: An Application in Five-Star Hotel Businesses in Istanbul” written by Tuna DEMİRAY

timely and accurate manner (Colquitt, 2001; Greenberg & Colquitt, 2005). This framework extends from Adams' (1965) equity theory to Greenberg's (1987) classification of justice and Colquitt's (2001) construct validity studies. The literature consistently shows that perceptions of justice increase job satisfaction, organizational commitment, and organizational citizenship behaviors, while decreasing absenteeism, apathy, and especially intention to leave the job (Colquitt et al., 2013; Cropanzano & Ambrose, 2015). Justice strengthens the psychological safety of employees, reduces stress and burnout, thus supporting individual well-being and team collaboration, which in turn reflects on organizational performance (Greenberg, 1987; Colquitt et al., 2013). Therefore, organizational health (the combination of employee well-being and organizational effectiveness) is closely related to justice. Fair wages/promotions/task allocation and mechanisms for dissent/participation improve health indicators and reduce burnout; transparent and consistent managerial communication fosters a positive climate (Cropanzano & Ambrose, 2015).

The specific conditions in tourism and hospitality make this relationship even more critical. High employee turnover rates, intense and irregular work, seasonal employment fluctuations, and the need for emotional labor transform equitable practices into a strategic tool (Karatepe & Uludağ, 2007; Demir, 2020). Fair compensation and shift/leave scheduling, performance-based and transparent promotion systems, visible recognition of seasonal effort, and equity in rehiring all contribute to sustainable loyalty and service quality, while reducing the costs of errors and inefficiencies. However, two significant gaps are highlighted in the literature. The first is the direct impact of fairness on organizational health; this has been studied less extensively compared to the individual outcome-oriented job satisfaction/commitment/stress axis (Colquitt et al., 2013; Cropanzano et al., 2017). Secondly, in the Turkish context, particularly in five-star hotels in Istanbul, studies testing justice, intention to leave, and organizational health using the same model are limited (Yıldız & Arslan, 2019). This study aims to fill these gaps by analyzing the effects of perceived organizational justice on intention to leave and organizational health in the context of luxury hotels in Istanbul using a holistic theoretical model. Thus, the impact of justice not only on individual attitudes but also on organizational vitality and effectiveness will be examined. The academic contribution is to validate the theoretical framework of Colquitt, Greenberg, and Cropanzano in the high-stress conditions of the tourism sector and to provide evidence relevant to the local context. The practical significance lies in the fact that justice-oriented human resources and communication policies (transparency in wages/promotion, fair processes/appeal channels, equitable workload, and work-life balance practices) will have the potential to reduce turnover rates, increase motivation and well-being, and consequently improve organizational health and competitiveness, resulting in actionable recommendations for managers.

2. ORGANIZATIONAL JUSTICE

The concept of justice is a fundamental value that has been addressed by different thinkers and periods throughout human history. It has a broad historical background, stretching from the Code of Hammurabi in antiquity to the definitions of justice by Plato and Aristotle, the understanding of "justice as the will of God" in the Old Testament, and the approaches of Enlightenment thinkers Rousseau and Kant based on equality and the will of the people (Erdinieva, 2012; Kabadayı, 2013; Radonova, 2016; Eder, 2020; Cooke, 2014). In the modern era, Rawls (1971) defined justice through the principle of equity, arguing that individuals should be treated equally. When this historical development process is applied to the organizational context, the concept of organizational justice, put forward by Greenberg (1990), aims to explain employees' perceptions of equality and fairness in the work environment. Based on Adams' (1965) Equity Theory, this approach suggests that employees evaluate fairness by comparing their

own efforts and results with those of others (Robbins and Judge, 2013). Greenberg & Cropanzano (2001) emphasized that organizational justice plays a critical role in both individual satisfaction and organizational effectiveness. In the literature, organizational justice is generally discussed in three dimensions. Distributive justice refers to the fairness of outcomes; procedural justice, focusing on the consistency and transparency of decision-making processes; and interactional justice, focusing on managers treating employees with courtesy and respect (Colquitt et al., 2001; Cohen-Charash & Spector, 2001; Bakhshi et al., 2009).

Distributive Justice: This refers to how employees perceive the balance between the rewards they receive for their labor and is based on Adams' (1965) Equity Theory. According to this theory, individuals evaluate fairness by comparing their own gains with those of others (Colquitt et al., 2001). Fair distribution of resources such as wages, promotions, and rewards increases employees' job satisfaction, commitment, and trust; while the perception of injustice leads to negative consequences such as loss of motivation and intention to leave the job (Bostan & Kılıç, 2017; Kumari, 2013). Distributive justice is critical for a healthy work environment in organizations and, together with procedural and interactional justice, completes the holistic structure of organizational justice (Norema, Kurniawan, & Na'imah, 2023).

Procedural Justice: A fundamental dimension of organizational justice, it focuses on ensuring that decision-making processes are conducted fairly, consistently, and transparently (Leventhal, 1980; Thibaut & Walker, 1980). Developed to assess the fairness of processes, this concept emerged as an inadequacy of distributive justice, which focuses solely on outcomes (Nowakowski & Conlon, 2005). Procedural justice includes elements such as impartiality, adherence to ethical values, and employee participation in decision-making (De Cremer, 2005; Saunders, 2006). Research shows that this type of justice increases employee trust in the organization, organizational commitment, and voluntary acceptance of decisions; it also has positive effects on job satisfaction and well-being (Pareke, 2018; Serinkan & Mengüloğlu, 2021). When considered together with distributive and interactional justice, it contributes to the formation of a comprehensive perception of justice within the organization (Moorman, 1991; Choi, 2024).

Interactional Justice: This dimension of organizational justice refers to the level of respect, courtesy, and honesty employees experience in their interactions with managers and colleagues (Cole, 2004; Nabatchi et al., 2007). Developed in the 1980s, this concept encompasses how employees are treated in decision-making processes, managers' communication styles, and the transparency of information processes (Ambrose and Schminke, 2003; Stinglhamber et al., 2006). Respectful and open communication increases employee trust and commitment, creating a positive work climate (Yeniçeri et al., 2009; Rai % Agarwal, 2020). Research shows that interactional justice plays a decisive role in motivation, commitment, and overall job satisfaction (Kobayashi & Kondo, 2019). When considered together with distributive and procedural justice, this dimension contributes to the formation of a holistic perception of justice within the organization. Theoretical foundations regarding the concept of justice were laid by Homans (1961), Adams (1965), and Walster et al. (1974). Greenberg (1987) classified these approaches into reactive-proactive and process-content dimensions. Accordingly, reactive theories focus on responses to injustice, proactive theories on how to ensure fair practices, process theories on the fairness of decision-making mechanisms, and content theories on resource and reward distribution (Greenberg, 1987; İçerli, 2010). Table 1 shows how justice theories are classified within the framework of reactive-proactive and process-content dimensions.

Table 1. Theories of Justice Consisting of Reactive-Proactive and Process-Content Dimensions

Reactive-Proactive Dimension	Content-Process Dimension	
	Content	Process
Reactive	Reactive-Content Equity Theory (Adams, 1965)	Reactive-Process Procedural Justice Theory (Thibaut & Walker, 1975)
Proactive	Proactive-Content: Justice Theory (Leventhal, 1976, 1980)	Proactive-Process Distribution Choice Theory (Leventhal, Karuza & Fry, 1980)

Sources: (Adams, 1965, Thibaut ve Walker, 1980, Leventhal, 1976, Leventhal, Karuza ve Fry, 1980)

As summarized in Table 1, according to Greenberg's (1987) classification, reactive-content theories address responses to unfair distribution, proactive-content theories address efforts to ensure fair distribution; reactive-process theories address responses to decision-making processes, and proactive-process theories emphasize the fairness of these processes. In general, organizational justice encompasses employees' perceptions of fairness and equality in the workplace and affects important outcomes such as job satisfaction, commitment, and performance (Lambert et al., 2020; Supriya & Dadhabai, 2024). Ensuring fairness in distribution, procedure, and interaction increases trust, commitment, and civic behavior, while perceptions of unfairness lead to low productivity, absenteeism, and negative attitudes (Beugre, 2003; Phuong and Le, 2023). Therefore, fair practices are considered a critical element supporting both individual well-being and organizational sustainability (Cohen-Charash & Spector, 2001).

3. ORGANIZATIONAL HEALTH

The concept of organizational health was first introduced by Argyris in the 1950s in the context of the cultural development of organizations, and Miles (1969) used it to describe organizations that develop and grow by adapting in the long term. Later research considered organizational health as a holistic construct encompassing problem-solving ability, employee well-being, and organizational effectiveness (Cheng and Tsui, 1999; Ardiç and Polatçı, 2007). Researchers such as Parsons, Hoy, and Miskel linked organizational health to an organization's capacity to adapt to its environment, build unity, and achieve its goals. In this context, three fundamental organizational health theories developed by Miles, Hoy-Feldman, and Lyden-Klinge stand out in the literature.

Table 2. Differences Between a Healthy Organization and an Unhealthy Organization

<u>Features</u>	<u>Healthy Organization</u>	<u>Unhealthy Organization</u>
Long-Term Effectiveness	It works effectively in the long term.	It cannot function effectively in the long term.
Innovation and Development	It is open to innovation and development.	It is resistant to innovation and development.
Decision-Making Process	Employees participate in decision-making processes.	Decisions are made by senior management.

Organizational Commitment	High levels of organizational commitment are observed.	There is low organizational commitment.
Responsibility	It is responsible towards the environment and its	It is irresponsible towards the environment and its employees.
Proactivity	It takes preventive measures.	It is reactive and only takes
Work Stress	There is low job stress.	There is high job stress.
Job Satisfaction and Peace	It provides high job satisfaction and a positive workplace	It offers low job satisfaction and workplace harmony.
Valuing Employees	Employees are valued.	Employees are not valued.
Employment Continuity	There is a low absenteeism rate and a low employee turnover	There is a high absenteeism rate and a high employee turnover rate.
Communication	There is strong communication between individuals and with	Communication is weak between individuals and with upper
Employee Safety	Workplace safety measures are in place, and workplace	Workplace safety measures are inadequate, and workplace
Motivation and Performance	Employees demonstrate high motivation and performance.	Employees show low motivation and performance.
Environmental Conditions	It is not affected by adverse environmental conditions.	It is affected by adverse environmental conditions.
Team Spirit	Team spirit is well-developed, and employees act with a sense	Team spirit is underdeveloped, and employees act in their own self-
Perception of Security	Employees feel safe.	Employees do not feel safe.
Information Flow	Information flow is reliable and timely.	Information flow is weak and delayed.
Strategy Implementation	The strategies are implemented successfully.	The strategies cannot be implemented successfully.
Organizational Culture	It has an open, trust-based, and encouraging culture.	It has a closed, punitive, and unfair culture.
Problem Solving	It intervenes by getting to the root of the problems.	It only deals with the symptoms of problems.
Productivity and Effectiveness	It is efficient and effective.	It is inefficient and ineffective.

Source: (Ardıç & Polatçı, 2007: 148-149).

Healthy organizations create a productive and effective work environment by increasing employee job satisfaction, motivation, and commitment, while unhealthy organizations can

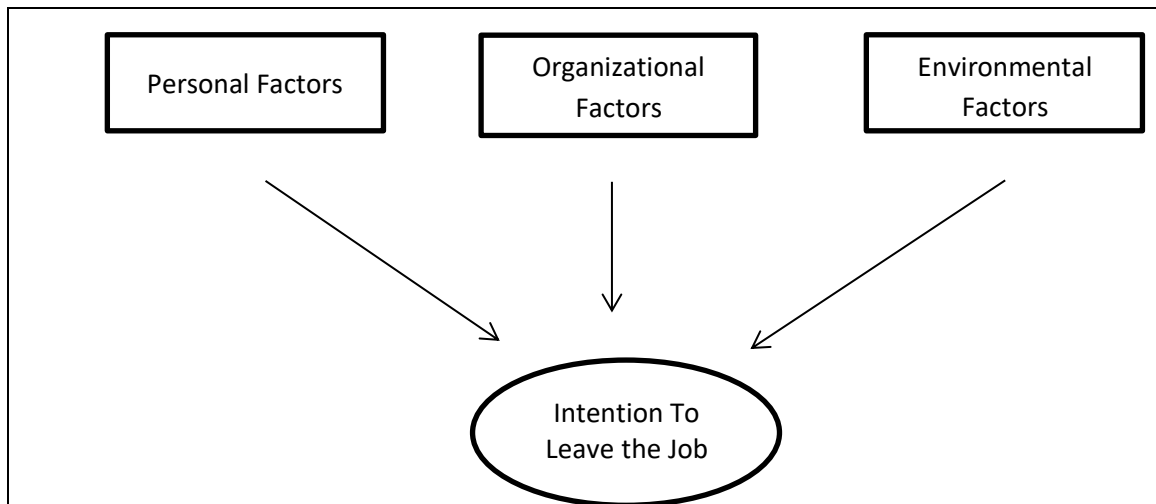
negatively impact organizational success by creating stress and insecurity among employees. Effective communication, an open organizational culture, teamwork, and strong leadership are fundamental components of organizational health and are critical for sustainable success. Therefore, organizations need to adopt innovative and proactive approaches to create a healthy work environment.

4. INTENTION TO LEAVE THE JOB

Turnover intention is a concept that refers to an employee's conscious intention to leave their current job (Tett & Meyer, 1993). This intention often stems from job dissatisfaction, low motivation, and unfavorable organizational conditions (Onay & Kılıcı, 2011). Turnover intention is a harbinger of negative consequences such as absenteeism and poor performance, creating significant costs for organizations (Avcı and Küçükusta, 2009). Mobley et al. (1979) divided turnover into voluntary and involuntary; however, research generally describes voluntary turnover as the situation where the employee leaves of their own accord. Therefore, it is crucial for human resources departments to develop strategies to understand and reduce the reasons for employee turnover (Barutçugil, 2004).

Factors influencing the intention to leave a job encompass multifaceted elements such as personal characteristics, organizational culture, leadership style, salary, work-life balance, and career opportunities (Smith & Johnson, 2020). Low wages, inadequate leadership, and a negative work climate increase this intention, while a supportive organizational culture, fair management, and development opportunities strengthen the desire to stay in the job. Furthermore, individuals with high employee satisfaction, commitment, and perceived organizational support tend to have a lower tendency to leave their jobs. In this context, organizations creating a fair and balanced work environment that considers the psychological and social needs of employees reduces the intention to leave and supports long-term employment.

Figure 1. Factors Influencing Intention to Leave a Job



The intention to leave a job is shaped by the interaction of individual, organizational, and environmental factors. While this intention decreases with increasing age, seniority, and family responsibilities, it tends to increase with higher levels of education and career expectations (Cotton & Tuttle, 1986; Şimşek et al., 2011). Young employees are more open to new opportunities, while low wages, negative management, lack of communication, and inadequate working conditions strengthen the tendency to leave (Ökten, 2008). Furthermore, external factors such as economic fluctuations, job insecurity, and technological changes also influence this process (Hayta, 2019). To reduce the intention to leave a job, businesses need to adopt a holistic

strategy that includes fair compensation, appropriate working conditions, effective communication, and strong management policies.

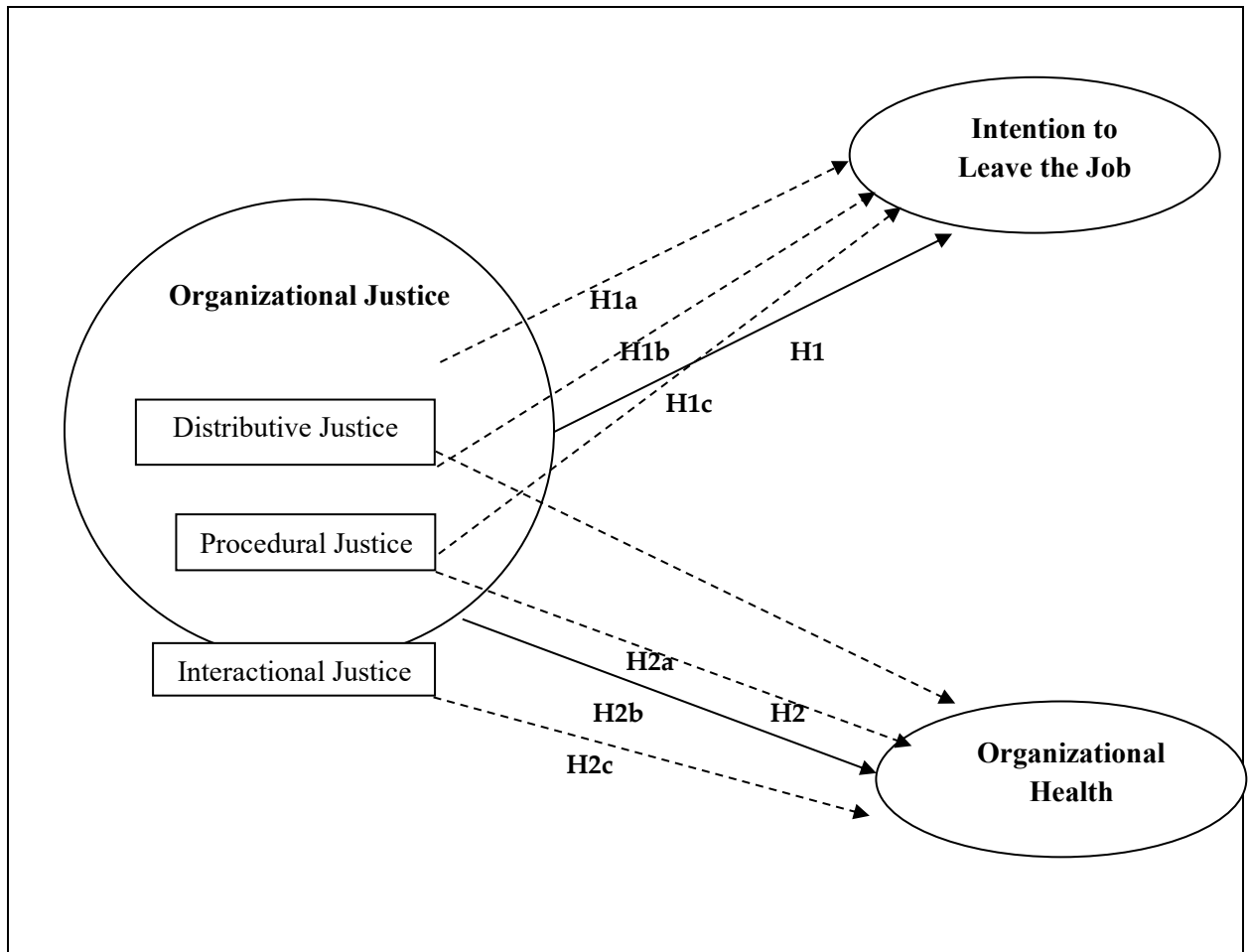
5. METHODOLOGY

This research was conducted using a quantitative research approach within the framework of correlational survey methodology. The main objective of the study is to determine the relationships between organizational justice, organizational health, and intention to leave. In this context, firstly, the relationship between organizational justice and its sub-dimensions with organizational health was examined; then, the effects of the sub-dimensions of organizational justice on intention to leave were evaluated; and finally, the relationship between organizational health and intention to leave was analyzed.

The questionnaire used in this study was developed based on previously validated scales widely used in the literature. The organizational justice scale was adapted from the scale developed by Moorman and Niehoff (1993), which measures distributive, procedural, and interactional justice perceptions. The turnover intention scale was developed based on studies examining employees' intention to leave their jobs, particularly drawing on the conceptual framework proposed by Mobley et al. (1979) and Tett and Meyer (1993). In addition, the organizational health dimension was constructed based on the theoretical and empirical frameworks presented in the studies of Miles (1969) and Lyden and Klingele (2000). All items were measured using a five-point Likert-type scale ranging from "1 = Strongly Disagree" to "5 = Strongly Agree".

The research population consists of employees working in five-star hotel businesses operating in Istanbul. Convenience sampling was used to determine the sample to represent the population. This method was chosen considering the ease of access and time constraints for the researcher. Accordingly, human resources managers of hotel businesses in Istanbul were contacted, the purpose of the research was explained, and survey forms were distributed to each business. A total of 450 surveys were distributed; after eliminating incomplete, erroneous, or inconsistent forms, 401 valid surveys were included in the analysis. The research model created based on the relationships between the determined variables is shown in Figure 2.

Figure 2. Research Model



The hypotheses formulated to support the research objective are presented below.

H1: Organizational justice has a significant and negative impact on the intention to leave the job.

H1a: The distributive justice dimension of organizational justice has a significant and negative impact on the intention to leave the job.

H1b: The procedural justice dimension of organizational justice has a significant and negative impact on the intention to leave the job.

H1c: The interactional justice dimension of organizational justice has a significant and negative impact on intention to leave the job.

H2: Organizational justice has a significant and positive impact on organizational health.

H2a: The distributive justice dimension of organizational justice has a significant and positive impact on organizational health.

H2b: The procedural justice dimension of organizational justice has a significant and positive impact on organizational health.

H2c: The interactional justice dimension of organizational justice has a significant and positive impact on organizational health.

To provide a general overview of the research population, data from the General Directorate of Investments and Operations of the Ministry of Culture and Tourism of the Republic of Turkey was used. According to this data, there are a total of 112 five-star hotels in Istanbul. 83% of these establishments are located on the European side (93 hotels), and 17% are on the Anatolian side (19 hotels). Similarly, 83% of the total room and bed capacity is concentrated on the European side. This distribution shows that hotels on the European side have a dominant position in the research population and clarifies the spatial distribution of the sample.

The survey form, developed as a data collection tool, consists of four sections. The first section includes the demographic characteristics of the participants (gender, age, marital status, income, education, title, length of service in the institution and sector). The second section contains the Organizational Justice Scale developed by Moorman & Niehoff (1993), which consists of three dimensions: distributive, procedural, and interactional justice. All scales consist of five-point Likert-type statements rated from "1=Strongly Disagree" to "5=Always Agree".

Data were analyzed using the statistical analysis program. Descriptive statistics were calculated first, followed by correlation and simple linear regression analyses to determine the relationships between variables. The reliability levels of the scales were tested using Cronbach's Alpha coefficients; these were found to be 0.967 for the organizational justice scale, 0.926 for the intention to leave scale, and 0.954 for the organizational health scale. These results indicate that the scales used in the study have a high level of reliability.

6. FINDINGS

The demographic information of the participants is shown in Table 3. Of the 401 participants in the study, 184 were women (45.89%) and 217 were men (54.11%). The age distribution of the participants was as follows: 83 were 18-26 years old (20.70%), 78 were 27-34 years old (19.45%), 88 were 35-42 years old (21.95%), 68 were 43-50 years old (16.96%), and 84 were 51 years and older (20.95%). Regarding the marital status of the participants, 185 were married (46.13%) and 216 were single (53.87%). In terms of income distribution, 82 participants were in the 17,000-25,000 TL income group (20.45%), 92 in the 25,001-32,000 TL income group (22.94%), 75 in the 32,001-40,000 TL income group (18.70%), 59 in the 40,001-48,000 TL income group (14.71%), and 93 in the 48,001 TL and above income group (23.19%). In terms of education level, 58 are primary school graduates (14.46%), 160 are high school graduates (39.90%), 90 are associate degree holders (22.44%), 81 are bachelor's degree holders (20.20%), and 12 are postgraduate degree holders (2.99%). The departments where the participants worked were as follows: 92 in front office (22.94%), 60 in kitchen (14.96%), 57 in housekeeping (14.21%), 61 in food/beverage (15.21%), 59 in sales/reservations (14.71%), and 72 in other departments (17.96%). The distribution according to length of service was as follows: 147 (36.66%) employees with 1 year or less of service, 85 (21.20%) with 2-3 years, 81 (20.20%) with 4-5 years, 25 (6.23%) with 6-7 years, and 63 (15.71%) with 8 years or more of service. The distribution of employees in the sector by length of service is as follows: 8 with 0-1 years of service (2.00%), 70 with 2-3 years of service (17.46%), 39 with 4-5 years of service (9.73%), 66 with 6-7 years of service (16.46%), and 218 with 8 years or more of service (54.36%).

Table 3. Findings Regarding the Demographic Characteristics of Participants

Variable	Groups	f	%
Gender	Female	184	45,89
	Male	217	54,11
Age	18-26	83	20,70
	27-34	78	19,45

	35-42	88	21,95
	43-50	68	16,96
	51+	84	20,95
Marital Status			
	Married	185	46,13
	Single	216	53,87
Education			
	Primary Education	58	14,46
	High School	160	39,90
	Associate Degree	90	22,44
	Bachelor's Degree	81	20,20
	Postgraduate Degree	12	2,99
Income Level			
	17.000 - 25.000	82	20,45
	25.001 - 32.000	92	22,94
	32.001 - 40.000	75	18,70
	40.001 - 48.000	59	14,71
	48.001+	93	23,19
Department			
	Front Office	92	22,94
	Kitchen	60	14,96
	Housekeeping	57	14,21
	F&B	61	15,21
	Reservation	59	14,71
	Other	72	17,96
Employment Period at the Company			
	0-1 year	147	36,66
	2-3 years	85	21,20
	4-5 years	81	20,20
	6-7 year	25	6,23
	8 years and older	63	15,71
Employment Period in the Tourism Sector			
	0-1 year	8	2,00
	2-3 years	70	17,46
	4-5 years	39	9,73
	6-7years	66	16,46
	8 years and older	218	54,36
Total Number of		401	100.0

In terms of gender distribution, 45.89% of the participants are women and 54.11% are men. This ratio indicates a relatively balanced representation between genders in the sample and parallels general employment trends in the tourism sector (predominantly male employees).

When the age variable is examined, it is seen that employees are represented from almost every age group, with the highest proportion being in the 35-42 age range at 21.95%. This finding indicates that a significant portion of the workforce in hotel businesses consists of middle-aged and experienced individuals, thus showing that the sector is dominated by individuals who have reached a certain level of maturity.

According to the marital status variable, 53.87% of the participants are single and 46.13% are married. This suggests that the demanding and flexible working conditions in the hotel industry may be limiting for married individuals, and that single employees are relatively more represented in the sector. In terms of educational level, it was found that 39.90% of the employees were high school graduates, 22.44% were associate degree holders, and 20.20% were bachelor's degree holders; the percentage of those with postgraduate education remained at 2.99%. This finding indicates that a workforce with a moderate level of education (high school and associate degree) is dominant in hotel businesses, while those with higher education degrees occupy management or specialist positions.

When the income level variable is examined, it is seen that the highest percentage of participants (23.19%) are concentrated in the income group of 48,001 TL and above. This result shows that the high rate of qualified personnel and senior employees in the sector is reflected in the income level; however, it also reveals that lower income groups have a significant representation in the research.

In terms of the department worked in, it was determined that the highest percentage of participants worked in the front office unit (22.94%), followed by food and beverage (15.21%), kitchen (14.96%), sales/reservations (14.71%), housekeeping (14.21%), and other departments (17.96%). This distribution shows that the sample covers all units of hotel businesses and that a functionally balanced distribution has been achieved.

According to the variable of length of service in the business, 36.66% of employees have been working for 0-1 years. This finding indicates that employee turnover rates may be high in hotel businesses and that short-term employment is common. In contrast, when the total experience duration in the tourism sector is examined, it is seen that 54.36% of the participants have 8 years or more of experience. This situation shows that employees have been working in the sector for many years, but continuous employment at the same company is more limited.

Relationships Between Organizational Justice, Organizational Health, and Turnover Variables

Although the primary aim of the research is to investigate the effect of organizational justice on organizational health and intention to leave, a correlation analysis was conducted to observe the relationship between these variables within the context of the sample.

Table 4. Correlation Coefficients for the Relationship Between Organizational Justice and its Dimensions, Organizational Health, and Intention to Leave.

Variables	Distributive Justice	Procedural Justice	Interactional Justice	Intention to Leave	Organizational Health
Distributive Justice	1	0,744*	0,699*	-0,253*	0,745*
Procedural Justice	0,744*	1	0,865*	-0,267*	0,793*
Interactional Justice	0,699*	0,865*	1	-0,351*	0,867*
Intention to Leave	-0,253*	-0,267*	-0,351*	1	-0,444*
Organizational	0,745*	0,793*	0,867*	-0,444*	1

* $p < 0,001$ r : Pearson Correlation Coefficient

Perceptions of distributive justice have positive and significant relationships with procedural justice ($r = 0.744$, $p < 0.01$), interactional justice ($r = 0.699$, $p < 0.01$), and organizational health ($r = 0.745$, $p < 0.01$). Furthermore, a negative correlation was found between perceived distributive justice and intention to leave the job ($r = -0.253$, $p < 0.01$). This relationship indicates that as the perceived distributive justice increases, the intention to leave the job decreases.

The perception of procedural justice shows positive and significant correlations with interactional justice ($r = 0.865$, $p < 0.01$) and organizational health ($r = 0.793$, $p < 0.01$). However, a negative correlation was found between procedural justice and intention to leave the job ($r = -0.267$, $p < 0.01$). This correlation indicates that the intention to leave the job decreases when the perception of procedural justice is high.

Perceptions of interactional justice have strong positive correlations with perceptions of organizational health ($r = 0.867$, $p < 0.01$), procedural justice ($r = 0.865$, $p < 0.01$), and distributive justice ($r = 0.699$, $p < 0.01$). Furthermore, there is a negative correlation between perceptions of interactional justice and intention to leave the job ($r = -0.351$, $p < 0.01$). This correlation indicates that perceptions of interactional justice have a negative effect on intention to leave the job.

Intention to leave the job has significant negative correlations with all perceptions of justice (distributive justice: $r = -0.355$, $p < 0.05$, procedural justice: $r = -0.303$, $p < 0.05$, interactional justice: $r = -0.350$, $p < 0.05$). It also shows a negative correlation with perceived organizational health ($r = -0.481$, $p < 0.05$). These results indicate that as perceptions of justice and organizational health increase, the intention to leave the job decreases.

The perception of organizational health has positive and significant relationships with all dimensions of justice (procedural justice: $r = 0.755$, $p < 0.05$, interactional justice: $r = 0.845$, $p < 0.05$, distributive justice: $r = 0.736$, $p < 0.05$). Furthermore, a negative relationship was found between the perception of organizational health and intention to leave the job ($r = -0.481$, $p < 0.05$). These results indicate that as the perception of organizational health increases, the intention to leave the job decreases.

Research findings indicate that employees' perceptions of fairness and organizational health play a decisive role in their intention to leave. As perceptions of organizational health increase, employees' tendency to leave decreases; employee commitment strengthens in environments where social support, trust, open communication, and well-being are felt. Similarly, in organizations with a high perception of fairness, employees feel valued and equal, increasing their trust in the organization and demonstrating a desire to stay in their jobs in the long term. Furthermore, a strong positive relationship was found between perceptions of fairness and organizational health; it was determined that fair practices make the organization healthier and more reliable. Overall, the positive relationships between all dimensions of organizational justice and organizational health, and the negative relationships with intention to leave, reveal that a fair and supportive work environment increases employee commitment and satisfaction, thereby reducing turnover rates.

The Impact of Organizational Justice on Intention to Leave and Organizational Health

The results of the regression analyses conducted to determine the effects of organizational justice and its sub-dimensions on intention to leave and organizational health are summarized in the table below.

Table 5. Findings of Linear Regression Analysis on the Effects of Organizational Justice and Its Dimensions on Intention to Leave and Organizational Health

Model	Independent Variable	Dependent Variable	bj	S(bj)	t	p	F
1	Organizational Justice	Intention to Leave	-0.425	0.062	-6.885	0.000*	47.408
2	Distributive Justice	Intention to Leave	-0.324	0.062	-5.215	0.000*	27.193
3	Procedural Justice	Intention to Leave	-0.319	0.058	-5.533	0.000*	30.613
4	Interactional Justice	Intention to Leave	-0.414	0.055	-7.485	0.000*	56.023
5	Organizational Justice	Organizational Health	0.779	0.021	36.931	0.000*	1363.906
6	Distributive Justice	Organizational Health	0.649	0.029	22.304	0.000*	497.472
7	Procedural Justice	Organizational Health	0.644	0.025	26.030	0.000*	677.539
8	Interactional Justice	Organizational Health	0.695	0.020	34.730	0.000*	1206.191

A regression analysis conducted to examine the effect of organizational justice on intention to leave the job revealed a significant model ($F=47.408$; $p<0.05$). This finding supports hypothesis H1, which states that organizational justice has a significant and negative effect on the intention to leave the job (**ITL=4,887-0,425.OJ**). According to this model, a one-unit increase in organizational justice leads to a 0.425-unit decrease in intention to leave. The explanatory power of the model ($R^2=0.11$) indicates that organizational justice explains 11% of the variation in intention to leave.

A regression analysis conducted to determine the effect of distributive justice on intention to leave the job revealed a significant model ($F=27.193$; $p<0.05$). This result supports hypothesis H1a, which states that distributive justice has a significant and negative effect on the intention to leave the job (**ITL=4,460-0,324.DJ**). According to this model, a one-unit increase in distributive justice results in a 0.324-unit decrease in the intention to leave the job. The model's explanatory power ($R^2=0.064$) is low, indicating that approximately 6% of the variation in the intention to leave the job is explained by distributive justice.

The model established to investigate the effect of procedural justice on intention to leave the job was found to be significant ($F=30.613$; $p<0.05$). This finding supports hypothesis H1b, which states that procedural justice has a significant and negative effect on the intention to leave the job (**ITL=4,511-0,319.PJ**). According to this model, a one-unit increase in procedural fairness results in a 0.319-unit decrease in intention to leave. The explanatory power of the model ($R^2=0.071$) indicates that 7.1% of the variation in intention to leave is explained by procedural fairness.

The analysis conducted to determine the effect of interactional justice on intention to leave the job revealed that the model was significant ($F=56.023$; $p<0.05$). This result supports hypothesis H1c, which states that interactional justice has a significant and negative effect on intention to leave the job (**ITL=4,982-0,414.IJ**). According to this model, a one-unit increase in interactional fairness results in a 0.414-unit decrease in intention to leave. The model's explanatory power

($R^2=0.123$) is higher than other sub-dimensions, with interactional fairness explaining 12.3% of the variation in intention to leave.

A regression analysis conducted to examine the effect of organizational justice on organizational health revealed that the model is significant ($F=1363.906$; $p<0.05$). This finding supports hypothesis H2, which states that organizational justice has a significant and positive effect on organizational health (**$OH=0,816+0,779.OJ$**). According to this model, a one-unit increase in organizational justice creates a 0.779-unit increase in organizational health. The model's explanatory power ($R^2=0.774$) is quite high, with 77% of the variation in organizational health explained by organizational justice.

The analysis conducted to determine the effect of distributive justice on organizational health revealed a significant model ($F=497.472$; $p<0.05$). This result supports hypothesis H2a, which states that distributive justice has a significant and positive effect on organizational health (**$OH=1,450+0,649.DJ$**). According to this model, a one-unit increase in distributive justice creates a 0.649-unit increase in organizational health. The explanatory power of the model ($R^2=0.555$) indicates that 55% of the variation in organizational health is explained by distributive justice.

The regression analysis conducted on the effect of procedural justice on organizational health revealed a significant model ($F=677.539$; $p<0.05$). This finding supports hypothesis H2b, which states that procedural justice has a significant and positive effect on organizational health (**$OH=1,333+0,644.PJ$**). According to this model, a one-unit increase in procedural fairness creates a 0.644-unit increase in organizational health. The explanatory power of the model ($R^2=0.629$) shows that 62.9% of the variation in organizational health can be explained by procedural fairness.

The analysis of the effect of interactional justice on organizational health revealed that the model is significant ($F=1206.191$; $p<0.05$). This finding supports hypothesis H2c, which states that interactional justice has a significant and positive effect on organizational health (**$OH= 0,859 + 0,695.IJ$**). According to this model, a one-unit increase in interactional justice creates a 0.695-unit increase in organizational health. The model's explanatory power ($R^2=0.751$) is quite high, indicating that 75% of the variation in organizational health is explained by interactional justice.

7. CONCLUSION AND RECOMMENDATIONS

The concept of justice is one of humanity's oldest issues, debated for millennia since Ancient Greece. Achieving a level of justice that satisfies all parties is, of course, highly improbable. This situation, both in perception and practical application of justice, means that research on the subject is always necessary. This study is considered valuable because it relates organizational justice, a much more controversial concept in the tourism sector, to organizational health and turnover intention, which can also be considered as existential justifications for the organization.

This study, which examines the relationships between organizational justice perceptions, organizational health, and turnover intentions among employees of five-star hotels in Istanbul, largely confirms the existing literature. The findings show that high perceptions of organizational justice in all dimensions—distributive, procedural, and interactive—positively affect organizational health and reduce turnover intentions. The strongest relationship was found between interactional justice and organizational health, indicating that employees experiencing fair treatment in interpersonal relationships supports organizational well-being. On the other hand, significant and negative relationships were found between all dimensions of justice and turnover intentions, and it was determined that positively perceived organizational health also reduces turnover intentions. The study results reveal that organizational justice and a healthy organizational climate play a critical role in increasing employee commitment and satisfaction,

and reducing turnover intentions. Similarly, Karavardar's (2015) study found that all dimensions of organizational justice significantly affected job satisfaction; and Yiğitol and Balaban's (2025) study found that it affected employee satisfaction. In the study by Sarrafoğlu and Günsay (2020), the significant effect of organizational justice on both job satisfaction and intention to leave the job was revealed. Based on the research findings, the following recommendations were developed:

- Especially given the strong impact of interactional justice, managers should adopt a transparent, respectful, and supportive approach in communicating with employees; increase information sharing; and encourage employee participation in decision-making processes.
- Because procedural fairness contributes to employee commitment, impartiality, consistency, and transparent criteria should be adopted in processes such as promotion, reward, and task assignment.
- A work environment should be provided that supports the psychological and physical well-being of employees, focusing on trust and teamwork; workloads should be balanced, and work-life balance should be considered.
- To increase employee satisfaction and reduce turnover, fair compensation, development opportunities, career planning, and social support mechanisms should be strengthened.
- The importance of the perception of justice should be emphasized through regular training programs for managers and employees, and an organizational justice culture should be reinforced.

This study tested the relationships between variables using correlation and regression analyses. Further research is recommended to test causal relationships, conduct comparative studies across different sectors, and examine demographic variables in greater depth. The perception of justice is, by its nature, a subjective form of perception. In-depth research that goes beyond quantitative measurement and adopts mixed-methods approaches as a research strategy for concepts such as organizational justice, intention to leave, and organizational health can contribute to understanding these classic topics from different perspectives.

REFERENCES

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in Experimental Social Psychology* (Vol. 2, pp. 267-299). Academic Press. [https://doi.org/10.1016/S0065-2601\(08\)60108-2](https://doi.org/10.1016/S0065-2601(08)60108-2)
- Ambrose, M. L., & Schminke, M. (2003). Organization structure as a moderator of the relationship between procedural justice, interactional justice, perceived organizational support, and supervisory trust. *Journal of Applied Psychology*, 88(2), 295-305. <https://doi.org/10.1037/0021-9010.88.2.295>
- Ardıç, K., & Polatçı, S. (2007). İşgören refahı ve örgütsel etkinlik kavramlarına bütüncül bir bakış: Örgüt sağlığı. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 21(1), 137-154.
- Argyris, C. (1958). *Some problems in conceptualizing organizational climate: A case study of a bank*. *Administrative Science Quarterly*, 2(4), 501-520. <https://doi.org/10.2307/2390799>
- Avcı, N. ve Küçükusta, D. (2009). Konaklama işletmelerinde örgütsel öğrenme, örgütsel bağlılık ve işten ayrılma eğilimi arasındaki ilişki. *Anatolia: Turizm Araştırmaları Dergisi*, 20(1), 33-44.

- Bakhshi, A., Kumar, K., & Rani, E. (2009). Organizational justice perceptions as predictor of job satisfaction and organization commitment. *International Journal of Business and Management*, 4(9), 145–154. <https://doi.org/10.5539/ijbm.v4n9p145>
- Barutçugil, İ. (2004). *Stratejik insan kaynakları yönetimi*. İstanbul: Kariyer Yayıncılık.
- Beugré, C. D. (2003). *Organizational justice in organizations*. Information Age Publishing.
- Bostan, S. ve Kılıç, T. (2017). Do organizational justice perceptions influence healthcare workers' organizational citizenship behavior? *International Journal of Human Services and Public Policy*, 2(1). <https://doi.org/10.23884/ijhsrp.2017.2.1.04>
- Cheng, Y. C. & Tsui, K. T. (1999). Multimodels of teacher effectiveness: Implications for research. *The Journal of Educational Research*, 92(3), 141-150. <https://doi.org/10.1080/00220679909597589>
- Choi, I. (2024). Justice delayed is justice denied: Managing contracting performance for equal employment opportunity discrimination complaints. *Review of Public Personnel Administration*. <https://doi.org/10.1177/0734371X24125301>
- Cohen-Charash, Y. ,& Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86(2), 278-321. <https://doi.org/10.1006/obhd.2001.2958>
- Cole, N. D. (2004). Gender differences in perceived disciplinary fairness. *Gender, Work & Organization*, 11(3), 254–279. <https://doi.org/10.1111/j.1468-0432.2004.00231.x>
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386–400. <https://doi.org/10.1037/0021-9010.86.3.386>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H. ,& Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445. <https://doi.org/10.1037/0021-9010.86.3.425>
- Colquitt, J. A., Greenberg, J. & Zapata-Phelan, C. P. (2013). What is organizational justice? A historical overview. In J. Greenberg ve J. A. Colquitt (Eds.), *Handbook of organizational justice* (pp. 3-56). Psychology Press.
- Cooke, M. (2014). *Modern theories of justice from Kant to Rawls*. Routledge. <https://doi.org/10.4324/9781315730758>
- Cotton, J. L. ve Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *Academy of Management Review*, 11(1), 55-70. <https://doi.org/10.5465/amr.1986.4282625>
- Cropanzano, R., & Ambrose, M. L. (2015). *Justice in the workplace: A historical perspective*. In R. S. Cropanzano ve M. L. Ambrose (Eds.), *The Oxford handbook of justice in the workplace* (pp. 3–14). Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780199981410.013.001>
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516. <https://doi.org/10.5465/annals.2015.0099>

- De Cremer, D. (2005). Procedural and distributive justice effects moderated by organizational identification. *Journal of Managerial Psychology*, 20(1), 4-13. <https://doi.org/10.1108/02683940510571603>
- Demir, M. (2020). Örgütsel adaletin iş tatmini ve örgütsel bağlılık üzerindeki etkisi: Konaklama işletmeleri örneği. *Anatolia Yayıncılık*.
- Edor, A. (2020). Justice and divine will in the Old Testament: A theological analysis. *Journal of Religious Studies*, 12(3), 211-227.
- Erdiniev, L. (2012). *Justice as a philosophical and social category: Historical evolution and modern interpretation*. *Philosophy Journal*, 18(2), 45-52.
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9-22. <https://doi.org/10.2307/257990>
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432. <https://doi.org/10.1177/014920639001600208>
- Greenberg, J., & Cropanzano, R. (2001). *Advances in organizational justice*. Stanford University Press.
- Greenberg, J., & Colquitt, J. A. (2005). *Handbook of organizational justice*. Lawrence Erlbaum Associates.
- Hayta, A. B. (2019). İşgücü devrini etkileyen faktörler ve önleme yolları: Hizmet sektörü örneği. *Gazi Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 21(2), 145-164.
- Homans, G. C. (1961). *Social behavior: Its elementary forms*. Harcourt, Brace ve World.
- Hoy, W. K., & Feldman, J. A. (1987). Organizational health: The concept and its measure. *Journal of Research and Development in Education*, 20(4), 30-37.
- İçerli, L. (2010). Örgütsel adalet: Kuramsal bir yaklaşım. *Girişimcilik ve Kalkınma Dergisi*, 5(1), 45-60.
- Kabadayı, T. (2013). *Platon ve Aristoteles'te adalet anlayışı*. *Felsefe Dünyası Dergisi*, 1(57), 7-20.
- Karatepe, O. M., & Uludağ, O. (2007). Conflict, exhaustion, and motivation: A study of frontline employees in Northern Cyprus hotels. *International Journal of Hospitality Management*, 26(3), 645-665. <https://doi.org/10.1016/j.ijhm.2006.05.006>
- Karavardar, G. (2015). Örgütsel Adaletin İş Tatmini, Örgütsel Bağlılık Ve İşten Ayrılma Niyeti Üzerindeki Etkisi. *Uluslararası Yönetim İktisat ve İşletme Dergisi*, 11(26), 139-150. <https://doi.org/10.17130/ijmeb.2015.11.26.688>
- Kobayashi, Y., & Kondo, N. (2019). Organizational justice, psychological distress, and stress-related behaviors by occupational class in female Japanese employees. *Plos One*, 14(4), e0214393. <https://doi.org/10.1371/journal.pone.0214393>
- Kumari, N. (2013). The impact of organizational justice on organizational commitment and creative behaviour among thermal power industrial employees. *IOSR Journal Of Humanities And Social Scienc*, 16(6),1-6. <https://doi.org/10.9790/0837-1660106>
- Lambert, E. G., Tewksbury, R., Otu, S., & Elechi, O. O. (2020). The association of organizational justice with job satisfaction and organizational commitment among Nigerian correctional

- staff. *International Journal of Offender Therapy and Comparative Criminology*, 64(11), 1216-1235. <https://doi.org/10.1177/0306624X20946926>
- Leventhal, G. S. (1976). The distribution of rewards and resources in groups and organizations. In *Advances in Experimental Social Psychology* (Vol. 9, pp. 91-131). Elsevier. [https://doi.org/10.1016/S0065-2601\(08\)60059-3](https://doi.org/10.1016/S0065-2601(08)60059-3)
- Leventhal, G. S. (1980). What should be done with equity theory? New approaches to the study of fairness in social relationships. In *Social Exchange: Advances in Theory and Research* (pp. 27-55). Plenum Press.
- Leventhal, G. S., Karuza, J., & Fry, W. R. (1980). Beyond fairness: A theory of allocation preferences. In G. Mikula (Ed.), *Justice and Social Interaction* (pp. 167-218). Springer.
- Lyden, J. A., & Klingele, W. E. (2000). Supervising organizational health. *Supervision*, 61(12), 3-6.
- Miles, M. B. (1969). *Planned change and organizational health: Figure and ground*. In F. D. Carver ve T. J. Sergiovanni (Eds.), *Organizations and human behavior* (pp. 375-391). McGraw-Hill.
- Mobley, W. H., Griffeth, R. W., Hand, H. H., & Meglino, B. M. (1979). Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86(3), 493-522. <https://doi.org/10.1037/0033-2909.86.3.493>
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6), 845-855. <https://doi.org/10.1037/0021-9010.76.6.845>
- Moorman, R. H., & Niehoff, B. P. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Employee Responsibilities and Rights Journal*, 6, 209-225. <https://doi.org/10.1007/BF01492116>
- Nabatchi, T., Bingham, L. B., & Good, D. H. (2007). Organizational justice and workplace mediation: A six-factor model. *International Journal of Conflict Management*, 18(2), 148-173. <https://doi.org/10.1108/10444060710759354>
- Norema, N., Kurniawan, D., & Na'imah, T. (2023). Organizational justice and its relationship to employee engagement and job satisfaction: Evidence from the service industry. *Journal of Human Resource Management*, 11(2), 88-96. <https://doi.org/10.11648/j.jhrm.20231102.13>
- Nowakowski, J. M., & Conlon, D. E. (2005). Organizational justice: Looking back, looking forward. *International Journal of Conflict Management*, 16(1), 4-29. <https://doi.org/10.1108/eb022921>
- Onay, M., & Kılıç, S. (2011). İş stresi ve tükenmişlik duygusunun işten ayrılma niyeti üzerine etkileri: Garsonlar ve aşçıbaşılar. *Organizasyon ve Yönetim Bilimleri Dergisi*, 3(2), 363-372.
- Ökten, S. S. (2008). *Güçlendirmenin iş tatmini ve işten ayrılma niyeti üzerine etkisinde kalite kültürünün ara değişken olarak incelenmesi* [Master's thesis, Gebze Yüksek Teknoloji Enstitüsü]. Gebze.
- Pareke, F. J. S. (2018). The multidimensional constructs of organizational justice and organizational commitment: Empirical evidence from public and private organizations in Indonesia. *AFEBI Management and Business Review*, 2(02), 69-85. <https://doi.org/10.47312/ambr.v2i02.105>

- Phuong, N. N. D., & Le, D. N. T. (2023). Understanding organizational citizenship behaviour through organizational justice and its consequences among Vietnamese universities' employees. *Emerging Science Journal, Special Issue: Education and Society*, Article ESJ-SIED2-08. <https://doi.org/10.28991/esj-2023-sied2-08>
- Radonova, M. (2016). The concept of justice in Enlightenment philosophy. *European Journal of Social Sciences*, 4(1), 101–112.
- Rai, A., & Agarwal, U. A. (2020). Examining the impact of justice perceptions on workplace bullying: A moderated mediational model of PCV and PDO. *Personnel Review*, 49(7), 1657-1675. <https://doi.org/10.1108/PR-09-2019-0467>
- Rawls, J. (1971). *A theory of justice*. Harvard University Press.
- Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th ed.). Pearson Education Limited.
- Sarrafođlu, G. B., & Günsay, M. M. (2020). Örgütsel Adalet Ve Örgütsel Sessizliđin İş Tatmini Ve İşten Ayrılma Niyeti Üzerindeki Etkileri. *Bilgi Ekonomisi ve Yönetimi Dergisi*, 15(2), 85-97.
- Saunders, M. N. K. (2006). Book review: J. Greenberg and J.A. Colquitt (eds): Handbook of organizational justice. *Organization Studies*, 27(12), 1855-1858. <https://doi.org/10.1177/0170840606074946>
- Serinkan, C., & Mengülođlu, M. A. (2021). Örgütsel adalet ve örgütsel özdeşleşmeye yönelik Kırgızistan Türkiye Manas Üniversitesindeki personelin tutumlarının belirlenmesi. *Girişimcilik İnovasyon ve Pazarlama Araştırmaları Dergisi*, 5(10), 84-97. <https://doi.org/10.31006/gipad.1018513>
- Smith, J., & Johnson, A. (2020). Factors influencing employee turnover intentions: A comprehensive review. *Journal of Organizational Behavior*, 35(4), 456-478. <https://doi.org/10.1002/job.12345>
- Stinglhamber, F., De Cremer, D., & Mercken, L. (2006). Perceived support as a mediator of the relationship between justice and trust. *Group and Organization Management*, 31(4), 442-468. <https://doi.org/10.1177/1059601106286782>
- Supriya, C., & Dadhabai, S. (2024). Dimensions of organizational justice on employee commitment – moderating effect of gender. *MATEC Web of Conferences*, 392, Article 01050. <https://doi.org/10.1051/mateconf/202439201050>
- Şimşek, M. Ş., Akgemci, T., & Çelik, A. (2011). *Davranış bilimlerine giriş ve örgütlerde davranış*. Gazi Kitabevi.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259–293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Thibaut, J., & Walker, L. (1980). *Procedural justice: A psychological analysis*. Lawrence Erlbaum Associates.
- Yeniçeri, Ö., Demirel, Ö., & Seçkin, Z. (2009). Örgütsel adalet ile duygusal tükenmişlik arasındaki ilişki: İmlat sanayi çalışanları üzerine bir araştırma. *KMU İktisadi ve İdari Bilimler Dergisi*, 16, 83-99.

- Yıldız, B., & Arslan, A. (2019). Örgütsel adaletin işten ayrılma niyeti ve örgüt sağlığı üzerindeki etkisi: İstanbul'daki beş yıldızlı otellerde bir araştırma. *Journal of Tourism and Hospitality Management*, 7(2), 85–102.
- Yiğitol, B. & Balaban, Ö. (2025). İnsan kaynakları süreçlerine ilişkin örgütsel adalet algısı ve çalışan memnuniyeti. *Afyon Kocatepe Üniversitesi Sosyal Bilimler Dergisi*, 27(2), 631-644.
- Walster, E., Berscheid, E., and Walster, G. W. (1974). New directions in equity research. *Journal of Personality and Social Psychology*, 29(2), 151–176.