

INTEGRITY AS IT RELATES TO JOB PERFORMANCE, ORGANIZATIONAL  
CITIZENSHIP BEHAVIOR AND WITHDRAWAL BEHAVIOR:  
MODERATING EFFECT OF ORGANIZATIONAL JUSTICE

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## **ABSTRACT**

### **INTEGRITY AS IT RELATES TO JOB PERFORMANCE, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WITHDRAWAL BEHAVIOR: MODERATING EFFECT OF ORGANIZATIONAL JUSTICE**

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The aim of the study was to investigate the moderation effect of organizational justice perceptions in the relationships between integrity and critical organizational outcome variables, namely, job performance, organizational citizenship behavior, and withdrawal behaviors (turnover intentions and absenteeism). High performing employees with constructive organizational behaviors and without withdrawal behaviors are desired by organizations. Integrity tests, widely used in personnel selection (e.g., Bergmann, Mundt, & Illgen, 1990), aim to contribute to the creation of such a work-force. Empirical evidence suggests that integrity test scores significantly explain the variance in task performance (Schmidt & Hunter, 1998) and withdrawal behavior (Van Iddekinge, Roth, Raymark, & Odle-Dusseau, 2012). Organizational justice is defined by Folger and Cropanzano (1998) as the conditions in organizations leading perceptions of being treated fairly or unfairly. In the present study, justice perceptions were expected to moderate the relationships between integrity and interested outcome variables. Two-hundred-eighty-three employees from different branches of an organization in

the telecommunications sector in Turkey constituted the sample. Supervisory ratings were used to measure task performance, and absenteeism measure was obtained from personnel files. Other measures were based on self-report. Although organizational justice perceptions moderated the integrity-turnover relationship marginally only, there were some critical findings. Organizational justice perception correlated positively with job performance and OCB; and negatively with turnover intentions. Moreover, integrity correlated positively with OCB and negatively with absenteeism. Age appeared as a critical factor, in fact a moderator, for some relationships. Limitations of the study are discussed and suggestions for future research are presented.

**Keywords:** Integrity, Organizational Justice, Organizational Citizenship Behavior, Turnover Intentions, Absenteeism

## ÖZ

### KİŞİSEL BÜTÜNLÜĞÜN İŞ PERFORMANSI, ÖRGÜTSEL YURTTAŞLIK DAVRANIŞLARI VE GERİ ÇEKİLME DAVRANIŞLARI İLE İLİŞKİSİ: ÖRGÜTSEL ADALET ALGISININ MODERASYON ETKİSİ

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Bu çalışmanın amacı; kişisel bütünlük/dürüstlük ile iş performansı, örgütsel yurttaşlık davranışları ve geri çekilme davranışları (işten ayrılma niyeti ve devamsızlık) gibi kritik örgütsel çıktılar arasındaki ilişkide örgütsel adalet algısının moderasyon etkisini araştırmaktır. Yapıcı örgütsel davranışlar gösteren ve geri çekilme davranışlarına sahip olmayan yüksek performanslı çalışanlar firmalar tarafından istenmektedir. İşe alımda yaygın bir şekilde kullanılan kişisel bütünlük testleri (Bergmann, Mundt, & Illgen, 1990), böyle bir iş gücü oluşturmaya katkı sağlamayı hedefler. Bilimsel çalışmalar, kişisel bütünlük testi sonuçlarının iş performansı (Schmidt & Hunter, 1998) ve geri çekilme davranışlarını (Van Iddekinge, Roth, Raymark, & Odle-Dusseau, 2012) yordamada etkili olduğunu göstermektedir. Örgütsel adalet, Folger ve Cropanzano (1998) tarafından, adil ya da adil olmayan bir şekilde davranıldığı algısını oluşturan örgütsel durumlar olarak tanımlanmıştır. Bu çalışmada adalet algısının, kişisel bütünlük ve örgütsel çıktılar arasındaki ilişkide belirleyici olması beklenmektedir. Çalışmanın örneklemini, Türkiye’de Telekomünikasyon sektöründe faaliyet gösteren bir firmanın farklı

birimlerinde görev yapan 283 alıřan oluřturmaktadır. İř performansı olarak ynetici deęerlendirmeleri, devamsızlık lm olarak alıřan dosyalarındaki devamsızlık bilgileri kullanılmıřtır. Dięer deęiřkenlerle ilgili veriler katılımcıların z beyanıdır. Bulgular, sadece drstlk-iřten ayrılma niyeti arasında marjinal bir moderasyon etkisini gsterse de, nemli bazı tespitler yapılmıřtır. rgtsel adalet algısı; iř performansı ve rgtsel yurttařlık davranıřları ile pozitif, iřten ayrılma niyeti ile negatif iliřkili bulunmuřtur. Ayrıca, kiřisel btnlk rgtsel yurttařlık davranıřları ile pozitif, devamsızlık davranıřı ile negatif iliřkili bulunmuřtur. Yař, bazı iliřkilerde nemli bir deęiřken ya da moderator olarak olarak belirmiřtir. alıřmanın kısıtlılıkları tartıřılmıř, gelecek arařtırmalar iin nerilerde bulunulmuřtur.

Anahtar Kelimeler: Kiřisel Btnlk, rgtsel Adalet, rgtsel Yurttařlık Davranıřları, İřten Ayrılma Niyeti, Devamsızlık

*To My Dear Family...*



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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Overview**

High performing employees who are trouble-free with exemplary behaviors are desired by all employers. Employers direct their recruitment and selection efforts to create a workforce composed of such employees. Selection tests, techniques and instruments are developed and used to minimize misses (e.g., selecting the candidates who will not perform as expected) and maximize hits (e.g., selecting the candidates who will perform as expected) during selection decision making. Integrity tests are among the promising instruments quite widely used in practice (e.g., Bergmann, Mundt, & Illgen, 1990). Positive relationships between integrity test scores and job performance have been reported by a number of researchers, including Hogan and Hogan (1989), Johnson (1991), Klehe and Latham (2003), Ones, Viswesvaran, and Schmidt (1993), Sackett, Burris, and Callahan (1998), and Schmidt and Hunter (1998).

Integrity–Organizational Citizenship Behavior (OCB) relationship has not been widely investigated. In one of the rare examples, Cho and Ringquist (2010) examined integrity of the leaders (as a dimension of trustworthiness) and OCB of the employees. In this study, integrity of the leaders was found to predict OCB on the part of subordinates. Despite existence of only very few studies examining the integrity-OCB relationship, the association between OCB and counterproductive

work behaviors (CWB) has been studied relatively extensively (e.g., O'Brien & Allen, 2008; Sackett, Berry & Wiemann, 2006). Moreover, as stated in the next paragraph in details, integrity and CWB relationship is a commonly accepted and investigated one.

There are studies reporting a negative relationship between CWB and integrity (e.g., Boye & Wasserman, 1996; Jones & Terris, 1983; Neuman & Baydoun, 1998; Ones & Viswesvaran, 2003). This established negative relationship is important as it hints at a relationship between OCB and integrity. Furthermore, in some meta-analytic studies (e.g., Ones et al., 1993) withdrawal behaviors are operationalized as turnover intentions and absenteeism, and these withdrawal behaviors are treated as counterproductive work behaviors. In their meta-analysis Ones, Viswesvaran, and Schmidt (2003) reported a mean true validity of .33 for the personality-based integrity tests in predicting absenteeism measures. Moreover, in another meta-analysis by Van Iddekinge et al. (2012), a mean observed adjusted correlation of .09 was reported between turnover and integrity. To summarize, the available evidence suggests a negative relationship between integrity and counterproductive work behaviors, and intuitively a positive relationship between integrity and OCB.

Justice perceptions appear to be critical as they relate both to integrity and to organizational outcome variables. Organizational justice is defined as "the conditions of employment that lead individuals to believe that they are treated fairly or unfairly" by Folger and Cropanzano (1998, p. xii). Following extensive research and a number of iterations, a four component organizational justice model has been proposed: distributive, procedural, interpersonal, and informational justice (Colquitt, 2001).

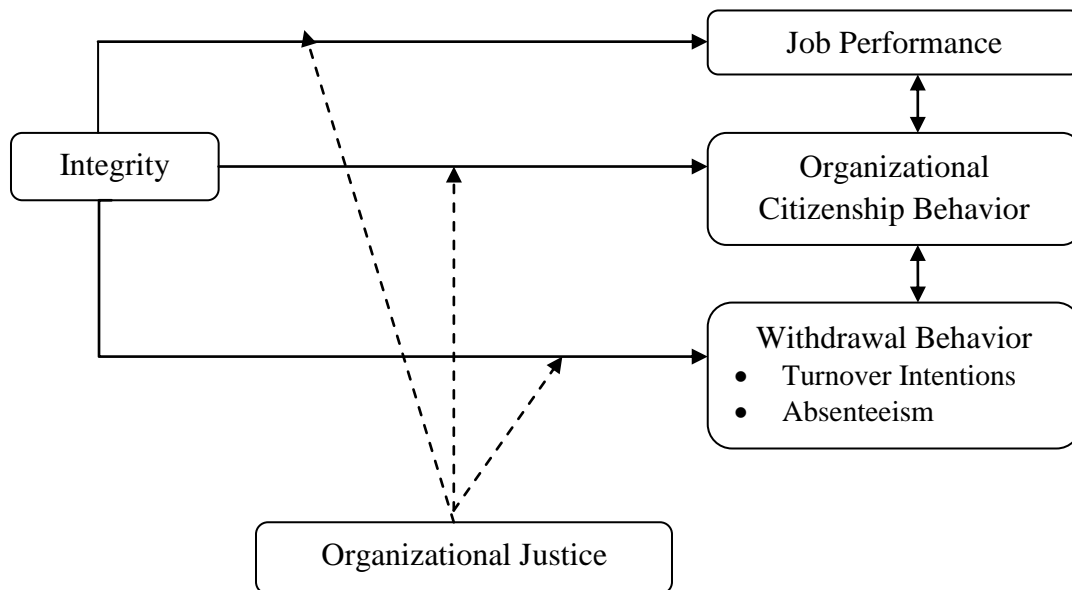
The relationships of organizational justice with job performance, OCB, CWB, and turnover intentions and absenteeism as withdrawal behaviors have also attracted

considerable research attention and been studied by different researchers (e.g., Ali & Jan, 2012; Ball, Trevino & Sims, 1993; Cohen-Charash & Spector, 2001; Flint, Haley, & McNally, 2012; Folger & Cropanzano, 1998; Greenberg, 1988; Konovsky & Cropanzano, 1991; Olsen-Buchanan, 1996). The reported relationships of organizational outcomes with integrity and with organizational justice perceptions are in the same direction. Furthermore, Greenberg (1990) reported a moderation effect of distributive justice on the relationship between integrity and theft. In the light of these studies, in this study, organizational justice perceptions are expected to moderate the relationship between integrity and job performance, OCB, and withdrawal behaviors (i.e., turnover intentions and absenteeism).

Hence, the present study aims to investigate the potential moderating role of organizational justice perceptions in integrity's relationships with job performance, OCB, and withdrawal behaviors. To the knowledge of the researcher, this study is one of the rare attempts to investigate this moderation effect.

The proposed relationships are depicted in Figure 1.





*Figure 1. Proposed model of integrity – outcome relationships as moderated by organizational justice perceptions.*

In the following sections, first the existing literature on integrity-organizational outcome variables relationship is summarized. Next, the relevant literature about organizational justice perception and its relations with organizational outcome variables is briefly reviewed. Finally, the hypotheses of the study are presented.

## **1.2 Integrity**

As mentioned previously, the construct of integrity and its measurement have received an increased research attention in the industrial and organizational psychology literature. The following is a summary of the current literature on this construct. It begins with a conceptual description of integrity, and continues with

the measurement issues. Finally, relationships of integrity with the outcome variables of interests are described.

The construct integrity is sometimes stated to be equal with honesty, and sometimes these two terms are treated as a subset of one another. The term integrity has its roots in the Latin adjective *integer* meaning whole or complete. Honesty and consistency of character are claimed to be the major components of this construct. In the same direction, in philosophy, integrity has a broader meaning than honesty, which is defined as telling the truth at all times and in all circumstances by Kant (Moore & Stewart, 1989). Then, individuals are judged as having integrity to the extent that they act according to the widely accepted values, beliefs and principles; while honesty refers to respect for truthfulness. Nowadays, in the industrial and organizational psychology literature, although some nuances between these two terms are generally accepted, they are usually used interchangeably (Murphy, 2000).

### **1.2.1 Measurement of integrity**

*Ask a man if he is honest or not; in our confessional society he will tell you. The honest man delights in the opportunity to assert his virtue. The dishonest man assuages his guilt by believing that "others do it, too," and it is, after all, "normal" to be dishonest. Much more often than not, he will confess to his untrustworthiness on a paper-and-pencil honesty test (Ash & Maurice, 1988, p. 378).*

The need for honest employees has been an important issue since the theft in work organizations started to be of great cost (Murphy, 1993). To overcome this challenge, as one of the selection devices, polygraph tests were once used relatively widely in the selection processes. However, ethical considerations about the usage of the polygraphs were always an issue (Bergmann, Mundt, & Illgen, 1990). The

main motive behind the recent widespread use of integrity tests is probably the passage of the Employee Polygraph Protection Act of 1988, which prohibited requiring or requesting polygraph examinations by private employers (LoBello & Sims, 1993).

Integrity tests, sometimes also called honesty scales, are actually prototypical criterion-focused occupational personality measures (Ones & Viswesvaran, 2001). According to Ones and Viswesvaran (1998), integrity tests have been in our lives since the late 1940s. Dr. Gilbert Lee Betts developed the first honesty test in 1942, to screen out the recruits for the USA Army with criminal backgrounds. After World War II, in 1947 he published an article about the usage of the test during employment process to select moral candidates (Ash & Maurice, 1988). Nowadays, it is such a widely used selection device that, over 2.5 million integrity tests are reported to be administered annually (O'Bannon, Goldinger, & Appleby, 1989).

According to Murphy (1993), generally integrity tests try to understand one or more of the four components by related items in the respective scale. These components are direct admission of related behavior, perceptions about that behavior, personality or cognition variables which can be related with that behavior, and finally, reactions to that behavior in hypothetical situations.

A critical distinction has been made between overt integrity tests and personality-based integrity tests (Sackett, Burris, & Callahan, 1989; Sackett & Wanek, 1996). Overt integrity tests are the tests which explicitly ask questions about the behaviors and the constructs. Questions are generally based on the thoughts, feelings, expected behaviors and past misbehavior about the related construct (Byle & Holtgraves, 2008; Frost & Rafilson, 1989). Internal consistency estimates for these tests are .80 or above (Sackett & Harris, 1984). An item of Life Experience Inventory-Revised (Ash, 1988), which is an overt integrity test, is "Thinking back,

how often did you have to tell lies to your parents?” Covert integrity tests, on the other hand, have questions which are designed to tap into some general characteristics that are likely to play a role for that person to engage in concerned behaviors. Test takers generally do not realize what is being measured (Bye & Holtgraves, 2008). Also, called personality-based integrity tests, these tests are specifically developed to predict a variety of counterproductive behaviors (Ones, Viswesvaran, & Schmidt, 2003). On the grounds of this variety in the concerned behaviors and the aim of the tests being to find some general characteristics, internal consistency values of covert tests differ in a wider scope, ranging from .65 to .91 as reported by Ash (1987) and Martelli (1988), respectively. An example covert integrity test item from Personnel Selection Inventory (PSI-3) (London House, 1975) is “How often are you unhappy?”

Among the numerous integrity tests, examples of frequently used ones cited by Ones et al. (1993) are the London House Personnel Selection Inventory (London House Press, 1975), Stanton Survey (Klump, 1964), Reid Report (Reid Psychological Systems, 1951), Personnel Reaction Blank (Gough, 1954), PDI-Employment Inventory (Paajanen, 1985), and Hogan Personality Inventory–Reliability Scale (R. Hogan, 1981).

### **1.2.2 Integrity tests and organizational outcomes**

The most important reason of the interest on integrity and integrity testing is its relationship with some important organizational outcomes like job performance, OCB and withdrawal behavior of turnover intentions and absenteeism. In this section, these relationships are discussed respectively.

### ***1.2.2.1 Integrity as a predictor of job performance***

In a comprehensive meta-analysis, Ones et al. (1993) stated integrity as a valid predictor of supervisory ratings of job performance with a predictive validity coefficient of .41. In fact, integrity tests had the greatest increase in validity (20%) over cognitive ability among selection devices, in predicting job performance (Schmidt & Hunter, 1998). In the same year, Ones and Viswesvaran (1998) reported a significant validity of integrity scores for supervisory ratings of job performance. Moreover, it was reported that integrity was a better predictor of supervisor ratings of job performance than were personality scales (Ones & Viswesvaran, 2001). Furthermore, Luther (2000) reported validity of an integrity (.25) test in a high performance team environment, whose members are increasingly responsible for organizational decision-making. Other researchers who reported significant validity of integrity tests in predicting job performance are Hogan and Hogan (1989), Johnson (1991) and Murphy and Luther (1997). Furthermore, Ones and Viswesvaran (2007) found a correlation value of .27 between maximal performance and covert integrity tests. Also, Klehe and Latham (2003) found a correlation value of .30.

### ***1.2.2.2 Integrity as a predictor of organizational citizenship behavior (OCB)***

There is a scarcity of research on the integrity and OCB relationship. However, the literature on OCB in general suggests that it could be a relevant outcome variable with respect to integrity.

OCBs are defined by Organ (1990) as the work-related activities beyond the job scope, formal contract and incentives of the employees. However, such behaviors

still increase organizational effectiveness. For this reason, they are desired behaviors of employees and investigated frequently in the literature.

Organ (1988) specified five dimensions of OCB. *Altruism* is helping co-workers in their tasks at work. *Courtesy* means showing respect to others, so that not creating problems and difficulties in the work place. *Sportsmanship* refers to having toleration for less than ideal situations and not complaining about everything by the help of a general positive attitude. *Conscientiousness* implies trying more than the minimum requirement of the role in the organization and having dutiful respect of the rules. Finally, *civic virtue* stands for feeling responsible towards the improvement of the organization and raising fame of it.

As stated above, OCB is considered to be a relevant outcome for this study for some reasons. First of all, there are a number of studies reporting significant correlations between OCB and counterproductive work behaviors (CWB) (e.g., O'Brien & Allen, 2008; Sackett, Berry & Wiemann, 2006). CWBs are defined as the behaviors of employees which give damage to the organization's interest (Sackett, 2002). O'Brien and Allen (2008) investigated organizational behaviors in a four-factor model. The factors were OCB-I, OCB-O, CWB-I, and CWB-O; "I" referring to interpersonally-directed behaviors, and "O" referring to organizationally-directed behaviors. The correlation values of supervisor report of behaviors were -.41 for OCB-I and CWB-I; and -.54 for OCB-O and CWB-O. Sackett et al. (2006) reported the correlation value of OCB and CWB to be -.31. This moderate negative correlation suggests that OCB and CWB are not necessarily two ends of a single continuum but represents two distinct but correlating sets of behaviors. Moreover, the relationship between integrity and CWB has been widely studied (e.g., Boye & Wasserman, 1996; Jones & Terris, 1983; Neuman & Baydoun, 1998; Ones & Viswesvaran, 2003). For example, in their meta-analysis Ones et al. (1993) found that integrity had a mean true validity of .47 in predicting counterproductive work

behaviors. Recent findings in the literature indicate that individual CWBs are all related with each other; thus, it should not be surprising that integrity tests predict most CWBs (Berry, Sackett, & Wiemann, 2007). A finding by Boye and Wasserman (1996) was in the same direction. That is, they reported a correlation of -.24 between honesty tests and counterproductivity. These authors further stated that employees engaging in any kind of CWB would engage in other types as well. In terms of the test types, the overt integrity test predicted CWB slightly better than covert ones (Frost & Rafilson, 1989).

As indicated above, studies investigating the relationship between integrity and OCB are very scarce. However, the reviewed literature suggests that these two variables have common correlates. That is, they both correlate significantly with CWB, although in different directions. Furthermore, conceptually it makes sense to expect a positive relationship between OCB and integrity. Indirectly, supporting this argument, Cho and Ringquist, 2010 found a positive correlation between integrity of the leadership and OCBs of the subordinates. Hence in the present study, integrity level of the individual is expected to have some effect on OCBs that they exhibit.

### ***1.2.2.3 Integrity as a predictor of withdrawal behavior***

Withdrawal behaviors are some kind of behaviors which occur when employees want to decrease their contribution to the job but they are still employed (Kaplan, Bradley, Lachman, & Hayness, 2009). Voluntary employee tardiness, absenteeism, and turnover represent physical removal from the workplace and decrease of such a contribution; thus referred to as “withdrawal behaviors” (Koslowsky, 2000). They are costly to organizations (Navarro & Bass, 2006). Moreover, withdrawal behaviors are reported to have negative effects on teammates’ morale and work motivation (Koslowsky, Sagie, Krausz, & Singer, 1997).

Withdrawal behaviors which are included in this study are turnover intentions and absenteeism. Turnover intentions refer to the extent to which an employee plans to leave his/her job/organizations, but such thinking has not yet turned into actual behavior. In their meta-analysis, Van Iddekinge, Roth, Raymark, and Odle-Dusseau (2012) investigated the turnover and integrity relationship and reported an overall mean observed validity of .07.

In the present study turnover intentions are used rather than actual turnover behavior because of two reasons. First of all, inclusion of actual turnover behavior requires a longitudinal design, which is not feasible in the current study. Second, intentions have been shown to be good proxy measures of actual turnover behavior in the past research. That is, relatively strong correlations have been reported between turnover behavior and turnover intentions (Griffeth, Hom, & Gaertner, 2000; Tett & Meyer, 1993). These correlations are reported to change between .17 and .49 in the turnover literature review of Mobley et al. (1997).

The other withdrawal behavior included in the present study is absenteeism. Absenteeism has been shown to be predicted by personality-based integrity tests with a corrected mean validity of .33 (Ones et al., 2003). Moreover, a high correlation value of .62 between integrity and absenteeism was reported by Jones and Terris (1983).

The relationships of job performance and withdrawal behavior with integrity have been well established in the literature. To better understand the mechanism through which integrity is related to these critical outcome variables, moderators and mediators of the relationships need to be better understood. In the present study, organizational justice perceptions, which mainly refer to the extent to which individuals believe that they are treated fairly in their organization, are expected to



moderate the relationships between integrity and organizational outcome variables. The rationale for the expectation is also explained in details later.

### **1.3 Organizational Justice and Its Components**

The construct of organizational justice has received an increased research attention over the last two decades (Colquitt et al., 2001; Cropanzano, Bowen & Gilliland, 2007). In this section the concept of organizational justice and its components are reviewed. In the following section, predictive value of organizational justice for the outcomes of job performance, OCB and withdrawal behaviors of turnover intentions and absenteeism are discussed. Finally, the rationale for the expected moderating role of organizational justice in the integrity-organizations outcomes relationships is presented.

Ryan (1993) mentioned justice as being a favorite topic of research since the very early philosophical exploration, actually from the age of Plato and Socrates. The term justice means oughtness or righteousness, briefly; and from the organizational sciences perspective, justice is socially constructed. This means that, an action is just if most of the individuals perceive it to be in that way (Cropanzano & Greenberg, 1997). People's perceptions of fairness in an organization can characterize organizational justice (Greenberg & Baron, 2008). Folger and Cropanzano (1998) defined organizational justice as "the conditions of employment that lead individuals to believe that they are treated fairly or unfairly" (p. xii).

When organizational justice concept was first introduced in the literature it mainly referred to distributive justice. The term distributive justice was described by Deutsch (1985) and Folger and Konovsky (1989) as perceived fairness of the individual on the received compensation and/or outcomes. The source of

distributive justice is equity theory and is mostly focused on fair allocation of economic resources and opportunities such as pay or career options (Greenberg & Baron, 2008). In this theory, inequity was defined as a perception of a psychologically observed relationship between the individual's job inputs and outputs compared to others (Adams, 1965; Folger & Cropanzano, 1998). This inequity/distributive injustice is mentioned by Törnblom and Vermunt (2007) to result in psychological tension among employees leading negative feelings like anger and guilt, as well as motivation to restore justice again. When the ratio is the same, the individual will perceive to be treated fairly.

The next construct or component of organizational justice is procedural justice and it was first introduced by Thibaut and Walker (1975). Procedural justice includes “fairness issues concerning the methods, mechanisms, and processes employed to determine outcomes” (Folger & Cropanzano, 1998, p. 26). It is related with perceived fairness of the means and procedures to the outcomes (Folger & Konovsky, 1989; Greenberg & Baron, 2008) and has given rise to two construct model of organizational justice. This second construct was derived because justice perceptions concerning the outcomes was not enough and justice perceptions concerning the ways used to determine the outcomes needed attention as well (Deutsch, 1975; Folger, 1977; Leventhal, Karuza & Fry, 1980). Leventhal et al. (1980) identified six dimensions of the construct of procedural justice in their study. According to these authors, procedures are perceived to be fair if they are consistent each time and for each person (consistency), do not take into account self-interest or are not implemented for the benefit of a third party (bias suppression), are considered accurate, full and verifiable (accuracy), provide opportunities to correct the decision if it is false, biased or inconsistent (correctability), represent all the related parties for their opinions and concerns (representativeness), and finally obey moral and ethical standards of the proper behavior in the organization (ethicality). Just like the distributive injustice, discrepancy between the just and the applied

procedure is perceived as procedural injustice; again turning into psychological tension, resulting in negative feelings like anger and distress as well as creating an intention to restore the procedural justice (Törnblom & Vermunt, 2007).

Bies and Moag (1986) introduced the third type of justice perceptions as interactional justice. Originally, interactional justice had been accepted to be part of procedural justice that concerns the quality of interpersonal relationships (Bies & Moag, 1986; Folger & Cropanzano, 1998). Later, it was accepted to be an independent component of the three construct model of organizational justice perceptions. It is defined as the experienced quality of the treatment during the implementation of organizational procedures (Bies & Moag, 1986). In the literature, interactional justice is generally asserted to have two distinct but related components: interpersonal and informational justice (Colquitt, 2001; Greenberg, 1994). Interpersonal justice deals with being behaved respectfully, in a sensitive manner and having dignity in the relationships (Bies & Moag, 1986). Greenberg and Beron (2008), described it as the perceived fairness by the individuals of being treated by others, and others in this description are generally authority figures. Informational justice, on the other hand, is described as providing adequate explanations for especially unfavorable events (Greenberg, 1994). From the employee's viewpoint, it is the degree of getting relevant information for the management decisions and organizational level practices (Greenberg & Baron, 2008). This information should be clear, in time, given in an appropriate fashion and in a reasonably detailed manner (Skarlicki, Barclay, & Pugh, 2008). When informational and interpersonal justice comes together, implying getting relevant explanation about the outcomes and when this explanation embodies dignity and respect, the total effect of justice is expected to increase (Colquitt, 2001).

Although organizational justice research still mainly focuses on distributive and procedural justice (Greenberg, 1990), the four construct model of justice (i.e.,

distributive, procedural, interpersonal, and informational) is a generally accepted framework (e.g., Colquitt, 2001; Colquitt, Greenberg & Zapata-Phelan, 2005; McDowall & Fletcher, 2004). This framework actually approves a three construct model of distributive, procedural and interactional justice; then divides interactional justice further into two sub constructs as interpersonal and informational justice, resulting eventually in a four-factor structure of organizational justice.

A number of researchers mentioned high correlations between some or all of these four constructs (Colquitt et al., 1995; Folger, 1987; Folger & Konovsky, 1989; McFarlin & Sweeney, 1992). In Hauenstein, Mcgonigle, and Flinder's (2001) meta-analysis, the correlation between distributive and procedural justice was reported to be .64. Moreover, in Colquitt's study (2001), correlations between organizational justice constructs ranged between .14 and .74. Based on these relatively high correlations, use of an overall construct of organizational justice rather than individual composites was recommended (Folger, 1987; Martocchio & Judge, 1995). On the basis of these studies, moderation effect of an overall organizational justice perception is investigated in the present study. However, examination of individual justice components is also conducted on an explanatory basis.

### **1.3.1 Organizational justice and organizational outcomes**

Organizational justice has been reported to be related to a number of critical outcome variables like job performance (Williams, 1999), OCB (Aslam and Sadaqat, 2011), and withdrawal behaviors of turnover intentions (Flint, Haley and McNally, 2012) and absenteeism (Gellatly, 1995). In this section, these relationships are briefly discussed.

### ***1.3.1.1 Organizational justice as a predictor of job performance***

The positive relationships between perceived fairness of outcomes, procedures, and interpersonal treatment and job performance were reported by Cohen-Charash and Spector (2001), Colquitt et al. (2001), and Williams (1999). Procedural justice was found to have an independent and the strongest relationship with job performance (Cropanzano & Greenberg, 1997; Early & Lind, 1987; Konovsky & Cropanzano, 1991). Distributive justice was also found to be related to job performance (Greenberg, 1988; Konovsky & Cropanzano, 1991). Moreover, interpersonal justice (Cropanzano, Prehar, & Chen, 2002; Ramaswami & Singh, 2003) and informational justice (Colquitt et al, 2005) were also reported to be correlated with measures of job performance.

### ***1.3.1.2 Organizational justice as a predictor of OCBs and CWBs***

Many researchers have investigated and reported a relationship between organizational justice perceptions and OCB. Among these studies, some found distributive justice as a crucial predictor of OCB (e.g., Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Moorman, 1991; Organ, 1990). Procedural justice was also reported to be a significant predictor of OCB in a variety of studies (e.g., Konovsky & Organ, 1996; Moorman, 1991; Organ, 1988; Schappe, 1998). Finally, Colquitt et al. (2005) found significant relationships between OCB and both informational and interpersonal justice. Chegini (2009) found OCB to be correlated with both an overall organizational justice perception as well as four justice constructs individually.

Organizational justice and CWB relationship has also received considerable research attention (e.g., Aquino, Galperin & Bennett, 2004; Bennett & Robinson, 2003). Cohen-Charash and Spector (2001) found a significant negative correlation

between CWB and distributive justice; and Colquitt et al. (2001) reported negative correlations of CWB with interpersonal and informational justice perceptions.

### ***1.3.1.3 Organizational justice as a predictor of withdrawal behavior***

Withdrawal behaviors of turnover intentions and absenteeism were investigated for their relationship with organizational justice perceptions in a number of studies. Researchers reported a negative relationship between organizational justice and turnover intentions (Ball, Trevino & Sims, 1993; Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Cropanzano & Greenberg, 1997; Olsen-Buchanan, 1996). Both Gieter et al. (2012) and Kwon et al. (2008) found significant negative correlations between turnover intentions and all three justice components.

Also, some studies reported a negative correlation between organizational justice perceptions and absenteeism (e.g., Gellatly, 1995; Hulin, 1991; Skarlicki & Folger 1997). Elovainio, Kivimaki, and Vahtera (2002) found a direct relationship between absenteeism and both procedural and interactional justice. Distributive justice perceptions' relation with absenteeism however was found to be mediated by organizational commitment and job satisfaction (e.g., Dittrich & Carrell, 1979; Gibson, 1966; Johns & Nicholson, 1982; Patchen, 1960).

All told, the reviewed literature suggests that both overall justice and components of justice seem to be important predictors of critical organizational outcomes. However, in addition to these observed main effects, it is important to understand whether justice perceptions may strengthen or weaken some other predictors' relationships with the outcome variables. The predictor of interest in the current study is integrity, and the question that the present study aims to answer is whether justice perception regulates/moderates the integrity-outcome relationships. In their study, Lasso and Bass (1997) stated that employees perceiving mistreatment in

their organization reported more engagement in organizational deviance during integrity tests. Furthermore, Greenberg (1990) incorporated integrity and organizational justice in the same study, and reported that distributive justice was a moderator in the relationship between integrity and a counterproductive work behavior of theft. Thus, a moderation effect of organizational justice, in the relationship of integrity and organizational outcomes interested can be expected.

#### **1.4 The Present Study**

As stated above, the present study aims to investigate the moderation effect of organizational justice perceptions in the relationship between integrity and critical organizational outcome variables, mainly job performance, OCB, and withdrawal behavior of turnover intentions and absenteeism. Much research attention has focused on the predictive validities of integrity or perception of organizational justice, separately, with respect to the mentioned outcome variables.

I expect organizational justice to enhance integrity-job performance relationship. That is, the well-established relationship between integrity and supervisory ratings of job performance as mentioned in details in above sections are likely to be strengthened/weakened especially when the work environment is perceived to be fair/unfair. Similarly, a fair/unfair work environment is expected to strengthen/weaken the relationship between integrity and OCB. That is, for example, I expect a weakening of the established negative relationship between integrity and withdrawal behaviors especially under conditions of low levels of justice perceptions. In other words, in all of the following hypotheses of the study presented below, depending on justice perceptions, the strength of the integrity-outcome relationships is expected to change. The model to be tested can be seen in Figure 1.

Thus, the following hypotheses are tested in the present study:

*Hypothesis 1.* Organizational justice perceptions moderate the relationship between integrity and supervisory ratings of job performance.

*Hypothesis 2.* Organizational justice perceptions moderate the relationship between integrity and organizational citizenship behaviors.

*Hypothesis 3a.* Organizational justice perceptions moderate the relationship between integrity and turnover intentions.

*Hypothesis 3b.* Organizational justice perceptions moderate the relationship between integrity and absenteeism.



## **CHAPTER 2**

### **METHOD**

#### **2.1 Participants**

Participants of the study were employees working in different cities and locations of an organization operating in telecommunications sector in Turkey. Participants were basically chosen from different departments of the head quarter of the organization and from regional offices in different cities. Among them were electronic engineers, civil engineers, mechanical engineers, industrial engineers, lawyers, architects, customer relationship specialists, sales employees, and administrative staff, etc.

Questionnaire package were sent approximately to 1000 employees and initially 367 of them attempted to fill out the package, with a response rate of 37 %. Among these questionnaires, 283 of them were totally completed by the participants and were used for the main analyses. Hence, the final sample was composed of 283 employees. Of the participants 64 (23.6%) were women and 207 (76.4%) were men; 12 participants did not indicate their gender. Underrepresentation of women stems from the policy of the organization; male employees are disproportionally recruited in the regional offices which mainly involve outdoor work. Ages of the participants ranged from 23 to 58 years ( $M = 35.25$  years;  $SD = 7.87$  years), and 14 of them did not indicate their age. In terms of education level; only 1 (0.4%) had a Ph.D., 70 (25.9%) had a master's degree, 167 (61.9%) had a bachelor's degree, 18 (6.7%) had a two-year college degree and the remaining 14 (5.2%) had a high school degree or lower degree, while 13 participants did not indicate his/her education level. Work

experience of the participants ranged between 0 and 35 years ( $M = 8.9$  years;  $SD = 8.98$  years). Participants was composed of specialists ( $N = 91$ , 35%), senior specialists ( $N = 98$ , 37.7%), and finally managers ( $N = 71$ , 27.3%); and 23 participants did not indicate his/her title in the organization.

Summary of these demographic variables for the participants are presented in Table 1.

Table 1. *Summary Demographic Characteristics of the Sample*

Variable	N	Missing	Percentage	Mean	SD	Range
Gender	271	12				
Male	207		76.4			
Female	64		23.6			
Age	269	14		35.25	7.87	23 - 58
Seniority	278			8.9	8.98	0 - 35
Education Level	270	13				
High school or lower	14		5.2			
Two year college	18		6.7			
Bachelor's degree	167		61.9			
Master's degree	70		25.9			
PhD	1		0.4			
Title	260	23				
Specialist	91		35			
Senior specialist	98		37.7			
Manager	71		27.3			

## 2.2 Measures

The questionnaire package included measures of integrity, organizational justice perceptions, organizational citizenship behavior, turnover intentions and

demographics information form which will be mentioned in details below. Brief written instructions were provided at the beginning of all the scales. Ratings for the scales were averaged for each participant to determine the related scale score for further analyses.

### **2.2.1 Integrity Scale**

To measure the integrity levels of the participants, an overt Turkish integrity scale developed by Bilgic, Bıkmaz, Esgin, and Şahin (2011) was used. Internal consistency of the scale is reported to be .78 and it consists of three factors of *lying*, *manipulating*, and *insincerity*. Internal consistency values of these subscales are .80, .67, and .68, while numbers of items are eight, six, and six, respectively. The item “Some crimes which do not require punishment should be forgiven” did not load on any of the factors, so it was not included in the current study. Moreover, after taking the approval of the developers, some items of the scale which focused on behavioral acceptance were converted into items tapping only perceptions. In this revised version, all the items in the insincerity subscale, except one (“The amount of attention for a customer or employer can be decided on external appearance”), are reverse coded. A sample item for lying is “Lying can be tolerated when the person is stucked,” for manipulating it is “It is normal that most of my colleagues behaving in a dishonest way” and finally for insincerity it is “Relationships should not be based on self-interest.” Although the original version of the scale asks for the frequency of the behaviors; since some items are revised for perceptions, participants are asked to respond to the items rated on a 5 point Likert scale (1 = “Strongly disagree.” and 5 = “Strongly agree.”). Keeping the original format, higher scores on the scale suggest less integrity. However, for simplicity in the explanations of the results, final scale scores of the participants were reversed and

then analyzed; meaning higher scores indicating higher levels of integrity. The scale can be seen in Appendix A.

### **2.2.2 Organizational Justice Perception Scale**

This scale is developed by Colquitt (2001) and the version used in this study was adopted to Turkish by Özmen, Arnak, and Özeri (2007). The original version of the scale is a five-point Likert type scale with 20 items and has four subscales: *distributive*, *procedural*, *interpersonal* and *informational justice*. Number of items for distributive and interpersonal justice scales is four, for procedural justice is seven, and finally for informational justice is five. The items are rated on a 5-point scale (1 = “Very few” to 5 = “Substantially”). The reliability values of the subscales are reported to be .93, .93, .90, and .92, respectively by Colquitt (2001). The reliability values for the Turkish version subscales of distributive, procedural, and interactional justice were reported to be as .94, .86 and .88, respectively (Özmen, et al., 2007). A sample item for procedural justice is “Are the decision making processes applied in a consistent way?”; for distributive justice “Are the outcomes you get adequate in terms of your performance?”; for interpersonal justice “Does your manager show you respect?” and lastly for informational justice “Does your manager give the process details in a timely manner?” Only one item of interpersonal justice, which is “Does your manager incline unfair comment or criticism?” is a reverse-coded one. Overall score for the scale was used in hypothesis testing, while the subscale scores were examined for exploratory purposes. The scale can be seen in Appendix B.

### 2.2.3 Organizational Citizenship Behavior (OCB) Scale

The 24-item OCB scale developed by Podsakoff, MacKenzie, Moorman, and Fetter (1990) was used. The items are rated on a 5-point scale (1 = “Certainly disagree” and 5 = “Certainly agree.”). A rating of 3 on this scale corresponds to “Somewhat agree”, rather than to “Neutral or Neither Agree/Nor Disagree” to be able to avoid an artificial inflation of mid-point/neutral responses. The scale provides scores of *altruism*, *civic virtue*, *courtesy*, *conscientiousness* and *sportsmanship*. Number of items for civic virtue is four and the remaining constructs are measured with five items each. The items of sportsmanship construct are all reverse coded. The subscales are reported to have internal reliability values ranging between .54 and .88 (Podsakoff et al, 1990). The Turkish version of the scale was developed by Ünüvar (2006) for his doctorate thesis. Reliability coefficients of this Turkish version reported by Ünüvar are .76 for altruism and civic virtue, .53 for courtesy, .59 for conscientiousness, and finally .69 for sportsmanship. In this study, to shorten the scale, all the subscales are decided to be measured by three items each. So, one item from civic virtue subscale and two items from each of the remaining subscales with relatively low factor loadings were removed. Among the remaining 15 items, a sample item for altruism is “I help others who have been absent,” for civic virtue “I attend functions that are not required, but help the company image,” for courtesy “I consider the impact of my actions on coworkers,” for conscientiousness “My attendance at work is above the norm,” and finally for sportsmanship “I consume a lot of time complaining about trivial matters.” Higher scores on the scales imply higher frequency and more positive perception of OCB for the overall measure and each subscale. The scale is presented in Appendix C.

#### **2.2.4 Turnover Intentions Scale**

For turnover intentions, the three item scale developed by Cammann, Fichman, Jenkins, and Klech (1983) was used. The scale uses a five-point Likert type scaling (1 = “Certainly disagree”; 5 = “Certainly agree.”); and again a rating of 3 corresponds to “Somewhat agree”, rather than “Neutral”. The scale was reported to have a reliability value of .85. The Turkish version of this scale was used by Mimaroglu (2008) for her doctorate thesis with the reliability value of .67. The only reverse item of the scale is “I hardly think about resignation.” Higher scores on the scale reflect higher levels of turnover intentions. The scale can be seen in Appendix D.

#### **2.2.5 Demographic Information Form**

Demographic information such as participants’ gender, age, seniority, education level, title, and organizational unit was collected at the end of the questionnaire package. Employee number and/or name-surname information was also requested for the matching of supervisory ratings of job performance and absenteeism data of the participants. The demographic information form can be seen in Appendix E.

#### **2.2.6 Job Performance Score**

Annual job performance ratings of the employees for the year 2012 were used as a measure of job performance. In this performance evaluation system, initially first supervisors evaluate job performance of the employee based on the key performance indicators determined at the beginning of the year and controlled through the intranet system of the organization. Number of key performance indicators is flexible and determined by the supervisors and employees. Following this first evaluation, a meeting is arranged with the first, second and third level

manager; and a final performance score is reached at the end of this meeting. Performance ratings are done on a 5-point graphic rating scale (1 = “Unsuccessful” and 5 = “Very successful”). Ratings ranged between 2 and 5 ( $M = 3.19$ ;  $SD = .84$ ).

### **2.2.7 Absenteeism**

Absenteeism data of the employees for the period of 01.01.2013 and 10.10.2013 were obtained from the card based electronic entrance system records. Employees in this organization work nine hours a day; so a one-day absenteeism refers to nine hours of absenteeism. Medical/health related excuses, administrative take-offs from work and other whole excused days off from work are recorded as the day-based absenteeism and medical visit permissions and hourly permissions are generally recorded as the hour-based absenteeism. So, total number of hours not worked during the specified time period was used as the absenteeism measure.

## **2.3 Design and Procedure**

After the approval of the Human Subjects Review Committee of the university, the questionnaire package was applied through a widely used online survey application website ([www.surveymonkey.com](http://www.surveymonkey.com)). A link was created automatically by the website for the participants to reach the questionnaire. This link was sent by an e-mail to the original sample of 1000 employees in different locations and departments, with a detailed explanation about the aim of the study. In this explanation; how the data would be analyzed (group-based) was explained and confidentiality of the responses were assured. The completion time for the questionnaire package was estimated to be 10-12 minutes, and it was available on the web site for approximately a month. No due date was stated to the participants and every day completion percentage was controlled on the related website. Among

the participants who gave permission for their supervisory ratings of job performance and absenteeism data to be used in the present study; the data were acquired from the Human Resources department of the organization. Then all the data were transferred to the SPSS for the analyses.



## **CHAPTER 3**

### **RESULTS**

#### **3.1 Overview**

This chapter presents the results of the study in four sections: (1) data screening; (2) correlations between the study variables, descriptive statistics and reliability analysis of the scales; (3) hypotheses testing, and finally (4) exploratory analysis and findings.

In the first section, actions for data screening as handling for missing values and identifying and dealing with outliers of the data are presented. In the second section, bivariate correlations among the major variables of integrity, procedural justice, distributive justice, interpersonal justice, informational justice, overall organizational justice, organizational citizenship behaviour, turn-over intentions, performance, absenteeism and demographic variables are examined. Moreover, descriptive statistics of the variables of interest along with reliability values are presented in this section. In the third section, results of the hypothesis testing for the presumed moderation effect of overall organizational justice over the relationship of integrity with outcome variables of performance, organizational citizenship behaviour, withdrawal behaviours, turn-over intentions and absenteeism are presented. Finally, in the last section, a number of exploratory analyses are presented.

### **3.2 Data Screening**

Data screening started with an examination of data for out of range values and handling of missing data. Scales each participant completed had a total of 65 items, which resulted in 18,395 item scores for 283 participants. Only 44 item scores were missing meaning less than 1% missing values. These missing cases did not show any pattern and did not have a majority in any of the scales or participants. To handle these missing items, mean of that participant for that scale was computed and used for replacement.

Later, an outlier analysis was conducted. Standardized  $z$  scores of integrity, procedural justice, distributive justice, interpersonal justice, informational justice, overall organizational justice, organizational citizenship behaviour, turn-over intentions, performance, absenteeism, age and seniority were computed. Cases with standardized  $z$  scores in excess of 4 and below of -4 were treated as outliers. One participant with a standardized  $z$  score of -4.22 was deleted as outlier for organizational citizenship behaviour variable. And, four participants were treated as outliers on absenteeism because of standardized  $z$  scores ranging from 4.41 and 6.83, and they were also deleted. No other outliers were identified on the remaining variables and major analyses were conducted on the remaining 278 participants.

### **3.3 Descriptive Statistics of the Study Variables, Correlations, and Reliability**

#### **Analysis**

Means and standard deviations of the major and demographic variables, bivariate correlations between variables and reliabilities of the scales are presented in Table 2. First, the means of the participants' responses on the major study variables were

examined. As can be seen in Table 2, means of the integrity and organizational citizenship behavior scales were over the mid-point, as would be expected. Although not as high as these variables, distributive, interpersonal and informational justice means were also above the mid-point of the respective scales. Only subscale of procedural justice had a mean value below the mid-point representing that participants perceived the methods and procedures for distribution of the benefits as not being fair enough, objective and standardized. Mean for the turnover intentions variable was also below the moderate level. This finding was probably not very surprising as the study was carried out by a human resource specialist of the organization (the researcher herself) and reporting turnover intentions to this person might have been especially difficult for some of the participants.

The mean job performance score was close to the midpoint of the performance rating scale and the examination of the standard deviation suggested that job performance was normally distributed. As would be expected, absenteeism data ( $M = 16$  hours;  $SD = 29.27$  hours) were substantially skewed even after the elimination of the two outliers on this variable.

Secondly, bivariate correlations of the study variables and demographic variables were examined. Significant positive correlations between gender and age ( $r = .22, p < .01$ ), and gender and seniority ( $r = .14, p < .05$ ) suggested that in this organization men were more likely to be older than women, and also they were more senior than women. However, the observed negative relationship between age and education level ( $r = -.16, p < .01$ ) meant that younger employees were more educated than older ones. A significant negative correlation between seniority and education level ( $r = -.21, p < .01$ ), suggested that experienced employees were also likely to be less educated. All the correlations between demographic variables are presented in Table 2.

When bivariate correlations of integrity, a major variable of interest in the present study, with the other variables were investigated; it was found that integrity had significant positive relationships with procedural justice ( $r = .15, p < .05$ ), interpersonal justice ( $r = .15, p < .05$ ), informational justice ( $r = .22, p < .01$ ), overall organizational justice perception ( $r = .17, p < .01$ ), and organizational citizenship behaviour ( $r = .33, p < .01$ ). Moreover, a significant negative correlation with absenteeism ( $r = -.15, p < .05$ ), as would be expected, was observed. These results indicated that employees who reported to have more integrity; perceived the organization as being more just, had more organizational citizenship behaviour, and showed less absenteeism. On the other hand, contrary to the expectations, no significant relationships between integrity and job performance and integrity and turnover intentions were found.

Table 2. *Correlations, Means, Standard Deviations, and Reliabilities of the Study Variables*

Variables	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Integrity	<b>.80</b>														
2 Procedural Justice	.15*	<b>.89</b>													
3 Distributive Justice	.05	.66**	<b>.93</b>												
4 Interpersonal Justice	.15*	.56**	.40**	<b>.87</b>											
5 Informational Justice	.22**	.61**	.44**	.78**	<b>.93</b>										
6 Overall Org. Justice	.17**	.85**	.77**	.82**	.86**	<b>.95</b>									
7 Org. Citizenship Beh.	.33**	.17**	.07	.15*	.18**	.17**	<b>.75</b>								
8 Turnover Intentions	-.07	-.26**	-.28**	-.32**	-.28**	-.34**	-.25**	<b>.83</b>							
10 Absenteeism	-.15*	.05	.08	-.04	.00	.03	.00	-.05	-.16*						
11 Gender	-.02	.05	-.02	.00	-.05	-.01	-.04	.04	.00	-.07					
12 Age	.02	-.02	.04	.10	.02	.04	.16*	-.23**	.00	-.12*	.22**				
13 Seniority	.01	-.05	.02	.09	.00	.02	.15*	-.22**	.03	-.08	.14*	.87**			
14 Education Level	.02	.01	-.07	-.08	-.06	-.07	-.00	.24**	.12	.04	-.05	-.16**	-.21**		
15 Title	.00	-.04	-.05	-.01	.02	-.02	.02	-.01	.12	.02	-.07	.07	.10	.07	
Mean	4.08	2.85	3.23	3.89	3.46	3.36	4.12	2.19	3.19	16	-	35.23	8.91	-	-
Standard Deviation	0.46	0.91	1.08	0.92	1.04	0.81	0.41	1.08	0.84	29.27	-	7.87	8.98	-	-

*Note.* Integrity, Organizational Citizenship Behaviour and Turnover Intentions measured on a 5 point Likert scale 1 = Completely Disagree, 5 = Completely Agree; Organizational Justice variables (Procedural Justice, Distributive Justice, Interpersonal Justice and Informational Justice) measured on a 5 point Likert scale 1 = Very Few, 5 = Substantially Much; Gender 1 = Women, 2= Men; Education Level 1= High School, 2= Two-year College Degree, 3 = Bachelor's Degree, 4 = Master's Degree, 5 = Doctorate Degree; Title 1 = Entry Level Positions, 2 = High Level Positions; Reliabilities are presented at the diagonal in bold. \* $p < .05$ , \*\* $p < .01$

As expected, all subscales of organizational justice (i.e., procedural justice, distributive justice, interpersonal justice, and informational justice) had relatively high positive relationships with each other ( $r = .56-.66$ ) and with the overall organizational justice score ( $r = .77-.86$ ). Furthermore, overall organizational justice perceptions were positively correlated with both organizational citizenship behaviour ( $r = .17, p < .01$ ) and job performance ( $r = .23, p < .01$ ). On the other hand, it had a significant negative correlation with turnover intentions ( $r = -.34, p < .01$ ). These results suggested that participants, who had high levels of justice perceptions, were more likely to be good at organizational citizenship behaviour and job performance and had less intention to quit the job. On the other side, contrary to the general literature, no significant correlation was observed between perceived organizational justice and absenteeism.

Organizational citizenship behaviour had a significant negative relationship with turnover intentions ( $r = -.25, p < .01$ ), meaning that employees who reported to have more organizational citizenship behaviour had less intentions to quit. Also, job performance had a negative relationship with absenteeism ( $r = -.16, p < .05$ ), suggesting that participants with higher performance levels were less likely to be absent.

Finally, reliability values of the scales are presented at the diagonal of the correlation matrix in bold. As can be seen, all the scales used in the present study had satisfactory internal reliability coefficients.

### **3.4 Hypothesis Testing**

In general, perceived organizational justice was hypothesized to moderate the relationship between integrity and critical outcome variables i.e., (job performance,

organizational citizenship behaviour, withdrawal behaviours of absenteeism and turnover intentions). To investigate the hypothesized moderation effects, four moderated regression analyses were conducted, one for each outcome variable.

Prior to hypothesis, in each analysis the presumed moderator, that is perceived organizational justice, and the independent variable, that is integrity, were both centered as suggested by Aiken and West (1991). Then, the cross product of these centered variables was computed to create the interaction term. Furthermore, for each moderated regression analysis, if the related outcome variable had a significant correlation with any of the demographic variables of gender, age, seniority, education level, and title, then these demographic variables were treated as the control variables to be entered in the first step of the moderated regression analysis. Then, the centered variables of integrity and perceived organizational justice variables were entered in the next step. Finally, the interaction term of integrity and perceived organizational justice was entered in the last step of the analysis.

Hypothesis 1 proposed that “*Organizational justice perceptions moderate the relationship between integrity and supervisory ratings of job performance.*” To examine this moderation effect, a moderated regression analysis was conducted. Since performance variable did not have any significant correlations with any of the demographic variables, there were no control variables to be entered in the first step. So, in the first step, centered integrity and perceived organizational justice variables were entered, while interaction term of these centered variables were entered in the second step.

As presented in Table 3, variables entered in the first and second steps predicted performance significantly [ $R^2 = .05$ ,  $F(2, 200) = 5.54$ ,  $p < .01$ ;  $R^2 = .06$ ,  $F(3, 199) = 4.05$ ,  $p < .01$ , respectively]. Integrity and perceived organizational justice variables which were entered in the first step explained 5% of the variance in supervisory

ratings of job performance. However, the interaction term of these variables entered in the second step did not account for a significant additional variance in supervisory ratings of job performance. When variable effects were analyzed individually, only perceived organizational justice had a significant main effect ( $\beta = .23, p < .01$ ) on supervisory ratings of job performance. This means that employees who perceived the organization as more just, demonstrated higher levels of job performance. Moreover, since the interaction term did not predict supervisory ratings of job performance significantly, it is concluded that; the nature of the relationship between integrity and supervisory ratings of job performance did not depend on perceived organizational justice, at least for the present sample. Therefore, Hypothesis 1 was not supported.

*Table 3. Results of the Analyses Testing the Moderating Effect of Perceived Organizational Justice on the Relationship between Integrity and Supervisory Ratings of Job Performance*

	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\Delta R^2$	F
Step 1.		.05	.04		5.54**
Integrity	.02				
Organizational Justice	.23**				
Step 2.		.06	.04	.01	4.05**
Integ. X Org. Justice	.07				

*Note.* \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

Hypothesis 2 proposed that “*Organizational justice perceptions moderate the relationship between integrity and organizational citizenship behavior.*” To test this hypothesis, a moderated regression analysis was conducted. Since, organizational citizenship variable had significant correlations with age and seniority; these two demographic variables were entered as control variables in the first step of the



analysis. In the second step, centered integrity and perceived organizational justice variables were entered, and the interaction term of these centered variables were entered in the third step.

As can be seen in Table 4, variables entered in all three steps predicted organizational citizenship behaviour significantly [ $R^2 = .03$ ,  $F(2, 261) = 3.40$ ,  $p < .05$ ;  $R^2 = .14$ ,  $F(4, 259) = 10.91$ ,  $p < .001$ ;  $R^2 = .15$ ,  $F(5, 258) = 8.75$ ,  $p < .001$ , sequentially]. Age and seniority which were entered in first step accounted for 3% of the variance in organizational citizenship behaviour. Integrity and perceived organizational justice variables which were entered in the second step, explained an additional 12% of variance. Lastly, the interaction term of integrity and perceived organizational justice variables, entered in the third and last step of the analysis, did not account for a significant additional variance. When effects of the variables were analyzed individually, neither of the demographic variables had a significant main effect on organizational citizenship behaviour. However, both integrity ( $\beta = .30$ ,  $p < .001$ ) and perceived organizational justice ( $\beta = .12$ ,  $p < .05$ ) contributed significantly. Thus, employees who reported themselves to have more integrity and/or who perceived the organization as more just, were also more likely to display organizational citizenship behaviour. Finally, since the interaction term did not contribute significantly to the prediction of organizational citizenship behavior, it can be stated that the nature of the relationship between integrity and organizational citizenship behaviour did not vary depending on perceived organizational justice. Therefore, Hypothesis 2 was not supported.

Table 4. Results of the Analyses Testing the Moderating Effect of Perceived Organizational Justice on the Relationship between Integrity and Organizational Citizenship Behaviour

	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	ΔR <sup>2</sup>	F
Step 1		.03	.02		3.40*
Age	.11				
Seniority	.05				
Step 2		.14	.13	.12	10.91***
Integrity	.30***				
Organizational Justice	.12*				
Step 3		.15	.13	.00	8.75***
Integ. X Org. Justice	-.03				

Note. \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

Hypothesis 3 was related with the withdrawal behaviour of the participants, and two different withdrawal behaviours (i.e., turnover intentions and absenteeism) were examined in the present study. Hypothesis 3a proposed that “*Organizational justice perceptions moderate the relationship between integrity and turnover intentions.*” To test this hypothesis, again a moderated regression analysis was conducted. Since, turnover intentions variable had significant correlations with age, seniority, and education level, these variables were entered as the control variables in the first step of the analysis. In the second step, centered integrity and perceived organizational justice variables were entered, while interaction term of these centered variables were entered in the third step.

As presented in Table 5, variables regressed in all the steps predicted turnover intentions significantly [ $R^2 = .10$ ,  $F(3, 260) = 9.21$ ,  $p < .001$ ;  $R^2 = .21$ ,  $F(5, 258) = 13.79$ ,  $p < .001$ ;  $R^2 = .22$ ,  $F(6, 257) = 12.21$ ,  $p < .001$ , sequentially]. Age, seniority and education entered in first step, accounted for 10% of the variance in turnover

intentions. Integrity and perceived organizational justice variables which were entered in the second step explained an additional 12% of the variance. Lastly, interaction term of integrity and perceived organizational justice variables entered in the last step of the analysis did not account for any significant additional variance in turnover intentions. When variable effects were analyzed individually, among the demographic variables only education level had a significant main effect on turnover intentions ( $\beta = .21, p < .01$ ). This effect shows that, employees who had a higher education level also were more likely to have turnover intentions. Moreover, perceived organizational justice had a significant main effect on turnover intentions ( $\beta = -.34, p < .001$ ). That is, employees who perceived the organization as more just, had lower intentions to leave the organization. Finally, a marginally significant interaction effect on turnover intentions ( $\beta = -.11, p = .06$ ) was reported, pointing to the marginally significant moderation effect of perceived organizational justice on the relationship between integrity and turnover intentions.

*Table 5. Results of the Analyses Testing the Moderating Effect of Perceived Organizational Justice on the Relationship between Integrity and Turnover Intentions*

	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\Delta R^2$	F
Step 1		.10	.09		9.21***
Age	-.16				
Seniority	-.04				
Education Level	.21**				
Step 2		.21	.20	.12	13.79***
Integrity	-.02				
Organizational Justice	-.34***				
Step 3		.22	.20	.01	12.21***
Int. X Org. Justice	-.11				

*Note.* \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

To interpret this marginally significant interaction effect, a simple plot analysis (Figure 2) and significance tests for these simple slopes of the regression lines (of integrity level predicting turnover intentions) at high and low levels of organizational justice perception were conducted as suggested by Aiken and West (1991). Results indicated that none of the slope tests at low and high levels of organizational justice perceptions were significant ( $\beta = .20, t = 1.23, p > .05$ ;  $\beta = -.28, t = -1.35, p > .05$ , respectively). Although the slopes were not significant, there were some trends that are worth mentioning. First of all, direction of the relationship between integrity and turnover intentions at different levels of perceived organizational justice variables tended to change. That is, for participants with high justice perceptions, as integrity level increased, turnover intentions decreased. Oppositely, for participants with low justice perceptions, as integrity level increased, turnover intentions also tended to increase. Moreover, turnover intention levels of participants (those with high and low justice perceptions) were close to each other if they had low integrity levels; however, the gap increased as their integrity levels increased. Finally, irrespective of the integrity level of the employees; participants who perceived the organization as less just, had significantly higher levels of turnover intentions. Hence, although marginally significant, trend wise the data also provided support for the moderating role of justice perceptions.

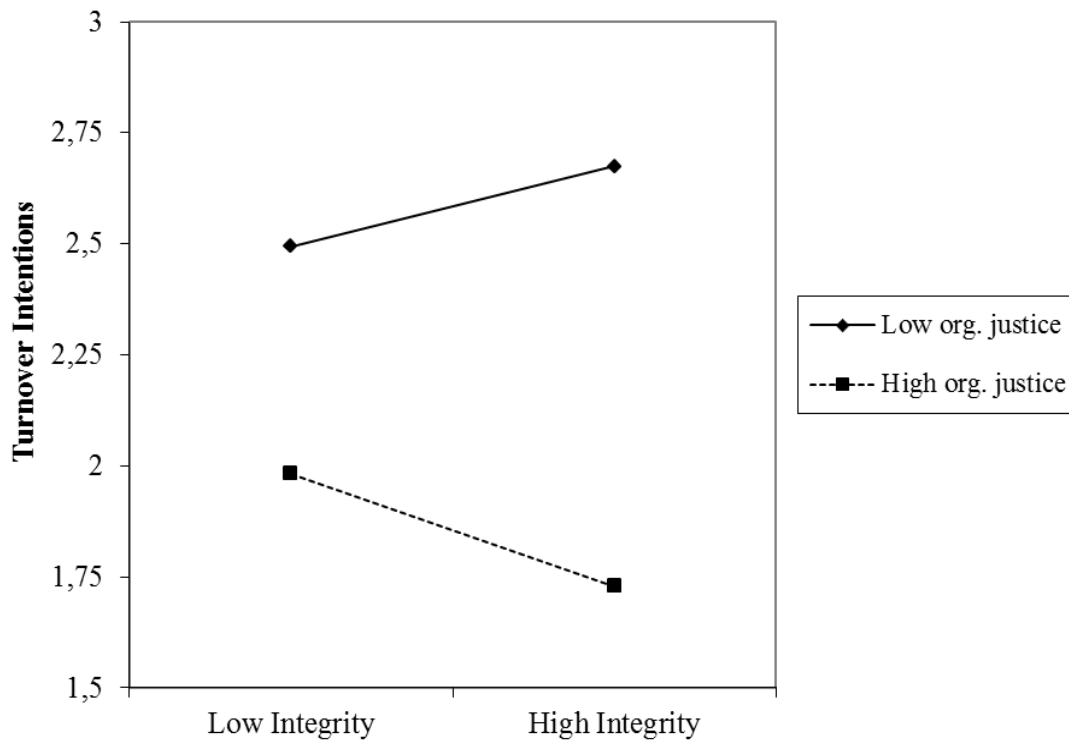


Figure 2. Interaction between perceived organizational justice and integrity for turnover intentions.

Hypothesis 3b proposed that “Organizational justice perceptions moderate the relationship between integrity and absenteeism.” To examine this moderation effect, a moderated regression analysis was conducted. Since, absenteeism variable had a significant correlation only with age; age was entered as the control variable in the first step of the analysis. In the second step, centered integrity and perceived organizational justice variables were entered, and the interaction term of these centered variables were entered in the third step.

As can be seen in Table 6, variables in all the steps predicted absenteeism significantly [ $R^2 = .02$ ,  $F(1, 255) = 4.01$ ,  $p < .05$ ;  $R^2 = .04$ ,  $F(3, 253) = 3.41$ ,  $p < .05$ ;  $R^2 = .04$ ,  $F(4, 252) = 2.61$ ,  $p < .05$ , sequentially]. Age that was entered in first step accounted for 2% of the variance in absenteeism. Integrity and perceived organizational justice variables which were entered in the second step, after controlling for age, explained an additional 2% of the variance. Lastly, interaction term of integrity and perceived organizational justice variables entered in the third and last step of the analysis failed to account for any additional variance. When effects of the variables were analyzed individually, age had a significant main effect on absenteeism ( $\beta = -.12$ ,  $p < .05$ ). This effect indicates that, younger employees had more tendencies for absenteeism. Moreover, integrity had significant main effect on absenteeism ( $\beta = -.15$ ,  $p < .05$ ), indicating that employees with higher levels of reported integrity, had lower tendencies for absenteeism. Finally, the interaction term again did not have a significant effect on absenteeism, meaning that the nature of the relationship between integrity and absenteeism did not depend on perceived organizational justice. Therefore, Hypothesis 3b was not supported.

*Table 6. Results of the Analyses Testing the Moderating Effect of Perceived Organizational Justice on the Relationship between Integrity and Absenteeism*

	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	$\Delta R^2$	F
Step 1		.02	.01		4.01*
Age	-.12*				
Step 2		.04	.03	.02	3.41*
Integrity	-.15*				
Organizational Justice	.06				
Step 3		.04	.03	.00	2.61*
Int. X Org. Justice	.03				

Note. \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

### 3.5 Exploratory Analyses

Besides testing the hypothesis of the study, a number of exploratory analyses were conducted to examine the effects of age and the subdimensions of organizational justice perceptions in the relationships between integrity and the four outcome variables.

The first group of exploratory analyses were about the moderating role of age and the driving force behind them was the observed significant correlations between age and outcome variables of organizational citizenship behaviours ( $r = .16, p < .05$ ), turnover intentions ( $r = -.23, p < .01$ ), and absenteeism ( $r = -.12, p < .05$ ) in this study. Moreover, the related literature also suggests the possibility of age as a moderator of the examined relationships. For example, Ones and Viswesvaran (1998) reported that older job applicants (age 40+) scored slightly higher on overt integrity tests. That is, older participants scored .08 standard deviation higher on the tests than the younger ones. Furthermore, although there were some inconsistencies across studies, age also seemed to be associated with job performance in their meta-analysis. Waldman and Avolio (1986) reported a positive relationship between age and peer ratings of job performance whereas Struman (2003) reported an inverted U-shape relationship between age and job performance.

Moreover, concerning the effect of age on organizational citizenship behaviour, some studies indicated significant differences among the age groups (Bertolino, Truxillo, & Fraccaroli, 2013; Uslu & Balçı, 2012). In these studies, older teachers were found to show more organizational citizenship behaviours both towards individuals and organizations than younger teachers.

In terms of withdrawal behaviours, there are meta-analytic and individual studies indicating existence of a relationship between age and turnover intentions. In their study, Werbel and Bedeian (1989) stated a negative correlation between age and intention to quit ( $r = -.16, p < .05$ ), while the value was reported to be (-.14) in the meta-analysis of Ng and Feldman (2009). Moreover, age effect on the absenteeism behaviour was again a frequently studied issue in the related literature. In the meta-analysis performed in 1989 by Martocchio, frequency index (*corrected*  $r = -.20$ ) and time lost index (*corrected*  $r = -.11$ ) of absenteeism were reported to decrease with age. Similarly, Ng and Feldman (2008) stated that irrespective of the causes, general absence level of the participants was strongly and negatively associated with age (*corrected*  $r = -.28$ ).

The first exploratory moderated regression analysis testing the role of age was conducted for the integrity-supervisory ratings of job performance relationship. Since, job performance did not significantly correlate with any of the demographic variables; the analysis was conducted without controlling any other variable. Hence in the first step, centered integrity and age scores were entered, and the interaction term of these centered variables was entered in the second step. Variables in these two steps did not predict supervisory ratings of job performance significantly and did not explain any variance [ $R^2 = .00, F(2, 199) = .14, n.s.$  and  $R^2 = .00, F(3, 198) = .14, n.s.,$  sequentially]. When the effects of the variables were analyzed individually, it was found that none of them had significant effects on job performance, failing to support the expected moderation of age in the relationship between integrity and job performance.

Second exploratory analysis about age was conducted for the moderation effect of age on the relationship between integrity and organizational citizenship behaviour. Since organizational citizenship behaviour had a significant correlation with seniority, this variable was entered as a control variable in the first step of the



analysis. In the second step, centered integrity and age variables were entered while interaction term of these centered variables was entered in the third step. As indicated in Table 7, variables in all steps predicted organizational citizenship behaviour significantly [ $R^2 = .02$ ,  $F(1, 262) = 6.00$ ,  $p < .05$ ;  $R^2 = .13$ ,  $F(3, 260) = 12.91$ ,  $p < .001$ ;  $R^2 = .16$ ,  $F(4, 259) = 11.90$ ,  $p < .01$ , respectively]. Seniority which was entered in first step accounted for 2% of the variance in organizational citizenship behaviour. Integrity and age entered in the second step, explained an additional 11% of the variance. Lastly, interaction term of integrity and age variables entered in the last step of the analysis accounted for an additional 3% of the variance. When the effects of variables were analyzed individually, seniority had a significant and positive effect on organizational citizenship behaviour ( $\beta = .15$ ,  $p < .05$ ). This effect means that as seniority levels of the employees increased, their frequency of organizational citizenship behaviors was also likely to increase. Moreover, integrity ( $\beta = .32$ ,  $p < .001$ ) had a significant and positive main effect. Thus, employees who reported themselves to have more integrity also reported to display more OCB. Finally, the interaction term had a significant effect ( $\beta = -.16$ ,  $p < .01$ ) on organizational citizenship behaviour, suggesting that age moderated the relationship between integrity and organizational citizenship behaviour.

*Table 7. Results of the Analyses Testing the Moderating Effect of Age on the Relationship between Integrity and Organizational Citizenship Behaviour*

	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	ΔR <sup>2</sup>	F
Step 1		.02	.02		6.00*
Seniority	.15*				
Step 2		.13	.12	.11	12.91***
Integrity	.32***				
Age	.11				
Step 3		.16	.14	.03	11.90***
Integrity X Age	-.16**				

*Note.*\*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

To interpret this observed interaction of integrity and age a simple plot analysis (see Figure 3) and significance tests for these simple slopes of the regression lines (of integrity level predicting organizational citizenship behavior) at high and low levels of age were conducted following the steps suggested by Aiken and West (1991). Results indicated that both of the slope tests at low and high levels of age were positive and significant ( $\beta = .45$ ,  $t = 8.17$ ,  $p < .001$ ;  $\beta = .13$ ,  $t = 2.42$ ,  $p < .05$ , respectively). Thus, these significant and positive relationships indicated that as integrity levels of employees increased, their OCB levels also increased, and older employees in general showed more OCB than their younger counterparts. It was also observed that integrity levels of younger employees were more critical in their OCB levels compared to older ones; that is, OCB levels of younger employees differed more substantially in accordance with their integrity levels. Moreover, at low integrity levels, age-related differences in the OCB were more evident. However, at high levels of integrity, both older and younger employees showed approximately the same level of OCB.

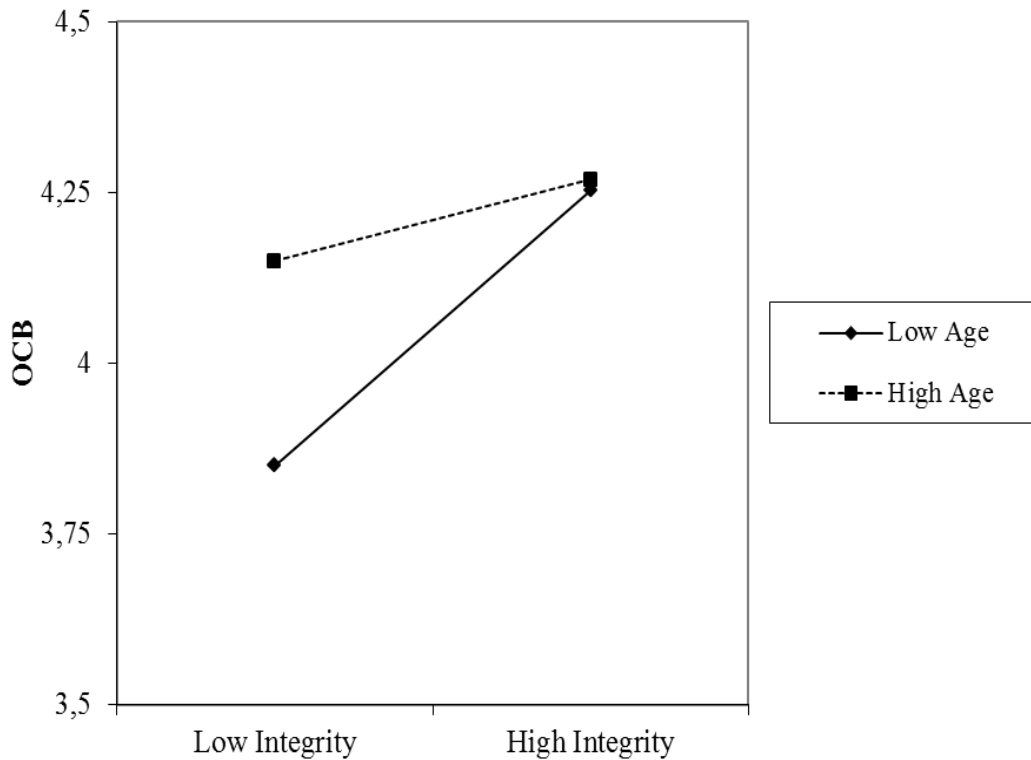


Figure 3. Interaction between age and integrity for OCB.

Third exploratory analysis about age was conducted to examine the potential moderation effect of age in the relationship between integrity and turnover intentions. Since, turnover intentions variable had significant correlations with seniority and education level among the demographic variables other than age; these two variables were entered as the control variables in the first step. In the second step, centered integrity and age variables were entered, while interaction term of these centered variables was entered in the third step. Variables in all the steps predicted turnover intentions significantly [ $R^2 = .09$ ,  $F(2, 261) = 12.85$ ,  $p < .001$ ;  $R^2 = .10$ ,  $F(4, 259) = 7.30$ ,  $p < .001$ ;  $R^2 = .11$ ,  $F(5, 258) = 6.57$ ,  $p < .001$ , sequentially]. Seniority and education level entered in the first step accounted for

9% of the variance in turnover intentions. However, integrity and age variables which were entered in the second step and interaction term did not account for any additional variance. When effects of variables were analyzed individually, both seniority ( $\beta = -.18, p < .01$ ) and education level ( $\beta = .20, p < .01$ ) had significant main effects on turnover intentions. These effects showed that employees with more seniority had less intention for turnover and employees with higher education levels had more turnover intentions. Since none of the major variables and interaction term had significant effects on turnover intentions, expected moderation of age between integrity and turnover intention relationship was not supported.

In the final explanatory analysis about age, potential moderation effect of age in the integrity and absenteeism relationship was examined. Since, absenteeism variable had no significant correlations with demographic variables other than age, no variable was controlled for. In the second step, centered integrity and age variables were entered, while interaction term of these centered variables were entered in the third step, in the same way as previous analyses. As indicated in Table 8, both models predicted absenteeism significantly [ $R^2 = .04, F(2, 254) = 4.72, p < .05$  and  $R^2 = .06, F(3, 253) = 5.54, p < .01$ , respectively]. Integrity and age variables which were entered in the first step, explained 4% of the variance; and the interaction term entered in the second step explained an additional 3% of the variance. When variables in the models were analyzed individually, integrity ( $\beta = -.14, p < .05$ ) and age ( $\beta = -.13, p < .05$ ) had significant and negative main effects on absenteeism. Thus, employees with high levels of self-reported integrity and employees who were older had lesser tendencies for absenteeism. Finally, interaction term also had a significant and negative effect ( $\beta = -.16, p < .01$ ) on absenteeism, meaning that the nature of the relationship between integrity and absenteeism was moderated by age.

Table 8. Results of the Analyses Testing the Moderating Effect of Age on the Relationship between Integrity and Absenteeism

	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	ΔR <sup>2</sup>	F
Step 1		.04	.03		4.72*
Integrity	-.14*				
Age	-.13*				
Step 2		.06	.05	.03	5.54**
Integrity X Age	-.16**				

Note. \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

To interpret this significant interaction effect, the interaction was plotted and a simple slope analysis (see Figure 4) was conducted as suggested by Aiken and West (1991). Results indicated that slope for the low age group was not significant ( $\beta = 1.57$ ,  $t = 0.25$ , n.s) whereas the slope for the high age group was negative and significant ( $\beta = -20.15$ ,  $t = -3.83$ ,  $p < .001$ ). Thus, although absenteeism levels of younger employees did not change depending on their integrity, it did change for older employees such that as their integrity increased, older employees were much less likely to be absent.

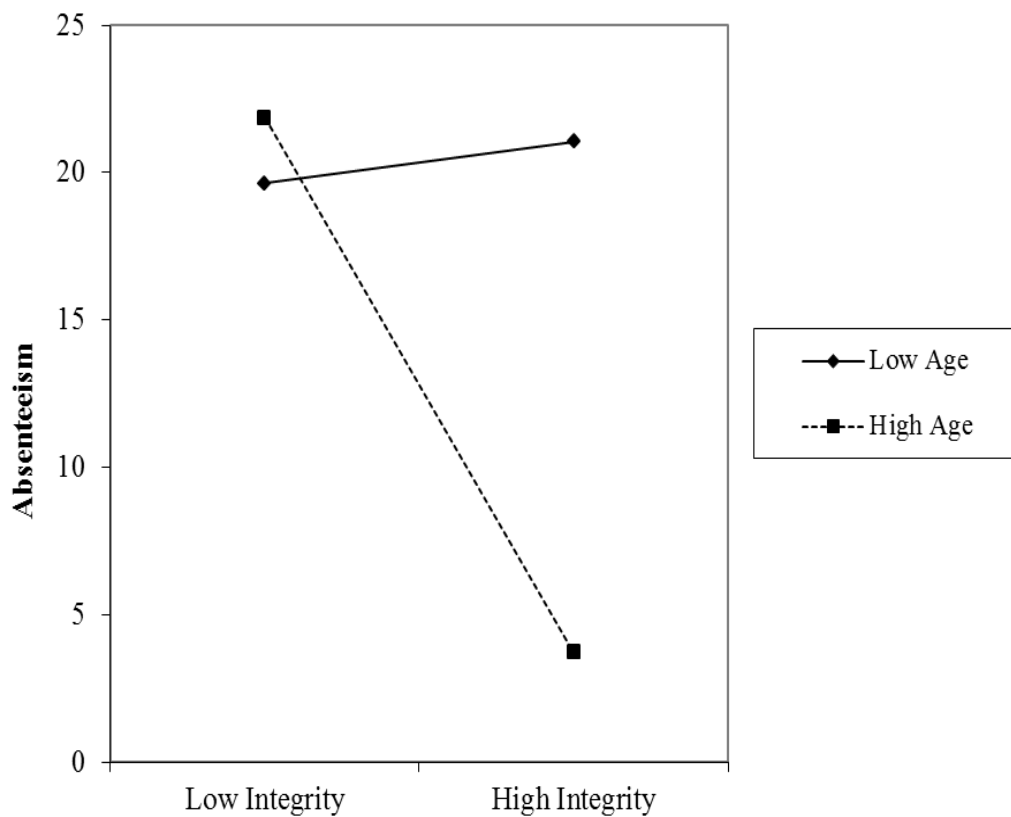


Figure 4. Interaction between age and integrity on absenteeism.

The second group of exploratory analyses were conducted to examine the potential moderating effects of subdimensions of organizational justice perceptions in the relationships between integrity and all the outcome variables. The observed marginally significant moderation effect of overall organizational justice variable in the relationship between integrity and turnover intentions inclined this idea. Results of the 16 moderated regression analyses showed that general patterns were parallel to the results associated with overall justice perceptions presented above. The analysis for the moderation effect of procedural justice for the relationship between

integrity and turnover intentions seems to be remarkable. Again, age, seniority, and education level were treated as the control variables. In the second step, centered integrity and perceived procedural justice variables were entered, while interaction term of these centered variables were entered in the third step. As presented in Table 9, variables regressed in all the steps predicted turnover intentions significantly [ $R^2 = .10$ ,  $F(3, 260) = 9.21$ ,  $p < .001$ ;  $R^2 = .17$ ,  $F(5, 258) = 10.80$ ,  $p < .001$ ;  $R^2 = .19$ ,  $F(6, 257) = 9.97$ ,  $p < .001$ , sequentially]. Age, seniority and education entered in first step, accounted for 10% of the variance in turnover intentions. Integrity and perceived procedural justice variables which were entered in the second step explained an additional 8% of the variance. Lastly, interaction term of integrity and procedural justice variables entered in the last step of the analysis accounted for an additional 2% of the variance in turnover intentions. When variable effects were analyzed individually, among the demographic variables only education level had a significant main effect on turnover intentions ( $\beta = .21$ ,  $p < .01$ ). This effect shows that, employees who had a higher education level also were more likely to have turnover intentions. Moreover, perceived procedural justice had a significant main effect on turnover intentions ( $\beta = -.27$ ,  $p < .001$ ). That is, employees who perceived the procedures for the outcomes as more just, had lower intentions to leave the organization. Finally, a significant interaction effect on turnover intentions ( $\beta = -.13$ ,  $p < .05$ ) was reported, pointing to the moderation effect of perceived procedural justice on the relationship between integrity and turnover intentions.

*Table 9. Results of the Analyses Testing the Moderating Effect of Perceived Procedural Justice on the Relationship between Integrity and Turnover Intentions*

	Beta	R <sup>2</sup>	Adjusted R <sup>2</sup>	ΔR <sup>2</sup>	F
Step 1		.10	.09		9.21***
Age	-.16				
Seniority	-.04				
Education Level	.21**				
Step 2		.17	.16	.08	10.80***
Integrity	-.04				
Procedural Justice	-.27***				
Step 3		.19	.17	.02	9.97***
Int. X Proc. Justice	-.13*				

*Note.* \*  $p < .05$ ; \*\*  $p < .01$ ; \*\*\*  $p < .001$

To interpret this significant interaction effect, a simple plot analysis (Figure 5) and significance tests for these simple slopes of the regression lines (of integrity level predicting turnover intentions) at high and low levels of procedural justice perception were conducted as suggested by Aiken and West (1991). Results indicated that none of the slope tests at low and high levels of procedural justice perceptions were significant ( $\beta = .19$ ,  $t = 1.18$ ,  $p > .05$ ;  $\beta = -.37$ ,  $t = -1.76$ ,  $p > .05$ , respectively). Although the slopes were not significant, similar to the results concerning the moderation effect of overall organizational justice, trendwise the results appeared to be worth mentioning. First of all, direction of the relationship between integrity and turnover intentions at different levels of perceived procedural justice variables tended to change. That is, for participants with high procedural justice perceptions, turnover intentions decreased as integrity level increased. Oppositely, for participants with low procedural justice perceptions, turnover intentions tended to increase as integrity level increased. Moreover, turnover intention levels of participants were close to each other at low integrity levels; yet, the gap increased as integrity level increased. Finally, at all integrity levels;



participants who perceived the procedures of the organization as less just, had significantly higher levels of turnover intentions.

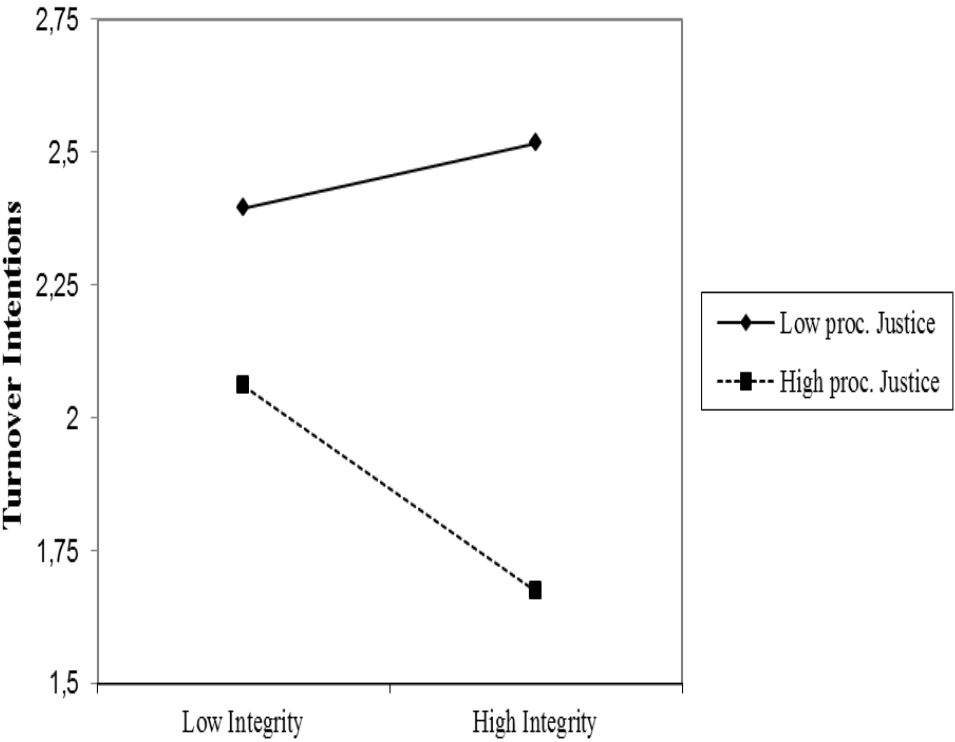


Figure 5. Interaction between perceived procedural justice and integrity for turnover intentions.

## **CHAPTER 4**

### **DISCUSSION**

In this chapter, firstly, an overview of the study findings is presented. Then, the findings are discussed based on the available theoretical and empirical evidence. Following the contributions and practical implications of the findings, limitations of the study and some suggestions for future research are made.

#### **4.1 Overview of the Study Findings**

The aim of the study was to investigate the moderation effect of organizational justice perceptions in the relationships between integrity and critical organizational outcome variables, namely, job performance, organizational citizenship behaviour (OCB), and withdrawal behaviours (i.e., turnover intentions and absenteeism). Two-hundred-eighty-three employees from different departments and locations of an organization, operating in the telecommunications sector in Turkey, completed the questionnaire package including measures of integrity, organizational justice perception, organizational citizenship behaviour, and turnover intentions. Supervisory ratings of performance and absenteeism data were obtained from the Human Resources department of the organization.

Among the hypotheses only the one concerning the moderation effect of perceived organizational justice in the relationship between integrity and turnover intentions

was marginally supported. Specifically, the relationship between integrity and turnover intentions at different levels of perceived organizational justice perceptions tended to change. That is, for participants with high justice perceptions, as integrity level increased, turnover intentions decreased. For participants with low justice perceptions, as integrity level increased, turnover intentions also tended to increase.

Moreover, the observed correlations among the study variables were, in general, in the expected direction and consistent with the literature. First of all, perceived organizational justice was positively correlated with job performance as consistent with Cohen-Charash and Spector's (2001) findings; and OCB as consistent with Chegini's (2009) findings. Also, consistent with Colquitt et al.'s (2001) study, it negatively correlated with turnover intentions. Furthermore, integrity was positively correlated with perceived organizational justice as consistent with Martinson, Crain, Vries and Anderson's (2010) findings and OCB as consistent with the reported results in the literature (for the negative relationship between OCB and CWB, O'Brien & Allen, 2008; and for the predictive relationship of integrity for CWB, Ones et al. 1993). Also, similar to Ones et al.'s (2003) findings, it negatively correlated with absenteeism.

Furthermore, age moderated the relationship between integrity and OCB and the relationship between integrity and absenteeism. That is, as integrity levels of employees increased, their OCB levels also increased and change for the younger employees was more evident than that of older employees. Moreover, absenteeism levels of older employees decreased as their integrity levels increased, although it did not change for their younger counterparts.

Finally, procedural justice moderated the relationship between integrity and turnover intentions significantly. Thus, for participants perceiving the procedures of the organization more just, as their integrity levels increased, their turnover

intentions decreased. On the other hand, for participants perceiving the procedures as being less just, as their integrity level increased their turnover intentions tended to increase.

## **4.2 Discussion of the Results**

As stated above, although only moderation effect of organizational justice in the relationship between integrity and turnover intentions was marginally significant, there were some important study findings to discuss here.

First of all, Hypothesis 1 proposing the moderation effect of organizational justice perceptions in the relationship between integrity and supervisory ratings of job performance was not supported. There are a number of plausible explanations for this finding. First of all, it could be related to the relatively narrow range of the integrity scores and/or supervisory ratings of performance. As can be seen in Table 1, integrity had the highest mean and the second lowest standard deviation among the study variables. Also, it is possible that employees answering the integrity test in a less socially desirable way could have avoided providing the demographic information needed to match data obtained from supervisors/personnel files. Another possibility is that performance measure used in the study could be partially responsible for the observed findings. Supervisory ratings of job performance used in the present study may have fallen short of reflecting true performance levels of the participants. There is abundance of evidence suggesting that supervisory ratings may be biased (e.g., Holzbach, 1978). A final plausible explanation could be that perceptions of justice may not be moderating this relationship in this particular context. The organization is a newly privatized public one and the employees had been hired originally as civil servants with work-life-long employment guarantee. In such contexts it is highly likely that employees would not adjust their

organizational behaviours in accordance with anything, including fairness perceptions. Far from it, knowing that they lack other employment options, employees may be accepting most of the practices whether they are just or not. Situational strength literature which implies that strong situations restricts real employee behaviours by decreasing individual differences and push the motivated behaviours to become more homogenous (Meyer and Dalal, 2009) supports this idea also. Although integrity failed to predict job performance contrary to the related literature (Ones et al., 1993); perceived organizational justice predicted supervisory ratings of job performance significantly consistent with the literature (e.g. Cohen-Charash and Spector, 2001; Colquitt et al., 2001; and Williams, 1999). This meant that employees perceiving the organization as a more just place to work also performed better.

Hypothesis 2 proposed a moderation effect of organizational justice perceptions in the relationship between integrity and OCB; however this moderation effect was not supported. Range restriction (see Table 1) in both integrity and OCB may again be partially responsible for the failure to support this hypothesis. Moreover, since the OCB scale is a self-report one rather than supervisory ratings, it might be biased. Furthermore, similar to the above argument, particular organizational context may have been responsible for not finding a moderation effect of justice perceptions in the integrity-OCB relationship. However, when the individual effects were examined; consistent with the literature, both integrity (see O'Brien and Allen (2008) and Ones et al. (1993) for indirect evidence) and perceived organizational justice (Chegini, 2009) predicted OCB significantly. It seems fair to conclude that, at least for the present sample, the nature of the integrity-OCB relationship does not depend on the levels of perceived organizational justice.

Hypothesis 3a proposed that organizational justice perceptions would moderate the relationship between integrity and turnover intentions. This moderation effect was

found to be marginally significant. Although the direction of the relationship was negative as expectedly; contrary to the related literature (Van Iddekinge et al., 2012), integrity failed to predict turnover intentions. A number of plausible explanations are in order. First, as stated before, the observed narrow range of the scores on the integrity measure, caused largely by social desirability effects, may have contributed to these insignificant results. Second, since the scale was applied by an HR department employee (i.e., the researcher herself) participants might have been reluctant in expressing their real turnover intentions. However, this does not seem to be a strong possibility as perceived organizational justice predicted turnover intentions negatively and significantly, as expected (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). That is, employees who perceived the organization as more just, had lower intentions to leave the organization. Trend wise, however, the data yielded some marginal support for the moderating role of justice perceptions, in the integrity-turnover intentions relationship. Turnover intentions of participants, perceiving the organization as a more just place, decreased as their integrity levels increased. Oppositely, turnover intentions of participants, perceiving the organization as a less just place, increased as their integrity levels increased. Finally, the gap between turnover intention levels of participants increased as their integrity levels also increased, while they were closer for lower integrity levels.

Hypothesis 3b proposed the moderation effect of organizational justice perceptions in the relationship between integrity and the other withdrawal behaviour of absenteeism; however, this hypothesis was not supported. First of all, again, it is plausible that organizational justice perceptions may have null effects in such an organizational context with respect to the integrity-absenteeism relationship. Secondly, absenteeism data were obtained from the HR department which stores absenteeism data recorded electrically, using a card-reading system at the building

entrances. Employees skipping the card based entrance system (which seems to be possible!), departments not seriously controlling the entrance-exit data of the employees, and/or managers not recording hourly leave requests and approvals may have contributed to the distortion of the resulting absenteeism data. Moreover, situational strength literature implies that strong situations restricting employee behaviours, decrease individual differences and motivated behaviours become more homogenous (Meyer & Dalal, 2009). Thus, the card based entrance system may have forced the participants of this study to be at work more than what would happen based on their personal tendencies. Yet, it is important to note that absenteeism data did not seem totally void. For example, age significantly predicted absenteeism consistent with the reported empirical evidence (Ng & Feldman, 2008). That is, younger employees had more tendencies for absenteeism. Furthermore, integrity had a significant and negative predictive effect on absenteeism (Ones et al., 2003), indicating that employees reporting higher levels of integrity, had lower tendencies for absenteeism. In terms of the predictive effect of organizational justice perception on absenteeism; it was not significant despite the related literature (e.g., Skarlicki & Folger, 1997) and furthermore the observed insignificant effect was positive, again contrary to the available evidence (Gellatly, 1995). The probable reason of this could be again the narrow range and attitude based-nature of the integrity test items.

In this study, in addition to the analyses testing the hypothesis of the study, a number of exploratory analyses were also conducted. These analyses investigated the moderation effect of age and the subdimensions of organizational justice perception for the organizational outcome variables of interest and suggested some important findings. Firstly, age was found to be a significant moderator of the relationship between integrity and OCB. Simple slope analysis showed that, as integrity levels of employees increased, their OCB levels also increased, and older employees displayed more OCB than younger ones regardless of their integrity

levels. Moreover, at high integrity levels, employees showed almost the same level of OCB regardless of their age; however, age influenced the level of OCB much more if employees reported low integrity levels. Secondly, age moderated the relationship between integrity and absenteeism significantly. When this moderation effect was interpreted with simple slope analysis it was found that, although integrity levels of younger employees did not significantly affect their absenteeism levels, it affected older ones significantly such that as they reported to have more integrity, they also displayed less absenteeism. Finally, procedural justice moderated the relationship between integrity and turnover intentions significantly. Simple slope analysis for this effect showed that, for participants who perceived the procedures of the organization to be more just, as their integrity levels increased, their turnover intentions decreased. On the other hand, for participants who perceived the procedures to be less just, as their integrity levels increased their turnover intentions also increased.

### **4.3 Contributions of the Study**

This study is believed to have some potential to contributions to the existing literature. First of all, although the relationships of integrity with job performance (Klehe & Latham, 2003), CWB (which is known to be associated negatively with OCB as stated by O'Brien & Allen in 2008) (Ones & Viswesvaran, 2003), turnover (Van Iddekinge et al., 2012), and absenteeism (Ones et al., 2003); as well as the relationships of organizational justice perceptions with these outcome variables (Cohen-Charash & Spector, 2001; Flint, Haley, & McNally, 2012; Folger & Cropanzano, 1998; Greenberg, 1988) have been well established in the literature, to the knowledge of the researcher, this study is a rare attempt examining the



moderation effect of organizational justice perceptions in the integrity-outcome variables relationships.

Secondly, although integrity tests have been identified as one of the widely used selection instruments in Western cultures (O'Bannon, et al., 1989; Schmidt & Hunter, 1998), they are not being widely used in the process of personnel selection in Turkey. Sözer (2004), for example, reported that only 8.5 % of organizations use integrity tests as a selection tool for non-managerial positions; while the percentage decreases to 5.5 % for managerial positions. Moreover, although integrity tests and the relationships between integrity and some critical organizational outcomes have been frequently studied in the Western cultures (Hogan & Hogan, 1989; Neuman & Baydoun, 1998; Ones et al., 1993; Van Iddekinge et al., 2012), studies in Turkey and/or with Turkish participants are in fact quite rare (Bilgic et al., 2011; Tasdoven & Kaya, 2014). Thus, this study is expected to increase the awareness concerning integrity testing in the personnel selection processes in Turkey and hence contribute to the emerging national literature on this topic.

Thirdly, this study is believed to be a methodologically sound one. Although the data were collected from one-single organization at one point in time, use of multiple sources of information strengthens the study's methodological soundness. In addition to self-report measures of integrity, OCB, turnover intentions, and organizational justice perceptions, electronically recorded absenteeism data and annual performance ratings by supervisors were also used. The use of multiple sources in data collection is believed to reduce common method bias significantly. Finally, since the organization in this study is a big and country-wide organization; participants consisted of employees from different cities of Turkey, age groups, departments, jobs (responsibilities and tasks) and hierarchical levels. This variety is believed to contribute to the representativeness of the sample.

#### 4.4 Practical Implications

Results of the study have also some implications for organizational practices. This study reported a significant positive predictive effect of integrity on OCB and a negative one on absenteeism, both being critical organizational outcomes variables. This finding suggests that a sound measure of integrity may be very valuable for work organizations. Moreover, organizational justice perceptions were found to be significant predictors of job performance (positively), OCB (positively) and turnover intentions (negatively). So, it is believed that organization investing in the establishment of a fairness climate may have multiple benefits

Age played an important role in this study as one of the major variables predicting critical outcomes or as a moderator variable affecting the relationship of other variables. It predicted absenteeism negatively as stated by the literature (Martocchio, 1989); and also moderated the integrity-absenteeism relationships. Older employees seem to be more conscientious concerning regular attendance than younger ones. Thus intervention programs aiming to reduce absenteeism may especially be designed to target younger employees. Concerning the career challenges that are more likely to be faced by younger specialists (e.g., dual career couples with school-aged children), organizations may introduce/offer more flexible employment protocols, such as tele-commuting or flexible work schedules, to especially reduce absenteeism behavior of younger employees.

Especially, some of the observed significant correlations between variables seem to have important implications. First of all, as anticipated by the related literature (Podsakoff, Whiting, Podsakoff, & Blume, 2009), turnover intentions and OCB levels of the employees were negatively and significantly correlated ( $r = -.25, p < .01$ ). This finding suggests that organizations may benefit from both selecting and

developing employees with potential to show OCBs. Seniority had a positive relationship with OCB contrary to the previous research (Aslan, 2009) and a negative relationship with turnover as expected by the literature (Yanadori & Kato, 2007). OCBs in this organization may be congruent with organizational culture and more senior employees can be expected to be more knowledgeable about the cultural expectations. So, to enhance a culture supportive of OCB, mixed teams in which junior employees work together with high tenured employees may be established. Education level of the participants correlated positively with turnover intentions, as expected (Breugh & Dossett, 1989). This intention may be caused by more opportunities in the labor market for those who are more educated and hence with higher perceptions of employability. So, to decrease this intention, educated employees may be specifically targeted to stay with the organization.

#### **4.5 Limitations and Suggestions for Future Research**

Although the study has potential to make some contributions to the literature, it has some limitations that need to be acknowledged first. In the following paragraphs, critical limitations of the study are mentioned and for some of these limitations suggestions for future research are presented.

First, integrity literature tends to examine integrity within the personnel selection framework and ability of such tests are examined in predicting job performance. In the present study, however, participants were veteran employees, not candidates actively searching for a job. Relative restricted range of the scores on the critical variables of interest also stem from the use of already working people rather than job applicants. Thus, future studies examining the predictive ability of integrity

testing in the selection context, employing a longitudinal design may provide a better test of the hypotheses.

Second, integrity test applied in this study was an adapted version of a test (Bilgic et al., 2011) developed in Turkey. Original version of the test consisted of behavior based questions; however the version applied in this study was adapted to measure attitudes of the participants. Future studies may focus on improving the psychometric qualities of the integrity measure.

Third, in the present study, turnover intentions rather than actual turnover behaviors were investigated as an outcome variable. Although the literature (Mobley et al., 1997) indicated a strong relationship between turnover intentions and actual turnover behavior, objectivity and reliability of the study would probably increase if real turnover behavior could have been measured.

Forth, the organization from which the sample of the study was obtained is a large one with sub-cultures characterizing different departments. For example, employees from certain departments were observed to be absent more often than those from others. Thus in some departments, absenteeism behavior seemed to arise from a group level drive (be a function of departmental culture/climate), rather than a personal tendency. Moreover, some department managers are known to be very strict about working hours and require their subordinates to fill out permission forms recording absenteeism data. However, some managers are more flexible and use their discretion in giving permission to leave without entering this information to the system. All these departmental variations may have influenced the reliability/validity of the absenteeism data collected. For this reason, sounder measures of absenteeism should be employed in future research.

Fifth, for the plainness of the study, OCBs of the participants were investigated as an overall concept. Future studies may benefit from examining this construct at the component level.

Finally, the researcher of the study is a current HR employee and for this reason participants might have had a motivation to inflate their self-ratings on the integrity and OCB measures. Moreover, because of this very same reason they might have refrained from reflecting their real perceptions about organizational justice and their turn over intentions. Thus, future research should consider using outside researchers in such studies.

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## APPENDICES

### APPENDIX A

#### Integrity Scale

Aşağıda genel yaklaşımlarınız, değerleriniz ve davranışlarınız ile ilgili ifadeler yer almaktadır. Her bir maddede ifade edilen davranışa katılma dereceniz uygun rakamı işaretleyerek belirtiniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Oldukça Katılıyorum	Kesinlikle Katılıyorum
1	İş yerinde insanlar bazı durumlarda yalan söyleyebilir.	1	2	3	4	5
2	Kolay bir iş olsa bile, yapılan iş çok zorluymuş gibi davranılabilir	1	2	3	4	5
3	İnsanların gerektiğinde kendilerini kurtarmak için yalan söylemeleri kabul edilebilir bir durumdur.	1	2	3	4	5
4	Birçok çalışan işyerinden değeri 10 TL'yi geçen bir şeyleri evine götürüyor olabilir.	1	2	3	4	5
5	İşyerinden değeri 5 TL'yi geçen bir şeyi eve götürmek doğru değildir. ®	1	2	3	4	5
6	Sıkışılan durumlarda yalan söylemek hoş görülebilir.	1	2	3	4	5
7	İnsanların arkasından konuşmak doğru değildir. ®	1	2	3	4	5
8	İş yapılırken kuraldışı davranmakta sakınca yoktur.	1	2	3	4	5

		<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Oldukça Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>9</b>	Sıkışıldığında kaçamak cevaplar vermekte sakınca yoktur.	1	2	3	4	5
<b>10</b>	Ne durumda olursa olsun karşıdaki kişiyi aldatmak kabul edilemez bir durumdur. ®	1	2	3	4	5
<b>11</b>	Bir kişinin düşünceleri ve davranışları arasında tutarsızlık olması normaldir.	1	2	3	4	5
<b>12</b>	İlişkiler çıkar üzerine kurulmamalıdır. ®	1	2	3	4	5
<b>13</b>	Birçok arkadaşımın dürüst olmayan davranışlarda bulunması normaldir.	1	2	3	4	5
<b>14</b>	Başkalarının ne yaptığını öğrenmek için onlar gizlice gözlemlenebilir.	1	2	3	4	5
<b>15</b>	Başkasının yaptığı bir işi kendim yapmış gibi göstermek kabul edilemez bir durumdur. ®	1	2	3	4	5
<b>16</b>	Bir müşteriyle veya iş sahibiyle ne kadar ilgilenileceğine dış görünüşüne bakarak karar verilebilir.	1	2	3	4	5
<b>17</b>	İşyerinde işyeri malzemelerinden çalınan olması normal bir durumdur.	1	2	3	4	5
<b>18</b>	Acınmadığı halde bir insana acınıyormuş gibi davranılabilir.	1	2	3	4	5
<b>19</b>	Ucuz alınan bir hediye pahalı gibi sunulabilir.	1	2	3	4	5
<b>20</b>	İnsanların dürüst olmayan bir davranışı kapatmak için ilgisiz konulardan bahsetmesinde sakınca yoktur.	1	2	3	4	5

## APPENDIX B

### Organizational Justice Scale

Aşağıda yer alan örgütsel adalet algılarına yönelik ifadeler 3 kısımda sınıflandırılmıştır. Lütfen her bir maddede yer alan soruyu uygun rakamı işaretleyerek derecelendiriniz.

I. Örgütsel kazanımların (ücret artışı, takdir, ilerleme, ödül vb.) çalışanlara dağıtılması kararında yöneticilerin bazı işlemler ve yöntemler kullandığı bilinmektedir. Aşağıda sizden yöneticilerinizin kullandığı bu işlem ve yöntemlere (sorularda süreç olarak geçmektedir) ilişkin değerlendirme yapmanız beklenmektedir.

		Çok Az	Az	Kısmen	Yeterince	Büyük Ölçüde
1	Fikirlerinizi ve duygularınızı bu süreçler esnasında ifade edebiliyor musunuz?	1	2	3	4	5
2	Bu süreçler esnasında elde edilen kazanımlar üzerinde etkiniz var mıdır?	1	2	3	4	5
3	Bu süreçler tutarlı bir şekilde uygulanıyor mu?	1	2	3	4	5
4	Bu süreçler önyargılardan uzak uygulanıyor mu?	1	2	3	4	5
5	Bu süreçler doğru ve tutarlı bilgilere mi dayandırılmıştır?	1	2	3	4	5
6	Süreçler sonucu ulaşılan kazanımların düzeltilmesini talep edebilir misiniz?	1	2	3	4	5
7	Bu süreçler etik ve ahlaki standartlara uygun mudur?	1	2	3	4	5



II. Aşağıdaki ifadeler elde ettiğiniz kazanımlarla (ücret artışı, takdir, ilerleme, ödül vb.) ilgilidir. Kazanımlarınızın miktarı ve karşılığı konusunda her bir maddede yer alan soruyu değerlendirmeniz beklenmektedir.

		<b>Çok Az</b>	<b>Az</b>	<b>Kısmen</b>	<b>Yeterince</b>	<b>Büyük Ölçüde</b>
<b>1</b>	Elde ettiğiniz kazanımlar işteki çabanızı yansıtır mı?	1	2	3	4	5
<b>2</b>	Elde ettiğiniz kazanımlar tamamladığınız işe uygun mudur?	1	2	3	4	5
<b>3</b>	Elde ettiğiniz kazanımlar kuruma yaptığınız katkıyı yansıtır mı?	1	2	3	4	5
<b>4</b>	Elde ettiğiniz kazanımlar göstermiş olduğunuz performansa uygun mudur?	1	2	3	4	5

III. Aşağıdaki ifadeler kazanımlarınızı (ücret artışı, takdir, ilerleme, ödül vb.) yönlendiren yöneticileriniz ile ilgilidir. Yöneticilerinizin sizinle olan iletişimini ve bilgi paylaşımını her bir maddede yer alan soru ile değerlendirmeniz beklenmektedir.

		<b>Çok Az</b>	<b>Az</b>	<b>Kısmen</b>	<b>Yeterince</b>	<b>Büyük Ölçüde</b>
<b>1</b>	Size nazik davranır mı?	1	2	3	4	5
<b>2</b>	Size değer verir mi?	1	2	3	4	5
<b>3</b>	Size saygılı davranır mı?	1	2	3	4	5
<b>4</b>	Size haksız yorum ve eleştiriler yöneltir mi? ®	1	2	3	4	5
<b>5</b>	Sizinle olan diyaloglarında samimi midir?	1	2	3	4	5
<b>6</b>	Süreçleri bütünüyle açıklar mı?	1	2	3	4	5
<b>7</b>	Süreçlere yönelik açıklamaları mantıklı mıdır?	1	2	3	4	5
<b>8</b>	Süreçlere yönelik ayrıntıları zamanında aktarır mı?	1	2	3	4	5
<b>9</b>	Bilgi aktarırken herkesin anlayabileceği dilden konuşur mu?	1	2	3	4	5

## APPENDIX C

### OCB Scale

Aşağıdaki maddeler iş ortamındaki duygu ve düşüncelerinizi anlamaya yöneliktir. Her bir maddedeki ifadeye katılma derecenizi uygun bulduğunuz rakamı işaretleyerek belirtiniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Biraz Katılıyorum	Oldukça Katılıyorum	Kesinlikle Katılıyorum
1	Önemsiz konular hakkında yakınlık çok zaman harcarım. ®	1	2	3	4	5
2	Pireyi deve yapma eğilimindeyimdir. ®	1	2	3	4	5
3	Hareketlerimin arkadaşlarım üzerinde yaratabileceği etkiyi göz önünde bulundururum.	1	2	3	4	5
4	Zorunlu olmasa da önemli olan toplantılara katılırım.	1	2	3	4	5
5	Arkadaşlarıma yardım etmeye her zaman hazırım.	1	2	3	4	5
6	Katılmak zorunlu olmadığı halde firma imajının yararına olacak faaliyetlere katılırım.	1	2	3	4	5
7	Firmayla ilgili duyuruları, mesajları ve diğer yazılı materyalleri takip eder ve okurum.	1	2	3	4	5
8	İşe gelememiş arkadaşlarıma yardım ederim.	1	2	3	4	5
9	İşle ilgili sorunları olan arkadaşlarıma kendi isteğimle yardım ederim.	1	2	3	4	5
10	Olumlu şeyler yerine daima yanlışlar üzerine odaklanırım. ®	1	2	3	4	5

		<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Oldukça Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>11</b>	Diğer çalışanlarla ilgili olabilecek sorunları engellemek için önlemler alırım.	1	2	3	4	5
<b>12</b>	İşe devamlılığım ortalamanın üstündedir.	1	2	3	4	5
<b>13</b>	Davranışlarımın diğer insanların işlerini nasıl etkilediğini göz önüne alırım.	1	2	3	4	5
<b>14</b>	Fazladan molalar vermem.	1	2	3	4	5
<b>15</b>	En vicdanlı çalışanlardan biriyimdir.	1	2	3	4	5

## APPENDIX D

### Turnover Intentions Scale

Aşağıda yer alan ifadeler ile iş yerinde ortaya koyduğunuz davranışlar ve sahip olduğunuz tutumlar değerlendirilmek istenmektedir. Her bir maddede yer alan ifadeye ne ölçüde katıldığınızı uygun olan rakamı işaretleyerek belirtiniz.

		<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Oldukça Katılıyorum</b>	<b>Kesinlikle Katılıyorum</b>
<b>1</b>	Önümüzdeki bir sene içinde şu an çalıştığınız firma dışında bir firmada aktif olarak iş arama ihtimalim bulunmaktadır.	1	2	3	4	5
<b>2</b>	İstifa etmek nadiren aklıma gelir. ®	1	2	3	4	5
<b>3</b>	Önümüzdeki sene büyük bir ihtimalle şu an çalıştığım firmadan başka bir yerde yeni bir iş arıyor olacağım.	1	2	3	4	5

## APPENDIX E

### Demographic Information Form

Aşağıda yer alan kişisel bilgileriniz istatistiksel analiz ve bazı örgütsel bilgilerinizin çalışmaya dahil edilmesi amacıyla kullanılacaktır. Çalışmanın amaçlandığı şekilde sonuçlanması için, bilgileri eksiksiz doldurmanız önemlidir.

Cinsiyetiniz: Erkek: ..... Kadın: .....

Yaşınız: .....

Eğitim Durumunuz: Lise: ..... MYO: ..... Üniversite: ..... Yüksek Lisans: .....

Ünvanınız: .....

Direktörlüğünüz: .....

Şirketinizdeki Hizmet Süreniz: Yıl: ..... Ay: .....

Şirketteki bilgilerimin bu çalışma kapsamında kullanılmasına izin veriyorum:

Evet... Hayır...

Sicil numaranız veya Ad - Soyadınız: .....

Desteginiz için teşekkür ederiz.

## APPENDIX F

### Türkçe Özet

Bu çalışmanın amacı; kişisel bütünlük/dürüstlük ile iş performansı, örgütsel yurttaşlık davranışları ve geri çekilme davranışları gibi kritik örgütsel çıktılar arasındaki ilişkide örgütsel adalet algısının moderasyon etkisini araştırmaktır.

### Giriş

Özellikle organizasyonların karşılaştığı hırsızlık vakaları ve diğer üretkenlik karşıtı davranışlar nedeniyle, iş hayatında dürüst insanlara duyulan ihtiyaç gündeme gelmiş ve seçme süreçlerinde dürüstlük temel bir yordayıcı olarak ele alınmaya başlanmıştır. Bu kapsamda, özellikle 1980'li yıllarda Kuzey Amerika'da poligrafi (yalan makinası) sık kullanılan seçme araçları arasında yerini almıştır. Ancak, poligrafinin bir değerlendirme aracı olarak kullanımının etik dışı olduğu yönündeki itirazlar sonunda (Bergmann, Mundt ve Illgen, 1990) A.B.D.'nde çıkan bir yasa ile yöntem yasaklanmış (LoBello ve Sims, 1993) ve bu durum dürüstlük testlerinin günümüzdeki yaygın kullanımında etkili olmuştur.

İlk dürüstlük testi, 1942 yılında Dr. Gilbert Lee Betts tarafından Amerikan ordusuna yapılan asker seçimlerinde kullanılmıştır. İkinci Dünya Savaşı'ndan sonra testin endüstriyel kullanımı araştırılmış olup (Ash ve Maurice, 1988), günümüzde yılda 2.5 milyondan fazla kullanılan bir seçme aracı haline gelmiştir (O'Bannon, Goldinger, & Appleby, 1989). Dürüstlük testleri, açık ve kişilik bazlı testler olarak ikiye ayrılmaktadır (Sackett, Burris ve Callahan, 1989; Sackett ve Wanek, 1996). Açık dürüstlük testleri ilgili kavramları, düşünceleri, duyguları, beklenen ve

geçmişteki davranışları açık bir şekilde sorgularken (Byle ve Holtgraves, 2008; Frost ve Rafilson, 1989); kişilik bazlı dürüstlük testleri, kişinin o davranışları göstermesini etkileyen karakter üzerine yoğunlaşmıştır (Byle ve Holtgraves, 2008).

Dürüstlük ve dürüstlük testleri üzerindeki bu yoğun ilginin en büyük nedeni, bazı önemli organizasyonel çıktılar ile arasındaki ilişkidir. Kişilerin dürüstlük seviyeleri iş performanslarını yordadığı için araştırmacılar tarafından sıklıkla önemsenmiştir. Meta-analizlerinde Öneş ve arkadaşları (1993), dürüstlüğün yönetici tarafından belirlenmiş performans skorlarını .41'lik katsayı ile yordadığını ifade etmişlerdir. Ayrıca, Schmidt ve Hunter (1998), dürüstlük testlerinin iş performansını yordamada seçme yöntemleri arasında bilişsel beceriden sonra en fazla artımsal geçerliliğe (%20) sahip yöntem olduğunu belirtmişlerdir. Öneş ve Viswesvaran (2001) da, dürüstlüğün iş performansını yordamada kişilik testlerinden daha etkili olduğunu raporlamışlardır.

Örgütsel yurttaşlık davranışları, formal iş tanımı dışında, ancak bireysel ve örgütsel performansa katkı yapan, gönüllülük temelinde gerçekleştirilen davranışlardır (Organ, 1990). Üretim karşıtı iş davranışları ise organizasyonların çıkarına zarar veren davranışlardır (Sackett, 2002). Literatürde örgütsel yurttaşlık davranışları ve üretim karşıtı iş davranışları arasındaki negatif bağıntıyı rapor eden çok fazla çalışma bulunmaktadır (ör. O'Brien ve Allen, 2008; Sackett, Berryand ve Wiemann, 2006). Ayrıca, dürüstlük ve üretim karşıtı iş davranışları arasındaki ilişki de çokça çalışılmıştır (ör. Boye ve Wasserman, 1996; Jones ve Terris, 1983; Neuman ve Baydoun, 1998; Ones ve Viswesvaran, 2003). Örneğin, Öneş ve arkadaşları (1993) meta-analizlerinde dürüstlüğün .47 katsayı ile üretim karşıtı iş davranışlarını yordadığını bulmuşlardır. Örgütsel yurttaşlık davranışları ve dürüstlük arasındaki ilişkiyi inceleyen az çalışma bulunmaktadır (ör. Cho ve Ringquist, 2010). Bununla beraber, ilgili yazın temelinde, örgütsel yurttaşlık



davranışları ve dürüstlük arasında pozitif bir ilişki beklemek mantıklı görünmektedir.

Çekilme davranışları çalışanların iş kontratları devam ettiği halde katkılarını azaltmak istedikleri zaman oluşan davranışlardır (Kaplan, Bradley, Lachman ve Hayness, 2009). Bu davranışlar, çalışma arkadaşlarının moralleri ve motivasyonları üzerinde olumsuz etkileri olduğu (Koslowsky ve arkadaşları, 1997) ve maliyet oluşturdukları (Navarro ve Bass, 2006) için araştırmacıların ilgisini çekmiştir. Geç kalma, devamsızlık ve işten ayrılma, çekilme davranışlarına örnek olarak verilebilir (Koslowsky, 2000). Bu çalışma kapsamında yer alan çekilme davranışları işten ayrılma niyeti ve devamsızlıktır. İşten ayrılma niyeti, çalışanın işten ayrılmayı planladığı fakat henüz düşüncesinin gerçek davranışa dönüşmediği durumlardır. Meta-analiz çalışmalarında Van Iddekinge ve arkadaşları (2012) işten ayrılma ve dürüstlük arasındaki ilişkiyi .07 olarak bildirmişlerdir. Devamsızlığın ise dürüstlük tarafından yordandığı (Öneş ve arkadaşları, 2003) ve aralarında pozitif ilişki olduğu (Jones ve Terris, 1983) çeşitli çalışmalarda belirtilmiştir.

Folger ve Cropanzano (1998), örgütsel adaleti, bireylerin kendilerine adil ya da adil olmayan şekilde davranılmasına sebep olan çalışma koşulları olarak tanımlamıştır. Örgütsel adalet kavramı ilk olarak, dağıtımsal adaleti kastetmiştir. Dağıtımsal adalet, ücret ve kariyer imkânları gibi ekonomik kaynakların paylaşılmasına yönelik hakkaniyet algısıdır (Greenberg ve Baron, 2008). İşlemsel adalet ise çıktılarının belirlenmesi sürecinde kullanılan işleyişe yönelik hakkaniyet algısıdır (Folger ve Cropanzano, 1998). Bies ve Moag (1986) tarafından önerilen etkileşimsel adalet de, genellikle kişilerarası ve bilgisel adalet olmak üzere iki alt boyutta ele alınmaktadır (Colquitt, 2001; Greenberg, 1994). Kişilerarası adalet, genellikle otorite figürleri tarafından kişilere karşı yapılan davranışlara yönelik adalet algısı olarak tanımlanırken (Greenberg ve Beron, 2008); bilgisel adalet

özellikle olumsuz olaylar için sunulan açıklamaların yeterliliği ile ilgilidir (Greenberg, 1994).

Çalışmalar, iş performansı ile tüm adalet algısı alt boyutları arasında güçlü, anlamlı ve olumlu ilişkiler olduğunu göstermekte; bu nedenle örgütsel adalet algısının kritik bir örgütsel değişken olduğuna işaret etmektedir (ör., Colquitt ve arkadaşları, 2001; Cropanzano ve Greenberg, 1997; Early ve Lind, 1987; Konovsky ve Cropanzano, 1991).

Örgütsel adalet algısı diğer kritik örgütsel sonuçlarla da ilişkilidir. Örneğin örgütsel adalet algısı ile örgütsel yurttaşlık davranışları arasındaki ilişkiyi gösteren çalışmalar bulunmaktadır (ör. Cohen-Charash ve Spector, 2001; Moorman, 1991; Organ, 1988). Chegini (2009), tüm alt boyutların yanı sıra genel örgütsel adalet algısının da örgütsel yurttaşlık davranışları ile ilişkili olduğunu ifade etmiştir.

Örgütsel adalet algısı ile işten ayrılma niyeti arasındaki ilişki araştırmacılar tarafından negatif olarak raporlanmıştır (ör., Ball, Trevino and Sims, 1993; Cohen-Charash & Spector, 2001). Gieter ve arkadaşları (2012) ile Kwon ve arkadaşları (2008) örgütsel adaleti alt boyutları ile çalışmış ve dağıtımsal, işlemsel ve etkileşimsel adalet ile işten ayrılma niyetleri arasında yine negatif yönlü ilişkiler tespit etmişlerdir. İşe devamsızlık ve örgütsel adalet arasındaki ilişki de araştırmacılar tarafından negatif yönlü olarak raporlanmıştır (ör., Gellatly, 1995; Hulin, 1991; Skarlicki ve Folger 1997).

Lasson and Bass (1997), organizasyonlarında kendilerine hakkaniyetli davranılmadığını hisseden çalışanların dürüstlük testlerinde daha fazla istenmeyen davranış sergilediklerini rapor ettiklerini belirtmiştir. Greenberg (1990) ise, bir üretim karşıtı iş davranışı olan hırsızlık ile dürüstlük arasındaki ilişkide dağıtımsal adalet algısının moderasyon etkisini saptamıştır. Bu çalışmalar doğrultusunda,

dürüstlük ve iş performansı, örgütsel yurttaşlık davranışları ve işten çekilme davranışları arasındaki ilişkide örgütsel adalet algısının belirleyici/moderasyon gücünü araştırmayı amaçlamaktadır.

Bu çalışmada aşağıdaki hipotezler test edilmiştir:

*Hipotez 1.* Örgütsel adalet algısının dürüstlük ve yönetici tarafından değerlendirilen iş performansı arasındaki ilişkide belirleyici/moderasyon etkisi vardır.

*Hipotez 2.* Örgütsel adalet algısının dürüstlük ve örgütsel yurttaşlık davranışları arasındaki ilişkide belirleyici/moderasyon etkisi vardır.

*Hipotez 3a.* Örgütsel adalet algısının dürüstlük ve işten ayrılma niyeti arasındaki ilişkide belirleyici/moderasyon etkisi vardır.

*Hipotez 3b.* Örgütsel adalet algısının dürüstlük ve devamsızlık arasındaki ilişkide belirleyici/moderasyon etkisi vardır.

## Yöntem

### Örneklem

Çalışmanın katılımcıları Türkiye’de telekomünikasyon sektöründe faaliyet gösteren bir firmanın farklı şehir ve birimlerinde, farklı hiyerarşik seviyelerde ve farklı görev tanımları ile farklı meslek gruplarındaki çalışanlarından oluşmaktadır. Araştırma için yaklaşık 1000 kişiye anketin bağlantısı iletilmiştir. 367 katılımcı ankete giriş yapmış ve bunların içerisinde tüm bölümleri tamamlamış olan 283 katılımcı bu çalışmanın örneklemini oluşturmuştur. Katılımcıların 64’si (% 23,6) kadın, 207’si (% 76,4) erkek olup, yaşları 23–58 aralığında değişmektedir (Ort. = 35,25; SS = 7,87 yıl). Eğitim seviyesi olarak; 1 kişi (% 0,4) doktora, 70 kişi (% 25,9) yüksek lisans, 167 kişi (% 61,9) lisans ve 18 kişi (% 6,7) ön lisans derecesine sahiptir.

Kalan 14 katılımcı ise (% 5,2) lise ya da daha az seviyede eğitilidir. Katılımcıların iş deneyimleri 0–35 yıl arasında değişmekte (Ort. = 8,9; SS = 8,98 yıl) ve hiyerarşik seviye olarak; 91 kişi (% 35) uzman, 98 kişi (% 37,7) kıdemli uzman ve 71 kişi (% 27,3) yönetici seviyesinde çalışmaktadır.

#### *Ölçüm Araçları*

Kullanılan dürüstlük ölçeği 2011 yılında Bilgiç ve arkadaşları tarafından Türkçe'ye uyarlanan, 20 maddelik bir ölçektir. Bu çalışmada, Türk kültürüne daha uygun olduğu düşünülerek, araştırmacıların da onayı ile, davranışsal kabule dayalı maddeler algıya yönelik olarak değiştirilmiştir. Katılımcıların maddeleri 5 basamaklı Likert tipi bir ölçek üzerinde değerlendirmeleri istenmiş ve araştırmanın sonunda tüm cevaplar ters kodlanarak yüksek skorların yüksek dürüstlük değerini ifade etmesi sağlanmıştır.

Örgütsel adalet algısını ölçmek için Colquitt tarafından 2001 yılında geliştirilen ve Özmen, Arnak ve Özeri (2007) tarafından Türkçeleştirilen ölçek kullanılmıştır. Toplam 20 maddeden oluşan ölçek yine 5-basamaklı bir ölçek üzerinde değerlendirilmiştir. Ölçekten alınan yüksek skorlar, katılımcının adalet algısının yüksek olduğunu göstermektedir.

Örgütsel yurttaşlık davranışlarının değerlendirmesinde, Podsakoff ve arkadaşları (1990) tarafından geliştirilen ve Ünüvar (2006) tarafından Türkçeleştirilen 5-basamaklı 24 maddelik Örgütsel Yurttaşlık Davranışları Ölçeği kullanılmıştır. Ölçeğin kısaltılması için her bir alt boyutun üç soru ile ölçülmesine karar verilmiş ve faktör yüklemeleri yüksek olan maddeler tercih edilmiştir. Katılımcıların aldığı yüksek skor, örgütsel yurttaşlık davranışlarının daha sık olduğunu ifade etmektedir.

İşten ayrılma niyeti ölçeği ise Cammann ve arkadaşları tarafından 1983 yılında geliştirilmiştir. Ölçeğin Türkçe versiyonu Mimaroglu (2008) tarafından doktora tezi

için oluşturulmuştur. Üç maddelik ölçek 5-basamaklı Likert tipine sahiptir ve alınan yüksek skorlar katılımcının işten ayrılma niyeti içerisinde olduğunu göstermektedir.

Anketin son kısmı kişisel bilgilerin yer aldığı demografik formdan oluşmaktadır. İş performansı ve devamsızlık verileri ise personel dosyalarından temin edilmiştir. Yöneticiler tarafından değerlendirilen iş performansı 5'li skaladadır. Devamsızlık verileri ise kartlı elektronik geçiş sistemleri ile tutulmakta; 1 günlük devamsızlık 9 saate denk gelmektedir.

### *İşlem*

Üniversitenin İnsan Araştırmaları Etik Kurulu'ndan alınan onay sonrasında elektronik anket oluşturulmuş ve anketin bağlantısı e-posta aracılığı ile katılımcılara yollanmıştır. Mesajda ve anketin yönergesinde verilerin grup bazında analiz edileceği ve bilgilerin gizliliği garanti edilmiştir. Anketin tamamlanma süresi 10-12 dakika olarak belirlenmiş ve yaklaşık bir ay süreyle anket kullanıma açık kalmıştır. Toplanan veriler SPSS'te analiz edilmiştir.

## **Bulgular**

Ana analizlerden önce veriler incelenmiş ve eksikler için katılımcının o ölçümdeki ortalaması kullanılmıştır. Daha sonra standart z puanları kullanılarak aykırı/uç değer analizleri yapılmış ve beş katılımcı aykırı değere sahip oldukları için çalışma kapsamından çıkarılmıştır. Ana analizler kalan 278 katılımcının verileri üzerinde yapılmıştır.

Tablo 2'den görüleceği gibi, katılımcıların dürüstlük, örgütsel yurttaşlık davranışları, dağıtımsal adalet, kişilerarası adalet ve bilgisel adalet algılarının ortalamasının üzerinde olduğu; işlemsel adalet ve işten ayrılma niyetlerinin ise ortalamasının altında olduğu gözlemlenmiştir. Performans skorları normal bir

dağılıma sahip olmasına rağmen, devamsızlık verileri doğası gereği sola yatık bir örüntüye sahiptir.

Değişkenler arasındaki ilişkiler incelendiğinde; yaş ve eğitim seviyesi arasında negatif ilişki olduğu, diğer bir deyişle genç çalışanların eğitim seviyelerinin daha yüksek olduğu görülmüştür. İş deneyimi ve eğitim seviyesi arasındaki negatif ilişki, daha deneyimli çalışanların eğitim seviyelerinin daha az olduğunu ifade etmektedir. Dürüstlüğü; örgütsel yurttaşlık davranışları, işlemsel, kişilerarası, bilgisel ve genel adalet algılarıyla pozitif; devamsızlık ile ise negatif bir ilişki içerisinde olduğu tespit edilmiştir. Fakat beklentilere aykırı olarak, dürüstlük ile iş performansı ve işten ayrılma niyetleri arasında anlamlı bir ilişki bulunamamıştır. Genel adalet algısının örgütsel yurttaşlık davranışları ve iş performansı ile pozitif, işten ayrılma niyeti ile negatif ilişkili olduğu tespit edilmiştir. Örgütsel yurttaşlık davranışları ve işten ayrılma niyeti ile; iş performansı ve devamsızlık değişkenleri arasında da yine negatif ilişkiler bulunmuştur.

Çalışmanın ana analizleri olarak her bir hipotez için bir belirleyici (“*moderator*”) regresyon analizi yapılmıştır. İlk analizde, dürüstlük ve iş performansı arasındaki ilişkide örgütsel adalet algısının moderasyon etkisi incelenmiştir. Bu regresyon analizinde, denkleme ilk basamakta dâhil olan dürüstlük ve örgütsel adalet algısının iş performansındaki değişimin % 5’ini açıkladığı, fakat ikinci basamakta analize giren *dürüstlük X örgütsel adalet* etkileşiminin iş performansını yordamadığı tespit edilmiştir. Her bir değişken bireysel bazda incelendiğinde, sadece örgütsel adalet algısının iş performansı üzerinde anlamlı pozitif etkisi olduğu görülmüştür (Tablo 3). Bu etki, örgütsel adalet algısı yüksek çalışanların daha fazla performans sergilediklerine işaret etmektedir. Etkileşim değişkeninin anlamlı bir katkısı olmadığı için, beklenen moderasyon etkisi bulunamamış, yani 1. hipotez desteklenmemiştir.

Örgütsel adalet algısının, dürüstlük ile örgütsel yurttaşlık davranışları arasındaki ilişkideki moderasyon etkisini sorgulayan 2. hipotez için yine belirleyici regresyon analizi yapılmıştır. Örgütsel yurttaşlık davranışları ile anlamlı ilişki içerisinde olan yaş ve kıdem değişkenleri ilk basamakta kontrol değişkenleri olarak kullanılmıştır. Bu kontrol değişkenleri, örgütsel yurttaşlık davranışları değişiminin % 3'ünü açıklamış; ikinci basamakta analiz edilen dürüstlük ve örgütsel adalet algısı ise ek olarak değişimin % 12'sini daha açıklamıştır. Son basamakta analize dâhil edilen *dürüstlük X örgütsel adalet* etkileşim değişkeni ise anlamlı ek bir katkıya sahip olamamıştır (Tablo 4). Değişkenler bireysel olarak incelendiğinde, dürüstlük ve örgütsel adalet algısının örgütsel yurttaşlık davranışları üzerinde anlamlı ve pozitif etkileri bulunmuştur. Yani, daha dürüst olduklarını ifade eden ve örgütün daha adil olduğunu düşünen çalışanlar örgütsel yurttaşlık davranışlarına daha yatkındırlar. Son olarak etkileşim değişkeninin herhangi bir anlamlı katkısının olmaması; moderasyon etkisinin olmadığını ve 2. hipotezin desteklenmediğini göstermektedir.

Hipotez 3a, örgütsel adalet algısının dürüstlük ve işten ayrılma niyeti arasındaki ilişkideki moderasyon etkisi ile ilişkilidir ve yine belirleyici regresyon analizi ile test edilmiştir. İşten ayrılma niyeti, yaş, kıdem ve eğitim seviyesi ile ilişkili olduğu için, bu değişkenler kontrol değişkenleri olarak ilk basamakta analiz edilmiş ve işten ayrılma niyetini % 10 oranında açıklamışlardır. İkinci basamakta analize giren dürüstlük ve örgütsel adalet algısı ise değişimin % 12'sini daha açıklamış; son basamakta analize dahil edilen *dürüstlük X örgütsel adalet* etkileşim değişkeni ise marjinal düzeyde ( $\beta = -.11, p = .06$ ) anlamlı bir etki göstermiştir (Tablo 5). Değişkenler bireysel olarak incelendiğinde, eğitim seviyesinin işten ayrılma niyeti üzerinde pozitif bir etkiye sahip olduğu; dolayısıyla daha eğitilmiş çalışanların işten ayrılmaya daha niyetli oldukları tespit edilmiştir. Ayrıca, örgütsel adalet algısının işten ayrılma niyeti üzerinde negatif bir etkiye sahip olduğu; yani örgütü daha az adil bulan çalışanların işten ayrılmaya daha niyetli oldukları bulunmuştur. Etkileşim değişkeninin işten ayrılma niyeti üzerindeki marjinal anlamlı etkisi analiz edilmiştir

(Şekil 2). Sonuçlar, eğimlerin anlamsız olduğunu gösterse de, önemli bazı noktalar olduğu düşünülmektedir. Öncelikle, yüksek örgütsel adalet algısına sahip katılımcıların dürüstlük seviyeleri yükseldikçe, işten ayrılma niyetleri azalmakta; düşük örgütsel adalet algısına sahip çalışanların dürüstlük seviyeleri yükseldikçe, işten ayrılma niyetleri artmaktadır. Ayrıca, katılımcıların işten ayrılma niyetlerinin, dürüstlük seviyeleri düşük ise birbirine yakın olduğu; fakat dürüstlük seviyeleri yükseldikçe farklılaştığı gözlenmiştir. Son olarak, dürüstlük seviyelerinden bağımsız olarak organizasyonu daha az adil bulan katılımcıların işten ayrılma niyetlerinin daha fazla olduğu görülmüştür.

Hipotez 3b, örgütsel adalet algısının dürüstlük ve devamsızlık arasındaki ilişkideki moderasyon etkisini öne sürmektedir. İşe devamsızlık değişkeninin sadece yaş ile anlamlı bir ilişkisi olması sebebiyle ilk basamakta yaş değişkeni kontrol değişkeni olarak kullanılmış ve devamsızlıktaki değişimin % 2'sini açıklamıştır. İkinci basamakta analiz edilen dürüstlük ve örgütsel adalet algısı ise ek olarak % 2'lik bir değişimi daha açıklayabilmiştir. Son basamakta analiz edilen *dürüstlük X örgütsel adalet* etkileşim değişkeni ise herhangi bir anlamlı ek açıklama sağlayamamıştır (Tablo 6). Değişkenlerin bireysel bazdaki etkileri incelendiğinde, yaş ve dürüstlüğün devamsızlık üzerinde negatif etkilerinin olduğu tespit edilmiştir. Bu bulgular, yaşlı ve daha fazla dürüst olduğunu raporlayan çalışanların, daha az devamsızlık yaptıklarını göstermektedir. Son olarak etkileşim değişkeninin devamsızlık üzerinde herhangi bir anlamlı etkiye sahip olmaması, moderasyon etkisinin olmadığını, yani hipotez 3b'nin desteklenmediğini göstermektedir.

Hipotezlerin test edildiği analizlere ilave olarak yaş değişkeninin ve örgütsel adalet algısının alt boyutlarının dürüstlük ve diğer çıktılar arasındaki ilişkilerdeki rolünü incelemek amacıyla açıklayıcı analizler yapılmıştır.



Öncelikle yaş değişkeninin etkileri analiz edilmiş ve ilk olarak, dürüstlük ve iş performansı arasındaki ilişkide yaşın moderasyon etkisi incelenmiştir. Bu analizde, hiç bir değişken iş performansı üzerinde anlamlı etkiye sahip olamamış ve değişiklikleri anlamlı olarak açıklayamamıştır.

İkinci analizde dürüstlük ve örgütsel yurttaşlık davranışları arasındaki ilişkide yaş değişkeninin moderasyon etkisi ele alınmıştır. Örgütsel yurttaşlık davranışları kıdem ile anlamlı bir ilişki içerisinde olduğu için kıdem kontrol değişkeni olarak ilk basamakta analiz edilmiş ve örgütsel yurttaşlık davranışlarındaki değişimin % 2'sini açıkladığı görülmüştür. İkinci basamakta analize dahil olan dürüstlük ve yaş değişkenleri, örgütsel yurttaşlık davranışındaki değişimin % 11'lik kısmını daha açıklamış; son olarak analize dahil edilen *dürüstlük X yaş* etkileşim değişkeni de değişimin % 3'ünü daha açıklamıştır (Tablo 7). Değişkenler bireysel bazda incelendiğinde kıdem ve dürüstlük, örgütsel yurttaşlık davranışlarını pozitif etkilemiş; yani daha kıdemli ve daha dürüst olduğunu bildiren çalışanlar daha fazla örgütsel yurttaşlık davranışları göstermiştir. Son olarak etkileşim değişkeninin anlamlı etkisi, yaşın dürüstlük ve örgütsel yurttaşlık davranışları arasındaki ilişkiyi belirlediğini göstermektedir. Bu ilişki analiz edilerek ve düşük ve yüksek yaş gruplarındaki eğimlerin anlamlı olduğu tespit edilmiştir (Şekil 3). Yani, çalışanların dürüstlük seviyeleri arttıkça, örgütsel yurttaşlık seviyelerinin de arttığına ve daha yaşlı çalışanların daha fazla örgütsel yurttaşlık davranışları gösterdiklerine işaret etmektedir. Son olarak, düşük dürüstlük seviyesinde örgütsel yurttaşlık davranış seviyeleri arasında genç ve yaşlı çalışanlar arasındaki fark çokken; yüksek dürüstlük seviyesinde neredeyse aynı seviyede örgütsel yurttaşlık davranışları göstermektedirler.

Üçüncü analiz yaşın dürüstlük ve işten ayrılma niyetleri arasındaki ilişkideki moderasyon etkisini araştırmaktadır. İşten ayrılma niyetinin kıdem ve eğitim seviyesi ile anlamlı ilişkilere sahip olması nedeniyle bu değişkenler kontrol

değişkenleri olarak ilk basamakta analiz edilmiştir. Kıdem ve eğitim seviyesi değişkenleri işten ayrılma niyetindeki değişimin % 9'unu açıklamışlardır. İkinci basamakta analize dahil edilen dürüstlük ve yaş ile son basamakta analize katılan *dürüstlük X yaş* etkileşim değişkenlerinin katkısı ise anlamlı değildir. Değişkenler bireysel bazda incelendiklerinde, kıdemın negatif ve eğitim seviyesinin pozitif olmak üzere işten ayrılma niyeti üzerinde anlamlı etkiye sahip oldukları gözlenmiştir. Bu etkiler, daha yeni ve yüksek eğitim seviyeli çalışanların işten ayrılmaya daha niyetli olduklarını göstermektedir. Hiç bir ana değişken ve etkileşim değişkeni işten ayrılma niyeti üzerinde anlamlı etkiye sahip olmadığı için, moderasyon etkisinden söz edilememektedir.

Dördüncü analizde, yaşın dürüstlük ve işe devamsızlık arasındaki ilişkideki moderasyon etkisi test edilmektedir. İlk basamakta analize giren dürüstlük ve yaş, devamsızlıktaki değişimin % 4'ünü açıklamakta ve ikinci basamakta analize dahil olan *dürüstlük X yaş* etkileşim değişkeni ek olarak % 3'lük bir açıklama getirebilmektedir. Değişkenler bireysel olarak incelendiğinde, dürüstlük ve yaşın devamsızlık üzerindeki negatif etkileri görülmektedir (Tablo 8). Yani, daha dürüst olduklarını ifade eden ve daha yaşlı olan çalışanlar daha az devamsızlık yapmaktadırlar. Etkileşim değişkeninin anlamlı etkisi ise yaşın, dürüstlük ve devamsızlık arasında ilişkide belirleyici olduğunu göstermektedir. Analizler sonucunda düşük yaş grubu eğrisi anlamsız bulunsa da, yüksek yaş grubu eğrisi anlamlı çıkmıştır (Şekil 4). Sonuç olarak; genç çalışanların devamsızlık seviyeleri, dürüstlük seviyelerine göre değişmese de, yaşlılar için değişmekte ve yaşlı çalışanların dürüstlük seviyeleri arttıkça daha az devamsızlık yaptıkları anlaşılmaktadır.

İkinci grup açıklayıcı analizlerde örgütsel adalet algısının alt boyutlarının ilişkilerdeki moderasyon etkisi araştırılmış ve genel olarak hipotez analizlerinin sonuçları ile paralel bulgular elde edilmiştir. Sadece, işlemsel adalet algısının

dürüstlük-işten ayrılma niyeti arasındaki ilişkide anlamlı moderasyon etkisi bulunmuştur. Bu analizde; yaş, kıdem ve eğitim seviyesi kontrol değişkenleri olarak ilk basamakta kullanılmış ve işten ayrılma niyeti değişiminin %10'unu açıklamışlardır. İkinci basamakta analize katılan dürüstlük ve işlemsel adalet algısı ek olarak %8'lik bir açıklama sağlarken, son basamakta analize katılan *dürüstlük X işlemsel adalet* etkileşim değişkeni %2'lik bir açıklama daha getirmiştir. Değişkenler bireysel olarak incelendiğinde, eğitim seviyesinin işten ayrılma niyeti üzerinde pozitif bir etkiye sahip olduğu; dolayısıyla daha eğitilmiş çalışanların işten ayrılmaya daha niyetli oldukları tespit edilmiştir. Ayrıca, işlemsel adalet algısının işten ayrılma niyeti üzerinde negatif bir etkiye sahip olduğu; yani örgütsel işlemleri daha az adil bulan çalışanların işten ayrılmaya daha niyetli oldukları bulunmuştur. Son olarak, etkileşim değişkeninin işten ayrılma niyeti üzerindeki anlamlı etkisi, işlemsel adalet algısının dürüstlük-işten ayrılma niyeti arasındaki ilişkide moderasyon gücünün olduğunu göstermektedir. Düşük ve yüksek işlemsel adalet algısı seviyelerinde eğimler anlamsız olsa da; yüksek işlemsel adalet algısına sahip katılımcıların dürüstlük seviyeleri yükseldikçe, işten ayrılma niyetlerinin azaldığı ve düşük işlemsel adalet algısına sahip çalışanların dürüstlük seviyeleri yükseldikçe, işten ayrılma niyetlerinin arttığı anlaşılmaktadır (Şekil 5). Son olarak, dürüstlük seviyelerinden bağımsız olarak işlemleri daha az adil bulan katılımcıların işten ayrılma niyetlerinin daha fazla olduğu görülmüştür.

## **Tartışma**

Çalışmanın hipotezlerinden sadece örgütsel adalet algısının dürüstlük ve işten ayrılma niyeti arasındaki ilişkide marjinal anlamlı moderasyon etkisi desteklenmişse de, bazı önemli bulgular elde edilmiştir. Örgütsel adalet algısının dürüstlük ve iş performansı arasındaki ilişkide moderasyon etkisine sahip olduğunu iddia eden ilk hipotezin desteklenmemesinin olası bir nedeni dürüstlük ve iş performansı

puanlarındaki ranj daralması olabilir. Ayrıca anket sırasında düşük dürüstlük seviyesine sahip olacağını tahmin eden çalışanlar demografik bilgileri doldurmayarak çalışmanın dışında kalmış olabilirler. Bir başka olası etken, yöneticiler tarafından yapılan performans değerlendirmelerinin ilgili yazında çok tartışıldığı şekilde (ör. Holzbach, 1978) taraflı/yanlı olması ihtimalidir. Son olarak, örgütsel adalet algısının gerçekten bu ilişkide moderasyon etkisi olmayabilir. Organizasyon son yıllarda özelleşmiştir; yani çalışanların büyük bir kısmı memur olarak ve ömür boyu burada çalışacaklarını düşünerek işe başlamışlardır. Bu durum onların örgütsel davranışlarını adalet algıları da dâhil olmak üzere herhangi bir durum ile şekillendirmemelerine ve iş imkânlarının az olduğunu düşünmeleri nedeniyle örgütün adil olup olmamasına bakmadan bütün uygulamaları kabul etmelerine yol açmaktadır. Meyer ve Dalal'ın (2009) da ifade ettiği gibi; bu organizasyonun da sahip olduğu şekilde güçlü durumsal ortamlarda, çalışanların iç motivasyonlarının davranışlarına olan etkileri azalmakta ve güçlü durumlar davranışlar arasındaki çeşitliliği azaltmaktadır.

Çalışmanın 2. hipotezi doğrultusunda, örgütsel adalet algısının dürüstlük ve örgütsel yurttaşlık davranışları arasındaki ilişkide belirleyici bir rol oynaması beklenmiştir ancak veriler bu hipotezi desteklememiştir. Dürüstlük ve örgütsel yurttaşlık davranışları skorlarının dar bir ranjda sıkışması yine bu hipotezin desteklenmemesinin bir nedeni olabilir. Ayrıca, örgütsel yurttaşlık davranışı doğası gereği sosyal beğenirlik yanlılığına maruz kalmış olabilir. Son olarak yukarıda da bahsedildiği üzere organizasyonun özel durumu örgütsel adalet algısının moderasyon etkisini engellemiş olabilir.

Hipotez 3a, örgütsel adalet algısının dürüstlük ve işten ayrılma niyeti arasındaki ilişkide moderasyon etkisini test etmiş ve marjinal anlamlılıkta desteklenmiştir. Yine sosyal beğenirliğin tetiklenmesi ile dar bir alana sıkışan dürüstlük skorları buna sebep olmuş olabilir. Ayrıca, anketin organizasyonda çalışan bir insan

kaynakları çalışanı tarafından uygulanması, katılımcıların gerçek işten ayrılma niyetlerini belirtmemelerine yol açmış olabilir.

Hipotez 3b, örgütsel adalet algısının dürüstlük ve devamsızlık arasındaki ilişkideki moderasyon gücünü test etmiş ve böyle bir etki bulamamıştır. Öncelikle daha önce de açıklandığı gibi, organizasyonun özel durumu böyle bir moderasyon etkisinin oluşmasını engellemiş olabilir. Ayrıca, insan kaynakları biriminden alınan devamsızlık verilerinde; çalışanların kartlı geçiş sistemini kullanmamaları, birimlerin giriş-çıkış verilerini aynı ciddiyetle kontrol etmemeleri, saat bazlı izinlerin sistem üzerinden yürütülmesine gereken hassasiyeti göstermeyen yöneticilerin varlığı bu değişkenin sağlıklı olmasını engellemiş olabilir. Daha önce de ifade edildiği gibi, güçlü durumlar, çalışan davranışlarının kaynağı olan iç motivasyonu perdeleyerek davranışlar arasındaki farklılıkları kaldırmaktadır (Meyer ve Dalal, 2009). Bu analizde kartlı geçiş sistemi, güçlü bir durum oluşturarak, çalışanların istekleri dışında işe daha düzenli gelmelerini sağlamış olabilir.

Bu çalışmanın ilgili literatüre önemli katkıları olduğu düşünülmektedir. Öncelikle araştırmada yer alan değişkenler araştırmacılarca sıklıkla çalışılmış olsalar da (ör. Cohen-Charash ve Spector, 2001; Greenberg, 1988; Ones ve Viswesvaran, 2003), örgütsel adalet algısının ilişkilerdeki moderasyon etkisi çok az çalışılmış bir konudur. Ayrıca, Batı kültüründe dürüstlük testleri yaygın olarak kullanılan bir seçme yöntemi olsa da, (Schmidt ve Hunter, 1998), Türkiye’de değildir (Sözer 2004). Aynı doğrultuda, Türkiye’de ve Türk katılımcılarla yapılan dürüstlük testleri ile ilgili araştırmalara da oldukça nadir rastlanmaktadır (Bilgic ve arkadaşları, 2011; Tasdoven ve Kaya, 2014). Bu çalışmanın, dürüstlük testlerine olan ilgilinin artmasına ve konu hakkındaki ulusal literatürün oluşmasına katkı yapması beklenmektedir. Ek olarak, verilerin farklı kaynaklardan (kişisel rapor, yönetici değerlendirmesi ve elektronik kayıtlı devamsızlık verisi) elde edilmiş olması yöntemsel olarak bu çalışmayı güçlü kılmaktadır. Son olarak, organizasyon çok

büyük bir yapıya sahip olduğu için; katılımcı grubu farklı şehir, yaş, birim, görev ve hiyerarşik seviyedeki çalışanlardan oluşmaktadır. Bu çeşitlilik, örneklemin temsil gücünü artırmaktadır.

Çalışmanın sonuçlarının örgütsel bazı uygulamalar için yol gösterici olduğu düşünülmektedir. Dürüstlük ve örgütsel adalet algısının değişkenler ile olan ilişkisi; dürüstlük ölçümleri ve örgütsel adalet algısı oluşturmak için yapılacak yatırımların organizasyonlara birçok katkı sağlayacağını göstermektedir. Yaş değişkeni bu çalışmada önemli bir belirleyici değişken olarak ortaya çıkmıştır. Örneğin, çalışma bulguları daha yaşlı çalışanların devamsızlık konusunda daha dikkatli olduğunu göstermektedir. Bu nedenle, işe devamsızlığı azaltmaya yönelik programların genç çalışanlara odaklanmasının daha etkili olacaktır. Değişkenler arasında gözlemlenen ilişkiler de bazı önemli uygulamalara yol gösterici niteliktedir. Genel literatüre aykırı olarak, bu örgütte kıdem arttıkça, örgütsel yurttaşlık davranışlarının da arttığı bulunmuştur. Bu kurumda örgütsel yurttaşlık davranışları örgüt kültürü ile çok bağıntılı olabilir ve kıdemli çalışanlar bu kültürün içerisinde daha fazla yer aldıkları için beklentilerin daha fazla farkında olabilirler. Bu sebeple, örgütsel yurttaşlık davranışlarını destekleyen kültürün yaygınlaştırılması amacı ile daha az tecrübeli çalışanların, kıdemli çalışanlarla çalışmalarını sağlayan düzenlemeler yapılabilir. Son olarak, katılımcıların eğitim seviyeleri işten ayrılma niyetleri ile pozitif bir ilişkiye sahiptir. Bu durum eğitim seviyeleri yüksek çalışanların daha fazla iş imkânına sahip olmaları ve dolayısıyla daha kolay iş bulabilecekleri algısı ile açıklanabilir. Bu niyeti azaltmak için daha eğitilmiş çalışanların organizasyonda kalıcılığını sağlayacak uygulamalar gündeme getirilmelidir.

Literatüre katkılarının yanı sıra çalışmanın bazı kısıtları da bulunmaktadır. Öncelikle, pratik kullanımda dürüstlük testleri iş başvurusunda bulunan adaylara uygulanmakta iken; bu araştırmada bir tez çalışması kapsamında mevcut çalışanlara uygulanmıştır. Bu durum alınan puanların görece dar bir ranj içine sıkışmasına

sebepe olmuştur. Gelecek çalışmalar, testlerin işe başvuran gruplar için yordayıcı gücüne odaklanmalıdır. İkinci olarak, bu çalışmada kullanılan dürüstlük ölçeğinde (Bilgic ve arkadaşları, 2011), davranış temelli bazı maddeler algısal/tutumsal maddelere dönüştürülmüştür. Gelecek çalışmalar, bu değişikliklerden sonra dürüstlük ölçeğinin psikometrik kalitesini artırmaya odaklanmalıdır. Üçüncü olarak, bu çalışmada işten ayrılma davranışı yerine işten ayrılma niyeti kullanılmıştır. Gelecek çalışmaların işten ayrılma davranışını kullanmaları önerilmektedir. Dördüncü olarak, organizasyonun çok büyük bir yapıya sahip olması nedeniyle alt kültürlerin oluştuğu gözlemlenmiş ve bu alt kültürlerin devamsızlık davranışı ile ilgili farklı algılara sahip olduğu saptanmıştır. Tüm bu değişken algılar, devamsızlık verisinin geçerliliğini etkilemiş olabileceği için, gelecek çalışmalarda daha sağlıklı/geçerli bir devamsızlık ölçümü kullanması önerilmektedir. Beşinci olarak, çalışmanın sadeliği için örgütsel yurttaşlık davranışı genel kavram düzeyinde ele alınmıştır. Gelecek çalışmalar alt boyut bazında bu kavramı irdelemelidir. Son olarak, araştırmacı aynı organizasyonun insan kaynakları biriminde görevine devam eden bir çalışandır. Bu sebeple katılımcıların öz beyanına dayalı değerlendirmeler taraflı olarak yapılmış olabilir. Gelecek çalışmalarda, organizasyon dışından bir araştırmacının çalışmayı yürütmesi objektifliği artıracaktır.

## APPENDIX G

### TEZ FOTOKOPİSİ İZİN FORMU

#### ENSTİTÜ

Fen Bilimleri Enstitüsü	<input type="checkbox"/>
Sosyal Bilimler Enstitüsü	<input checked="" type="checkbox"/>
Uygulamalı Matematik Enstitüsü	<input type="checkbox"/>
Enformatik Enstitüsü	<input type="checkbox"/>
Deniz Bilimleri Enstitüsü	<input type="checkbox"/>

#### YAZARIN

Soyadı: Karapınar  
Adı : Özlem  
Bölümü: Endüstri ve Örgüt Psikolojisi

**TEZİN ADI** (İngilizce): Integrity as It Relates To Job Performance, Organizational Citizenship Behavior and Withdrawal Behavior: Moderating Effect Of Organizational Justice

**TEZİN TÜRÜ** : Yüksek Lisans  Doktora

1. Tezimin tamamından kaynak gösterilmek şartıyla fotokopi alınabilir.
2. Tezimin içindekiler sayfası, özet, indeks sayfalarından ve/veya bir bölümünden kaynak gösterilmek şartıyla fotokopi alınabilir.
3. Tezimden bir bir (1) yıl süreyle fotokopi alınamaz.

**TEZİN KÜTÜPHANEYE TESLİM TARİHİ:**