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YÜKSEK LİSANS TEZİ

EFFECTS OF JUSTICE PERCEPTIONS ON WORKPLACE DEVIANCE

Selcen KILIÇASLAN

Danışman
Prof. Dr. Yasemin ARBAK

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YEMİN METNİ

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ÖZET

Yüksek Lisans Tezi

Adalet Algılamalarının İşyerindeki Sapkın Davranışlara Etkileri

Selcen KILIÇASLAN

Dokuz Eylül Üniversitesi

Sosyal Bilimler Enstitüsü

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İngilizce İşletme Programı

Sapkın davranışlar psikoloji, sosyoloji ve hukuk bilimlerinden sonra yönetim bilimine de konu olmaya başlamış bir konudur. Örgütlerde sapkın davranışların tartışılmaya başlanması, bu tarz eylemlerin örtülü ve açık, maddi ve manevi maliyetlerinin anlaşılmasıyla daha da yoğunluk kazanmıştır. Yazında bu tarz davranışları betimlemek için farklı isimler ve tanımlamalar kullanılmıştır. Bu çalışmada yazında bahsi geçen tanımların başlıcaları konu edilmiştir.

"Sapkın davranış" teriminin kapsamı gibi bu davranışa neden olan faktörler de üzerinde durulması gereken konulardandır. Bu yöndeki davranışları azaltabilmenin ve hatta önlemenin örgütlere getireceği kazanç azımsanamayacak boyuttadır. Bunun başarılabilmesi de sapkın davranışlara neden olan faktörlerin anlaşılması ve ortadan kaldırılmasıyla mümkün gözükmektedir.

Çalışanların işleriyle ilgili algıladıkları adaletsizlikler sapkın davranışlara neden olarak gösterilen önemli faktörlerdendir. Çalışanların bu konudaki algılamaları motivasyon teorisinin içinde "örgütsel adalet" ismiyle işlenmektedir. Örgütsel adalet algılamalarının sapkın davranışların meydana gelmesindeki etkisi bu çalışmanın temel konusudur.

İşyerlerinde algılanan adaletsizliklerin sapkın davranışlara etkisini ölçmek için regresyon tekniği kullanılmıştır. Analizlerin sonucunda dağıtım adaleti ile üretim yönlü sapkın davranışlar arasında negative bir ilişki ve etkileşimsel adalet ile örgütün varlıklaırna yönelik sapkın davranışlar arasında pozitif bir ilişki bulunmuştur. Bu sonuçlar tartışma bölümünde değerlendirilmiştir.

Anahtar Kelimeler: Sapkın Davranış, İşyerinde Sapkın Davranış, Örgütsel Adalet, Adalet Algılamaları

ABSTRACT

Master with Thesis

Effects of Justice Perceptions on Workplace Deviance

Selcen KILIÇASLAN

Dokuz Eylul University

Institute of Social Sciences

Department of Business Administration (English)

After psychology, sociology and law, management science also started to deal with deviant behaviors. Discussion of deviant behaviors in organizations intensified with the understanding of implicit and explicit, material and immaterial costs of these kinds of actions. In the literature, different names and definitions are used in order to describe the deviant behaviors. In this study the main descriptions are given.

Factors causing the deviant behavior need attention. The gain acquired from the prevention or reduction of deviant behavior cannot be undervalued for the organizations. It seems that to succeed in this effort, understanding and elimination of the factors causing the deviant behaviors are needed.

Employees' perceptions of injustices regarding with their work is one of the important factors causing deviant behaviors. These perceptions of injustices are the subject of "organizational justice" within the motivation theory. Effects of organizational justice perceptions on the occurrence of deviant behaviors are the main subject of this study.

In order to analyze the effects of perceived injustice to workplace deviance the regression technique is used. As the results of the analysis the significant negative relationship between distributive justice and production deviance and also positive relationship between interactional justice and property deviance are found. These results are evaluated in the discussion part of the study.

Key Words: Deviant Behavior, Workplace Deviance, Organizational Justice, Justice Perceptions

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INTRODUCTION

Organizational behavior scholars have directed their attention to the behaviors of employees which is violating organizational norms in a harmful way to the organization. This behavior is named as deviant accordingly sociology literature. The reason of this attention to the deviant behaviors in the workplaces is it is becoming a serious problem with the huge costs for organizations. Employee turnover, decreased reputation of firm, losing customers and the legal costs faced by the organizations are some examples the companies face regarding with the consequences of deviant behaviors.

Theft, interpersonal violence, sabotage, counterproductive behaviors, gossiping, lying, whistle blowing, alcohol and drug usage at work, revenge are the specific deviant behavior examples. Although these examples are used by many scholars their definitions for the general deviance have some distinctions and also the names they used for deviant behaviors are different.

In the first section of this study, the term workplace deviance is described by giving different definitions and typologies from the literature. The most cited and generalizable definition of workplace deviance belongs to Robinson and Bennett (1995). Their definition states that workplace deviance is "voluntary behavior that violates significant organizational norms and, in so doing, threatens the well-being of the organization and/or its members". Robinson and Bennett's model of workplace deviance defines four types of deviant behavior: (a) property deviance, (b) production deviance, (c) political deviance and (d) personal aggression. After evaluating the definitions and studies on workplace deviance, factors causing workplace deviance are exhibited.

In the second section, organizational justice concept is introduced. The role of employees' perceptions of injustices is very important in the occurrence of workplace deviance. The types of organizational justice (i.e. distributive, procedural and interactional) are defined and discussed.

In the third section of the study the research methodology that is used is told and results are discussed. In the present study, three justice variables (distributive justice, procedural justice, interactional justice) are used to predict four types of deviant employee behavior (property deviance, production deviance, political deviance, personal aggression). In the analysis stepwise regression is used. The results obtained from the study show that distributive deviance has a negative relationship with production deviance and interactional deviance has positive relationship with property deviance. But the survey method that is used and the sample can be a limitation of the study those prevent obtaining more satisfying results.

CHAPTER 1: WORKPLACE DEVIANCE

1.1. WORKPLACE DEVIANCE

Deviant behaviors in the workplaces have become an emerging issue in the last decade. Organizations are suffering from bad and inconvenient behaviors of their employees. Organizational behavior theorists started to discuss the deviancy with their understanding of the importance of this issue. The subject is gaining the attention of researchers because the negative behaviors of employees against their work creating incredible harms. Forms of deviancy such as corporate fraud, employee theft, bullying and harassment, revenge, withholding job effort, violence and the precautions taken to prevent and correct them has been creating a vast amount of cost for organizations (Kidwell and Martin, 2005). Workplace deviance not only has economic costs but also social costs. Decreased reputations and reduced employee morale are examples of these social costs (Galperin and Burke, 2006).

Workplace deviance studies conducted in the USA, indicates that the companies' loses exceeds $200 billion each year due to the employee deviance. In all business failures employee deviance takes 30% of share as a causing factor. Theft, one of the important forms of deviancy, is committed by 75% of employees at least once. Some other forms such as fraud, vandalism or sabotage are committed by 75% of all employees in their workplace. 42% of women have suffered from sexual harassment at work (Robinson and Greenberg, 1998). These figures are admitted and publicized figures but as the nature of deviant behavior both deviants and their victims do not easily share the information of deviancies in their workplace with others. So it could easily be assumed that the actual figures regarding of deviant behaviors in the organizations are much higher than those figures that have been admitted and publicized. Considering the case of Turkey, it is not possible to give numbers related with deviant behaviors. Studies

made upon the subject were not able to reach the large representative samples. It is also important to emphasize that when the researchers try to gather information on how deviant the people are in their workplaces, it is not easy to get accurate and trustworthy answers.

1.1.1. Definition of Deviance

Deviant is described as

- "a person who departs especially from an accepted norm" (http://www.m-w.com/dictionary/deviant retrieved on 11.07.2007) ,
- "a person or behavior that is not usual and is generally considered to be unacceptable"(http://dictionary.cambridge.org/define.asp?key=21326&dict=CALD retrieved on 11.07.2007).

Deviant behavior as a subject firstly takes the attention of sociology and psychology scholars. Among scholars it is not agreed very clearly that what to consider as deviant. This lack of consensus makes the subject interesting to study for researchers. "It can be said that the study of deviant behavior is probably the most 'deviant' of all the subjects in sociology. Sociologists disagree more over the definition of deviant behavior than they do on any other subject." (Thio, 2004: 4).

Although lack of consensus in the field, two general characteristics are common in definitions of deviance (Marshall, 1998). Firstly deviance is seen as a norm violation. Norms are closely related with the social environment they have been derived and for this reason deviance can take place in every social context where norms are set. Thus, these violated norms can be legal, cultural and religious norms. Secondly, labeling the specific behavior patterns as deviant by excluding the deviants from community is mentioned in all deviance definitions. Labeling with social stigmas and application of this labeling is also another point being discussed in deviance literature by sociologists.

Deviance is a kaleidoscopic term. While it is seen as a social rule violation by most sociologists and psychologists, some others do not find this definition sufficient and they claim that it is also an action stemming from feeling of anger. There are also scholars who argue that a person does not need to violate a significant social norm in order to be labeled as deviant for example people who have physical or mental disabilities are considered as deviant only because the society disvalues them. Thio (2004) says that deviant behavior is "any behavior considered deviant by public consensus, which may range from the maximum to minimum" (pp. 13).

1.1.2. Definitions of Workplace Deviance

Studies about workplace deviance do not include undivided common definitions and terms just like studies considering deviance in general. Deviant behavior has been named differently in the literature with different contents. N*on-compliant behavior* (Puffer, 1987), *workplace deviance* (Robinson and Bennett, 1995), *workplace aggression* (Baron and Neuman, 1996), *organization-motivated aggression* (O'Leary-Kelly et al., 1996), *organizational misbehavior* (Vardi and Wiener, 1996), *antisocial behavior* (Giacalone and Greenberg, 1997), *employee vice* (Moberg, 1997), *organizational retaliation behavior* (Skarlicki and Folger, 1997), *dysfunctional behavior* (Griffin et al., 1998), *occupational deviance* (Friedrichs, 2002), and *counterproductive behavior* (Marcus et al., 2002) are the names given to deviant behaviors in the literature. These terms and different definitions are listed below chronically:

- **Non-compliant behavior** (Puffer, 1987): Non-compliant behavior is non-task behaviors that have negative organizational implications. Puffer (1987) defines two types of non-task behaviors. While naming the negative behaviors as non-compliant, the author names the behaviors that have positive implications as prosocial behaviors. "Noncompliant behavior can be construed as separate

category in that it is probably more active, deliberate, and premeditated than simply obeying the rules" (pp. 616). Behaviors those that present a negative image of the organization such as making unrealistic promises to customers (e.g., early delivery dates), being late to work, complaining about the company and coworkers are the examples of noncompliant behaviors those are used by Puffer (1987) in her study.

- **Workplace deviance** (Robinson and Bennett, 1995): Workplace deviance is voluntary behavior that violates significant organizational norms and, in so doing, threatens the well-being of the organization and/or its members. The Robinson and Bennett's (1995) typology proposed the following elements: production deviance (damaging the quantity and the quality of work produced), property deviance (abusing company property through damage or theft), political deviance (badmouthing others, spreading rumors, displaying favoritism), and personal aggression (being hostile or violent, verbally or physically, toward others). In this definition, norms of the specific organization are the main concern. A behavior that can be unethical according to society's norms is not deviant if it conforms to the norms of that specific organization. Or vice versa, an ethical behavior according to the society may be considered as deviant for an organization because it violates organizational norms.

- **Organization-motivated aggression** (O'Leary-Kelly, Griffin and Glew, 1996): Organization-motivated aggression is attempted injurious or destructive behavior initiated by either an organizational insider or outsider that is instigated by some factor in the organizational context. Homicide, physical attacks (physical assaults with or without use of a weapon), threats (an expression of intent to cause physical harm), harassment (unwelcome words, actions, or physical contact not resulting in physical harm) are the examples the authors use to describe the organization motivated aggression.

- **Organizational misbehavior** (Vardi and Wiener, 1996): Organizational misbehavior is any intentional act by members of organization that violates core organizational and/or societal norms. Intentionally and constituting a violation of rules are the main focus to such behaviors. Misbehaviors are classified into three in Vardi and Wiener's study: behaviors intending to benefit self (e.g. distorting data, stealing and selling manufacturing secrets, harassing peers), behaviors intending to benefit organization (e.g. falsifying records in order to improve chances of obtaining a contract for the organization) and behaviors intending to inflict damage (e.g. sabotaging company owned equipment).

- **Antisocial behavior** (Giacalone and Greenberg, 1997): Antisocial behavior is any social behavior that brings harm, or is intended to bring harm to the organization, its employees, or to organization's stakeholders. Examples would include aggression, theft, discrimination, interpersonal violence, sabotage, harassment, lying, revenge, and whistle-blowing. Antisocial behavior focuses primarily on personal and property interactions and less on production with the exception of sabotage.

- **Workplace aggression** (Baron and Neuman, 1996): Workplace aggression is any form of behavior by individuals that is intended to harm current or previous co-workers, or their organization. The authors classify the aggressive workplace behaviors according to three bases: *verbal* (efforts to inflict harm on others through words rather than deeds) versus *physical* (overt actions intended to harm the victim in some manner), *direct* (harm is delivered directly to the victim) versus *indirect* (harm is delivered through the actions of other agents or through assaults on persons or objects valued by the victim), *active* (harm through the performance of some behavior) versus *passive* (harm through the withholding of some action).

Table 1: Examples of Eight Types of Workplace Aggression

Type of aggression	Examples
Verbal-passive-indirect	Failing to deny false rumors about the target Failing to transmit information needed by the target
Verbal-passive-direct	Failing to return phone calls Giving someone "the silent treatment"
Verbal-active-indirect	Spreading false rumors about the target Belittling someone's opinions to others
Verbal-active-direct	Insults; yelling, shouting Flaunting status or authority; acting in a condescending, superior manner
Physical-passive-indirect	Causing others to delay action on matters of importance to the target Failing to take steps that would protect the target's welfare or safety
Physical-passive-direct	Purposely leaving a work area when target enters Reducing others' opportunities to express themselves (e.g., scheduling them at the end of a session so that they don't get their turn)
Physical-active-indirect	Theft or destruction of property belonging to the target Needlessly consuming resources needed by the target
Physical-active-direct	Physical attack (e.g., pushing, shoving, hitting) Negative or obscene gestures toward the target

Source: Baron, R.A., Neuman, J.H. (1996). Workplace Violence and Workplace Aggression: Evidence on Their Relative Frequency and Potential Causes. *Aggressive Behavior, 22*, pp. 164.

- **Employee vice** (Moberg, 1997): Employee vice is an act betrays the trust of either individuals or the organizational community. Moberg takes the vice behavior under the headline of business ethics. Although Moberg has defined the term "vice" under the subject of business ethics, his forms of betrayal are mostly the examples of deviant behavior in the workplace such as lying about facts, whistle-blowing, organized slow-downs, sick-outs etc.

- **Organizational retaliation behavior** (Skarlicki and Folger, 1997): Organizational retaliation behavior is adverse reactions to perceived unfairness by disgruntled employees toward their employer. These employees use the retaliatory behavior in order to punish their organization and its representatives. Theft as a reaction to under-payment inequity, and vandalism towards coworkers because of the unfair treatments of authorities in the organization are the examples of retaliation behavior.

- **Dysfunctional behavior** (Griffin, O'Leary-Kelly, and Collins 1998): Dysfunctional behavior is act that has negative consequences for an individual, a group, and/or the organization itself. Griffin et al. (1998) classified this behavior into two general types: violent and deviant (e.g., aggression, physical and verbal assault, terrorism) and nonviolent and dysfunctional (e.g. alcohol and drug use, revenge, absence, theft).

- **Occupational deviance** (Friedrichs, 2002): Occupational deviance is violations of norms within a legitimate occupational setting, with differentiation between violations of the norms of the employer, of professional or occupational associations, and of co-workers. Occupational deviance is characterized as any activity undertaken for one's own gain, or to cope with workplace stress, and not for the benefit of one's employer or organization. Drinking at work, whistle blowing are the examples Friedrichs (2002) gives for occupational deviance. He

makes the distinction between occupational crime, occupational deviance and workplace crime in his study. While occupational deviance is deviating from occupational norms, occupational crime is illegal and unethical activities committed for individual financial gain in a specific occupation. On the other hand, workplace crime is conventional form of crime in the workplace Such as violence and theft.

- **Counterproductive behavior** (Marcus, Schuler, Quell and Hümpfner, 2002): Counterproductive behavior is any intentional behavior on the part of an organization member that is viewed by the organization as contrary to its legitimate interests. Examples of counterproductive behavior include theft, destruction of property, misuse of information, unsafe behavior, poor attendance, and poor-quality work.

Galperin (2002) also has taken deviance as behavior that violates organizational norms. Differently, according to Galperin (2003) deviance may have both positive and negative effects. Those who has positive effects on organization is called constructive deviance, while those who has negative effects is called destructive deviance.[i] On the other hand, "creative individualism" (Schein, 1977), "productive nonconformity" (Pepinsky, 1961) and "opinion deviance" (Levine, 1980), Hanke and Saxberg (1985), "prosocial behavior" (Puffer, 1987) introduced the concept of constructive deviance (Galperin, 2002). Although most of the literature has defined the workplace deviance as harmful, also violating the organizational norms is a part of these definitions. And this second part may have both positive and negative consequences. If violating the organizational norms has positive consequences for the organization at this point we can say that this deviance is constructive by being innovative, entrepreneur or workaholic. Galperin (2002) defines the constructive deviance as "voluntary behavior that violates significant organizational norms and in so doing contributes to the well-being of an

i In this study deviance is used in the meaning of destructive deviance which has negative organizational consequences.

organization, its members, or both" and takes the Robinson and Bennett's (1995) definition only for destructive deviance. Constructive deviant behaviors may include behaviors that are unauthorized yet facilitate the attainment of organizational goals (Galperin and Burke, 2006).

Marcus and Schuler (2004) call for three main characteristics for a behavior to be defined as deviant;

1. Regardless of the tangible outcomes, the behavior must be a volitional act (not by chance or as a result of bad luck).
2. The behavior must be potentially and predictably harmful although it is not necessary to obtain an undesirable outcome as the end result.
3. The behavior must be counter to the legitimate interest of others and organization. But risky organizational decisions which have some potential benefits are not included even though they have also chance to fail and give damage to the interest of others.

1.1.3. Dimensions of Workplace Deviance

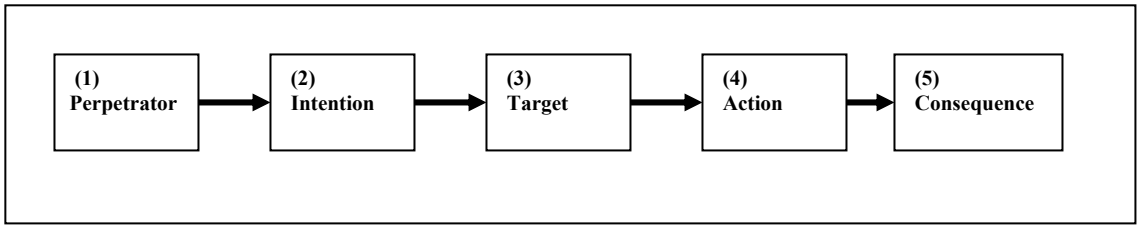
In order to reduce the confusion regarding the literature on workplace deviance, scholars constructed dimensions for workplace deviance.

Analoi and Kakabadse (1992) have defined the dimensions of unconventional practices according to the following dimensions of below aspects:

- **what** behaviors,
- by **whom** they are employed,
- **how** the intention is put into practice and **why**,
- **what** meanings are given to such practices.

Similarly, Robinson and Greenberg (1998) asked the same questions and their model is shaped under the below dimensions shown in Figure 1.

Figure 1: Primary Steps in the Workplace Deviance Process



Source: Robinson, S.L., Greenberg J. (1998). Employees Behaving Badly: Dimensions, Determinants and Dilemmas in the Study of Workplace Deviance. In C.L. Cooper and D.M. Rousseau (Eds.), *Trends in Organizational Behavior*, 5, pp. 5.

- *Perpetrator of deviant behavior:* Deviant behaviors can be caused by members of the organization or outsiders. If members of the organization are the perpetrator of the deviant behavior, these members are called as *insider perpetrator*. If people out of the organization such as former employees are the perpetrators of the deviant behaviors in this case it is called *outside perpetrators*. All studies consider the insiders or the organizational members of the organization as the actors of deviance behavior in organization (Robinson and Bennett, 1995; Baron and Neuman, 1996; Giacalone and Greenberg, 1997; Skarlicki and Folger, 1997; Griffin et al., 1998; Marcus et al., 2002). But additionally O'Leary-Kelly et al. (1996) consider the outsiders of the organization as the actors of deviant behaviors. They take into account the old employees of the organization and their behavior such as revenge in their study. Similarly, Bies et al. (1997) considered the former coworkers as the actor of deviant behavior in their study concerning the revenge.

- *Intention:* Regarding current research, deviant behavior can be a conscious act for giving damage to the organization or an unconscious act without any intention giving harm to the organization. In the construct of Folger and Barons' workplace aggression, Skarlicki and Folger's (1997) retaliatory behavior, O'Leary-Kelly et al.'s (1996) organization motivated aggression, deviant behavior is stated to be an act which intents to harm others or the organization.

Giacalone and Greenberg's (1997) antisocial behavior is also refers to the intention of bringing harm. Robinson and Bennett's workplace deviance (1995) and Vardi and Wiener's misbehavior (1996) scholars highlight that the behavior must be done purposefully and intentionally. Differently, Moberg (1997) calls the behaviors having negative consequences as deviant even though they may have not been proposed with such intention. For example insensitive, irresponsible, uncooperative employees may give lots of damage to the company although they do not intend.

- *Target:* Target of deviant behavior indicates toward whom the act is directed. Giacalone and Greenberg (as cited in Robinson and Greenberg, 1998) defined the targets of organizational deviance as all organizational stakeholders. Targets can be both insiders and outsiders of the organization. Thus besides employees of the organization, clients of the organization or the public can also be the target of deviant behavior. Another distinction regarding target of the behavior is made by Robinson and Bennett (1995). According to the authors, both individuals or the organization itself or other organizations can be the ones who can be harmed by the deviancy in an organization. O'Leary-Kelly et al., (1996), employees and former employees were the target of the homicide in the workplaces. Vardi and Wiener (1996) give example of the "outside victims" such as other organizations, social institutions, public agencies and customers.

- *Action:* Action describes the process or condition of performing deviance behavior. The taxonomy defined by Baron et al. (Folger and Baron, 1996; Neuman and Baron, 1997) classifies deviant behavior regarding the nature of the act committed:
    - Indirect/Direct action: Direct actions are those actions directed to the target which the actor is intending to harm. Indirect actions are those which the act is directed to another target than the target with an intention to harm the original target. For example verbally abusing a coworker as a

result of anger towards this person would be considered as a direct action. In case where the action would sabotage (target is the organization) work of this coworker with an intention of giving harm to the coworker would be considered as an indirect action.

- Active/Passive action: Active actions are the ones committed to give harm and the passive actions those cause losing of benefits. For example, while pushing a coworker's car at car park is an active action, not taking the necessary safety cautions for a coworker in factory conditions is a passive action.

- Verbal/Physical action: Intention to give harm to the target may either take the form of verbal or physical abuse. Yelling or shouting to a coworker, speaking about a coworker in a bad manner are the examples of verbal actions while physical attacks are the examples of physical action.

- *Consequences:* Deviant behaviors may cause not only negative but also positive consequences. Deviant behaviors in general defined as the behaviors which cause harm or have potential to cause harm (Robinson and Bennett, 1995; Baron and Neuman, 1996; O'Leary-Kelly et al., 1996; Griffin et al., 1998; Marcus et al., 2002). But some theorists conclude that deviant behaviors may cause functional or dysfunctional results. On the other side Galperin (2002) and Puffer (1987) indicate that deviant acts may also have positive consequences. While deviant behaviors having positive consequences are defined as constructive deviance, those who have negative consequences are defined as destructive deviance. Examples of deviant behaviors were given previously; as for constructive deviance, innovative role behaviors, noncompliance with dysfunctional directives and whistle blowing are the examples for it (Galperin, 2002).

Table 2: A Summary of Definitions According to Workplace Deviance Dimensions

	Perpetrator	*Intention*	*Target*	*Action*	*Consequence*
Antisocial behavior (Giacalone and Greenberg, 1997)	insiders	intention to give harm	both insiders and outsiders	(no dimension)	Negative
Employee vice (Moberg, 1997)	insiders	Not always with an intention to give harm	both insiders and outsiders	(no dimension)	Negative
Organizational misbehavior (Vardi and Wiener, 1996)	insiders	• intention to benefit self • intention to benefit organization • intention to inflict damage	both insiders and outsiders	(no dimension)	Negative
Workplace aggression (Baron and Neuman, 1996)	insiders	intention to give harm	both insiders and outsiders	Passive-Active Verbal-Physical Direct-Indirect	Negative
Organizational retaliation behavior (Skarlicki and Folger, 1997)	insiders	intention to give harm	both insiders and outsiders	(no dimension)	Negative
Occupational deviance (Friedrichs, 2002)	insiders	Not always with an intention to give harm	both insiders and outsiders	(no dimension)	Negative
Non-compliant behavior (Puffer, 1987)	insiders	intention to give harm	both insiders and outsiders	(no dimension)	Negative
Dysfunctional behavior (Griffin et al., 1998)	insiders	Not always with an intention to give harm	both insiders and outsiders	Passive-Active	Negative
Organization-motivated aggression (O'Leary-Kelly et al., 1996)	both insiders and outsiders	intention to give harm	both insiders and outsiders	(no dimension)	Negative
Counterproductive behavior (Marcus et al., 2002)	insiders	intention to give harm	both insiders and outsiders	(no dimension)	Negative
Workplace deviance (Robinson and Bennett, 1995)	insiders	intention to give harm	both insiders and outsiders	Minor-Serious	Negative

The forms of deviant behavior bring the question of ethical causes of this behavior into one's mind. Before discussing the causes of deviant behavior it is important to explain what researchers and scholars mean with this term and make the meaning clear related with negative versus positive, ethical versus unethical and destructive versus constructive.

In the present study Robinson and Bennett's workplace deviance dimension is used. Because when we look at the literature regarding with the relationship between workplace deviance and organizational justice, behaviors cited as the results of injustices in organizations are all included under the typology of Robinson and Bennett (1995).

1.1.4. Typologies of Workplace Deviance

Besides from the definitions of workplace deviance, it will be useful to analyze the models developed by researchers. These typologies of workplace deviance have different foundations such as expression, involvement, severity, target and consequences of behaviors (Hollinger and Clark, 1982; Analoui and Kakabadse, 1992; Robinson and Bennett, 1995; Baron and Neuman, 1996; O'Leary-Kelly, Griffin and Glew, 1996; Warren, 2003).

1.1.4.1. Hollinger and Clark (1982)

Hollinger and Clark (1982) made the differentiation between production deviance and property deviance. When employees acquire or damaged the tangible property and assets of the organization without authorization this is labeled as property deviance. For instance, theft of machinery, money or equipment from the organization is typical property deviance. On the other hand, when employees violate the formally proscribed norms delineating the quality and quantity of work, this is labeled as production deviance. Slowing down the work processes and use of alcohol or drugs at

work are the examples of production deviance. In Hollinger and Clark's (1982) typology, the target of deviant behaviors is organization; this typology is not considers the deviant behaviors towards people in workplaces.

1.1.4.2. Analoi and Kakabadse (1992)

The model developed by Analoui and Kakabadse (1992) examines the styles of unconventional practices at work in two dimensions: involvement dimension and expression dimension. Involvement dimension describes two ways of behaving unconventionally as collectively and individually whereas expression dimension describes the behavior with overtly and covertly ways of unconventional practices.

The four types of unconventional practices as follows:

IO: Individual-Overt

IC: Individual-Covert

CO: Collective-Overt

CC: Collective-Covert

In the involvement dimension, in accordance with the behavior is performed by a group of people collectively or by an individual two different points are constructed. This distinction is a result of shared or unshared values by people. When the action is collectively performed we can say that there are values shared by this group of people and common beliefs about the ends of the unconventional behavior.

In the expression dimension two forms of behavior as overt and covert can be observed. Overt form of the unconventional practices is occurred by the situations where actors of the action make their identity and practices known by the target of the behavior. And in the covert form actors of unconventional practices do not explicitly

perform the action and hide their identities from their victims and also they perform the action without showing it to anybody.

Figure 2 is also a tool for understanding the dimensions and these practices accordingly:

Figure 2: The Involvement-Expression Model

		Expression (Based on behavioral mode available)	
		Overt	Covert
Involvement (Based on shared or unshared values, thoughts and beliefs)	Individual	IO	IC
	Collective	CO	CC

Source: Analoi, F. and Kakabadse, A. (1992). Unconventional Practices at Work: Insight Analysis through Participation Observation. Journal of Managerial Psychology, 7(5), pp. 15.

1.1.4.3. Robinson and Bennett (1995)

The typology of deviant workplace behaviors by Robinson and Bennett (1995) firstly makes the distinction between the unethical behavior and deviant behavior. One specific behavior can contain both unethical and deviant characteristics but these two qualities do not have a direct link with each other. Since the definition of deviant behavior is violating the norms of the organization voluntarily and so threatening the well-being of the organization and/or its members, a behavior which can be considered as unethical, does not have to be also deviant; because the norms of the organization allows these behavior. For example, a person who does not take bribe in a company

where bribing is very common and usual, this person who behaves ethically can be considered as deviant in that company.

Robinson and Bennett's typology is constructed with the multidimensional scaling technique. The authors use two dimensions to classify workplace deviance. The first dimension "minor versus serious" is related with the seriousness of the behavior causing harm for company or individuals. The second dimension "interpersonal versus organizational" classifies the behaviors on the basis of whom the act is directed. Two main targets defined in the typology are individuals and organization.

By using multidimensional scaling Robinson and Bennett (1995) put the forms of deviant behavior into a spatial configuration. Factor analysis brings together the behaviors that have near to each other on this matrix. And as a result the below table is formed.

Table 3: Robinson and Bennett's Typology of Deviant Workplace Behavior

	Minor	*Serious*
Organizational	**Production deviance** • Leaving early • Taking excessive breaks • Intentionally working slow • Wasting resources	**Property deviance** • Sabotaging equipment • Accepting kickbacks • Lying about hours worked • Stealing from company
Interpersonal	**Political deviance** • Showing favoritism • Gossiping about co-workers • Blaming co-workers • Competing nonbeneficially	**Personal aggression** • Sexual harassment • Verbal abuse • Stealing from co-workers • Endangering co-workers

Source: Robinson, S.L., Bennett R.J. (1995). A Typology of Deviant Workplace Behaviors: A Multidimensional Scaling Study. *Academy of Management Journal*, 38(2), pp. 565.

Production deviance which is violating organizational norms regarding the quantity and quality of work performed is minor and organization targeted. Property deviance which is acquiring or damaging property belonging to one's employer is serious and organization targeted deviance behavior. While Robinson and Bennett (1995) adapted these two deviance types from the Hollinger and Clark's (1982) model, they also defined the people targeted deviance types. Political deviance which is engagement in social interaction that outs other individuals at a personal or political disadvantage is minor and interpersonal; whereas, personal aggression which is behaving in an aggressive or hostile manner toward other individuals is serious and interpersonal.

1.1.4.5. O'Leary-Kelly, Griffin and Glew (1996)

O'Leary-Kelly et al. (1996) focus on two terms: organization-motivated aggression and organization-motivated violence.

> ***Organization-motivated aggression (OMA)****: attempted injurious or destructive behavior initiated by either and organizational insider or outsider that is instigated by some factor in the organizational context.*
> ***Organization-motivated violence (OMV)****: significant negative effects on person or property that occur as a result of organization-motivated aggression.*

With these definitions they indicate that organization-motivated violence is a consequence of organization-motivated violence. After doing this clarification they introduced their typology which has three dimensions. These dimensions are (1) perpetrator as organizational insider or outsider, (2) target within the organization or outside of organization, (3) specificity of target.

Figure 3: A Typology of Organization-Motivated Aggression

<table>
<tr><td></td><td></td><td></td><td colspan="4">TARGET</td></tr>
<tr><td></td><td></td><td></td><td colspan="2">WITHIN ORGANIZATION</td><td colspan="2">OUTSIDE ORGANIZATION</td></tr>
<tr><td></td><td></td><td></td><td>Specific</td><td>Nonspecific</td><td>Specific</td><td>Nonspecific</td></tr>
<tr><td rowspan="4">PERPETRATOR</td><td rowspan="2">ORGANIZATIONAL INSIDER</td><td rowspan="2">• More commonly initiate OMA
• Triggered by aversive treatment, incentive inducements, modeling influences, and/or factors in the physical environment
• More severe organizational consequences
• More control by organization</td><td colspan="2">More common when tight controls exist for behavior directed outside the organization</td><td colspan="2">More common when tight controls exist for behavior directed inside the organization</td></tr>
<tr><td>Instigated by aversive treatment</td><td>Instigated by factors in physical environment</td><td>Instigated by aversive treatment</td><td>Instigated by factors in physical environment</td></tr>
<tr><td rowspan="2">ORGANIZATIONAL OUTSIDER</td><td rowspan="2">• Less commonly initiate OMA
• Triggered by aversive treatment, incentive inducements, modeling influences, and/or factors in the physical environment
• More severe organizational consequences
• More control by organization</td><td colspan="2">More common when tight controls exist for behavior directed outside the organization</td><td colspan="2">More common when tight controls exist for behavior directed inside the organization</td></tr>
<tr><td>Instigated by aversive treatment</td><td>Instigated by factors in physical environment</td><td>Instigated by aversive treatment</td><td>Instigated by factors in physical environment</td></tr>
</table>

Source: O'Leary-Kelly, A.M., Griffin, R.W. and Glew, D.J. (1996). Organization-Motivated Aggression: A Research Framework. Academy of Management Review, 21(1), 225-253.

1.1.4.6. Warren (2003)

Warren's (2003) typology of workplace deviance focus on type of norms violated with the behavior performed. The author defines two types of norms—reference group norms and hypernorms. One of them is norms of reference group and the other is hypernorms. In this framework reference group can be considered as the business organization or a specific department of that organization or an occupational group. Reference group norms are the norms of these specific reference groups. Hypernorms are beliefs and values held by whole world which include approval or exclusion of specific behaviors (Appelbaum and Girard, 2007). Hyper norms are the normative standards which provide global criteria for evaluating behaviors.

Figure 4: Warren's (2003) Typology of Employee Deviance

Normative Standard (e.g. hypernorms)

Reference group norms	Conform	Deviate
Conform	Constructive conformity	Destructive conformity
Deviate	Constructive deviance	Destructive deviance

Source: Warren, D.E. (2003). Constructive and Destructive Deviance in Organizations. *Academy of Management Review, 28*(4), pp. 629.

According to this typology, a behavior that deviates from both reference group norms and normative standards is **destructive deviance**. A behavior that conforms to the norms of reference group but deviates with hypernorms is **destructive conformity**. On the other hand, a behavior that conforms to the norms of the general society's normative standards but deviates with the reference group's norms is called **constructive deviance**. Behaviors that conform to both of the norms are **constructive conformity**.

1.1.5. Factors Effecting Workplace Deviance

As mentioned previously, deviant behavior has many forms such as: theft, vandalism (violence), absenteeism, sabotage. Most of deviant behavior studies have treated these forms as different concepts, not under the headline of deviancy. As a result antecedents for each form of behavior have been studied separately in different concepts. Organizational injustice causing sabotage (Ambrose, Seabright and Schminke,2002), organizational change factors causing workplace violence and workplace aggression (Baron and Neuman, 1996), reasons of sabotage (DiBattista, 1991) and the role of human resource management in violence in the workplace (Eliot and Jarrett, 1994) are the examples of these different studies. Marcus and Schuler (2004) have made a study for the analysis of the antecedents of this type of behavior with a more general perspective.

According to Robinson and Bennett (1995) different variables may explain different types of workplace deviance. For example, organizational variables might be more likely to influence deviance directed at harming organizations, and individual variables may be more likely to explain interpersonal forms of deviance.

Factors effecting workplace deviance can be grouped with these main titles according to Robinson and Greenberg (1998):

1. Individual factors
2. Social and interpersonal factors
3. Organizational factors

1.1.5.1. Individual Factors

In accordance with their personalities and demographic characteristics some individuals may have expected to be more deviant than the others.

a. *Demographics:* According to the studies of Hollinger and Clark (1983) some forms of workplace deviance have a much likely occurrence among young, newer, part-time working, low-paid, having low-status employees. With the study of Murphy (1993, as cited in Robinson and Greenberg, 1998) it has been proved that part-time workers have tendency to steal from the company much but the other demographics (such as age, gender) are not proved fully that they have such tendencies because the reason for the theft behavior is not exhibited enough.

b. *Personality:* There are researches made upon investigating and workplace deviancy or their personality characteristics and tendency to show deviant behavior. (Liao, Joshi and Chuang, 2004; Baron, Neuman and Geddes, 1999; Colbert et al., 2004; Lee, Ashton and Shin, 2005; Mount, Ilies and Johnson, 2006). Some people are more likely to commit deviant behavior because of the nature of their personality. Some researchers have explained the workplace deviance with five-factor model of personality. For example when agreeableness is low for a person, it can be expected that interpersonal deviance level will be high for this person. Also, high level of conscientiousness and neuroticism is negatively correlated with organizational deviance. So emotionally stable and having high conscientious people are less likely to steal, withhold, on the other hand agreeable people are less likely to be hostile to their coworkers.

Personality also has a moderating effect on the perception of workplace. When the emotional stability, conscientiousness or agreeableness is low, the perception of workplace is likely negative when compared to the people who have high level for these personality five factors (Colbert et al., 2004).

Other individual characteristics (such as attitudes and values, attributions), stress, perceived powerlessness related with work environment or achievement and autonomy motives are also mentioned as the factors causing deviant behaviors (Puffer, 1987; Ambrose, Seabright and Schminke, 2002; Vardi and Weitz, 2002; Kidwell and Kochanowski, 2005; Harris and Ogbonna, 2006).

1.1.5.2. Social and Interpersonal Factors

Robinson and Greenberg (1998) claimed that social norms and reactions to unfair interpersonal treatment are the main determinants as social and interpersonal factors.

a) *Unfair interpersonal treatment:* Employees' perception of the fairness in their organization is one of the basic sources of deviant behavior. People commit the deviant behavior as a response to these unfair applications, processes, actions. Researches stress the perceived fairness rather than the fairness of the organization. These perceptions related with the unfair behaviors can create their own responses. For example unfairness in interpersonal treatments causes aggression, and inequities in payments creates stealing from the company. (Chen and Spector, 1992; Lee, 1995; Miller, 2001; Jawahar, 2002). Table 4 is a summary of studies those include organizational justice as one of the factors effecting workplace deviance.

Table 4: A Summary of Studies Which Includes Organizational Justice As A Factor Effecting Deviant Behaviors in Workplace

	Factors effecting deviance behaviors	***Name of the behavior used by the researchers***
Greenberg, Barling (1999)	Distributive justice Procedural justice Workplace surveillance Job insecurity	Employee aggression
Kidwell, Kochanowski, (2005)	Stress Perceived powerlessness Injustice Labor-management relations Organizational culture	Deviant behavior and its variants
Greenberg, J. (2002)	Unfair treatment Feeling of insecurity by changes	Workplace aggression
Ambrose, Seabright, Schminke, (2002)	Powerlessness Organizational frustration Facilitation of work Injustice	Sabotage

The study made by Greenberg and Barling (1999) has focused on the causing factors of employees' aggressive behaviors towards coworkers, supervisors and subordinates. And they found out that the aggressive behavior towards a **coworker** is predicted by two variables which are amount of alcohol consumed and history of aggressive behavior but not workplace factors namely job security, procedural justice, distributive justice, workplace surveillance. Employees' procedural justice perceptions are negatively and number of surveillance methods used is positively correlated with aggression towards a **supervisor**. Lastly, toward a subordinate employee aggression is not predicted with any of

the factors (person behaviors and perceived workplace factors) that Greenberg and Barling (1999) have used. Authors assert that there can be two reasons of this result: firstly, subordinates do not have the power to improve negative workplace conditions; secondly, subordinates would not necessarily be presumed as the cause of the workplace dissatisfaction (Greenberg and Barling, 1999). But studies are increasing day by day on these two subjects' relatedness with each other.

b) *Norms of deviance:* Some norms can encourage the deviant behaviors such as the norms of illegal organizations or such as the norms of an employee group who will go to strike. But deviancy definitions have a dilemma in this point. Because while conforming to the norms of a specific group is being not deviant, in a broader perspective this behavior can be considered as deviant because of the existence of hypernorms of the society or overall organization. So the relativity of deviant behavior can be concluded from this dilemma. It is also important to differentiate between the workplace norms established by employers (often quite formally, in employee manuals) and the norms of co-workers, typically informal but often quite potent (Friedrichs, 2002).

1.1.5.3. Organizational Factors

Robinson and Greenberg (1998) suggest the organizational factors as the last group of factors causing workplace deviance. Organizational structure, organizational culture, leadership style of managers, pay systems, formal policies and codes of ethics are the organizational factors which affect the deviant.

Boye and Jones (1997) classification of factors have some common points with the Robinson and Greenberg's study. Three factor groups they mentioned are:

1. Economic factors: Factors such as prices and interest rates may courage dishonest employees to act in counterproductive way for example stealing form their company.
2. Individual factors: Rationalization of the counterproductive behavior by believing that most of the coworkers act in the same way is a good example of individual characteristics of deviant employees. This group of factors can be eliminated in the organizations by being attention to clues the hiring process of employees.
3. Organizational factors: Boye and Jones (1997) counted the organizational factors those affect the employees involving into deviant behaviors as followings: values of the organization, the company's formal antitheft policy, the norms of the work group, organizational security, and the company's record of handling offenders. They generalize these factors as the organizational climate which is common perceptions of employees related with specific attributes of work settings.

Although there are common headlines in Boye and Jones's (1997) and Robinson and Greenberg's (1998) classifications of factors causing deviance, they are mentioning mostly different factors as the antecedents. People's self qualifications, the situations they face and career related issues are also given as other reasons of deviant behavior.

Bennett and Robinson (2003) (as cited in Judge et al., 2006) emphasized three different perspectives of the studies handling the antecedents of workplace deviance: (1) deviance as a reaction to work experiences: in these studies in which deviance is conceptualized as a reaction to experiences at work, (2) studies that examine deviance as a reflection of employees' personality, and (3) studies that investigate deviance as an adaptation to the social context at work.

Colbert et al. (2004) work is made upon investigating the relationships between employees' perceptions of workplace situations and workplace deviancy or their personality characteristics and tendency to show deviant behavior. According to their findings the relationship between perceptions of the developmental environment and organizational deviance is stronger for employees who have low scores in conscientiousness or emotional stability, and the relationship between perceived organizational support and interpersonal deviance was stronger for employees who have low scores in agreeableness.

According to the model of Neuman and Baron (2005) environmental conditions and stressors such as situational frustration, injustice, insults, and presence of things associated with aggression. Job insecurity because of the organizational changes or other factors such as market conditions, perceived labor market conditions, fear of losing one's job are the factors causing deviance by creating feeling of insecurity for employees (Dibattista, 1991; Greenberg and Barling, 1999; Harris and Ogbonna, 2006).

Individual characteristics (such as personality, attitudes and values, attributions), stress, perceived powerlessness related with work environment or achievement and autonomy motives are also mentioned as the factors causing deviant behaviors (Puffer, 1987; Ambrose, Seabright and Schminke, 2002; Vardi and Weitz, 2002; Kidwell and Kochanowski, 2005; Harris and Ogbonna, 2006).

CHAPTER 2: ORGANIZATIONAL JUSTICE

2.1. ORGANIZATIONAL JUSTICE

Organizational justice is a behavioral science concept that describes the employees' perceptions of how fairly they are being treated in their workplaces. This subjective view of organizational justice is related with how individuals decide about the fairness of the organization they work for and how these decisions affect the work environment and conditions (Hosmer and Kiewitz, 2005). Researchers emphasize that employees' perception of organizational justice affects the behaviors and attitudes of employees' and so the success of organizations. Therefore, reactions of employees based on their perceptions regarding their organizations' fairness are the main domain of justice studies.

2.1.1. Organizational Justice Types/Theories

In order to identify the effects of employees' fairness perceptions many studies has been conducted by researchers. In these studies mostly three types of organizational justice are commonly discussed. Most researchers have agreed on the two main forms of organizational fairness in the name of distributive justice and procedural justice. Interactional justice is a newer justice type when compared to these two. Recently procedural justice and interactional justice have received more attention than distributive justice (Cropanzano et al., 2001). Afterwards, interpersonal fairness and informational fairness concepts are developed as the classes of interactional justice (Greenberg, 1990). The types of organizational justice will be discussed in detail with Greenberg's taxonomy study (1987).

Greenberg (1987) offered a taxonomy for organizational justice theories with two dimensions: proactive-reactive dimension and process-content dimension.

Proactive-reactive dimension: The theories who examine reactions to injustice are the reactive theories. According to these theories people try to avoid or escape from injustice situation. On the other hand the theories those examine the behaviors in order to create justice states by promoting justice are the proactive theories.

Process-content dimension: This dimension is focusing on outcomes of the procedures and the processes by which outcomes are allocated or determined. The theories which deal with how organizational outcomes are determined are called process approaches while the theories which deal with the resulting distribution of outcomes are called content approaches.

Greenberg has created four classes by combining these two dimensions as shown in the Table 5. The details of this table will be discussed with the explanation of each justice types.

Table 5: Taxonomy of Organizational Justice Theories with Corresponding Predominant Exemplars

		Content-Process Dimension	
		Content	Process
Reactive-Proactive Dimension	Reactive	Reactive content *Equity Theory (Adams, 1965)*	Reactive process *Procedural Justice Theory (Thibaut and Walker, 1975)*
	Proactive	Proactive Content *Justice Judgment Theory (Leventhal 1976a, 1980)*	Proactive Process *Allocation Preference Theory (Leventhal, Karuza, and Fry, 1980)*

Source: Greenberg, J. (1987). A Taxonomy of Justice Theories. *Academy of Management Review, 12*(1), pp. 10.

2.1.1.1. Distributive Justice

Distributive justice is the perceived fairness of allocations of outcomes that an individual receives from his/her organization (Folger and Cropanzano, 1998). It is largely based on Adams' (1965) "equity theory" (as cited in Greenberg, 1987). Fairness of the ends achieved is the main focus. These ends or outcomes individual receives can be rewards, resources, and working conditions among employees. The fair allocation of these constructs is the perception of distributive justice. Distributive justice deals with the fairness issues coming up during pay raise decisions, layoffs, transfers, retraining, promotions, demotions and in times of organizational change because new missions,

policies, and procedures require changes in the structure of power and authority, and in the responsibilities and financial support of different programs.

Distributive justice includes three components, or forms of equity: personal, internal, and external.

- *Personal equity* is the perceived fairness of one's work outcomes relative to their personal contributions to the organization.
- *Internal equity* is the fairness of one's rewards relative to the rewards of others in the same organization.
- *External equity* is the fairness of work outcomes relative to others outside the organization.

According to Adam's equity theory people compare the perceived work outcomes to the perceived work inputs (contributions, hours worked, education level, work-experience, performance etc.). The ratios of inputs to outputs are compared with others' ratios of input and outcomes. As a result they conclude if these ratios are fair or not. The inequality of ratios can create a feeling of guiltiness towards coworkers or anger while equality situations results with felt satisfaction. Deciding about the fairness after making such comparisons has emerged the "relative deprivation theory" (Cropanzano and Randall, 1993). The theory states that justice is a comparison of some reference standards/conditions. Tangible and concrete outcomes are important in this theory. Relative deprivation means "the emotion one feels when making negatively different comparisons". Also relative deprivation theory refers to a set of theories that combine the comparisons that are likely to produce perceived injustice (Stouffer et al, 1949). Leventhal (1976) constructed a model called "justice judgment theory" with justice rules that determine outcome fairness: (a) the contributions rule is used for achieving high productivity and performance level, (b) the needs rule is used for fostering personal welfare, (c) the equality rule is used when the objective is to preserve social harmony. Lerner's (1982) "justice motive theory" is also one of the other theories dealing with distributive justice. The theory contains four principles that are used in

making allocations: (a) competition: allocations based on outcome of performance, (b) parity: equal allocations, (c) equity: allocations based on proportional contributions, (d) Marxian justice: allocations based on needs regardless of contributions.

In Greenberg's taxonomy, both reactive and proactive theories of distributive justice are discussed. As mentioned earlier reactive content theories focus on how people react to unfair distributions of rewards and resources. These theories discuss how people will respond to unfair relationships by displaying certain negative emotions, which they will be motivated to escape from injustice situations by acting so. Redressing the experienced inequity is the aim of these actions. Equity theory and relative deprivation theory fall within this reactive content dimension. The common point in these theories is they both focus on the reactions of people after facing with an unfair situation. Both theories involve the comparisons of contributions and outcomes with others' contributions and outcomes. On the other hand, proactive content theories focus on how workers attempt to create fair outcome distributions. The justice judgment model and the justice motive theory fall within the proactive content theories dimensions. Both theories refer to the principles on how people proactively make reward allocation decisions in different situations.

2.1.1.2. Procedural Justice

Procedural justice is the perceived fairness of the means used to allocate resources. While distributive justice is focusing on the content of the organizational outcomes, procedural justice focuses on the processes, methods and mechanisms the organization uses in determining outcomes. Procedural justice is the fairness of policies, procedures, and decision-making, and the fairness of their implementation.

Thibaut and Walker (1978) were interested in comparing autocratic and arbitration procedures in legal settings. Their "procedural justice theory" deals with the reactions of people to these two procedures in decision making. The hypothesis 'procedures which give chance to the parties involved in the process to control over process is perceived fairer' is supported by other studies also (Folger and Greenberg, 1985). In the studies of Thibaut and Walker (1978) procedural justice is discussed in the context of legal systems but in the organizational settings the procedural justice theory deals with resolution of labor disputes, hiring, performance appraisals, salary determination, layoff implementation (Greenberg, 1987). Leventhal, Karuza, and Fry's (1980) "allocation preference theory" is another theory dealing with procedures people use to achieve justice in resource allocations (Greenberg, 1987). The theory states that "allocation procedures that lead to the attainment of the allocator's goals, including justice, will be favored" (Chan, 2000: 74). Leventhal et al. (1980) consider the factors which make a company's allocative procedures fair as the qualifications of decision making process of a company. In order to attain justice they stated seven components of fair procedures:

a. allowing opportunities to select the decision making agent,
b. establishing ground rules for evaluating prospective reward recipients,
c. collecting information about prospective reward recipients,
d. defining the structure of the decision process,
e. establishing safeguards to monitor the behavior of both the allocators and the prospective recipients of rewards and resources,
f. establishing appeals procedures that enable dissatisfied individuals to seek redress,
g. establishing mechanisms for changing the allocative procedures that may be unfair.

Based on these components of procedural justice Leventhal (1980) developed six justice principles for measuring the fairness of a decision making procedure: (1) consistent, (2) unbiased, (3) accurate, (4) correctable in a case of mistake, (5)

representative for the interest of all concerned parties, and (6) in accordance with the personal standards of ethics and morality. He also stated that different procedural principles may be more or less important in different situations. Lind and Tyler (1988) also acknowledged the importance of context and they recommended examining contextual variables. More recently, Tyler (1996) concluded that different criteria are used to judge the fairness of procedures in different contextual settings.

According to Greenberg's taxonomy, Thibaut and Walker's (1978) procedural justice theory, which discusses the reactions of people to organizational decision-making procedures, is the most significant example of reactive process theories (Greenberg, 1987). Greenberg states that Leventhal et al.'s (1980) allocation preference theory is an outgrowth of Leventhal's (1976) justice judgment theory. But allocation preference theory focuses on procedural decisions rather than distributive decisiones. So allocation preference theory falls within the proactive process dimension of Greenberg's taxonomy.

2.1.1.3. Interactional Justice

Interactional justice deals with the human relations side of organizational applications while studies on distributive justice and procedural justice were continuing readily on work outcomes and processes. Bies and Moag (1986) conceptualized the interactional justice as "individuals' concerns about the quality of the interpersonal treatment they receive during the enactment of organizational procedures". According to the interactional justice theory, as opposed to the outcome (distributive) or the rules for delivery (procedural) of the information, the interpersonal way of this delivery is important. Bies and Moag originally conceptualized interactional justice as consisting of four communication criteria of fairness including (1) respect, (2) propriety of questions, (3) justification, and (4) truthfulness. In some studies interactional justice is considered as a part of procedural justice (Greenberg, 1990). Regardless of it is viewed as an

independent construct or a component of procedural justice Folger and Cropanzano (1998) mentioned two components of interactional justice as:

- interpersonal sensitivity: fair treatment with respect and politeness and
- explanations (or social contracts): providing a rationale for unfavorable outcomes to the recipients.

Studies indicate that when a rationale is provided, it is easier for the recipients of unfavorable outcomes to accept these outcomes. Additionally, individuals treated with interpersonal sensitivity will be less likely involved in poor performance and poor attitudes problems (Folger and Cropanzano, 1998; Beugre, 2005).

Early definitions of interactional justice included both interpersonal treatment such as respect and honesty, and informational requirements, such as the explanations given by the decision makers for organizational decisions. Interactional justice has been studied in two different forms by Greenberg (as cited in Cropanzano, 1993) as interpersonal and informational justice. *Interpersonal justice* is related with the treatment employees receive during the accomplishment of procedures. *Informational justice* relates to the quality and accuracy of information individuals receive about the procedure. According to Greenberg these two justice types have different constructs. While informational justice is related with the procedure used, interpersonal justice is related with the perceptions of outcomes as a result of personal treatments. Even though many studies included both of these interactional justice components still it is not fully accepted that these two components are new and different justice types (Cohen-Charash and Spector, 2001).

CHAPTER 3: METHODOLOGY

3.1. PURPOSE OF THE STUDY

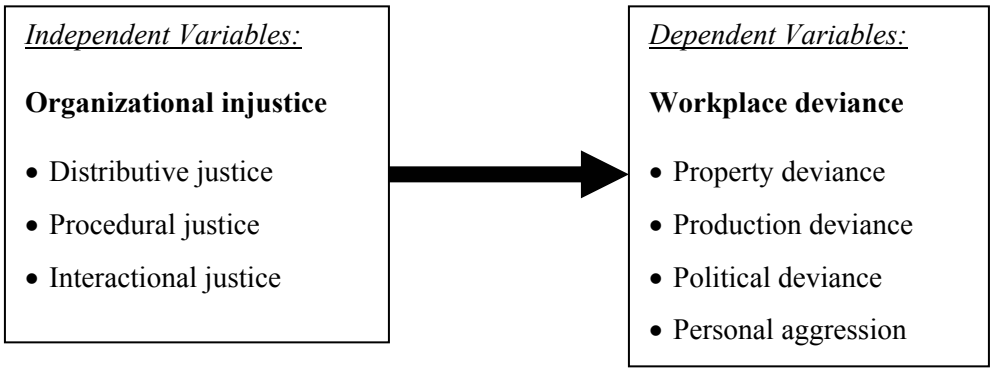
Primary aim of this study is to analyze the effects of employees' justice perceptions to their tendency to show deviant behavior in their workplaces. Antecedents of deviant behavior were discussed by many scholars. Separations in the field due to different definitions on deviant behavior caused distinctive studies aimed to figure out triggering antecedents of deviant behavior. Although scholars defined the causing factors accordingly their main definition and model of deviant behavior, all these studies have one intersection point. It is the injustices in organizations.

Injustices in organizations have a longer history when compared to the field of deviant behavior. Organizational justice deals with the perceptions of employees regarding with the fairness of their workplaces. So far, justice is defined and discussed with major forms namely distributive justice, procedural justice and interactional justice. Secondary aim of this study is to test if different types of injustices cause different types of deviant behaviors. The three factor model of organizational justice namely distributive, procedural and interactional justice* types are considered as antecedents of different forms of deviant act.

This purpose shaped the model of the study as in Figure 5.

* Dividing the interactional justice as interpersonal and informational is difficult and not particularly useful.

Figure 5: The Model of The Study



3.2. HYPOTHESIS

Relative deprivation theory states that negative feelings resulting from the comparison of people's contributions and work outcomes with others' comparisons and work outcomes, make people to react in an attempt to overcome such negative feelings. People experiencing relative deprivation would try to adjust their behavior and the system in order to establish justice in their organizations. Such kind of injustices in outcome distributions raises the deviant behavior forms such as theft and vandalism (Greenberg, 1990). Fairness issues in organizations are not only related with outcomes but also procedures in which the decisions regarding with these outcomes are made. In addition to the fairness of procedures, the quality of interpersonal treatments during these procedures is an important factor shaping justice perceptions (Aquino et al., 1999).

Greenberg (1987) highlighted that organizational justice is vital and responses to injustice are the behaviors that can cause significant harm to the organization such as negative social attitudes and behaviors, absence, lowering performance and destructive conflict. Perceptions of organizational justice are found to be related with quite important organizational outcomes i.e. counterproductive work behavior (Fox et al.,

2001), employee loyalty, commitment, extra role behavior, positive and negative creativity (Clark and James, 1999), prosocial and antisocial behavior (Gollwitzer et al., 2005; Lee, 1995), retaliatory behaviors (Skarlicki and Folger, 1997), sabotage (Ambrose et al., 2002), theft (Greenberg, 1990), rule breaking, turnover (Aquino et al., 1997).

Additionally, Cropanzano and Folger (1989) emphasize another important role of organizational justice in workplaces. They suggest that there can be unwelcomed outcomes in the organizations reasoning from different factors. Cropanzano and Folger (1989) suggest that if the procedures ending with these negative outcomes are unfair employees do not accept their role in these outcomes and behave in destructive ways but if the procedures are perceived as being fair, employees fell responsible for such outcomes.

One of the important models of organizational justice is the relational model developed by Tyler and Lind (1992). It provides a further understanding about the importance of justice perceptions. Tyler and Lind argue that people's social self-identity validity is another important reason of being members of organizations besides from financial reasons. So, if employees feel that they are not valued in their organization, they have negative attitudes toward the organization, and if they feel satisfied from the validation of their social self-identity in the organization, they show more cooperation toward the organization and their relationship with organization will be positive. The relational justice model deals with this relationship between organizational justice and employees' behavioral reactions.

Fairness theory is another conjecture which discusses the concepts organizational justice and behavioral reactions. According to fairness theory, injustice in organizations creates negative emotions in organizations (Folger and Cropanzano, 2001). Also, Skarlicki and Folger, (1997) had conducted a study in order to demonstrate that the frequency of negative behaviors increases as a response to perceived unfairness. Emotions such as anger and resentment stemming from perceptions of unfairness can be

seen as the motivator for individuals to engage in retaliation. Individuals show behavioral reactions to this injustice without a think-consider process (Folger, 2005). This injustice causes to avenge from the blame-worthies of the unfair situation. The revenge of the injustice can be in various forms –such as theft, sabotage, withdrawal— and called deviant behaviors. The study of Colquitt (2001) supports the relationship between interpersonal justice and workplace deviance. When the other justice dimensions are remaining constant interpersonal justice is the most powerful predictor of the workplace deviance. Interpersonal justice has a direct effect on workplace deviance which is an affect-driven type of behavior. But also workplace deviance has a judgment-driven characteristic in addition to being affect-driven. These judgments consist of cognitive evaluations of people related with their works. Gollwitzer et al.'s study (2005) supports that the victims of injustice in an organization are expected to show antisocial behavior whereas the beneficiaries of injustice are expected to show prosocial behavior instead. He also states that victims of injustice do not behave in an antisocial way in order to maximize their gains, but they try to minimize their losses by creating justice for themselves.

So far the studies about the consequences of organizational justice are discussed. In order to test the relationships between the organizational justice types and deviant behavior types as reactions to these injustices more specific studies have been conducted also. For example, Jawahar (2002) has argued that perceptions of different injustice types can be the antecedents of different types of aggressive behaviors. According to Parks (1997), while distributive injustice is causing vandalism towards coworkers and stealing from company; procedural injustice is causing retributive retaliation which can be considered as a form of personal aggression. Based on these, it follows that,

Hypothesis1: Perceived distributive justice is negatively related to personal aggression.

Hypothesis 2: Perceived distributive justice is negatively related to property deviance.

Hypothesis 3: Perceived procedural justice is negatively related to personal aggression.

Greenberg (1990) has conducted an experiment related with justice perceptions. A company's two plants announced 15% pay cuts for their workers. For this pay cut one plant gave extensive explanations to its employees and show pity. But the other plant made a brief explanation without any remorse or apology. Researcher used theft as form of deviant behavior in order to understand the effect of justice perceptions. These pay cuts make the missing inventory numbers increased in both plants. But in the second plant there were more missing items due to the inadequacy in the explanation regarding with the pay cuts. This experiment uses interactional justice (providing adequate explanations regarding with work outcomes) as dependent variable and property deviance (theft) as the independent variable. The results of the study shows that when employees perceive higher level of interactional justice, their show less property deviance. This leads to the following hypothesis:

Hypothesis 4: Perceived interactional justice is negatively related to property deviance.

3.3. DATA COLLECTION METHOD

Survey method is used to measure the relationship between the perceived injustices and workplace deviance. First page of the questionnaire contains a brief cover letter and questions regarding demographic characteristics i.e. gender, age, organizational tenure, and education level.

The questionnaire contains of three vignettes. Each vignette is written for describing an injustice type. Namely Scenario A is for distributive injustice, Scenario B is for procedural injustice, Scenario C is for interactional injustice. Scenarios are about employees experiencing unfairness in their organizations. After each scenario there were questions measuring if the scenario is indicating the intended justice types. The scales asking about justice types are adapted from Colquitt's (2001) scales for justice. The justice scale is consists of three parts. There were 4 questions for distributive justice, 6 questions for procedural justice, and 9 questions for interactional justice. Following the justice scale questions regarding with the possible deviance types were inquired. The deviance questions are developed from the definitions of Robinson and Bennett's (1995) typology for each type of deviant behaviors. The deviance scale contains 6 questions:

- 2 questions,
    i. damaging property belonging to one's employer,
    ii. acquiring property belonging to one's employer, for property deviance,
- 2 questions,
    i. violating organizational norms regarding the quantity of work performed
    ii. violating organizational norms regarding the quality of work performed,
- 1 question for political deviance,
- 1 question for personal aggression.

The questions are asked on the basis of the degree the respondents agree to the statements. For justice questions a Five Point Likert Scale, and for the deviance questions a Seven Point Likert Scale are used. For each scales, "1" indicates the lowest score. For justice scale "5" and for deviance scale "7" indicates the highest score. These questions are used for all three of the cases. The questionnaire form that is used in the study can be seen in the Appendix.

After each case there were also an open-ended questions asking about how the actor response to injustice described in the case.

3.3.1. Reliability of the Measurements

Before using the survey in the main sample of the study a pre-test is conducted among the 24 academic and administrative staff of Dokuz Eylül University Faculty of Business. The internal consistencies were high for the items according to pretest results (Table 6).

Table 6: Pre-test Reliability Analysis

	Cronbach's alpha values			
	Distributive justice	Procedural justice	Interactional justice	Deviance
Case A	,742	,676	,914	,899
Case B	,924	,865	,939	,935
Case C	,956	,928	,871	,851

For the main study Cronbach's alpha values for justice scale and deviance scales are displayed are in Table 7. All values are acceptable and indicate that the scales internal consistencies are relatively high l.

Table 7: Reliability Analysis of Scales

	Cronbach's alpha values			
	Distributive justice	Procedural justice	Interactional justice	Deviance
Case A	,790 (n=94)	,729 (n=89)	,874 (n=93)	,842 (n=94)
Case B	,838 (n=94)	,806 (n=88)	,889 (n=90)	,875 (n=94)
Case C	,785 (n=93)	,710 (n=93)	,915 (n=93)	,899 (n=94)

3.4. SAMPLING

Before using the survey in the main sample of the study a pre-test is conducted among the 24 academic and administrative staff. The internal consistencies were high for the items according to pretest results. The study was conducted at 6 private sector companies among white-collar employees. These six companies are located in İzmir, İstanbul, Trabzon, Gaziantep. For the three companies located in İzmir questionnaire forms were delivered as print-out copies. For the companies located in other cities, the forms were sent to the employees by e-mail.

3.4.1. Sample Characteristics

The respondents averaged 33,7 years of age and 11,6 years of organizational tenure. Twenty-five percent (25%) of the sample were women, 75% were men. 1% of the sample completed elementary school; 19 percent completed high school; 69 percent held bachelor's degrees; 10 percent held master's degrees; and 1 percent completed a Ph.D.

3.5. FINDINGS

In order to test the hypothesis partial correlation and stepwise regression analysis are used.* Also the mean differences between cases are analyzed in order to find out if the cases are pointing out the different perceptions of injustice types.

* For all the analysis SPSS 13.0 statistical program is used.

3.5.1. Descriptive Statistics

Descriptive statistics for computed justice and deviance scores are displayed in Table 7 and Table 8. When means of justice dimensions were compared for each case, result indicated that distributive justice in Cases A and B; procedural justice in Case C; interactional justice in Cases A and C had the lowest significant scores demonstrating the dominant perceptions of in justice for each case (Table 8).

Table 8: Means and Standard Deviaitons for Justice Items

	Means and standard deviations* (n=94)		
	Distributive justice	**Procedural justice**	**Interactional justice**
Case A	2,27 [a] (0,848)	2,07 [c d] (0,641)	1,74 [f] (0,594)
Case B	2,91 [a b] (0,972)	2,64 [c e] (0,778)	2,81 [f g] (0,820)
Case C	2,27 [b] (0,825)	1,77 [d e] (0,591)	1,61 [g] (0,592)

Superscript letters indicate that the mean difference is significant at the .05 level for each case within each column.

*Standard deviations are shown in parenthesis.

Similarly, when means of deviance scores were compared for each case, result indicated that for all deviance types the highest scores are expected in Case C (Table 9). Case C was the case where the highest mean scores were computed for each deviance type indicating that respondents believe that the actor in Case C is the most likely one to behave in a deviant manner. The important point in these results is the most perceived injustice is seen in Case C while the highest deviance scores are also seen in Case C.

Table 9: Means and Standard Deviations for Deviance Items

	Means and standard deviations* (n=94)					
	Property deviance		**Production deviance**		**Political deviance**	**Personal aggression**
	Q1	Q2	Q1	Q2		
Case A	1,53 [h] (0,935)	1,30 [k] (0,639)	2,71 (1,763)	2,55 [n] (1,643)	2,38 [q] (1,559)	1,68 [s] (0,882)
Case B	1,57 [j] (1,031)	1,45 (0,887)	2,60 [m] (1,984)	2,70 [p] (1,955)	2,28 [r] (1,650)	1,82 [t] (1,151)
Case C	2,09 [h j] (1,287)	1,67 [k] (0,998)	3,01 [m] (1,959)	3,12 [n p] (1,974)	3,23 [q r] (2,039)	2,55 [s t] (1,623)

Superscript letters indicate that the mean difference is significant at the .05 level for each case within each column.

*Standard deviations are shown in parenthesis.

3.5.3. Correlation Analysis between Justice Dimensions and Deviance Items

Correlations between justice dimensions and deviance items are measured by using Pearson Correlation scores. For Case A, no significant correlation is obtained. For Case B the negative correlations between distributive justice and production deviance dimensions regarding with both quality (-0.211) and quantity (-0.260) is significant at 0.05 level (Table 10 and Table 11). These negative relationships indicate that when perceived distributive justice is low the production deviance scores will be high. This result is consistent with the literature.

Table 10: Correlations of Justice Dimensions with Workplace Deviance Dimensions in Case A

		Property deviance 1	Property deviance 2	Production deviance 1	Production deviance 2	Political deviance	Personal aggression
Distributive justice	Pearson Correlation	0,099	0,041	-0,080	-0,079	0,119	0,025
	Sig. (2-tailed)	0,343	0,697	0,445	0,449	0,254	0,813
Procedural justice	Pearson Correlation	0,063	0,058	-0,004	-0,086	0,036	-0,003
	Sig. (2-tailed)	0,543	0,580	0,966	0,411	0,728	0,977
Interactional justice	Pearson Correlation	-0,004	0,076	-0,004	-0,084	0,016	0,037
	Sig. (2-tailed)	0,972	0,465	0,967	0,418	0,880	0,721

Table 11: Correlations of Justice Dimensions with Workplace Deviance Dimensions in Case B

		Property deviance 1	Property deviance 2	Production deviance 1	Production deviance 2	Political deviance	Personal aggression
Distributive justice	Pearson Correlation	-0,102	-0,118	**-0,211***	**-0,260***	-0,082	-0,008
	Sig. (2-tailed)	0,326	0,258	0,042	0,011	0,431	0,940
Procedural justice	Pearson Correlation	0,031	-0,004	-0,111	-0,121	-0,086	-0,055
	Sig. (2-tailed)	0,766	0,966	0,286	0,247	0,408	0,600
Interactional justice	Pearson Correlation	-0,109	-0,050	-0,078	-0,090	-0,083	0,015
	Sig. (2-tailed)	0,297	0,632	0,453	0,387	0,427	0,886
*. Correlation is significant at the 0.05 level (2-tailed).							

Table 12: Correlations of Justice Dimensions with Workplace Deviance Dimensions in Case C

		Property deviance 1	Property deviance 2	Production deviance 1	Production deviance 2	Political deviance	Personal aggression
Distributive justice	Pearson Correlation	-0,039	0,020	-0,094	-0,091	-0,052	-0,094
	Sig. (2-tailed)	0,711	0,850	0,366	0,385	0,620	0,366
Procedural justice	Pearson Correlation	0,083	0,168	-0,086	-0,111	-0,021	-0,051
	Sig. (2-tailed)	0,425	0,106	0,408	0,285	0,843	0,625
Interactional justice	Pearson Correlation	0,045	**0,267***	-0,028	-0,071	0,087	-0,017
	Sig. (2-tailed)	0,666	0,009	0,786	0,494	0,405	0,872
**. Correlation is significant at the 0.01 level (2-tailed).							

For Case C, a positive correlation (0.267) between interactional justice and property deviance (regarding with acquiring the properties of the organization) is significant at 0.01 level (Table 12). This means that when perceived interactional justice is low, the property deviance score will also be low. This contrary finding to the deviance literature will be discussed later after the relationships are tested in detail with regression analysis.

3.5.4. Regression Analysis between Justice Dimensions and Deviance Items

Treating each deviance dimension as dependent variables, stepwise regression analyses are applied. The results are consistent with results of correlation analysis. The relationships between distributive justice and production deviance (in Case B), and between property deviance and interactional justice (in Case C) are found.

When the results are analyzed, it is seen that distributive justice explains the .034 of (quantity related) production deviance (β= -.43; t= -2.066; p= .042). F value for the regression equation is 4.270 and this value is significant at .042 level (Table 13).

Distributive justice explains the .058 of (quantity related) production deviance (β= -.524; t= -2.588; p= .011). F value for the regression equation is 6.695 and this value is significant at .011 level (Table 14).

Table 13: The Relationship between (Quantity related) Production Deviance and Justice Dimensions in Case B

Dimensions included in the regression model	β	t	p	Ads R^2	F	p
Distributive justice	-.430	-2.066	.042	.034	4.270	.042
Dimensions excluded from regression						
Procedural justice	.010	.082	.935			
Interactional justice	.029	.249	.804			

Table 14: The Relationship between (Quality related) Production Deviance and Justice Dimensions in Case B

Dimensions included in the regression model	β	t	p	Ads R^2	F	p
Distributive justice	-.524	-2.588	.011	.058	6.695	.011
Dimensions excluded from regression						
Procedural justice	.037	.304	.762			
Interactional justice	.044	.386	.701			

Results for Case C indicates that interactional justice explains the .061 of property deviance (β= .45; t= 2.659; p= .009). F value for the regression equation is 7.073 and this value is significant at .009 level (Table 15).

Table 15: The Relationship between (Theft) Property Deviance and Justice Dimensions in Case C

Dimensions included in the regression model	β	t	p	Ads R^2	F	p
Distributive justice	.450	2.659	.009	.061	7.073	.009
Dimensions excluded from regression						
Procedural justice	-.089	-.825	.411			
Interactional justice	-.044	-.304	.762			

DISCUSSION AND CONCLUSION

The relationship between justice dimensions and workplace deviance types are tested in the study by using correlation and regression analysis. Results basically demonstrate weak relationships. The unrepresentativeness of the sample can be one of the main reasons of this result. The other possible reason for this result is the sensitivity of the subject. It is observed that respondents easily show their perceptions of unfairness while it was very difficult to get them confess the deviant behavior tendencies even though it was not asked their actual behaviors but the actors in scenarios.

With these results it wouldn't be wrong to assume that for three of the cases respondents perceive very low level of organizational justices. But there is no significant sensitivity within these justice types. Respondents' perceived justices are really low but respondents demonstrate no sensitivity towards the different injustices types in cases. This shows that people do not differentiate justice types in the situations described in the cases.

The found negative relationship between distributive justice and production deviance was not hypothesized. But in the literature, researches indicate that the target of deviant behaviors (individual or organization) depends on the perceived source of injustice (Colquitt, 2001; Jawahar, 2002). As defined previously, distributive justice deals with outcomes of organizational procedures. As mentioned previously, according to Robinson and Bennett's typology the target of production deviance is the organization itself. So we can conclude that when people perceive an injustice regarding with organizational outcomes they reply by damaging the vital procedures of organization regarding with outputs (production).

Additionally, the surprising result was the positive relationship between property deviance and interactional justice perceptions. The result was surprising because of two

reasons. Firstly, the relationship between justice perceptions and deviant behaviors are negatively hypothesized in general. Secondly, the expectation that "perceptions of distributive and procedural justice produce organization targeted deviant behavior while perceptions of interactional justice generate individuals as target" (Greenberg and Barling, 1999; Robinson and Bennett, 1995) is not satisfied with this result. For this result, we can come up with that the scale that was used may have some problems. It is possible that some of the questions were not understood very well. As well, respondents' attention to the survey is at minimum levels for last pages and the questions giving this result was positioned in the last page of the questionnaire form.

Lastly, it is important to emphasize that the highest deviance scores are seen in the Case C. At the same time, the lowest justice is perceived for three of the justice types in Case C. Ambrose et al. (2002) states that the sum of three types of injustice (distributive, procedural and interactional) was significantly related to severity of sabotage behaviors. The severity of sabotages significantly increases with the increase in perceived injustice types. Moreover, Jawahar (2002) found that all three forms of justice perceptions are low, employees have a higher tendency to show deviant behaviors when compared single justice form violations. So our result supports the findings of Ambrose et al.'s and Jawahar's studies.

LIMITATIONS OF THE STUDY AND RECOMMENDATIONS

Like other studies, this study has some limitations, too:

- Firstly, the deviant behavior is a tough subject to get trustworthy and accurate answers. This makes the measurements regarding with deviant behaviors difficult. We have used scenarios instead of asking respondents their behaviors directly. Although this application, it was hard to encourage people to be honest while answering the questions regarding with deviancy.

- Secondly, sample size that was reached is relatively small in the present study. More respondents may affect the results in a way that more results could have been reached as expected and also the sample was not homogenous.

- Thirdly, the questionnaire form was too long. The seven-paged form intimidated people. After they have accepted to contribute, it was hard for the respondents to read it carefully from beginning to the end. Each case followed by 25 questions was a big deal for most of the respondents to complete. For the further studies, three homogenous samples for three of the cases can be chosen, so respondents will reply only the questions about one scenario and questionnaire forms will be shorter.

- Lastly, the sampling method that is used can be a limitation for the study also. The trade off between ease of sample obtain and the representativeness of the sample is an issue for the study. So, we can say that the likelihood of the sample being representative is a limitation for this study. Constructing a more representative sample or choosing an organization as the population can be more beneficial to get more significant results.

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APPENDIX

Değerli Katılımcı;

Aşağıda "çalışanların adalet algılarını ve bu yöndeki davranışsal eğilimlerini" belirlemek amacıyla Dokuz Eylül Üniversitesi tarafından gerçekleştirilen bilimsel bir çalışmaya ilişkin soru formu yer almaktadır. Soru formuna cevap vererek bu konuda gerçekleştirilen kapsamlı bir çalışmaya son derece önemli katkılar sağlamış olacaksınız. Soru formunun doldurulması yaklaşık 10-15 dakikanızı alacaktır. Bize vereceğiniz cevaplar sadece ilgili bilimsel araştırma dâhilinde kullanılacak ve kimlik bilgileriniz istenmeyecektir. Çalışmamıza sağladığınız değerli katkılarınız için şimdiden teşekkür eder, iyi çalışmalar dileriz.

Saygılarımızla

Prof. Dr. Yasemin ARBAK
Araş. Gör. Selcen KILIÇASLAN

Demografik Bilgiler

Cinsiyetiniz:

O Kadın

O Erkek

Yaşınız: _____

Kaç yıldır çalışma yaşamındasınız _____

En son mezun olduğunuz eğitim kurumu

O İlköğretim

O Lise

O Üniversite

O Yüksek Lisans

O Doktora

Soru formunda çalışmanın amaçları doğrultusunda hazırlanmış senaryolar bulunmaktadır. Sizden istenilen, her bir senaryoyu okuduktan sonra senaryoyu değerlendirmek üzere hazırlanmış çeşitli önermeleri değerlendirmenizdir. Her bir önerme için 1–5 aralığında görüşlerinizi belirtmeniz istenilmektedir. (1. Kesinlikle Katılmıyorum, 2. Katılmıyorum 3. Kısmen katılıyorum kısmen katılmıyorum, 4. Katılıyorum, 5. Kesinlikle Katılıyorum).

Mehmet üniversiteden birincilikle mezun olduktan sonra büyük bir kuruluşta çalışmaya başlar. Mehmet işini, çalışma arkadaşlarını çok seven ve kuruma olan katkılarıyla her zaman takdir gören bir kişidir. On yıllık çalışması süresince pek çok başarılı projenin altına imza atmıştır. Üç yıl önce kriz döneminde birkaç ay ücret alamadığı halde hiç şikâyet etmeden çalışmasını canla başla sürdürmüştür. Mehmet tüm bu çabalarının karşılığında bir gün departman müdürü olmayı beklemektedir. Zira kendisiyle aynı zamanda başka bir birimde işe başlayan Ayşe göstermiş olduğu başarılı çalışmaları ve kuruma olan bağlılığı sonucu geçtiğimiz ay departman müdürü olmuştur. Geçtiğimiz ay Mehmet'i yanına çağıran müdürü bazı sağlık nedenleriyle yakında işi bırakacağını ve kendisi yerine Mehmet'i önereceğini ifade eder. Mehmet çok sevinçlidir, sonunda istediği olacaktır. Fakat geçtiğimiz hafta Mehmet hiç beklemediği bir haber alır. Kendisi müdür olmayı beklerken bu göreve üniversiteden arkadaşı olan Rıza bir başka firmadan transfer edilerek getirilmiştir. Mehmet müdürüne bu konuda bir açıklama yapacağı ümidiyle gider ancak müdürü ona, kendisinin de üst yönteminden bir açıklama istediğini ama tatmin edici bir cevap alamadığını söyler.

	kesinlikle katılmıyorum	katılmıyorum	kısmen katılıyorum kısmen katılmıyorum	katılıyorum	kesinlikle katılıyorum
Bu olayda Mehmet'in şirketi emeğinin karşılığında Mehmet'e sağladığı olanaklar açısından değerlendirildiğine adil davranmıştır.	1	2	3	4	5
Bu olayda Mehmet işteki çabalarını yansıtan kazanımlar (ücret, ilerleme, takdir vb.) elde etmiştir.	1	2	3	4	5
Bu olayda Mehmet'in elde ettiği kazanımlar (ücret, ilerleme, takdir vb.) kuruma yaptığı katkıyı yansıtır.	1	2	3	4	5
Bu olayda Mehmet'in elde ettiği kazanımlar (ücret, ilerleme, takdir vb.) göstermiş olduğu performansa uygundur.	1	2	3	4	5
Bu olayda Mehmet'in şirketi emeğinin karşılığında Mehmet'e sağladığı imkânları belirlerken adil yöntemler izlemiştir.	1	2	3	4	5
Bu olayda Mehmet'e konuyla ilgili kararın alınması sürecinde fikirlerini ve duygularını ifade etme imkânı verilmiştir.	1	2	3	4	5
Bu olayda Mehmet'in konuyla ilgili karar sürecinde elde edilen kazanımlar üzerinde etkisi olmuştur.	1	2	3	4	5
Bu olayda şirketinin karar alırken izlediği yöntem benzer kararların alınmasında uygulanan yöntemlerle tutarlıdır.	1	2	3	4	5
Bu olayda verilen karar önyargılardan uzaktır.	1	2	3	4	5
Bu olayda verilen karar doğru ve tutarlı bilgilere dayandırılmıştır.	1	2	3	4	5
Yönetim bu olayda Mehmet ile olan ilişkilerinde adil davranmıştır.	1	2	3	4	5
Yönetim bu olayda Mehmet'e karşı samimi davranmıştır.	1	2	3	4	5
Yönetim bu olayda Mehmet'e değer vermiştir	1	2	3	4	5

	kesinlikle katılmıyorum	katılmıyorum	kısmen katılıyorum kısmen katılmıyorum	katılıyorum	kesinlikle katılıyorum
Yönetim bu olayda Mehmet'in kişisel ihtiyaçlarını dikkate almıştır.	1	2	3	4	5
Yönetim bu olayda Mehmet'e karşı dürüst davranmıştır.	1	2	3	4	5
Yönetim bu olayda karar alırken Mehmet'in bir çalışan olarak haklarına saygı göstermiştir.	1	2	3	4	5
Yönetim bu olayda verilen kararın sonuçlarını Mehmet'le tartışmıştır.	1	2	3	4	5
Yönetim bu olayda alınan kararla ilgili gerçekçi gerekçeler sunmuştur.	1	2	3	4	5
Yönetim bu olayda alınan kararla ilgili Mehmet'e mantıklı bir açıklamada bulunmuştur.	1	2	3	4	5

Mehmet'in yaşadığı bu durum karşısında aşağıdaki davranışları gerçekleştirme olasılığını her bir davranışın karşısında yer alan ölçeği dikkate alarak cevaplayınız. Ölçekte "1" değeri söz konusu davranışın gerçekleşme olasılığının "çok düşük", "7" değeri ise "çok yüksek" olduğunu göstermektedir.

	Çok Düşük						Çok yüksek
Mehmet çalıştığı kurumun varlıklarına (bina, araç, gereç, müşteri vb.) zarar verir.	1	2	3	4	5	6	7
Mehmet kurumun varlıklarını (araç gereç, malzeme vb.) gasp eder.	1	2	3	4	5	6	7
Mehmet çalıştığı kurumda yapılan işin niteliğini (kalitesini) düşürecek şekilde davranır.	1	2	3	4	5	6	7
Mehmet çalıştığı kurumda yapılan işin daha uzun sürede ve/veya daha az miktarda yapılmasına neden olacak şekilde davranır (niceliğine zarar verir).	1	2	3	4	5	6	7
Mehmet durumundan sorumlu tuttuğu kişileri başkalarının gözünde zor durumda bırakacak şekilde davranır.	1	2	3	4	5	6	7
Mehmet durumundan sorumlu tuttuğu kişilere (fiziksel veya sözlü) zarar verecek şekilde düşmanca davranır.	1	2	3	4	5	6	7

Sizce bundan sonra ne olacaktır? _____
_____

Yukarıda sıralanan davranışlar dışında Mehmet'in yaşadığı bu durum karşısında tepkisini ifade etmek için gösterebileceği davranışlara bir örnek veriniz.
_____
_____
_____

Halil 2 yıldır X şirketinin Ege Bölgesi temsilciliğinde çalışmaktadır. Halil işinde son derece başarılıdır ve bu başarısı nedeniyle iki kez ödüllendirilmiştir. İşe girdikten kısa bir süre sonra evlenen Halil'in eşi yeni doğum yapmıştır. Eşi bir süre çalışamayacak olan Halil artan masraflarını karşılamak üzere bir süredir gece mesaisine de kalmaktadır. Geçtiğimiz pazartesi İnsan Kaynakları Müdürü Doğan Bey Halil'i önemli bir konuda görüşmek üzere yanına çağırır. Görüşmelerinde Doğan Bey Halil'e bu yıl şirketin darboğazda olduğunu, bu nedenle üst yönetimin personel sayısını azaltmak yönünde karar aldığını ifade eder. Kendisini aslında çok başarılı bulduklarını, ancak üst yönetimin kararı gereği işten çıkarmalara en kıdemsiz personelden başlanacağı bu nedenle bir ay içinde işine son verileceğini, bir an evvel iş aramaya başlamasını söyler.

	kesinlikle katılmıyorum	katılmıyorum	kısmen katılıyorum kısmen katılmıyorum	katılıyorum	kesinlikle katılıyorum
Bu olayda Halil'in şirketi emeğinin karşılığında Halil'e sağladığı olanaklar açısından değerlendirildiğine adil davranmıştır.	1	2	3	4	5
Bu olayda Halil işteki çabalarını yansıtan kazanımlar (ücret, ilerleme, takdir vb.) elde etmiştir.	1	2	3	4	5
Bu olayda Halil'in elde ettiği kazanımlar (ücret, ilerleme, takdir vb.) kuruma yaptığı katkıyı yansıtır.	1	2	3	4	5
Bu olayda Halil'in elde ettiği kazanımlar (ücret, ilerleme, takdir vb.) göstermiş olduğu performansa uygundur.	1	2	3	4	5
Bu olayda Halil'in şirketi emeğinin karşılığında Halil'e sağladığı imkânları belirlerken adil yöntemler izlemiştir.	1	2	3	4	5
Bu olayda Halil'e konuyla ilgili kararın alınması sürecinde fikirlerini ve duygularını ifade etme imkânı verilmiştir.	1	2	3	4	5
Bu olayda Halil'in konuyla ilgili karar sürecinde elde edilen kazanımlar üzerinde etkisi olmuştur.	1	2	3	4	5
Bu olayda şirketinin karar alırken izlediği yöntem benzer kararların alınmasında uygulanan yöntemlerle tutarlıdır.	1	2	3	4	5
Bu olayda verilen karar önyargılardan uzaktır.	1	2	3	4	5
Bu olayda verilen karar doğru ve tutarlı bilgilere dayandırılmıştır.	1	2	3	4	5
Yönetim bu olayda Halil ile olan ilişkilerinde adil davranmıştır.	1	2	3	4	5
Yönetim bu olayda Halil'e karşı samimi davranmıştır.	1	2	3	4	5
Yönetim bu olayda Halil'e değer vermiştir	1	2	3	4	5
Yönetim bu olayda Halil'in kişisel ihtiyaçlarını dikkate almıştır.	1	2	3	4	5
Yönetim bu olayda Halil'e karşı dürüst davranmıştır.	1	2	3	4	5
Yönetim bu olayda karar alırken Halil'in bir çalışan olarak haklarına saygı göstermiştir.	1	2	3	4	5
Yönetim bu olayda verilen kararın sonuçlarını Halil'le tartışmıştır.	1	2	3	4	5
Yönetim bu olayda alınan kararla ilgili gerçekçi gerekçeler sunmuştur.	1	2	3	4	5
Yönetim bu olayda alınan kararla ilgili Halil'e mantıklı bir açıklamada bulunmuştur.	1	2	3	4	5

Halil'in yaşadığı bu durum karşısında aşağıdaki davranışları gerçekleştirme olasılığını her bir davranışın karşısında yer alan ölçeği dikkate alarak cevaplayınız. Ölçekte "1" değeri söz konusu davranışın gerçekleşme olasılığının "çok düşük", "7" değeri ise "çok yüksek" olduğunu göstermektedir.

	Çok Düşük						Çok yüksek
Halil çalıştığı kurumun varlıklarına (bina, araç, gereç, müşteri vb.) zarar verir.	1	2	3	4	5	6	7
Halil kurumun varlıklarını (araç gereç, malzeme vb.) gasp eder.	1	2	3	4	5	6	7
Halil çalıştığı kurumda yapılan işin niteliğini (kalitesini) düşürecek şekilde davranır.	1	2	3	4	5	6	7
Halil çalıştığı kurumda yapılan işin daha uzun sürede ve/veya daha az miktarda yapılmasına neden olacak şekilde davranır (niceliğine zarar verir).	1	2	3	4	5	6	7
Halil durumundan sorumlu tuttuğu kişileri başkalarının gözünde zor durumda bırakacak şekilde davranır.	1	2	3	4	5	6	7
Halil durumundan sorumlu tuttuğu kişilere (fiziksel veya sözlü) zarar verecek şekilde düşmanca davranır.	1	2	3	4	5	6	7

Sizce bundan sonra ne olacaktır? _____
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Yukarıda sıralanan davranışlar dışında Halil'in yaşadığı bu durum karşısında tepkisini ifade etmek için gösterebileceği davranışlara bir örnek veriniz.
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Selim ve Murat bir aile şirketinde aynı anda işe başlarlar. İkisi de son derece iyi eğitim almış başarılı kişilerdir. İşe girdiklerinde patronları Ahmet Bey kendilerinden çok fazla şeyler beklediklerini, şirketin onların altına imza attıkları projeler ile gelişeceğini ifade eder. Büyük bir hevesle işe başlayan Selim ve Murat gerek birlikte gerekse ayrı ayrı yer aldıkları projelerde son derece iyi işler çıkararak şirketin büyümesine çok büyük katkılarda bulunurlar. Geçen süre zarfında Murat Selim'e oranla daha girişken bir kişiliğe sahip olduğundan kendisinden yaşça çok da büyük olmayan patronları Ahmet Bey ile son derece iyi ilişkiler kurar. Selim bu durumu başta hiç yadırgamamakla birlikte zaman içerisinde şirketin en kârlı projelerinin sorumluluğunun Murat'a verildiğini fark ederek rahatsız olmaya başlar. Bu rahatsızlığı şirketin emektarlarından Ayşe Abla'nın Murat'ın kendisinin ayağını kaydırmaya çalıştığı ve bu nedenle dikkatli olması yönündeki uyarısıyla daha da artar. Bir gün patron Ahmet Bey Selim'i yanına çağırır ve Murat'la beraber çalıştıkları büyük ve şirket için çok önemli bir projenin müşterisinin projeyi iptal ettiğini söyler. Müşteriyi ellerinden kaçırmalarına neden olarak Selim'i bağıra çağıra suçlayan patron Ahmet Bey, Selim'in kendini savunmasına izin vermeden kapıyı çarparak odadan çıkar. Hâlbuki müşteri ile Murat arasında geçen bir tartışmadan dolayı bu projenin iptal edildiğini bütün ekip bilmektedir. Bundan birkaç ay sonra patronları Ahmet Bey, Selim'i çağırarak Selim'in şirketin yeni açılan taşra teşkilatlarında görev almasının daha uygun olacağını ve bu doğrultuda en kısa sürede buradaki işlerini tamamlayarak taşınma hazırlıklarına başlamasını söyler.

	kesinlikle katılmıyorum	katılmıyorum	kısmen katılıyorum kısmen katılmıyorum	katılıyorum	kesinlikle katılıyorum
Bu olayda Selim'in şirketi emeğinin karşılığında Selim'e sağladığı olanaklar açısından değerlendirildiğine adil davranmıştır.	1	2	3	4	5
Bu olayda Selim işteki çabalarını yansıtan kazanımlar (ücret, ilerleme, takdir vb.) elde etmiştir.	1	2	3	4	5
Bu olayda Selim'in elde ettiği kazanımlar (ücret, ilerleme, takdir vb.) kuruma yaptığı katkıyı yansıtır.	1	2	3	4	5
Bu olayda Selim'in elde ettiği kazanımlar (ücret, ilerleme, takdir vb.) göstermiş olduğu performansa uygundur.	1	2	3	4	5
Bu olayda Selim'in şirketi emeğinin karşılığında Selim'e sağladığı imkânları belirlerken adil yöntemler izlemiştir.	1	2	3	4	5
Bu olayda Selim'e konuyla ilgili kararın alınması sürecinde fikirlerini ve duygularını ifade etme imkânı verilmiştir.	1	2	3	4	5
Bu olayda Selim'in konuyla ilgili karar sürecinde elde edilen kazanımlar üzerinde etkisi olmuştur.	1	2	3	4	5
Bu olayda şirketinin karar alırken izlediği yöntem benzer kararların alınmasında uygulanan yöntemlerle tutarlıdır.	1	2	3	4	5
Bu olayda verilen karar önyargılardan uzaktır.	1	2	3	4	5
Bu olayda verilen karar doğru ve tutarlı bilgilere dayandırılmıştır.	1	2	3	4	5
Yönetim bu olayda Selim ile olan ilişkilerinde adil davranmıştır.	1	2	3	4	5
Yönetim bu olayda Selim'e karşı samimi davranmıştır.	1	2	3	4	5
Yönetim bu olayda Selim'e değer vermiştir	1	2	3	4	5
Yönetim bu olayda Selim'in kişisel ihtiyaçlarını dikkate almıştır.	1	2	3	4	5

	kesinlikle katılmıyorum	katılmıyorum	kısmen katılıyorum kısmen katılmıyorum	katılıyorum	kesinlikle katılıyorum
Yönetim bu olayda Selim'e karşı dürüst davranmıştır.	1	2	3	4	5
Yönetim bu olayda karar alırken Selim'in bir çalışan olarak haklarına saygı göstermiştir.	1	2	3	4	5
Yönetim bu olayda verilen kararın sonuçlarını Selim'le tartışmıştır.	1	2	3	4	5
Yönetim bu olayda alınan kararla ilgili Selim'e gerçekçi gerekçeler sunmuştur.	1	2	3	4	5
Yönetim bu olayda alınan kararla ilgili Selim'e mantıklı bir açıklamada bulunmuştur.	1	2	3	4	5

Selim'in yaşadığı bu durum karşısında aşağıdaki davranışları gerçekleştirme olasılığını her bir davranışın karşısında yer alan ölçeği dikkate alarak cevaplayınız. Ölçekte "1" değeri söz konusu davranışın gerçekleşme olasılığının "çok düşük", "7" değeri ise "çok yüksek" olduğunu göstermektedir.

	Çok Düşük						Çok yüksek
Selim çalıştığı kurumun varlıklarına (bina, araç, gereç, müşteri vb.) zarar verir.	1	2	3	4	5	6	7
Selim kurumun varlıklarını (araç gereç, malzeme vb.) gasp eder.	1	2	3	4	5	6	7
Selim çalıştığı kurumda yapılan işin niteliğini (kalitesini) düşürecek şekilde davranır.	1	2	3	4	5	6	7
Selim çalıştığı kurumda yapılan işin daha uzun sürede ve/veya daha az miktarda yapılmasına neden olacak şekilde davranır (niceliğine zarar verir).	1	2	3	4	5	6	7
Selim durumundan sorumlu tuttuğu kişileri başkalarının gözünde zor durumda bırakacak şekilde davranır.	1	2	3	4	5	6	7
Selim durumundan sorumlu tuttuğu kişilere (fiziksel veya sözlü) zarar verecek şekilde düşmanca davranır.	1	2	3	4	5	6	7

Sizce bundan sonra ne olacaktır? _____
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Yukarıda sıralanan davranışlar dışında Selim'in yaşadığı bu durum karşısında tepkisini ifade etmek için gösterebileceği davranışlara bir örnek veriniz. _____
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