Correlation between Organizational Justice Perception and Organizational Identification: A Case Study in the Hotels of the Urartu Culture and Tourism Development Region

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Abstract

The concept of justice has an important role in the formatting of social life since the beginning of humanity. The perception of organizational justice perception, which is the reflection of the concept of justice in work life, has a positive correlation with many variables which increase organizational productivity. In this study, which aims to determine the relationship between the perception of organizational justice and organizational identification, the data obtained from 246 respondents, who work in accommodation facilities in the provinces of Van and Bitlis, have been used. Positive correlation has been found between organizational identification and organizational justice along with its sub-dimensions of distributive justice, procedural justice and interactive justice.

Keywords: organizational justice, organizational identification, hotel administration

1. Introduction

One of the important functions for businesses to increase their share of the market for sustainable competitive advantage is human resources. Turunç (2011), states that human resources, which can be considered as one of the most important dynamics of organizational success and productivity differs according to the changing circumstances of needs and expectations and as a result maintaining qualified human resources is one of the major challenges of HR executives.

The hotel sector enterprises in the tourism sector, which is also termed as a labor-intensive sector, should focus more on human resources as compared to other sectors and as such these businesses depend more on human factor then other sectors. In this context, the concept of organizational identification, which represents the relationship of the employees to their organization, and its relationship with organizational justice is an important topic to be explored in order to increase the organizational productivity.

The concept of justice in the management literature has been a topic usually investigated by philosophers such as Aristotle, Plato, Socrates, Nozick and Rawls (Çetinkaya and Çimenci, 2014). However, it can also be stated that academicians specializing in management and social scientists study the dynamics of subjective perception of justice in the work environment; while philosophers and ethic specialists think of justice as a normative requirement for social relationships and for conflicts of interest (Cuguero Escofet and Fortin, 2014). *Organizational identification,* can be defined as employees seeing themselves as the part of the organization and that the employee perceives the success or failure of the organization as his or her success or failure (Mael and Ashforth, 1992). Hence, this concept is seen as one of the important topics in organizational behavior (Cüce, Güney, and Tayfur, 2013). In this study, the objective is to identify the relationship between the perception of hotel employees toward organizational justice and organizational identification. In the first parts of the study, the relation between organizational justice and organizational identification is studied. Then in the following sections, in order to explore this relation, the data from a survey study of hotel employees conducted in the provinces of Van and Bitlis is examined.

2. Organizational Justice

The concept of justice which has its roots in different disciplines such as political science and religion has been one of the more important topics that philosophers and scientists have explored. The concept of justice which also is

mentioned in combination with other concepts such as fairness, righteousness and justness has been a concept which has had different meanings associated with it at different historical eras and with different branches of science (Cüce, Güney, and Tayfur, 2013). As per the Turkish Language Association, Justice is defined with different definitions such as "*ensuring that rights given by law can be exercised by everyone, compliance with rules and laws, observance of the rights of people, righteousness and government organizations which implement these concepts*" (Turkish Language Association, 2006).

Organizational Justice can be defined as how the salaries, rewards, refractions and promotion distributions will take place, as well as the perception of the employees as to how these decisions are reached or how the decisions taken are devolved onto the employees (İçerli, 2009). Employees will constantly judge whether the attitude and behavior towards them are fair and they will have a stance against the business management as a part of this process (Greenberg, 1990). The perception of the fairness of the management will allow the employees to have positive organizational outcomes such as greater job satisfaction, taking extra initiatives, identification with the organization and it will help to decrease negative outcomes such as mistrust and conflict (Çetin, Basım and Karataş, 2011). Organizational justice has been attempted to be explained by the social science theoreticians by using Adam's "Equity Theory" and Crosby's "Relative Deprivation Theory". From the concept that these theories are not able to explain, the perception of organizational justice, and other new theories have sprung up. The theoreticians who work on this area express that organizational justice depends on the dissemination of results, administration of the allocation decisions, the methods used during the deployment of resources, and interpersonal relationships. These three components reveal the dimensions of organizational justice (Çetinkaya and Çimenci, 2014).

Distributive justice which deals with the perception of a fair distribution of outputs and resources within the organization, (Olkkon and Lipponen, 2006) is the first dimension of organizational justice. *Distributive justice* can also be explained as the allocation of resources and fairness about decision outputs (Franz, 2004; cited in Ozer and Urtekin, 2007). Widely it can be expressed as "*the employees will evaluate whether they are being treated fairly by measuring the amount of effort and time that they have inputted to the organization versus the salaries, promotions and other similar gains from the organization. Hence, they will have perception of distributive justice as based upon the allocation of the resources above within the context organizational justice*" (Turunc, 2011: 148). The *procedural justice*, which is the second dimension of organizational justice is defined as the perceived justice of the processes and policies in the organization (Greenberg, 1990). This concerns more with the perceptions of the fairness of the policies and procedures used in the decision making process for the allocation of the resources, rather than the fairness of the allocated resources (Gürbüz and Mert, 2009). The *interactional justice* which is the final dimension of organizational justice, represents the organization in the decision-making of employees who stand against and statements made on decisions taken within the organization employees' justice perceptions (Meydan, 2010). The three dimensional model for the perception of organizational justice is discussed in the field study of this research. The following sections have drawn the conceptual framework for organizational identification.

3. Organizational Identification

Employees will want to increase their sense of belonging to the organization and to decrease uncertainties within their work environment. Organizations will want to reinforce the identification of their employees with the organization, since will be expected to have a positive effect on the performance of the employees. This has caused the identification variable to be frequently assessed in organizational behavioral studies (Tüzün and Çağlar, 2008). The study conducted by Edward Tolman in 1943 related to organizational identification can be depicted as the first study in its area related to identification. In this study, Tolman has described organizational identification as the individual taking ownership of the future, as well as taking ownership of the purpose and the success of the organization (Köse, 2009). In general, organizational identification, which is defined as a concept of understanding the organization that the employees work in (Polat and Meydan, 2010) can also be defined as a special state of social identity and the individual's coping process to unify themselves with the organization (Ashfort and Mael, 1989). As another definition, identification can be seen as the employees' efforts to unify their self with the identifier properties of the organization (Çetinkaya and Çimenci, 2014). Identification, which is also described as the perception to be unified with the organization in success as well as in failure (Ashforth and Male, 1989) has become one of the important topics in literature (Turunç, 2011). The development of the social identification theory has allowed the identification to be taken as a holistic concept (Tüzün and Çağlar, 2008). Social identity has been defined as "A social connection which is derived from the individual's emotional and worthiness commitment to social group or groups" (Tajfel, 1978; incited by Tüzün and Çağlar, 2008). When organizational identification (which can also be used as an organizational convincing tool) gets realized, the objectives of the organization becomes the objectives of the employees and thus employees who have a strong identity connection with their organization can be motivated

more easily to work for the organizational objectives (Başar, 2011). When the conceptual content of organizational identification is examined, it can be stated that it is very important for increasing organizational productivity and that many positive individual and organizational outputs will also be obtained. In the following sections of this study, the conceptual framework for the organizational justice and organizational identification will be established as the main focus of this study.

4. Relationship between the Organizational Justice Perceptions and Organizational Identification

As per the premise that organizational justice and organizational identification relationship can have a positive effect in achieving the organizational objectives more easily and that they can assist in increasing the longevity of the organization, has caused the following literatures to be found and within their context the following hypotheses have been formed.

In the study by Çetinkaya and Çimenci (2014) conducted at a shopping mall in Afyonkarahisar with the purpose of examining the relationship between the organizational justice perceptions of the employees and organizational citizenship and to analyze the role of organizational identification in this relationship, it has been found that:

It has been observed that there is a positive correlation between organizational justice and organizational identification. Some researchers have noted that organizational justice is seen as an important determinant of organizational identification.

In the Master's thesis by Başar (2011), the organizational justice perception, organizational identification and work satisfaction was examined for the elementary and middle school teachers in Çankaya. In this study, it was obtained that the results obtained from the employees' organizational justice perceptions, that organizational identification and work satisfaction could be explained in parallel to the results obtained.

In a study by Ollkon and Lipponen (2006) to determine the antecedents of individual and organizational identification and its results; there were positive and meaningful correlation determined between lower layers of organizational justice with individual and organizational identification.

In a study in Hong Kong by Cheung and Law (2008), in order to identify the role of intermediary between organizational justice and organizational identification, 159 different organizational employees were reached and positive correlation was observed between all sublayers of organizational justice and identification.

In a study conducted on government employees by Cüce et al. (2013), with the objective to examine the effects of the dimensional perceptions of organizational justice on organizational identification, it was observed again that a positive and meaningful correlation between dimensions of organizational justice and organizational identification has been found and it has been highlighted that all dimensions of justice play an important role in identification.

In a study by He et al. (2014), which studied as to how the procedural justice increases the employee commitment to the organization through identification, has been conducted in a leader finance organization in the United Kingdom. As per the data obtained from 222 employees, a positive correlation has been found between procedural justice and identification.

In a study by Turunç (2011) where he examined the effects of organizational justice on organizational identification and the intention of the employee to leave the organization, showed a positive and meaningful correlation between all the sublayers of organizational justice and identification.

In the said study, it has been presumed that there is a positive correlation between the perception of organizational justice and organizational identification of the hotel employees and thus the hypothesis of the study have been defined as below.

> **H$_1$:** There is a positive correlation between the perception of organizational justice and organizational identification.
>
> **H$_2$:** There is a positive correlation between the distributive justice and identification.
>
> **H$_3$:** There is a positive correlation between the procedural justice and identification.
>
> **H$_4$:** There is a positive correlation between the interactional justice and identification.

5. Purpose and Importance

This study aims to identify the relationship between the perception of organizational justice and the levels of identification in hotel employees of the tourism sector, which is one of the most important actors in the service industry. In the literature surveys which are conducted, the positive correlation between organizational justice and its

sub-dimensions with Organizational identification is observed (Cheung and Law, 2008; Olkkonen and Lipponen, 2006; Cüce et al.., 2013; Turunç, 2011: Başar, 2011 He et al., 2014; Çetinkaya and Çimenci, 2014). Since, no research has been found related to the tourism sector in the literature, this has been the main motivational purpose for this study. The expectations from this study includes being included in relevant literature and to have a positive contribution to the sector.

In the report "Tourism Strategy 2023" which has been published by the Ministry of Culture and Tourism in 2007; the region which encompasses the provinces of Van and Bitlis also known as the Van Lake Valley, has been defined as the Urartu Culture and Tourism Development Region. Hence, in concordance with this, the development of cultural tourism by taking into account the cultural and historical elements of the region has been a main objective. With this objective in mind, it is foreseen that the high quality accommodation facilities need to be increased through new investments. This situation requires that not only the physical structures that form the organization have to be given importance, but also the human resources which form the organic structure of the organization must be given importance as well. Hence, with this importance in mind, this study examines the necessary organizational justice and organizational identification in order for human resources to be used productively.

5.1 Method

As a data collection method in the study, survey technique has been used. The said survey is comprised of three sections including demographic questions, organizational justice scale, and organizational identification. The survey has been conducted to the employees of 26 different facilities in the provinces of Van and Bitlis in the Area designated as Urartu Cultural and Tourism Development Region with certification from the Tourism Ministry and the related Municipalities. Through the executives of the Human Resources Department, the survey has been conducted on 258 people, and due to missing and erroneous coding, only 246 surveys have been accepted for analysis. The organizational justice scale used in the study is the scale with 20 questions and 3 dimensions developed by Moorman (1991) and tested by Niehoff and Moorman (1993). The first 6 questions are about distributive justice, 5 questions are about procedural justice and the last 9 questions focus on interactional justice. The scale uses the 5 point system with 1= Completely Disagree and 5=Completely Agree. The organizational identification scale is comprised of single dimensional 6 questions developed by Mael and Ashforth (1992). The organizational identification scale also uses the Likert type 5 point scale.

5.2 Findings and Discussion

In this section of the study, the findings from the survey are examined. The Cronbach Alpha values have been calculated for the reliability analysis of the scales used in the study. In this context, the reliability coefficient of the Organizational Justice scale has been found to be 0.948. The reliability coefficient of identification scale has been found to be 0.91. In the factor analysis of the scales, it has been determined that the phrase "Employees can object to the decisions made by the managers related to work or they can request the managers to reconsider the decisions" has been loaded to more than one factor and as a result it has been removed from the scale.

Table 1. Factor loads and reliability related to organizational justice scale

Expressions	Factors/Factor Loads		
	IJ	PJ	DJ
DA1			0,665
DA2			0,770
DA3			0,761
DA4			0,485
DA5			0,641
PA1		0,628	
PA2		0,713	
PA3		0,809	

PA4		0,753	
PA5		0,618	
EA1	0,542		
EA2	0,711		
EA3	0,705		
EA4	0,666		
EA5	0,674		
EA6	0,651		
EA7	0,736		
EA8	0,760		
EA9	0,773		
Variance Ratio	27,241	19,408	17,168
Cumulative Variance Ratio	27,241	46,649	63,818
Cronbach's Alpa Coefficient	0,923	0,863	0,840
	0,945		

***DJ**=*Distributive Justice*   **PJ**=*Procedural Justice*   **IJ**=*Interactional Justice*

It has been determined that the three factors related to organizational justice has a mean value greater than 1 and a total variance of 63.818. In this context, distributive justice dimension counts for the 17.168% of the variance, the procedural justice dimension counts for the 19.408 of the variance and the interactional justice dimension counts for 27.241%. It is further determined that through the factor analysis of the organizational identification scale that 69.201 of the variance is accumulated under a single dimension. The related results have been shown in Table 1 and 2. In Table 3, we see the identifying statistics related to the participants and the organizations.

Table 2. Factors relating to organizational identification scale loads and reliability analysis

	Factors/Factor Loads
Expressions	**Organizational Identification**
OI1	0,811
OI 2	0,838
OI 3	0,843
OI 4	0,817
OI 5	0,854
OI 6	0,828
Variance Ratio	69,201
Cronbach's Alpa Coefficient	0,910

***OI=Organizational Identification**

Table 3. Descriptive statistics concerning the characteristics of the business and the participants (n=246)

Features		f	%		Features	f	%
Sex	Male	183	74,4	**Department**	Front Desk	82	33,3
	Female	63	25,6		Food&Beverage	72	29,3
Marital Status	Married	129	52,4		Housekeeping	62	25,2
	Single	117	47,6		Other	30	12,2
Age	Between 18&25 years	104	42,3	**Business Propoerty Type**	2 Stars	13	5,3
	Between 26&35 years	111	45,1		3 Stars	49	19,9
	Between 36&45 years	25	10,2		4 Stars	51	20,7
	46 years and above	6	2,4		5 Stars	49	19,9
Education	Primary Edu&below	58	23,6		Municipal Certified	84	34,1
	Highschool	129	52,4	**Monthly Income**	900TL and below	95	38,6
	Associate Degree	43	17,5		Between 901	137	55,7
	Undergraduate	15	6,1		1501-2000TL arası	7	2,8
	Graduate	1	,4		2001-2500TL arası	2	,8
Tourism Education	Yes	92	37,4		2501TL and above	5	2,0
	No	154	62,6	**Working Period (sector)**	Less than 1 year	86	35,0
Property Ownership	National Chain	52	21,1		Between 1&3 years	73	29,7
	Independent	194	78,9		Between 3&5 years	31	12,6
Position	Senior Manager	7	2,8		5 years and above	56	22,8
	Mid.Level Manager	36	14,6	**Working Period (business)**	Less than 1 year	142	57,7
	Lower Level Manager	13	5,3		Between 1&3 years	68	27,6
	Other staff	190	77,2		Between 3&5 years	17	6,9
					5 years and above	19	7,7

When the properties of the respondents are analyzed (Table 1), it is observed that there are 183 males (74.4%), 129 married people (52.4%), 111 persons between ages of 26-35 (45.1%), 129 persons with high school education (52.4%) and 154 persons who don't have formal tourism training (62.6%). Also it is observed that 194 respondents work in independent companies (78.9%), 190 persons are not working as an executive (77.2%), the majority of the participants work in the food, beverages and front office section (62.6%), 84 participants work in municipality certified hotels (34.1%), 137 of them have a monthly income of 901-1500 TL (55.7%) and that 86 participants have been employed less than a year (35%) and that 142 respondents have worked in their present company for less than one year (57.7%)

Table 4. Arithmetic mean and standard deviation values regarding organizational justice and organizational identification scale

	Distributive Justice	Procedural Justice	Interactional Justice	Organizational Justice (General)	Organizational Identification
N	246	246	246	246	246
Average	3,33	3,48	3,75	3,57	3,98
S.D.	0,91	0,93	0,82	0,78	0,92

N: Number of Participants, Avg: Average, S.D.: Standard Deviation

When the values in Table 4 are examined, it is observed that the mean values of organizational justice perceptions and its sublayers are above 3 points. This clearly depicts that participation to the comments is higher than average. It

is also interesting to note that the lowest mean dimension of the organizational justice perception is the perception of the distributive justice (3.33) and the largest dimension of the same is the perception of interactional justice (3.75). Similar situation has been observed in the study by Pelit and Bozdoğan (2014) which was conducted at a five star hotel in Kemer with its employees. In that study, the lowest and the highest mean dimensions were found to be the same as in this study. This concept shows that the employees have a lower perception toward the allocation of salaries and promotions in the organization and they have a higher justice perception toward the actions of their managers. In all situations, it is an important finding to have 3 points above mean values for these types of organizations.

Table 5. Correlation matrix for the relationship between organizational justice and its sublevels with organizational identification (n=246)

Variables		Organizational Identification
Distributive Justice	r	0,347*
	p	0,000
Procedural Justice	r	0,362*
	p	0,000
Interactional Justice	r	0,636*
	r	0,000
Organizational Justice	r	0,522*
	p	0,000

*p<0,001; p: Significance r: Correlation coefficient

Concerning the "Correlation Analysis" used in the study, there are evaluations in the literature which suggest that the relationship between the variables will be very weak if the correlation coefficient is between 0-0.20, weak if it is between 0.20-0.40, strong/high if it is between 0.60-0.80 and very strong/very high if the correlation coefficient is between 0.80-1. This concept has been taken into consideration during the analysis of the data collected in the study (Büyüköztürk, 2003; Akgül & Çevik, 2003;Pelit, 2008). The correlation analysis results for testing the hypotheses of the study are given in Table 5. When the relationship between the level of general organizational justice and organizational identification is analyzed, the result has been meaningful and the correlation coefficient has been found as 0.522. This concept shows that the hypothesis (H1: *There is a positive correlation between organizational justice perceptions and organizational identification*) has been accepted. As per the relevant literature, when the level of relationship between the variables is examined, it can be said that there is a moderate (0.522) correlation. As per the study conducted to the employees of a shopping mall by Çetinkaya and Çimenci (2014), it has been determined that there is a strong relationship between organizational justice and organizational identification. As stated in the conceptual framework of the study, the fair actions of the managers toward their employees will help the employees to have a stronger bond with their organization and it would help them to identify with their organization as well.

When we analyze the other hypothesis in the study (H2: *There is a positive correlation between distributive justice and identification*); it is observed that the correlation between the two variables is meaningful (0.000) and in the positive (0.347) direction. A study by Olkkonen and Lipponen (2004) conducted on the employees of a research center has also reached a similar conclusion. The level of correlation between the two variables is observed to be weak. In this case, the level of employee identification relates with aspects such as the fair distribution of salaries and promotions, showing that the relationship with the perception of distributive justice is weak.

When we look at the results from the correlation analysis, they show a positive (0.362) result, and we see that the relation between procedural justice and organizational identification is positive (0.362) and meaningful. This also correlates that the H3 hypothesis (*H3: There is a positive correlation between procedural justice and identification)* is also accepted. In a study conducted in a leader financial company in the United Kingdom by He et al. in 2014; there was a meaningful and positive correlation found between procedural justice and organizational identification. This also shows that the processes in the allocation of resources and outputs in companies have a positive

relationship with the perception of justice and organizational identification. The results related to the acceptance of the final hypothesis of the study (*H4: There is a positive correlation between interactional justice and organizational identification*) is also given, since the correlation coefficient between the variables is 0.636 and also found to be meaningful. It is also interesting to note that the relationship between interactional justice and organizational identification is stronger as compared to the other dimensions. This situation shows that there is a strong relationship between the perception of the justness of the behavior and the stance of the managers by the employees and their organizational identity levels. In a study conducted by Başar (2011) in the elementary and middle schools of Çankaya has given similar results. The conclusion and the recommendations will be presented in the following section of the study, as based upon the data.

5.3 Conclusion and Recommendations

In this study, where the relationship between the two important concepts of organizational justice perceptions and the organizational identification, which are important for organizational functionality and productivity are examined; positive correlation between the two variables have been detected. While it has been identified through this study that the two concepts effect each other in a positive manner, in the relevant literature it is stated that organizational justice perception has an effect on the identification of the employee. Hence, it can be stated that employees with high justice perception will have higher levels of organizational identification.

There has been a positive correlation found between organizational identification and distributive justice, which is related to the perception of fair allocation of the resources and output of the organization. While similar results have been obtained with other dimensions, it has been determined that the highest level of relationship with organizational identification is interactional justice. This situation shows that while taking decisions related to work, communication between the managers and the employees is found to be positive by employees and helps to speed up the identification process. The results stated in the findings and discussion section also concurs with these findings. Furthermore, the importance of these concepts for the longevity of the organizations will be understood as organizational citizenship behavior, work satisfaction, self-initiative action and the low probability of resigning from work are examined.

While no study related to the tourism sector has been found, the fact that the study has been limited to a particular region is one of its limitations. There is a possibility that at different organizations of the sector and in different regions, there will be similar studies and data can be compared as a result. With the results obtained from the study, it will be quite possible that the sector representatives will utilize human resources effectively in order to obtain organizational efficiency by using the organizational concepts depicted in this study. It is also predicted that future academic work would create a more enriched concepts with studies focused towards the precursors of organizational justice perception and its outputs.

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