

The Evaluation of Organizational Justice and Organizational Citizenship Perceptions of Airport Employees

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Abstract— Airport operations are of great importance in terms of ensuring national and international flight security and being the outward face of countries. In addition, the quality of the service provided by the airport users is directly affected by the behavior of the employees. Situations such as lack of work, lack of emotions such as justice and belonging can change the motivation and quality of the work negatively. The aim of this study is to examine the organizational justice and organizational citizenship perceptions of employees working in airport ground services. According to the results of this research, it has been determined that the perception of organizational justice and organizational citizenship of the airport employees is high and their sub-dimensions are positively related. It is understood that organizational citizenship has a direct and strong relationship with organizational justice. In this context, it has been determined that managers who can integrate female employees into business life can be more successful.

Keywords— Organizational Justice, Organizational Citizenship, Airport Ground Services.

I. INTRODUCTION

It can be stated that qualified human resources have an important place in global competition conditions [1]. In this century, where competition conditions have increased even more, it is seen that the need for skilled labor has increased.

In the short term, tourism has one-way, positive causal relationship to GDP. Efforts to develop the tourism will cause the economy grow [2].

Airports are the starting and ending points of national and international flight activities. The satisfaction of the people using the airports is directly related to flight activities and ground services. The quality of the service received from the airport ground crew affects flight comfort and satisfaction.

In order to ensure its organizational success, it is important to have employees who are away from conflict, not wasting resources, have high belonging and willing employees. The sense of justice within the institution is of great importance for the existence of the dedicated employees.

The aim of this study is to evaluate the Organizational Justice (OJ) and Organizational Citizenship Behavior (OCB) of the employees working in airport ground services.

Rest of the paper is organized as follows, Section I contains the introduction; Section II contains the related work of empirical studies on OJ and OCB; Section III discusses empirical methodology, Section IV describes results and Section V consist of discussion and conclusion of the study.

II. ORGANIZATIONAL JUSTICE & ORGANIZATIONAL CITIZENSHIP BEHAVIOR

OJ is the perception of the perceived sense of justice in the work environment [3]. According to the studies, there are four basic sub-dimensions of organizational justice: distributive justice, procedural justice, informational justice and interactional justice [4].

Distributive justice refers to whether the rewards and punishments within the organization are applied fairly and equally. The fairness of promotions, rewards or punishments within the organization and the objective behavior of managers are constantly questioned by employees at their own level. Therefore, due to nepotism, the level of cynicism among employees may also increase [5],[6]. In such situations, the sense of justice among employees can be deeply hurt. *Procedural justice* is defined as the fairness of the processes that lead to outcomes. Therefore, it can be defined the fairness of decisions taken by managers. Procedural justice resistance increases when employees feel inconsistent behavior or prejudice in the workplace. *Interactional justice* expresses whether the decisions taken by the managers are within normative values in the implementation phase [7],[8].

Informational justice relates to the adequacy of the explanations given in terms of their timeliness, specificity, and truthfulness [9].

OCB is the person who motivates the employee in line with the goals of the organization based on volunteerism in order to realize the mission and vision of the organization. OCB is voluntary behavior that is not part of the job description and is carried out by the employee as a result of personal choice. Second, OCBs go above and beyond the job description. The person motivates himself to commitment to the workplace. Finally, OCBs contribute positively to the success of the organization.

It has five sub-dimensions of OCB: Conscientiousness, courtesy, altruism, sportmanship and civic virtue [10]. *Conscientiousness* is the work of an individual as well as working voluntarily and without preconditions in an accountable manner within the scope of the interests of the organization. These employees are dedicated employees. *Altruism* is voluntary behavior in which an employee helps a person with a specific problem to complete their task under unfamiliar circumstances. *Courtesy* includes behaviors that focus on taking the necessary action to mitigate the future effects of problems. It also warns colleagues about future threats and risks as a result of foresight. In addition, courtesy is a major factor in restoring broken morale and encouraging the team. *Sportmanship* is the continuation of positive feelings towards the workplace by avoiding negative behaviors that may cause cynical behavior within the organization. *Civic virtue*, on the other hand, refers to the high level of loyalty and loyalty to the organization [11], [12], [13].

III. METHODOLOGY

According to the number of employees in 2019, a total of 1052 people, 473 at Van Ferit Melen Airport and 579 at Erzurum Airport, constitute the total sample of the study. The sample size can be determined with the formula at below for studies in which the main population is known.

$$n = \frac{N \times (t)^2 \times (p) \times (q)}{(d)^2 \times (N-1) + (t)^2 \times (p) \times (q)}$$

n: sample size

N: Number of units in the target group

p: frequency of the event under consideration

q: Frequency of absence of the event under consideration

t: theoretical value in the table of "t" at certain level of significance

d: sampling error accepted according to the frequency of occurrence of the event

The main mass in this study is 1052. The frequency of occurrence (p) and absence (q) of the event examined was taken as 0.50 and 0.50. The sampling error was 0.05 and the confidence level was 95%. It was determined that the t value at the 0.05 significance level was 1.96. When the relevant data were entered into the formula, the sample size was calculated.

$$n = \frac{1052 \times (1.96)^2 \times (0.50) \times (0.50)}{(0.05)^2 \times (25000-1) + (1.96)^2 \times (0.50) \times (0.50)} = 279.9$$

The number of returning to the online questionnaire for the personnel working at both airports is 483. However, it was understood that 431 of these answers were at a statistically usable. In order to determine the sample size, 431 samples were considered to be sufficient since it was over 279.9.

The Scale of OJ: The organizational justice perceptions of airport employees were determined through a Likert-type scale prepared by Niehoff and Moorman [14]. Accordingly, there is a five-point classification between (1) strongly Disagree and (5) strongly agree.

Table 1: Reliability analysis results for the OJ scale

Scale and Subdimensions	Cronbach's Alpha
Organizational Justice	.92
Interactional justice	.91
Distributive justice	.89
Procedural justice	.92
Informational justice	.88

The reliability analysis of the OJ scale for this study is shown in Table 1. Accordingly, it can be accepted that the scale has a very high level of explanatory and acceptability.

The Scale of OCB: The OCB scale, developed by Moorman [15], was used in accordance with the organizational citizenship perceptions of the airport employees in accordance with the classification of Organ [10].

Table 2: Reliability analysis results for the OCB scale

Scale and Subdimensions	Cronbach's Alpha
OBC Scale	.89
Conscientiousness	.85
Courtesy	.84
Sportmanship	.93
Altruism	.90
Civic virtue	.88

The reliability analysis of the OCB scale for this study is shown in Table 2. Accordingly, it can be accepted that the scale has a very high level of explanatory and acceptability.

IV. RESULTS AND DISCUSSION

The gender distribution and marital status of the 431 samples participating in the study are almost equal. Most

of them are university graduates. It is evaluated that there is a regular distribution between the ages of 18 and 50. Nearly half have been working at the airport for 6 to 10 years and the majority are satisfied with their workplace (Table 3).

Table 3: Demographics

Gender	n	%	Marital Status	n	%
Male	219	50.8	Married	242	56.1
Female	212	49.8	Single	189	43.9
Education			Age		
High School	80	18.5	18-30	183	42.4
University	321	74.4	31-40	140	32.4
Graduate	30	7.1	41-50	108	25.2
Workplace			Seniority		
Satisfied	271	62.8	1-5 years	102	23.8
Not satisfied	160	37.2	6-10 years	222	51.5
			+ 10 years	107	24.7
Total	431	100	Total	431	100

While interpreting arithmetic means, Büyüköztürk [16]'s evaluation scale was used. According to this; Scale mean can be interpreted at Table 4.

Table 4: Arithmetic mean scale

Value	Meaning
1.00 – 1.79	Very low
1.80 – 2.59	Low
2.60 – 3.39	Medium
3.40 – 4.19	High
4.20 – 5.00	Very High

Table 5: Subdimensions of OJ's mean scales

Variable	\bar{X}	StD.
OJ	3,67	0,52
IJ	3,82	0,56
DJ	3,64	0,33
PJ	3,55	0,54

OJ: Organizational Justice, IJ: Interactional justice, DJ: Distributive justice, PJ: Procedural justice

When the scale averages of OJ and its sub-dimensions are evaluated (Table 5), it is seen that all of them are at a high level according to Büyüköztürk scale. It can be stated that IJ is at a higher level than other dimensions.

In order to examine the situation between the gender and OJ perceptions of the airport employees, a t-test was applied. Accordingly, employees' perception of OJ varies according to gender ($t = -1,192, p = 0.04, p < 0.5$). Male employees state that managers are fair compared to women.

ANOVA test was conducted to examine whether the sense of justice of the airport employees differs according to

their professional seniority. Accordingly, it was observed that the sense of justice differed between the groups ($F = 8,423, p = 0.01$). In order to determine the direction of the difference between the groups, the LSD test was applied, and it was observed that individuals who worked for eight years and below differ from those who were older.

Table 6: Subdimensions of OCB's mean scales

Variable	\bar{X}	StD.
OCB	4,17	0,47
Conscientiousness	4,43	0,37
Courtesy	4,31	0,46
Sportsmanship	4,09	0,42
Altruism	4,40	0,75
Civic Virtue	3,97	0,42

When the scale averages of OCB and its sub-dimensions are evaluated, it is seen that altruism, courtesy and conscientiousness are very high, while other dimensions are at a high level (Table 6). It can be stated that conscientiousness, which is one of the sub-dimensions of OCB, is at a higher level than other dimensions of citizenship.

In order to examine the situation between the gender and organizational citizenship perceptions of the employees at the airport, t test was applied. Accordingly, employees' perception of OCB varies according to gender ($t = -2.439, p = 0.01, p < 0.5$). It is understood that female employees are more closely connected to their workplaces than men.

ANOVA test was conducted to examine whether the OCB of the airport employees differs according to their seniority. Accordingly, it was observed that the sense of citizenship differed between the groups ($F = 9,259, p = 0.01$). In order to determine the direction of the difference between the groups, LSD test was applied, and it was determined that former employees (higher seniority) were more closely attached to their workplaces than new employees.

Table 7: Correlation analysis of OJ and OCB

	1	2
OJ	-	
OCB	.714(**)	-

There is a positive and very strong statistical relationship between OJ and OCB. In this context, it can be stated that where the sense of OJ increases, the perception of OCB will also increase (Table 7).

V. DISCUSSION & CONCLUSION

Organizational citizenship behaviors are situations where employees support their workplaces like a fanatic supporter. According to studies, OCBs are associated with both procedural justice [17],[18],[19] and distributive justice perceptions [18],[19].

While airport employees' perceptions of justice are directly affected by gender and professional seniority, they are not affected by age and the workplace variables. It is especially important for female employees that managers are not fair. Feeling gender discrimination will negatively affect the work harmony and continuity in the workplace. In this context, a more successful organization can be mentioned if female employees are integrated into the business environment.

IJ is at a higher level than other dimensions of OJ. In this context, it can be stated that the dialogue established during the implementation phase of the decisions taken by the managers of the airport employees is within normative values.

Three sub-dimensions of OCB found a very high level of correspondence compared to the others. Altruism is when one person helps another person under different conditions and conditions voluntarily. Courtesy is to inform or warn colleagues about future threats and risks as a result of predictions or predictions. Conscientiousness is the voluntary behavior of employees above the minimum level expected from them. In this context, we can mention the presence of airport employees who display a high level of sharing behavior and compromise for their other colleagues.

There is a positive and very strong statistical relationship between OCB and OJ. In this context, increasing the sense of OJ among employees will be effective in increasing the perception of OCB. In this context, the perception of organizational citizenship is a reactionary and sometimes an organized movement for OJ. In organizations where the sense of justice rises, the sense of citizenship may also tend to increase.

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