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The Study on Relationship Between Organizational Justice, Organizational Citizenship Behavior, Job Satisfaction and Turnover Intentions a Comparison between Public Sector and Private Sector

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Abstract: The relationship of organizational justice perceptions of industrial factories employees in Isfahan with various work-related variables was investigated. A large representative sample of 364 employees and their managers filled out questionnaires in two big factories which have >5000 employees from public and private sector. The correlations of distributive justice, procedural justice, interactional justice, job satisfaction, turnover intentions and Organizational Citizenship Behavior (OCB) compare to each other and was found, there are correlations between them except OCB. Privatization in the Islamic Republic of Iran was making a comparison between public and private sectors should be conducted. The comparison results show no significant differences between job satisfaction and turnover intentions in two public and private sector but the OCB in public sector is more than private sector at 95% confidence interval. Although, previous studies show, there is significant relationship between all these variables but this study shows that there is no relationship between organizational citizenship behavior with other variables. This can be the sign of lack of information management, managers should have about their employees' behavior or they try to pretend their employees' behavior is fine. In this regard, it is suggested that in later study both measures of organizational citizenship behavior be used and then employees' statements and managers comments measured and the results be compared.

Key words: Job satisfaction, organizational citizenship behavior, organizational justice, turnover intensions, employee's, privatization

INTRODUCTION

The first discussion of justice was studied by philosopher and religious schools and this concept was taken in consideration by management scientists. Organizational justice is a multi dimensional concept that new dimensions of it comes into view in organizational and social mechanisms by time passing.

Regarding justice is on of the most important and efficient factors that influences on organization continuance and health protection in long period of time therefore, justice concept was specially considered in organization management theory. The most important dimensions of study in organizational justice domain are distributive justice, procedural justice and interactional justice. The method distribution of resources was considered as the first dimension of justice by human being. Regarding this fact and human continuous experiences in social relationships, organizations found out the injustice in distribution can lead to unfair results for organization in time passing. The other dimension of justice in compiling regulations and instructions that by increasing democratic government was considered and used in organizations and named procedural justice then with behavioral relations appearance and considering social relationships in organizations, the subject of interactional justice gained considerable importance and was used by organization managers besides two pre mentioned dimensions.

Because the sense of justice and morality of justly treatments is interpreted as an evident assumption in human being relationship and influences on behaviors in daily personal, social and organizational life, the necessity of study of this subject can be a task guide. Considering these dimensions is so important for managers because in research and study which was done experimentally, it was obvious that organizational injustice leads up to anti organizational citizenship behavior, damages organizational identity, assimilates job satisfaction and customer satisfaction, increases productive employees' s

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withdrawal and being absent at work, causes being stranger with job, decreases job performance and finally decreases loyalty and commitment to the organization. Generally, the role of justice is a versatility giving role in organizations and if employees sense that their attempts are ineffective and there is no relation between attempt and promotion, inconsistency and disruption will govern in organization. Considering the importance of paying attention to organizational justice, researchers try to study the relationship and influence of three dimensions of organizational justice on job satisfaction, turnover intentions and citizenship behavior in two big industrial companies in Isfahan and Islamic Republic of Iran and then compare two private and public sector and explain the differences between these factors. The reason to select this comparison is that by executing Norm # 44 of IRI constitution and acceleration in privatization process, IRI government intends to transfer the ownership and incumbency activities from public sector to non governmental sectors. On the other hand, the role of high population growth in past years and also lack of convenient investment in order to create convenient jobs, ended to growth of unemployment rate. Consequently, the balance between job opportunities and work force disappears. At the result, there has been situation for employers to treat unfairly with workforce. In this transfer procedure, not paying attention to the subject of organizational justice will absolutely cause diminish benefiting and dissatisfaction among individuals in public sector and especially, private sector which most governmental (public) sector activities will be transferred to. Therefore, researchers have tried to investigate the difference between two companies in performing organizational justice and behavioral factors of individuals via survey research.

Literature review

Organizational justice: Justice perceptions have long been considered as explanatory variables in organizational research (Adams, 1965; Deutsch, 1975; Leventhal, 1976). Organizational justice describes the individuals (or groups) perception of the fairness of treatment received from an organization and their behavioral reaction to such perceptions (James, 1993). In the extant literature, justice has been conceptualized based on three dimensions: distributive justice, procedural justice and interactional justice. Distributive justice refers to the perceived fairness of the outcomes, procedural justice refers to the perceived fairness of the means used to determine those outcomes (Folger and Konovsky, 1989; Cropanzano and Greenberg, 1997) and interactional justice refers to the fairness of interpersonal treatment (Martinez-Tur *et al*., 2006).

Therefore, the distributive justice is concerned with ends and the procedural justice with means (Sweeney and McFarlin, 1997). The expectancy theory of motivation states that motivation is influenced by the belief that effort will lead to higher performance (expectancy) and belief that higher performance will lead to better rewards (instrumentality) that are valued (valence) by the employees (Robbins, 2001). Since, distributive justice is about the fairness of the outcomes, it has a strong link with instrumentality. Thus, there can see that distributive justice perceptions of employees will have an influence on their motivation. The employees will have certain beliefs and attitudes about the way that the organization will make and implement decisions. In situations where the beliefs of how decisions should be made and how they are actually made are different the employees may experience cognitive dissonance and as a result, the employees will feel uncomfortable that may lead to job dissatisfaction.

Many studies have analyzed the relationship between these two forms of organizational justice and their effects on various work-related variables including turnover intention organizational commitment, organizational citizenship behavior and job satisfaction (Alexander and Ruderman, 1987; Folger and Konovsky, 1989; McFarlin and Sweeney, 1992; Sweeney and McFarlin, 1997; Cropanzano and Folger, 1991; Cropanzano and Randall, 1993).

For example, Alexander and Ruderman (1987) used six organizational outcome variables including job satisfaction, turnover intentions, tension/stress, trust in management, conflict/harmony and evaluation of supervisor. Procedural justice had a greater influence on five of the variables compared to distributive Justice. From the six variables, only turnover intentions had a stronger link with distributive justice than with procedural justice. Also, Karriker and Williams (2007) believe when the supervisor makes procedural and outcome fairness investments in own relationship with the employees, these relationships are enhanced, leading to employee behaviors that benefit the supervisor. They assert that as a matter of practice, extra-role behaviors that benefit the super-visor eventually benefit the organization as a whole and managers would do well to note that when an organization's culture is characterized by high-quality supervisor-employee relationships, the ramifications for overall productivity and performance are impressive.

Turnover intentions: Mobley (1977) has formulated a withdrawal decision process to explain how people decide to leave their institutions. According to his model, individuals first evaluate their existing jobsand experience

satisfaction or dissatisfaction based on their jobs. If dissatisfaction is felt, the thought of quitting arises. Before searching for alternatives, individuals first try to evaluate the cost that will incur from quitting the existing job and the utility that is expected to be received from the search. If the expected utilities are considered to be worthy of quitting, a search for the alternatives begin followed by an evaluation and comparison of the alternatives with the present situation. Intention to quit is formed if the alternatives are more desired which is followed by actual withdrawal.

Although, a few individuals suddenly leave their job, many of them think about turnover for a long time. Withdrawal cognitions state the process of thought of quitting or continuing to work in the organizational (Maertz and Campion, 2004). Missing good employees has spoiling effects on the others and causes disappointment and loosing motive and excitement among individuals so that decreasing benefit and job satisfaction in the organization. Most organizations assume that the expenses of turnover are less because they consider only apparent expenses (Winterton, 2004).

Insufficient payment, lack of promotion, inconvenient supervision, inefficient relationships, flexibility, training, work quality, volume of work organizational commitment, organizational variations, easy turnover, fear and anxiety, educations, age, experience, environmental factors as job opportunities, situation of occupation and competitive skills have effect on turnover (Ellett *et al*., 2007).

Organizational citizenship behavior: Appelbaum *et al*. (2004) said that organizational citizenship behavior is discretionary behavior that is not part of an employee's formal job requirement but it is that which promotes the effective functioning of the organization. Also, Allen *et al*. (2000) defined organizational citizenship behavior as that which embodies the cooperative and constructive gestures that are neither mandated by formal job role prescriptions nor directly or contractually compensated for by the formal organizational reward system. Bolino and Turnley (2003) identified it as an organization's ability to elicit employee behavior that goes beyond the call of duty. They found that citizenship behaviors generally have two common features; they are not directly enforceable (i.e., they are not technically required as a part of one's job) and they are representative of the special or extra efforts that organizations need from their workforce in order to be successful.

Bolino *et al*. (2002) defined organizational citizenship behavior as the willingness of employees to exceed their formal job requirements in order to help each other, to subordinate their individual interests for the good of the organization and to take a genuine interest in the organization's activities and overall mission. Good citizenship as per Bolino and Turnley (2003) includes a variety of employee behaviors such as taking on additional assignments, voluntarily assisting people at work, keeping up with developments in one's profession following company rules (even when no one is looking), promoting and protecting the organization, keeping a positive attitude and tolerating inconveniences at work. Described by Organ *et al*. (2006), citizenship behaviors are discretionary individual behaviors that are not directly recognized by the reward system but in the aggregate promote the overall effectiveness and functioning of the organization.

Organ (1988) firstly advocated five dimensions of OCB including altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Building on such a conceptual work, Podsakoff *et al*. (1990) further developed a 24 item OCB scale, the reliability and validity of which has been substantiated in numerous empirical studies (Lam *et al*., 1999; Moorman, 1991).

Pondering whether citizenship behaviors take different forms in varying cultures (Farh *et al*., 1997) conducted a study in Taiwan several years after the first OCB scale was created. Five dimensions with 20 OCB items were eventually obtained through a series of factor analyses which were labeled identification with company, altruism toward colleagues, conscientiousness, interpersonal harmony and protecting company resources, respectively (Fig. 1). Based on making a survey for >200 employees in private enterprises, Wang (2011)

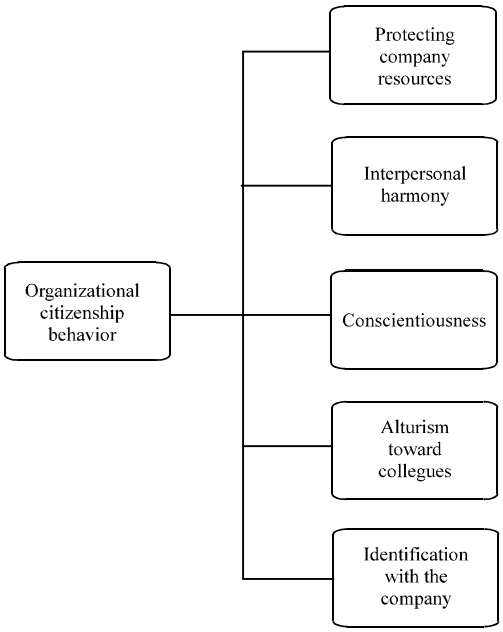

Fig. 1: Five dimensions of organizational citizenship behavior in the Taiwan Context (TOCB) adopted from Farh *et al*. (1997)

showed sense of organizational justice has a positive prediction role on employees' organizational identification; organizational identification positively promotes employees' organizational citizenship behavior and the organizational identification plays an intermediary role on relationship between organizational justice and organizational citizenship behavior. Cho and Dansereau (2010) add to the knowledge of transformational leadership and multifocal effectiveness in conjunction with major justice perceptions of a follower(s) in workplaces based on a multi-level approach. Their findings suggest that transformational leadership behaviors (i.e., individualized consideration and charisma) operate at multiple levels and that these behaviors relate to multifocal OCBs via a follower's individual or group level justice perception at a certain level. Specifically when a follower perceives a transformational leader's individualized considerate behaviors as respectful and polite, this serves as a basis for engaging in a follower's leader-directed OCBs. In addition when a transformational leader's charismatic behaviors are perceived as applying procedures equally and consistently to the group as a whole, this relates to followers group-directed OCBs.

Job satisfaction: High employee satisfaction is important to managers who believe that an organization has a responsibility to provide employees with jobs that are challenging and intrinsically rewarding (Robbins, 2001). Oshagbemi (2000) has defined job satisfaction as individual's positive emotional reaction to particular job managers and clear sighted people of behavior science believe that the concept of job satisfaction is most similar to other concepts as encouragement or motivation and to some extent the same meaning. So, it results to some mistakes made about understanding and measuring this concept (Bead and Holden, 2002). Job satisfaction states that how much individual likes own job. That is the evaluation own job and in a general evaluation whether the individual has positive sense to own job factors or not. This evaluation includes perceived job characteristics, feelings and environment of work. Job satisfaction includes being satisfied with the job, payment, promotion, motivation, colleagues and supervision (Smith *et al*., 1969). Personal stable characteristics have much influence on explaining job satisfaction. Some people believe that about 30% of an individual satisfaction depends on personal characteristics and genetic factors (Dorman and Zapf, 2001). An ultra analysis consists of 190 survey researches with a sample size of 64757 people showed that understanding and perceive justice in an organization has a very tight relationship with job satisfaction (Cohen-Charash and Spector, 2001). Nadiri and Tanova (2010) in their study showed that the fairness of personal outcomes like fair distribution of pay and other rewards and perceived fairness in the managers interactions with their employees still impact the employees job satisfaction and turnover intentions. Furthermore, outcome fairness is more important with regard to organizational outcomes such as OCB as well.

Significance/need of the study: Considering various dimension of organizational justice by managers is very important because the experimental study shows that organizational injustice causes anti citizenship behaviors, damaging organization identify, decreasing individual job satisfaction, employees turnover, increasing productive workers absence from work, disliking the job, lower work performance, reduce in customer satisfaction, decreasing organizational commitment, lessening personal loyalty in organization.

Therefore, considering that organizational justice influence highly on organizational behavior and can harm it very much, it is suitable that managers pay a sufficient attention to create justice and perception of justice in the organization and society and keep going on this way. Organizations attempt to study the situation and understand personal feelings of organizational justice and improve the existing situation. Privatization and accelerating industries and organization abandon to non government of sectors and also increasing unemployment rate has resulted that employers in non-government of sectors be able to impose continuous stress to employees in order to decrease the expense of their activities. In this condition, the study about organizational justice and influence on indexes as job satisfaction, turnover intensions and organizational citizenship behavior has special importance and can affect managers behavior and change their view in both private and public sectors.

Objectives and hypotheses: The researchers all agreed that strong sense of organizational identification is bound to cause employees' psychology and behaviors to produce significant changes and then improve organizational performance by affecting positive and negative factors inside organization. For example, previous studies in the United States have revealed that employee perceptions about distributive and procedural justice may predict an employee's intention to stay, job satisfaction, evaluation of supervisor and organizational commitment (Cropanzano and Randall, 1993; Folger and Konovsky, 1989; Sweeney and McFarlin, 1997). These studies also found that judgment about procedural justice may be more strongly related to evaluation of supervision

and organizational commitment while distributive justice may be more strongly related to job satisfaction and intent to stay (McFarlin and Sweeney, 1992). Fields *et al.* (2000) have summarized the result of previous studies of the relationship of distributive justice and procedural justice with employee outcomes as; both distributive and procedural justice are related to job satisfaction, intent to stay and evaluation of supervision; the relationship of procedural justice is stronger with evaluation of supervision; the relationship of distributive justice is stronger with job satisfaction and intent to stay; procedural justice moderates the relationship if distributive justice with evaluation of supervision and gender moderates the relationships of both distributive justice and procedural justice with job satisfaction and intent to stay.

Ismail and Shaiff (2008) in their studies had conducted to examine the mediating role of interactional justice in the relationship between pay level, job satisfaction and job performance. The outcomes of stepwise regression analysis showed that the inclusion of interactional justice in the analysis had increased the effect of pay level on both job satisfaction and job performance therefore, the 1st and 2nd hypotheses are formed accordingly:

H_1: Perceptions of distributive justice, procedural justice and interactional justice will be significantly related to employees' turnover intention.

H_2: Perceptions of distributive justice, procedural justice and interactional justice will be significantly related to employees' job satisfaction.

Williams *et al.* (2002) proposed that when perceptions of fairness treatments are high, employees are more likely to engage in organizational citizenship behaviors. A variety of studies have found a positive relationship between perception of procedural justice and organizational citizenship behaviors (Konovsky and Pugh, 1994; Moorman, 1991; Organ and Moorman, 1993). In line with these results, Moorman (1991) found that there exists positive relationship between procedural justice and four OCB dimensions.

Organ and Moorman (1993) concluded that procedural justice, rather than distributive justice or job satisfaction, provides a better explanation of OCB. Moorman (1991) has also suggested that the decisions to behave as an organizational citizen was more a result of a general positive evaluation of the organizational system, institutions and authorities evoked by procedural justice rather than an evaluation of fairness of outcomes. Therefore, hypothesis 3 is:

H_3: Perception of distributive and procedural justice will be significantly related to employees organizational citizenship behavior. It seems by privatization in IRI and congestion of ready to work force in comparison with the number of existing job opportunities in market, provides the condition for private sectors to apply more stress on work forces. Consequently, it is foreseen that organizational justice and job satisfaction in private sector is less than public sector. In the other hand, restrictions of employment in public sector caused this sector to be able to attract required human resource among people who have higher public competence rather than people in private sector. Therefore, it seems organizational citizenship behavior in public sector is greater than private sector.

H_4: Organizational justice in public sector is greater than private sector.

H_5: Job satisfaction in public sector is greater than private sector.

H_6: Turnover intentions in public sector is greater than private sector.

H_7: Organizational citizenship behavior in public sector is greater than private sector.

MATERIALS AND METHODS

Sample: The sample for this study was drawn from two big industrial companies from private sector and public sector in province of Isfahan in Islamic Republic of Iran. All of these establishments were contacted and permissions to carry out the research were obtained. Using probabilistic sampling method, 400 questionnaires were distributed to the managers and employees that were selected to participate in the study. Two versions of questionnaires were used; one for employees and the other version for managers. Out of the 400 employee manager dyads a total of 284 employees and 80 managers filled out the questionnaires (138 in private sector and 146 in public sector).

The employees filled out a questionnaire with questions about their job satisfaction, justice perceptions and turnover intentions. The managers filled out questionnaires about each of their employee's organizational citizenship behavior. The anonymity of the employees was ensured. Research assistants distributed the questionnaires to employees and managers separately and they collected and matched the completed

questionnaires. The scales were translated to Persian from the English language. The Persian versions were also back translated to English and the two versions were compared by an independent linguist to ensure equivalence. The Cronbach alpha reliability coefficients were comparable with the original scales.

Organizational citizenship behavior: Organizational citizenship behavior was measured with a 19 item, 5-point Likert type scale that was asked to managers. The scales included items adapted from scales used previously by Organ and Konovsky (1989). An example of the item format is your employee helps busy colleagues. The Cronbach alpha were found to be 0.77 and 0.819 in public sector and private sector, respectively. The managers filled out the OCB questions for their employees.

Job satisfaction: Job satisfaction was measured with a 4 item, 5-point Likert type scale that was asked to employees. The scales included items adapted from scales used previously by Lucas *et al.* (1990). An example of the item format is I feel I am being paid a fair amount for the work I do. The Cronbach alpha were found to be 0.79 and 0.87 in public and private sector, respectively. The job satisfaction questions were filled out by the employees.

Distributive, procedural and interactional justice: The 20 item, 5-point Likert type scale developed by Niehoff and Moorman was used to measure procedural justice, distributive justice and interactional justice. The Cronbach alpha for the 20 items was 0.924. The 5 items were related to distributive justice (alpha value 0.919 and 0.97), 6 items to procedural justice (alpha value 0.86 and 0.64) and 9 items for interactional justice (alpha value 0.879 and 0.884) in public and private sectors, respectively. An item scale for distributive justice is I feel I am being rewarded fairly considering the responsibilities I have. An item scale for procedural justice is My supervisor is neutral in decision making.

An example item from interactional justice measure is My supervisor provides explanations for the decisions related to my job. The justice questions were filled out by the employees.

Turnover intentions: A 3 item, 5-point Likert scale developed by Cammann was used to measure turnover intentions of the employees. Each item asked the respondents to indicate the degree of occurrence of thought of quitting, searching for another job and actually intending to quit. The Cronbach alphas were calculated to be 0.767 and 0.91 in public and private sector, respectively. The turnover intention questions were filled out by the employees.

RESULTS AND DISCUSSION

Cronbach alpha reliability coefficients were comparable with the original scales. Among managers and employees 100% are male. Education levels of managers are 42.3% scondary end, 11.5% associate degree and 46.2% bachelor and Master of Science degree. The years of service among managers are 2.2% <5 years, 6.5% 5-10 years and 91.3% >10 years. Among employees 100% are male. The 35% of employees are between 21 and 30 years old. Years of service among employees are 41.6% <5 years. Education levels of employees are 44.1% scondary end, 17.46% associate degree and 27.38% bachelor and Master of Science degree. The level of education of the respondents is also relatively high with >57% with university education among managers. In this study with 95% confidence interval it was obvious that:

- No meaningful difference among different education level of employees with perception distributive justice, procedural justice and interactional justice was seen
- Employees with different education levels have different job satisfaction. That is individuals with lower level of education have the most job satisfaction but the employees with higher education degrees [BS (Bachelor of Science) and MS (Master of Science)] have less job satisfaction
- The average of turnover intensions among employees with different education level is the same

Table 1 shows correlations and reliability coefficients for all study variables. Results of the correlation analysis provide support for the discriminant validity of the study. When correlation coefficient matrix between constructs is examined; no correlation coefficient is >0.90. This means that all the constructs are different/distinct (Amick and Walberg, 1975). Prior research has also successfully shown that these scales predict different dependent measures and suggest that they are distinct variables representing different constructs (McFarlin and Sweeney, 1992). Also Table 1 shows that there is a correlation among variables 1 through 5. That is hypotheses 1 and 2 are verified but despite, the past study indicates that there is a correlation between organizational justice and organizational citizenship behavior, no relation between

Table 1: Correlations

Variables	1	2	3	4	5	6
Distributive justice	1	0.382(**)	0.442(**)	0.320(**)	0.742(**)	0.016
Sig. (2-tailed)		0	0	0	0	0.784
N	280	280	280	280	280	280.0
Procedural justice	0.382(**)	1	0.860(**)	0.359(**)	0.423(**)	-0.018
Sig. (2-tailed)	0		0	0	0	0.761
N	280	280	280	280	280	280.0
Interactional justice	0.442(**)	0.860(**)	1	0.429(**)	0.526(**)	0.005
Sig. (2-tailed)	0	0		0	0	0.932
N	280	280	280	280	280	280.0
Turnover intentions	0.320(**)	0.359(**)	0.429(**)	1	0.423(**)	0.036
Sig. (2-tailed)	0	0	0		0	0.548
N	280	280	280	280	280	280.0
Job satisfaction	0.742(**)	0.423(**)	0.526(**)	0.423(**)	1	-0.029
Sig. (2-tailed)	0	0	0	0		0.625
N	280	280	280	280	280	280.0
6-OCB	0.016	-0.018	0.005	0.036	-0.029	1.000
Sig. (2-tailed)	0.784	0.761	0.932	0.548	0.625	
N	280	280	280	280	280	280.0

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

Table 2: Group statistics

Variables	Section	N	Mean	SD	SEM
Distributive justice	Public	146	2.2918	0.81440	0.06740
	Private	134	2.3299	0.95501	0.08250
Procedural justice	Public	146	3.3242	0.76918	0.06366
	Private	134	3.3532	0.75195	0.06496
Interactional justice	Public	146	3.2547	0.79636	0.06591
	Private	134	3.1996	0.91240	0.07882

Table 3: Independent samples test

		Levene's test for equality of variances		t-test for equality of means						
									95% confidence interval of the difference	
		F	Sig.	t-test	df	Sig. (2-tailed)	MD	SD		
Variables	Conditions	(Lower)	(Upper)	(Lower)	(Upper)	(Lower)	(Upper)	(Lower)	Upper	Lower
Distributive justice	Equal variances assumed	5.299	0.022	-0.360	278.0	0.719	-0.040	0.106	-0.25	0.170
	Equal variances not assumed			-0.360	262.5	0.721	-0.040	0.107	-0.25	0.172
Procedural justice	Equal variances assumed	0.931	0.336	-0.320	278.0	0.750	-0.030	0.091	-0.21	0.150
	Equal variances not assumed			-0.320	276.9	0.750	-0.030	0.091	-0.21	0.150
Interactional justice	Equal variances assumed	1.265	0.262	0.539	278.0	0.590	0.055	0.102	-0.15	0.256
	Equal variances not assumed			0.536	265.1	0.592	0.055	0.103	-0.15	0.257

Table 4: Group statistics

Parameters	Section	N	Mean	SD	SEM
Job satisfaction	Public	146	2.4281	0.78946	0.06534
	Private	134	2.6063	0.92703	0.08008
Turnover intentions	Public	146	3.4682	0.98984	0.08192
	Private	134	3.2711	1.10384	0.09536
OCB	Public	146	3.7721	0.41613	0.03444
	Private	134	3.5272	0.43562	0.03763

these variables was seem. In his regard, the relation between these variable was studied in public and private sectors separately but no correlation between them was verified. Considering with 95% confidence interval and Table 2 and 3, we can declare that there is not any meaningful difference between organizational justice perceptions in public and private sector, in other words, the hypothesis 4 is not verified. Considering with 95% confidence interval (Table 4 and 5), we can declare that there is not any meaningful difference between job satisfaction in public and private sectors. In other words, the hypothesis 5 is not verified.

Also in this confidence interval, we can say that there is no meaningful difference between turnover intensions in these two sectors. In other words, the hypothesis 6 is not verified and the reason is limited job opportunities in the country. By comparing organizational citizenship behavior with 95% confidence interval, the hypothesis 7 is verified and the organizational citizenship behavior level in public sector is more than private sector.

Table 5: Independent samples test

		Levene's test for equality of variances		t-test for equality of means						
									95% confidence interval of the difference	
Parameters	Conditions	F (Lower)	Sig. (Upper)	t (Lower)	df (Upper)	Sig. (2-tailed) (Lower)	MD (Upper)	SE Difference (Lower)	Upper	Lower
Job satisfaction	Equal variances assumed	6.263	0.013	-1.740	278.0	0.084	-0.180	0.103	-0.380	0.024
	Equal variances not assumed			-1.730	262.4	0.086	-0.180	0.103	-0.380	0.025
Turnover intentions	Equal variances assumed	2.366	0.125	1.575	278.0	0.116	0.197	0.125	-0.050	0.443
	Equal variances not assumed			1.567	267.9	0.118	0.197	0.126	-0.050	0.445
OCB	Equal variances assumed	0.301	0.584	4.809	278.0	0.000	0.245	0.051	0.145	0.345
	Equal variances not assumed			4.799	273.3	0.000	0.245	0.051	0.144	0.345

CONCLUSION

The purpose of this research was to examine the relationship of organizational justice with various research related variables, i.e., organizational citizenship behavior, turnover intention and job satisfaction. Correlations between employees' organizational justice perceptions were significantly related to organizational citizenship behavior, turnover intentions and job satisfaction.

According to studies which details were described in the literature review section there is a positive relationship among the dimensions of organizational justice (distributional, procedural and interactional) with job satisfaction, turnover intentions and organizational citizenship behavior. That is by increasing organizational justice perceptions, job satisfaction increases, turnover intentions decreases and organizational citizenship behavior increases too. Also, this research shows that there is a meaningful relationship among three dimensions of organizational justice perceptions with job satisfaction and turnover intentions but no meaningful relationship among organizational justice perceptions, job satisfaction and turnover intentions with organizational citizenship behavior was seen. Consequently, this contradiction with prior researches can be the result of following factors; lack of managers sufficient information about organizational citizenship behavior among employees. Managers have tried to pretend that the level of employees organizational behavior is good.

Considering that in this research, employees' citizenship behavior has been investigated and measure in the view of managers, it is suggested that both measuring methods; managers and employees comments (self assessment) be used and the results be analyzed.

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