THE EFFECTS OF PERCEIVED ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL BEHAVIOR

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ABSTRACT
The main purpose of this research is to determine whether perceived organizational justice has an effect on positive organizational behavior. The research is a quantitative research and was conducted with the relational survey model, one of the quantitative research techniques. The universe of the study consists of 700 people working in the private sector in the TRNC. The sample of the study consisted of 470 people who could be reached in the study and answered the scale questions. In the study, "Perceived Organizational Justice Scale" developed by Niehoff and Moorman (1991) and Luthans et al. (2007) "Positive Organizational Behavior Scale" was used. Analyzes were analyzed using the SPSS 28.0 program. At the end of the research, it is understood that the perceived organizational justice and positive organizational behavior levels of the participants are high. In addition, perceptions of interactional justice and procedural justice, which are sub-dimensions of perceived organizational justice, are high; It is understood that the distribution justice perceptions are at a moderate level. Self-efficacy, hope, resilience and optimism perceptions, which are the sub-dimensions of positive organizational behavior, were found to be high.
Keywords: Organization, Organizational justice, Organizational behavior.

1. Introduction
1.1. Problem Status
People spend most of their lives in or associated with organizations. Organizations with different tasks help people and society achieve their general and specific goals. It is very difficult for an individual or a group to achieve the determined goals alone. In this respect, the development, effective functioning and survival of organizations play an important role in the healthy progress of the life cycle and the achievement of goals (Alaghe, 2004).

Justice is the determination and enforcement of rights and laws. The work environment, where people spend most of their time, is perhaps one of the environments in which they think the most about justice (Yinal ve Banje, 2023). Employees evaluate the fairness of the processes, systems, reward and punishment practices and responsibility structure in their organizations, and the behaviors and attitudes applied to them. As an outcome of the said evaluation, they review their work-related behaviors (Erer, 2014).

Organizational scientists have argued that organizational justice is a fundamental element for the effective functioning of organizations. Organizational justice is the employee's perception of justice in the workplace (Greenberg & Colquitt, 2005). Perceived justice in the organization significantly affects the attitudes and behaviors of employees towards the workplace. Organizational justice refers to the justice perceptions of employees in organizations. Fairness in the organization includes not only the distribution of benefits, fair procedures and policies, but also interactions. Establishing justice within the organization positively affects business results within the organization (Elanain, 2009). Although there are various classifications for the concept of organizational justice, in general; can be divided into three as distribution, process and interaction justice (Kim and Jeong, 2021).

Employees with a positive perception of organizational justice are more committed to the organization. The relationship between the employer and the employees, the fair distribution of organizational material inputs and outputs among the employees will strengthen the employees' sense of commitment and belief in the organization and will play an important role in eliminating possible problems. In addition, giving importance to the ideas of the employees within the scope of the decisions taken by the organization, the participation of the employees of the organization and the protection of their rights will also have positive results (Efeoğlu et al., 2021).

In the light of all this information, the aim of this study is to analyze whether the perceived organizational justice of individuals working in the private sector has an effect on positive organizational behavior. In addition, by contributing to the literature, some inferences were made to identify the problems of the employees and managers in the private sector and to offer a solution.

1.2. Purpose of the research

The main purpose of this research is to determine whether perceived organizational justice has an effect on positive organizational behavior. In addition, answers were sought for the following sub-objectives:

- Does perceived organizational justice according to gender variable have an effect on organizational behavior?
- Does perceived organizational justice according to age variable have an effect on organizational behavior?
- according to marital status variable have an effect on organizational behavior?
- Does the perceived organizational justice according to the educational status variable have an effect on organizational behavior?

1.3. Importance of Research

Perceived organizational justice has a significant impact on organizational behavior. Increasing organizational justice can increase employees' commitment to the business, increase job satisfaction and motivation, reduce turnover rates, and improve the image of the business. Perceived organizational injustice, on the other hand, can have the opposite results and reduce employees' commitment to the business, decrease job satisfaction and motivation, and increase turnover rates. The effects on perceived organizational justice, distributive justice, procedural justice and communication justice are also different. Distributive justice is based on employees' perceptions of the fairness of their decisions about reward and punishment. Procedural justice is the perception of whether the firm's decisions, practices and transactions are made fairly. Communication justice, on the other hand, is the perception of whether the communication of the enterprise is made in an open, honest and correct manner.

In terms of its effects on organizational behavior, the most important dimension of perceived organizational justice is procedural justice. Employees expect the business's transactions to be done fairly, and meeting this expectation positively affects their attitudes and behaviors towards the business. For example, employees who believe that business managers' decisions are fair can increase their commitment to the business. Communication justice is also an important factor for the success and effectiveness of the business by increasing the trust of the employees in the business. As a result, perceived organizational justice has a significant impact on organizational behavior. Developing policies and processes to increase employees' perceived organizational justice can help businesses increase their commitment and performance, especially in the dimensions of procedural justice and communication justice.

1.4. Limitations

Research;

- Private sector employees in the TRNC;
- The scale questions used in the study;
- with the sources used in the study.

has been limited.

1.5. Definitions

Organizational justice : It is the perception of the employees in a business that they are treated fairly about the decisions, practices and behaviors of the business (Kaçan et al., 2023).

Perceived organizational justice : It can affect the trust and commitment of employees to the business and therefore is an important factor for the success of the business (Çakı and Aslan, 2022).

Organizational behavior: It is a discipline that examines the individual and collective behaviors, interactions and relationships of people in a business (Yiğit, 2022).

2. Theoretical Framework
2.1. Organizational Justice

Organizational justice is the degree to which the employees in a business perceive the transactions, decisions and practices to be done fairly (Yıldızbaş et al., 2023) . Issues such as treating the employees fairly, acting in accordance with the ethical rules of the enterprise and ensuring that everyone is faced with equal opportunities are the basic elements of organizational justice (Ugurlu and Kaplan, 2023) . Perceived organizational justice is a concept based on employees' perceptions of whether decisions, procedures and practices in the workplace are fair. This perception can have a significant impact on employees' commitment to the organization, satisfaction and performance. Perceived organizational justice is examined in three different dimensions (Çamur, 2023; Türkeli, 2023) :

- Distributive justice: Perception of whether resources (e.g. salary, promotion, rewards) in the workplace are distributed fairly.
- Procedural justice: Perception of whether decisions and transactions are made fairly. Procedural justice encompasses elements such as clarity, accuracy, objectivity and impartiality of decisions.

- Communication justice: It is the perception that the communications in the workplace are made in an open, honest and correct manner. Communication justice encompasses elements such as the explanation and justification of decisions and practices, and the openness of communication channels.

Perceived organizational justice increases employees' trust in the organization, increases job satisfaction and motivation, and reduces stress in the workplace. Therefore, it is important for businesses to develop policies to increase employee perceived justice.

2.2. Organizational Behavior

Organizational behavior is a discipline that studies how people in a business influence operations, decisions and practices. Organizational behavior plays an important role in business management, leadership, business culture and human resource management. Organizational behavior includes elements such as how people perceive their role in the business, how they perform in their jobs, leadership and communication styles, motivations, work satisfaction, strategies for coping with stress, group dynamics and culture of the business (Vapur et al., 2023).

Organizational behavior is important for the success and effectiveness of the business. Good organizational behavior provides benefits such as managing the company's human resources, optimizing business processes, increasing cooperation among employees, increasing customer satisfaction, improving risk management and increasing the financial performance of the business. Good management of organizational behavior can improve the performance of employees in the business and increase the competitive advantage of the business. It is important for businesses to implement strategies such as training, leadership development, improvement of the working environment, motivation-enhancing policies and improving the culture of the business in order to improve the organizational behavior of the employees (Başalp, 2023).

How people in the business, especially employees, do their jobs, how they contribute to decision-making processes, how they interact with other people in the workplace and how they contribute to the goals of the business are among the main elements of organizational behavior. Organizational behavior emerges as a result of the interaction of many factors. These factors include the culture of the business, leadership style, human resources policies, the structure of the business and the external environment of the business. Organizational behavior also has a significant impact on the individual characteristics, values, beliefs, motivations, attitudes and behaviors of employees.

The purpose of organizational behavior is to help people in the business do their jobs more efficiently and effectively. Therefore, by examining organizational behavior, businesses can develop policies and processes that will improve employee performance and help the business achieve its goals in a better way. These policies include the development of business culture, leadership training, performance management, teamwork, communication and motivation techniques.

3. Method of Research

The research is a quantitative research and was conducted with the relational survey model, one of the quantitative research techniques. The relational screening model is to determine the existence and degree of difference between two or more . Accordingly, relational analysis can be used in two ways. These types are determined by the type of relationship and the comparison of the type of correlation (Creswell, 2017)

3.1. Universe and Sample

The universe of the study consists of 700 people working in the private sector in the TRNC. The sample of the study consisted of 470 people who could be reached in the study and answered the scale questions.

3.2. Data Collection Tools

The scale used in the study consists of three parts. In the first part of the questionnaire, demographic information about the participants' gender, age, marital status, education level, title, working time in the sector, working time (questions 1-11). The second part of the questionnaire consists of statements about perceived organizational justice. In order to measure perceived organizational justice, 20 statements were directed to the participants. Perceived organizational justice scale; It consisted of three dimensions as interactional justice (9 statements), distributive justice 5 statements and procedural justice (6 statements) and a total of 20 statements. The Perceived Organizational Justice Scale, which was developed by Niehoff and Moorman (1991) and preferred by many scientists, was used to determine the organizational justice perception levels of the participants. It has been observed that the scale, which was adapted from this scale, was also used in similar studies in the literature (Ertürk, 2014). In the third and last part of the questionnaire, a total of 24 statements were used to determine the levels of positive organizational behavior. Luthans et al. (2007).

3.3. Data analysis
Analyzes were analyzed using the SPSS 28.0 program. As analysis tests; T-Test, ANOVA Test and ANOVA Tukey Test were used.

4. Findings
4.1. Demographic Variables
Under this heading, frequency analyzes of the demographic information of private sector employees participating in the research were made (Table 1).

Table 1. Information About the Participants

	Frequency	Percentage
Gender		
Woman	268	57
Male	202	43
Age		
under 25	33	7
25-34	194	41.3
35-49	226	48.1
50 and above	17	3.6
Marital status		
Married	345	73.4
Single	125	26.6
Educational Status		
High school	6	1.3
Associate Degree	40	8.5
Licence	330	70.2
graduate	94	20
Total	470	one hundred
	470	one hundred

When the distribution of the participants by gender is examined; It is seen that 43% of the 470 private sector employees participating in the research are men and 57% are women. In other words, it is understood that the majority of the employees participating in the research are women. Considering the low number of sectors in which the number of female employees is higher than that of men, it can be said that this finding is remarkable. When the age ranges of the employees participating in the research are examined; It is seen that 7.0% under 25 years old, 41.3% between 25 and 34 years old, 48.1% between 35 and 49 years old, and 3.6% between 50 and over. According to the relevant data, the majority of the respondents are employees between the ages of 35 and 49. Secondly, there are employees between the ages of 35 and 49. Thirdly, employees aged 25 and under constitute, and lastly, employees aged 50 and over are in the fourth place. In addition, the majority of the participants (89.4%) are employees between the ages of 25 and 49; It is noteworthy that only 7% of employees under the age of 25 are. When the distribution of the employees participating in the research according to their marital status is examined; It is seen that 73.4% of the employees participating in the research are married and 26.6% are single. In line with this data, it is understood that approximately three quarters of the employees are married. When the educational status of the employees participating in the research is examined; It is seen that 1.3% of them are high school graduates, 8.5% have associate degree, 70.2% undergraduate and finally 20.0% graduate . As it can be understood from here, the majority of the employees participating in the research consist of undergraduates. In line with the relevant data, the fact that 90.2% of the employees have at least undergraduate education and 20% prefer postgraduate education, indicates that the education level of the employees is high.

4.2. Descriptive Statistics
In Table 2, descriptive statistics covering the perceptions of the employees participating in the research on organizational justice and positive organizational behavior are given.

Table 2. Descriptive Statistics on Variables

Variables	$\overline{X}$	SS	Minimum	Maximum
Perceived organizational justice	3.73	0.73	1.6	5
Interaction Justice	3.95	0.74	1.44	5
Distribution Justice	3.41	1.05	one	5
Procedural Justice	3.68	0.8	1.33	5
Positive Organizational Behavior	4.16	0.47	3.1	5
Self-sufficiency	4.35	0.56	1.83	5
Hope	4.14	0.61	1.83	5
Psychological Resilience	4.11	0.56	2	5
Optimism	3.95	0.64	2,5	5

When the descriptive statistics regarding the variables are examined, it is seen that the average of perceived organizational justice is 3.73 ($\overline{X}$=3.73±0.73) and the average of positive organizational behavior perception ($\overline{X}$=4.16±0.47). It is understood that the perceived organizational justice and positive organizational behavior levels of the employees participating in the research are high. In addition, interaction justice ($\overline{X}$=3.95±0.74) and procedural justice ($\overline{X}$=3.68±0.80), which are sub-dimensions of perceived organizational justice, were found to be high; distribution justice ($\overline{X}$=3.41±1.05) perceptions are at a moderate level. In addition, the sub-dimensions of positive organizational behavior such as self-efficacy ($\overline{X}$=4.35±0.56), hope ($\overline{X}$=4.14±0.61), resilience ($\overline{X}$=4.11±0.56) and optimism ($\overline{X}$=3.95±0.64) perceptions are also seen to be at a high level.

4.2. Difference Analysis According to Demographic Variables

Table 3 shows the data related to the t-test, which was conducted to determine whether there is a difference in the mean of perceived organizational justice (PAP) and positive organizational behavior (POS) variables and sub-dimensions according to the gender of the participants.

Table 3. Tests for Difference by Gender

VARIABLE	Gender	$\overline{X}$	SS	t	p
AEA	Male	3.84	0.67	3.94	**0**
	Woman	3,58	0.781		
Interaction Justice	Male	4.03	0.696	2.8	**0.005**
	Woman	3.84	0.78		
Distributive Justice	Male	3.59	0.899	4.18	**0**
	Woman	3.17	1,175		
Procedural Justice	Male	3.78	0.768	3.39	**0.001**
	Woman	3,53	0.809		
PPD	Male	4.19	0.469	2.01	**0.046**
	Woman	4.11	0.477		
Self-sufficiency	Male	4.38	0.535	1.22	0.224
	Woman	4.32	0.58		
Hope	Male	4.2	0.575	2.57	**0.011**
	Woman	4.05	0.643		

Psychological Day .	Male	4.14	0.515	1.32	0.187
	Woman	4.07	0.62		
Optimism	Male	3.98	0.645	1.07	0.289
	Woman	3.91	0.633		

As seen in Table 3, organizational justice (t=3.94; p<0.05), interactional justice (t=2.80; p<0.05), distributive justice (t=. 4.18; p<0.05) and procedural justice (t=3.39; p<0.05) and positive organizational behavior (t=2.01; p<0.05) and hope (t=2, p<0.05) 57; p<0.05), it is understood that the mean values of the variables show a statistically significant difference.

Table 4. Tests for Difference by Age

VARIABLE	Age	$\bar{X}$	sd	F	p	Difference Between Groups (Scheffe and Bonferroni)
AEA	under 25 (1)	3.65	3/466	0.644	0.587	-
	25-34 (2)	3.78				
	35-49 (3)	3.7				
	50 and over (4)	3.82				
Interaction Justice	under 25 (1)	3.9	3/466	0.315	0.814	-
	25-34 (2)	3.98				
	35-49 (3)	3.92				
	50 and over (4)	4.03				
Distributive Justice	under 25 (1)	3.13	3/466	1,659	0.175	-
	25-34 (2)	3.46				
	35-49 (3)	3.38				
	50 and over (4)	3.78				
Procedural Justice	under 25 (1)	3.7	3/466	0.862	0.461	-
	25-34 (2)	3.74				
	35-49 (3)	3.63				
	50 and over (4)	3,56				
PPD	under 25 (1)	4.05	3/466	0.966	0.394	-
	25-34 (2)	4.14				
	35-49 (3)	4.17				
	50 and over (4)	4.26				
Self-sufficiency	under 25 (1)	4.29	3/466	0.96	0.411	-
	25-34 (2)	4.38				
	35-49 (3)	4.33				
	50 and over (4)	4.51				
Hope	under 25 (1)	4.1	3/466	0.936	0.423	-
	25-34 (2)	4.1				
	35-49 (3)	4.16				

	50 and over (4)	4.31			
Psychological Day .	under 25 (1)	3.71	3/466	7,291	**0**	1-2, 1-3, 1-4
	25-34 (2)	4.08			
	35-49 (3)	4.18			
	50 and over (4)	4.15			
Optimism	under 25 (1)	4.02	3/466	0.19	0.903	-
	25-34 (2)	3.93			
	35-49 (3)	3.95			
	50 and over (4)	3.93			

According to Table 4, it is understood that the mean values of the psychological resilience level of the employees according to the age ranges show a statistically significant difference (F=7.291; p<0.05). It was determined that the mean values of the other variables did not differ statistically significantly (p>0.05). In the light of these findings, Scheffe and Bonferroni tests were performed to determine the significant differences between the groups according to the ANOVA test, since the variances were equal (psychological resilience: Levene=1.077; p=0.358>0.05). According to this; Compared to employees aged under 25 ($\bar{X}$=3.71), employees aged 25 to 34 ($\bar{X}$=4.08), employees aged 35 to 49 ($\bar{X}$=4.18), and employees aged 50 and over ($\bar{X}$=4.15) It is understood that psychological resilience levels are lower. On the other hand, it is seen that the psychological resilience levels of employees aged 35 and over are higher than those of employees under the age of 35, in other words, middle-aged and over employees.

Table 5. Tests for Difference by Marital Status

VARIABLE	Civil Status	n	$\bar{X}$	SS	t	p
AEA	Married	345	3.77	0.745	1.89	0.059
	Single	125	3.62	0.682		
Interaction Justice	Married	345	3.97	0.746	1.22	0.223
	Single	125	3.88	0.714		
Distributive Justice	Married	345	3.47	1,023	2	**0.046**
	Single	125	3.25	1,094		
Procedural Justice	Married	345	3.72	0.812	1.9	0.058
	Single	125	3,56	0.736		

As seen in Table 5, perceived distributive justice (t=2.00; p<0.05) and positive organizational behavior (t=3.18; p<0.05), hope (t) according to the marital status of the employees participating in the research. It is understood that the mean values of the variables =2.87; p<0.05) and psychological resilience (t=3.75; p<0.05) differ statistically significantly. When the mean values were examined in order to determine the significant differences between the groups; It is seen that the distribution justice perceptions of married employees ($\bar{X}$=3.47±1.023) are higher than the organizational justice perceptions of single employees ($\bar{X}$=3.25±1.094). On the other hand, it was determined that the positive organizational behavior levels of married employees ($\bar{X}$=4.19±0.490) were higher than the positive organizational behavior levels of single employees ($\bar{X}$=4.05±0.412). On the other hand, hope and psychological resilience levels, which are sub-dimensions of positive organizational behavior, were determined by married employees ($\bar{X}$=4.18±0.626; $\bar{X}$=4.16±0.542), singles ($\bar{X}$=4.01±0.540; $\bar{X}$=3.95±0.590).) was found to be higher than

Table 6. Difference Tests by Educational Status

VARIABLE	Educational Status	n	X̄	sd	F	p	Difference Between Groups (Scheffe & Bonferroni & Tamhane's T2)
AEA	High School (1)	6	4.22	3/466	8,375	**0**	3rd April
	Associate Degree (2)	40	3.69				
	Bachelor (3)	330	3.64				
	Graduate (4)	94	4.03				
Interaction Justice	High School (1)	6	4.37	3/466	6,612	**0**	1-2, 1-3, 3-4
	Associate Degree (2)	40	3.94				
	Bachelor (3)	330	3.86				
	Graduate (4)	94	4.22				
Distributive Justice	High School (1)	6	4.07	3/466	6,596	**0**	2-4, 3-4
	Associate Degree (2)	40	3.11				
	Bachelor (3)	330	3.33				
	Graduate (4)	94	3.77				
Procedural Justice	High School (1)	6	4.11	3/466	7,412	**0**	3rd April
	Associate Degree (2)	40	3.78				
	Bachelor (3)	330	3,57				
	Graduate (4)	94	3.97				
PPD	High School (1)	6	4.27	3/466	2,187	0.089	-
	Associate Degree (2)	40	4.17				
	Bachelor (3)	330	4.12				
	Graduate (4)	94	4.26				
Self-sufficiency	High School (1)	6	4.78	3/466	1,244	0.293	-
	Associate Degree (2)	40	4.38				
	Bachelor (3)	330	4.34				
	Graduate (4)	94	4.34				
Hope	High School (1)	6	4.17	3/466	3,092	**0.027**	3rd April
	Associate Degree (2)	40	4.2				
	Bachelor (3)	330	4.08				
	Graduate (4)	94	4.29				
Psychological Day .	High School (1)	6	4	3/466	2,942	**0.033**	3rd April
	Associate Degree (2)	40	4.02				

	Bachelor (3)	330	4.08			
	Graduate (4)	94	4.26			
Optimism	High School (1)	6	4	3/466	2,211	0.086	-
	Associate Degree (2)	40	4.02			
	Bachelor (3)	330	3.9			
	Graduate (4)	94	4.09			

According to the data in Table 6, as a result of the one-way ANOVA test, organizational justice (F=8.375; p=0.000<0.05) and interactional justice (F=6.612; p=0.000<0.05) with sub-dimensions were found.), distributive justice (F=6.596; p=0.000<0.05), procedural justice (F=7.412; p=0.000<0.05), and the sub-dimensions of positive organizational behavior hope (F=3.092; p=0.027<0) ,05) and psychological resilience (F=2.942; p=0.033<0.05) variables showed a statistically significant difference. On the other hand, it was determined that the mean values of positive organizational behavior, self-efficacy and optimism variables according to the educational status of the employees did not show a statistically significant difference (p>0.05). According to the findings obtained from the tests; Perceptions of organizational justice, interactional justice, distributive justice, and procedural justice ($\overline{X}$=4.03; $\overline{X}$=4.22; $\overline{X}$=3.77; $\overline{X}$=3.97) of graduate employees ($\overline{X}$=3.64) ; $\overline{X}$=3.86; $\overline{X}$=3.33; $\overline{X}$=3.57). In addition, the perceptions of interactional justice ($\overline{X}$=4.37) of high school graduates are higher than those of associate degree ($\overline{X}$=3.94) and undergraduate ($\overline{X}$=3.86) graduates; It was determined that distributive justice perceptions of postgraduate graduates ($\overline{X}$=3.77) were higher than those of associate degree graduates ($\overline{X}$=3.11). Similarly, it was determined that the hope and psychological resilience levels of graduate graduates ($\overline{X}$=4.29; $\overline{X}$=4.26) were higher than those of undergraduate graduates ($\overline{X}$=4.08; $\overline{X}$=4.08).

Conclusion and Recommendations
At the end of the research, it is understood that the perceived organizational justice and positive organizational behavior levels of the participants are high. In addition, perceptions of interactional justice and procedural justice, which are sub-dimensions of perceived organizational justice, are high; It is understood that the distribution justice perceptions are at a moderate level. Self -efficacy, hope, resilience and optimism perceptions, which are the sub-dimensions of positive organizational behavior, were found to be high.

It is seen that the organizational justice perceptions of male employees are higher than the organizational justice perceptions of female employees. On the other hand, it has been determined that the positive organizational behavior levels of male employees are higher than the positive organizational behavior levels of female employees. It has been determined that employees under the age of 25 have lower levels of psychological resilience than those aged between 25 and 34, between 35 and 49, and those aged 50 and over. In addition, it has been observed that the psychological resilience levels of employees aged 35 and over are higher than those of employees under the age of 35, in other words, employees of middle age and above are compared to younger employees. It has been determined that the positive organizational behavior levels of married employees are higher than the positive organizational behavior levels of single employees. However, it was determined that the levels of hope and psychological resilience, which are the sub-dimensions of positive organizational behavior, are higher in married employees than in single employees. It was found that the perceptions of interactional justice of high school graduates were higher than those of associate and undergraduate degrees; It has been understood that distributive justice perceptions of postgraduate graduates are higher than those of associate degree graduates. Similarly, it was determined that the hope and psychological resilience levels of graduate graduates were higher than those of undergraduate graduates.

At the end of the research, the following recommendations were developed:
- Conducting the research on a larger sample in future studies may make it possible to reach more generalizable results.
- In a study where the sample is more evenly distributed within the scope of demographic characteristics, significant changes can be observed in the results of both difference tests and structural equation modeling.
- In subsequent studies, qualitative methods can be used in addition to quantitative methods.
- In addition, for researchers who will not prefer the qualitative research method, reaching different scales for the variables will lead to different results.

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