A New Approach to The Organizational Justice Concept: The Collective Level of Justice Perceptions

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Abstract

Based on literature review it is discernible, that research and studies concerning organizational justice matters, tend to focus primarily on the aspects of the individual relationship between an organization, and the justice perceptions subsequently developed by an individual. In real circumstances however, it can be assumed, that any individual as part of a group, may become affected not only by a justice procedure or process directly concerning themselves, but simultaneously, by indirect experience involving social interactions and the implications of justice implemented in relation to their colleagues at the group level. Existing scales found in literature and designed to measure the organizational justice perceptions may not always be sufficient to accurately investigate the perceptions of justice at the collective level. Conducted study reveals an existing link and exposes vital correlation between the scales currently used to measure the organizational justice perceptions and, the collective level of these perceptions and behavior.

Extended Abstract[4]

The Problem of the Study: Based on literature review, it is discernible, that research and studies concerning organizational justice matters, tend to focus primarily on the aspects of the individual relationship between an organization, usually setting out rules and administering justice, and the justice perceptions subsequently developed by an individual, member of this organization. In real circumstances however, it can be assumed, that any individual aspart of a group and member ofan organization, maybecome affected not only by a justice procedure or process directly concerning themselves, but simultaneously, by indirect experience

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involving social interactions, and theimplications of justiceimplemented in relation to their colleagues and members of their group. Each of the two dimensions representing separate subset of crucial characteristics of this personal experience, may have arole to play in changing perceptions and adjusting behavior at the collective level of the organization. Existing scales found in literature, designed to measure the organizational justice perceptions within the basic three dimensions of the organizational justice model (distributive, procedural and interactional justice), much as useful for the purpose of examining the justice perceptions of a person in a direct and individual relationship with their organization, may in fact, not always be sufficient to accurately investigate, and to enable valid descriptions of these perceptions at the collective level.

The Purpose of the Study: The present study is aimed at finding correlation between the organizational justice implementation and the resultant justice perceptions, being developed and adjusted in a collectivecontext by individuals, who, while remaining in apersonal relationship with their organization, simultaneously experience ramifications of justice process and proceduresaffecting others, by remaining inthe group relation with colleagues, learning from the behavior of their peers, having exposure to the perceptions developed by others, and implications of group interactions, ultimately becoming a major factor affectingjustice perceptions of their own. Also explaining how exactly the individual perceptions are being developed andshaped in the course of such an interchange. Relevant scales and theories concerning the organizational justice model, are being investigated and, in addition to the currently existing scales, a new approach is being tested, in order to further determine thebasic characteristicsof the perceptions of justice, measured at the collective level.

Method: The theoretical part of this study, has been developed via literature review. A survey employed to gather data from the health organizations' staff in Turkey included: doctors, nurses and other healthcare staff members. Interviews were used, and questionnaires were distributed to the secondary care hospitals, reaching the finalsample totalof 105 respondents. Statistical analyses of the data were conducted in theenvironment of SPSS and LISRELsoftware packages.

Findings and Results: Conducted study reveals an existing link and exposesvital correlation between the scales currently used to measure the organizational justice perceptions and, the collectivelevelof these perceptions, formed, not only under the influence of direct and individual interactions between a person and the organization they are a part of, but also, simultaneously moderated through the social context of the participation in a justice process at the collectivelevel, and coexisting, seen to be significantly affecting these perceptions, personal relations. A new scale, with field application has been developed and tested in order to query the collective context of justice perceptions. Related hypothesis and scales have been evaluated. It has subsequently been assumed, that adding a fourth (the collective dimension) to the already existing and found in literature as a three-dimensional concept scales, facilitates better and more comprehensive understanding of the organizational justice perceptions and underlying factors.

Keywords: Collective Justice, Organizational Justice, Justice

Introduction

Although the question of fairness, as a fundamental aspect of human behavior, social exchange and interaction has, to date, been examined from numerous perspectives and, as a concept, its history is certainly much older than any printed account of these thorough explorations, its prominence inconcerning organizational issues literature, became gradually more noticeable in relatively recent times. Organizational justice, as a key term to understanding fairness within an organizational setting, has been gradually gaining on its clarity and shape, within the time of merely past few decades. Amongst many different approaches, one, provided by Beugré (1998) concise definition, seems to be bringing some of the different views to a common ground; After Beugré,*"Organizational justice refers to the perceived fairness of the exchanges taking place in an organization, be they social or economic, and involving the individual, in his or her relations with superiors, subordinates, peers, and the organization as a social system"*.

In the existing literature addressing the conceptof justicein the organizational setting, the idea of the perception of justice can, in principle, be framed in the process of examining some of the well established and offering variety of perspectives theories: Equity (Adams, 1963), Relative Deprivation (Stouffer et al, 1949), Judgement of Justice (Leventhal, 1976,1980), Comparative Cognition (Folger, 1986) and Control (Lind and Tyler, 1988), to mention the most significant and frequently cited. Emerging picture conveys the organizational justicenotion, thatencompasses three basic dimensions: distributive, procedural and interactional justice.

Adopted by different authors perspectives, bring to the focus various theoreticalaspects constituting the organizational justice concept, nevertheless, most of the theories and scales, that have been developed, thus far, to characteriseand measure the perceptions of organisational justice, while aiming to explicateitsmost fundamental components, offer only limited methodological insights(such as examples of applicable questionnaire statements), that would besuitable for surveys and for the purpose of investigating and measuring the perceptions of justice on other than, the involvingdirect relation of a person and their organization level, especially, not as seen and shaped through an indirect, but palpably relevant to these perceptions (even if ostensibly less tangible) perspectives; example: indirect participation in a justice process involving a colleague; perceptions resulting from inequitable

administration of justice affecting other member of a group or, the perceptions following perceived at the collective level miscarriages of justice or instances of justice not being observed and served.

In fact, any individual, be it within a business environment or other peer-groupshould, by the same, be seen as interrelated through various types of relationships with others and, can not comprehensively be characterised as a person, inseparation from theircolleagues and peers, (Bandura, 2000). "Social Impact" (Anastasia, 1981), "Social Identity" (Tajfel and Turner, 1979), "Social Comparison" (Festinger, 1954), "Collective Memory / mind" (Weick and Roberts, 1993)and, "Survivors Syndrome" (Noer, 1993). In the light of theories enumerated above, individuals in an organizational setting, tend naturally to develop perceptions and attitudes towards co-employees within a group, and while observing, evaluating andlearning from the behaviour of others, make simultaneous attempts to gain a measure of control over their behavior. Based on these assumptions, other individuals mayadjust their own perceptions, building upon these group relations andattitudes, while exerting similar influence on the collective perceptions and behavior.

Consequently, perceptions of justice reveal at the collective level,their strong interdependence with any representative behavioralstandard andattitude permitted or adopted within the group,sensitivity to underlying group relations social context, correlation with collective expectations and norms followed by others, also,interpersonal and cultural relations, underpinning the understanding of notion of justice itself and further seen to mediate the impact of procedures and profoundly moderate the perceptions and behavior.

On that account, the key objective of this study is,to investigate how exactly the perceptions of justice are being influenced at the collective level ofexperience of organizational justice, suggest what behavioral factors can markedly affect these perceptions; (patterns ofinteraction, different expectations, variations in norms and coexisting standards) and, to what measurable extent.

2. The Conceptual Framework

2.1. Organizational Justice

Organizational justice refers to the perceived fairness of the exchanges taking place in an organization, be they social or economic and, involving the individual, in his or her relations with superiors, subordinates, peers; and the organization as a social system (Beugre, 1998).

2.2. Collective Justice in the Organizational Model of Justice

The dimension of justice in organizations directly reflecting influence of complex group interactions and social behaviour, interrelated with promoted by the group standards, moderated by social component and adjusted at the group level. Linking collective experience with individual expectations of fairness, affecting attitudes, moderating impact of justice procedures.

2.3. Dimensions of theOrganizationalJustice

Organizational justice reflects the extent, to which individuals perceive, that they are treated fairly at work. Existing subject studies led to the identification of three essential components of the organizational justice concept: the distributive, procedural and interactional dimensions of justice. Distributive justice reflects the perceived fairness, with regard to how resources and rewards are distributed, and allocated in organizations (Adams,1963). Procedural justice is defined as the perceived fairness of the process and procedures, used to make allocation decisions (Leventhal, 1976). The last justice dimension, interactional justice, relates to the "quality of the interpersonal treatment people receive, when procedures are implemented."

This form of justice does not pertain to the outcomes of procedures associated with decision making, but rather, scrutinizes whether or not people feel that they are treated fairly, when decisions are being implemented. Fair interpersonal treatment necessitates that managers communicate truthfully and treat people with courtesy and respect (Colquitt,2001).

2.4.Related Theories

a) Equity Theory: First developed in the early 1960s, by behavioral psychologist John S. Adams, equity theory,is largely concerned with defining and measuring the relational satisfaction of the employees. Adams suggested, that employees try to retain a balance between what they give to an organizationand what they receive in return, and base satisfaction with their own balance on comparable perceptions in colleagues. The 'inputs', or what the employees give to an organization, can be broken down to many metrics including time, loyalty, effort, tolerance, flexibility, enthusiasm, personal sacrifice, skill and trust in superiors.

Outcomes may include 'hard' factors, such as salary, job security andemployee benefits, but extend to less tangible aspects such as sense of achievement, praise and reputation(Adams, 1963).

b) Relative Deprivation Theory: Is a theoretical concept, that has often been used to analyze context of perceived injustice and inequality. An important aspect of relative deprivation is, that an individual does not employ absolute measures of deprivation while forming their perceptions, but rather deprivation or achievement levels, relative to some standard (Runciman, 1966). Hence, relative deprivation is seen tostem from a subjective feeling of discontent based on the belief that "one is getting less, that one is entitled to" (Appelgryn and Bornman,1996).

c) Judgement of Justice Model: Leventhal (1976b), pointed to the importance of various allocation norms, that specify criteria, by which the distribution of outcomes are being defined, as justice. A justice rule is a belief, that "outcomes" must be distributed in accordance with certain criteria. Leventhal's (1976a) justice judgement model takes a more proactive approach than the equity theory does. People judge their "deservingness" by using several different justice rules. There are primarily three distributive justice rules: (a) the contribution rule, (b) the equality rule, and (c) the needs rule. The justice judgment model posits a four stage sequence, whereby an individual evaluates the justice of outcomes.

The individual (1) decides which justice rules to use and how much weight to associate with them - weighting; (2) estimates the amount and types of outcomes the recipient deserves based on each justice rule - preliminary estimation; (3) combines the outcomes deserved on the basis of each rule into a final estimate - rule combination; and (4) evaluates the fairness of the recipient's actual outcomes, by comparing the actual, to the deserved outcomes - outcomes evaluation.

Resultantly, the justice judgment model assumes that an individual's judgment of fairness may be based, not only on a contributions rule but,depending on circumstances, an equality rule, or a needs rule. According to the justice judgment model, individuals evaluate allocation procedures used by decision-makers, based on the situation, in effect proactively employing various justice norms such as:equity, needs and equality.

d) Referent Cognitions Theory:"One's present state, is a product of what has happened in the past. When people reflect upon present outcomes, therefore, their subjective evaluation of these outcomes will be affected by whatever alternative reconstructions of the past are most cognitively accessible.

Because these alternative reconstructions provide a frame of reference, they will be called referent cognitions. This term is used then, as a shorthand expression for things that people can easily imagine having taken place, as contrasted with whatever actually took place" (Folger, 1980,39).

e) Control Theory: According to this theory, individuals who are included in the decision-making process, tend to perceive the results (Lind and Tyler, 1988) of the process of justice (eg. managerial-led disputes) as more just, even if the results themselves were less favorable to themselves, than in a situation, in which they have been denied a voice and participation in the process, even if the outcomes of the process itself are ultimately more favorable to them. (Thibaut and Walker 1975,427; Colquitt and others, 2001).

Outlined above key theories, setting up the conceptual framework of this study, will briefly be examined below, in order to establish abackground, based on which, the concept of 'the collective perception of the organizational justice', the core subject here, will further be discussed.

Both, Relative Deprivation and the Equity theory, share a common view, that the perception of justice in organizations remains determined by an 'input and output' exchange-relation, between a person and his or her organizational environment. Furthermore, theoriesdemonstrate, how individualsdevelop their perception of the organizational justice, through comparing their contributions to the organization withoutcomes, that they have achieved in the exchange with the organization, againstcomparable values of the input-output ratio, that have in parallel been achieved by their peers, superiors, subordinates.

In this elaboratemental process, there may not necessarily have arisen any imbalance (inequality) between the input and the output in the relations between the organization and the individual, that would have directly affectedhis or her justice perceptions, or their expectations derived from attributes, such as: status or competency, however, what notably neither of the two theories thoroughly scrutinized, would be the outcome of a situation, in which there was an observable inequity or injustice in respective ratios, that haveconcurrently been achieved by other employees in a group or by a colleague in the immediate vicinity of this person. How would this factbe reflected in their justice perceptions? This situation, potentially vital in the collective contextand, arguably usefulas a conceptual means towardsbetter understanding of both, the organizational justice perceptions and justice outcomes

(through including anddefining the intrinsic to the work place social factors), have been seen left out of sharp scope of both theories.

AlthoughtheJudgement of Justice Model, offers a comprehensive view on, what rules should have to be implemented when individuals decide what in his or herindividual relation with an organization is equitable, neither the group influenceon the presented rules validation, nor useful approaches, to specifically explore the consequences of the interdependent perceptions associatedwith the justice outcomes seen through the collective perspective, where indirect experiences (for example: becoming a witness of a miscarriage of justice), complexsocial interactions having influence on expectations, have been suggested, although conceivably, it may be assumed, that such considerations have a key role to play, as anextension to the model and a factor measurably contributing tothe organizational justice perceptions concept. Therefore, this influential theory, indispensable for proper understanding of the rules underpinning the perceptions of justice in organizations, exhibits comparable with the theoryreviewed above limitations, with regard to the postulated here collective aspects affecting these perceptions.

Referent Cognitions Theory, originated by Folger, brings to the fore vital mechanisms of the cognition, central to the perception processes, and demonstrates, how some highly individual circumstances, such as different personal experiences may lead, to inevitable rise in individual disparities, with regard to justice perceptions, due to the employing by an individuals thinking processes, linking their current situation with experiences of the past and projecting subjective expectations against the broader context of the personal circumstances. Theory brings us a step closer to the understanding of how the alternative perceptions of justice of an individual at present may have developed depending on previouspersonal experiences, and how individuals maybuild upon these, their future expectations. Although theory suggests strong relations between the perception of justice of a person at present with demonstrably less tangible preexisting or externalcircumstancesseen through a subjective perspective of a multifaceted cognitive processes, collective angles arguably relevant to this process and affecting ultimate perceptions have not been considered.

Control Theory explains the perception of organizational justice, seen as linked with the extent of an influence, that one is allowed to exercise over a relevant to him or her, organizational justice process.

Participation in a course of the processof justice is seen to moderate profoundly individual perceptions of the process outcomes, but, in analogical to previously presented examples, also this theory concentratespredominantly on the individual aspects of the justice-relations between a personandthe organization-led process and,its bearing on the perceptions. How the justiceperception of the same person would have been adjusted, if someone else had gained inequitably more control over the justice process involving themselves and achieving inequitably favorable outcomes for themselves compared to his or her peers within a group?

As it has been demonstratedin the paragraphs above, established theories, much as bringing to light the most integral aspects of the organizational justice perception concept, materially reflecting the fundamental functions and dimensions of the relation which involves principally, an individual, and the employing him or her organization; neither directly address, nor have a critical impact on our understanding and ability to measure the perceptions, grown in a context of social interchange, stretching far beyond the much limited, due to such a definition space. Collective perceptions, germinated in a complex, increasingly inseparable from the workplace of a modern day context of social interaction, remain by and large uninvestigated.

At this point, it is pertinent to draw attention to the fact, that in the light of found in literature theories enumerated below, a person,de facto, tends to valuenot merelya fair handling of justice with relation to themselves and their personal criteria, but equally, within the boundaries of their observable space, evaluates instances ofjustice administration, which may have been served in relation to their colleagues and peers; accordingly adjusting individual perceptions and changing attitudes. Distinctive theories pertaining to this matter have been named in paragraphs below:

Social Impact Theory, explains the relationship between a group and a person, who belongs to it. Upon this theory, an individual remains influenced by other members of the group. The general character of the relationship may vary broadly and evolves accordingly to a range of characteristics, such as size, attractiveness of the group, and the position thatthe person retains against the other member of the group (Latane, 1981). In the light of the Social Identity Theory, individualsclassifythemselves within a group, develop a sense of belonging to the group and, evaluate him or herself, in relation to the values held or promoted by the group. In consequence, the group effectively reverse-affects the perceptions and attitudes of the person (Tajfel and Turner,1979).

From the perspective of the Social Comparison Theory, individuals need to be able to evaluate their own opinions, emotions, personal values, skills and traits, to come to valid conclusions with regard to themselves. Individuals try to reach this idea through comparing themselves with others when this necessity is not resolved objectively (Festinger,1954).

According to the Collective Memory/Mental Mind Theory, individuals perceive their organization as a social system and assess their relationships with others within its context and structure, to develop a "collective consciousness/mind" (Weick and Roberts, 1993).

The Survivor Syndrome explains the fear, anxiety and a complex behavior of co-working employees, which results directly from the thinking ofthe situation of dismissal, andobserving othersin the process of the organizational downsizing (Noer, 1993).

Considering the significance of the established theories and character of the enumerated studies, it can now be ascertained, that individual perceptions remain affected not only by justice process and procedures involving directly themselves, but also, affecting the union or group, they represent through the collective interchange and through being cognizant to the organizational justice being simultaneously administered and having observable impact on their colleagues and friends. Organizational justice perceptions should hence be evaluated in this context. Collective perceptions of justice, which were not included inleading theories examining aspects of justice concept in organizations, should further be disclosed, as a material part of the concept, since it is not possible to separate a person from the group, they represent, and which context as concluded above, may manifestly influence measured perceptions, also, further modify behavior.

Examination of the items of three different scales (Yıldırım, 2007; Polat, 2007; Özdevecioğlu, 2003; Aryee and others, 2002; Gürbüz and Mert, 2009; Özmen and others, 2007; Nam, 2008) indicates, that only a limited number of items related to the collective perceptions specifically concerning others, can be found. In relation to these scales, following considerations can be made:

When three different scales commonly used in literature, and developed by Niehoff and Moorman (1993), Colquitt (2001) and Ruder (2003) to measure the perception of organizational justice are examined in Table 1, it can be noted, that number of items concerning justice perceptions with respect to others are quite limited.

As shown in this table, in the scale of Niehoff and Moorman (1993), the 6th,7th,10th and 11thitem of the procedural justice concerns the perceptions with respect to others. In the scale belonging to Colquitt (2001), only the 20th item concerns perceptions with respect to others, and in the scale of Ruder (2003), the 10th and 12th item represents perception with respect to others.

Table 1. Most Commonly Used Scales of the Organizational Justice

	1.Niehoff and Moorman (1993)	2.Colquitt (2001)	3.Ruder (2003)
1	My work patterns are fair.	Can you express your ideas and emotions during the process?	Considering my responsibilities I am rewarded in a fair manner.
2	I think my payment is fair.	Do you have any influence on the gains during the process	I am rewarded in a fair manner according to my experiences.
3	I am of the opinion that my workload is fair.	Is the process implemented in a consistent manner?	I am rewarded in a fair manner according to my education level.
4	Considered wholly, the gains obtained from the workplace is fair.	Is the process implemented unbiased?	I am rewarded in a fair manner according to my effort.
5	I am of the opinion that my work responsibility is fair.	Is the process based on accurate and consistent information?	I am rewarded according to my success achieved at work.
6	Decisions about work are taken by the executives in an unbiased manner.	Can you request the correction of the gains achieved at the end of the process?	I am rewarded according to degree of pressures and challenges at my work.
7	Executives get the opinions of all the employees before they take decisions about work.	Is the process appropriate for ethical and moral standards point of view?	Procedures help you to gather accurate information in decision-making.
8	Before making decisions about work executives collect accurate and complete information	Can you express your ideas during these processes?	Procedures create standards for consistency in decisions.
9	Executives explain the decisions taken and give additional information.	Do you have any influence on the gains during the process?	Procedures create standards for consistency in decisions.
10	All decisions related to the work are applied to the affected employees indiscriminately.	Is the process implemented in a consistent manner?	Procedures include equally all those affected ones.

| 11	Employees can oppose the decisions about work or may request re-negotiation from top-executives.	Is the process implemented unbiased?	Procedures; provides useful feedback regarding decision or its execution.
12	While decisions are taken, managers behave kindly towards me.	Are they polite to you?	Procedures take into account the request of additional information or clarification.
13	Executives adopt a respectful manner towards us while decision making.	Do they value you?	My immediate supervisor cares about my perspectives.
14	While decisions are taken about my job, executives are sensitive to my individual needs.	Do they treat you in a respectful manner?	My immediate supervisor acts to suppress personal biases.
15	While decisions are taken about my job, my executives are honest and sincere to me.	Does s/he make comments or criticize you inequitably?	My immediate supervisor, enables timely decisions and conveying their contents to me.
16	My executives protect my rights while decisions are taken about my job.	Are they sincere in dialogue with you?	My immediate supervisor is polite and respectful to me.
17	My executives discuss the consequences of decisions.	Does it explain the process entirely?	My immediate supervisor takes due care of my rights.
18	My executives show proper justification about my work.	Are the explanations for the process logical?	My immediate supervisor considers all vital circumstances when dealing with me.
19	My executives make appropriate disclosure while taking decisions about my work.	Does it transfer the details about process on time?	
20	My executives explain all details to be about my work.	Does s/he speak in a apprehensible way while transferring information?	

As highlighted in the *problem of the study*, people, whilebuilding their justice perceptions, take into account more than only the justice outcomes and implications affecting themselves. They adjust their views while evaluating situation of their peers and colleagues. Therefore, when measuring the perception of organizational justice, the need to add queries questioning the perceptions of justice with respect to others, should at this pointbe emphasized. In the context of this reasoning, our research provides means necessary to resolve deficiency.

Table 2. Items Addressing Aspects of the Collective perceptions ofJustice

|	Table 2. Expressions Related to Collective Justice Practices items
1	Workload is fair to everyone.
2	**Wages are fair to everyone at work.**
3	Executives protect everyone's rights while taking decisions about work.
4	**Process and rules are fair for everyone in the workplace.**
5	The manager's manner is polite not only to me but also to others.
6	**(-) I am not interested in others' rights except from mine at work.**
7	My colleagues' thinking of my workplace as a fair one affects my attitude.
8	**When I eyewitness an injustice towards a colleague, I feel like it's done to me.**
9	I'd defend my colleague if s/he encountered an unequal treatment.
10	**(-) I think there must be a reason in the unjust treatment of some of my colleagues.**

3.Research

3. 1. The Model
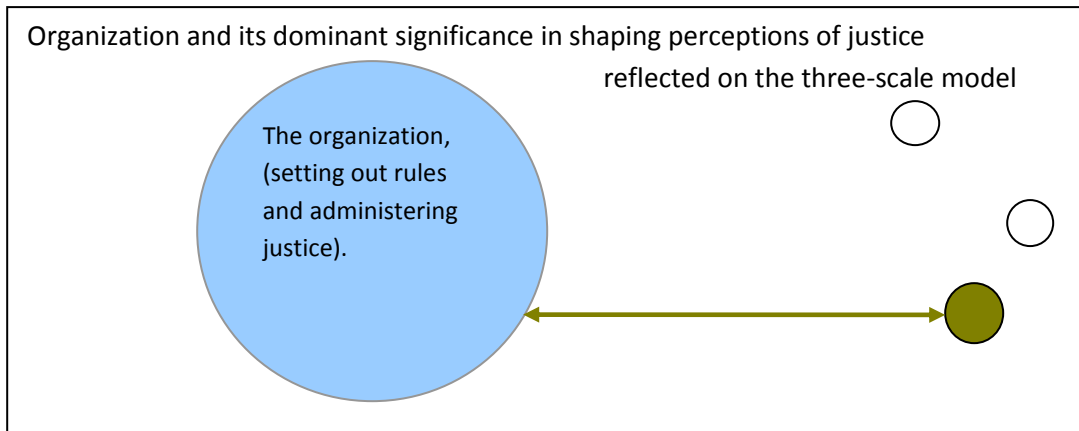
Currently established scales of three dimensional organizational justice model exhaustively

Examine essential qualities of the relation between an employee and his or her organization.
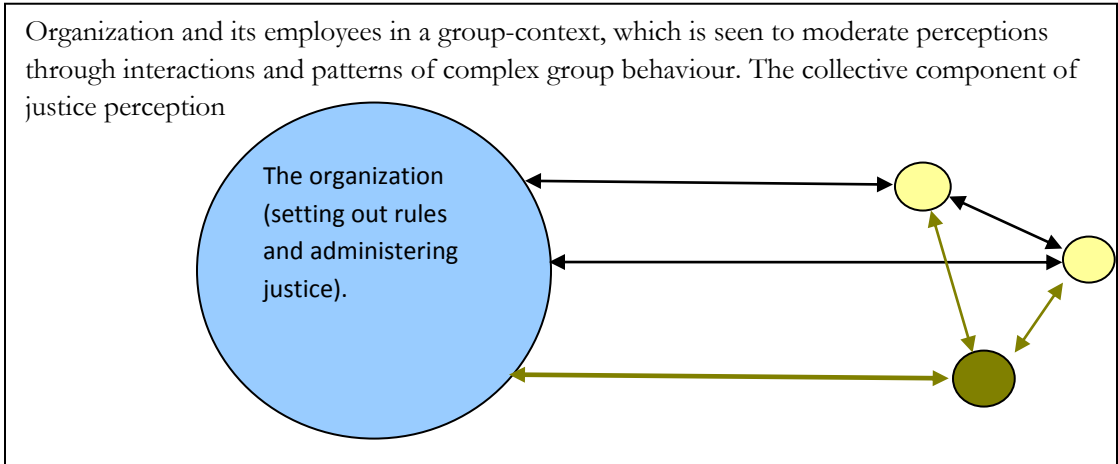
The collective dimension of justice perception, reflects the measurable and significant influence of complex patterns of group behavior on any of its members and their resulting perceptions.

3.2. Scale

To measure the perception of organizational justice, a commonly used questionnaire consisting of 20 items and three sub-dimensions developed by Niehoff and Moorman (1993), validity of which was verified (Turkish side) by Yıldırım (2007), has been used. In addition to this scale, in order to measure the collective justice perceptions, a 10-items questionnaire, construct validity of which, has been tested in a pilot study, was applied. The items included in the new scale, are shown in Table 2.

3.3.Sample

The sample research includes 105 employees, working in public hospital in Turkey (nurses, doctors, administrative and other staff representatives).

3.4. Reliability Analysis

Reliabilityanalysisresults concerning each scale in this research are (Cronbach's Alpha): distribution justice (0,938), procedural justice (0,889),interactional justice (0.870), and collective justice (0,780). According to these results, it can be identified, that all analysed dimensions have acceptable reliability values.

3.5. Factor Analysis

'Confirmatory factor analysis' has been applied to the scales in this study in the LISREL statistical soft ware package, following the application of the 'explanatory factor analysis' previously made by Niehoff and Moorman (1993). As to this result, the organizational justice perception is, first, subjected to factor analysis within three dimensions (distributive, procedural and interactional), then by adding the fourth (the collective) dimension, new analysis are conducted, and the compliance values, derived from both models, are being compared. During this process, 7th item, belonging to the procedural justice scale, and 9th item, which belongs to the collective justice scale, were excluded from the model, as they did not havethe sufficient fit index. Evaluating the results obtained from this process, it can be seen (Table 3), that the four-factor model (distribution, procedural, interactional + collective justice) exhibits better coherence (X^2 ,SD, RMSEA, CFI and NFI), than the three-factor model (distribution, procedural and interactional), as established and found in itemised elsewhere literature. Following the analysis, both models were compared. One, which exhibited a better fit index, (the four-dimensional: distribution, procedural, interactional + collective justice), have been chosen as a model of preference with regard to hypothesis postulated in this paper.

Table 3. Comparison Chart of Confirmatory Factor Analysis Results of the Scales

Model	X^2	SD	RMSEA	CFI	NFI	X^2 farkı	SD farkı
3 Factor Model	176.16	116	0.71	0.95	0.85		
4 Factor Model	342.72	293	0.40	0.99	0.91	84,13	132

X^2: X-Square, SD: Standard Deviation, RMSEA: Root mean Square Error of Approximation/
CFI: Comparative Fit Index, NFI: Normed Fit Index).

Figure 1: Results of Confirmatory Factor Analysis Patterns (Four-Factor Model)

Chi-Square=342.72, df=293, P-value=0.02413, RMSEA=0.040
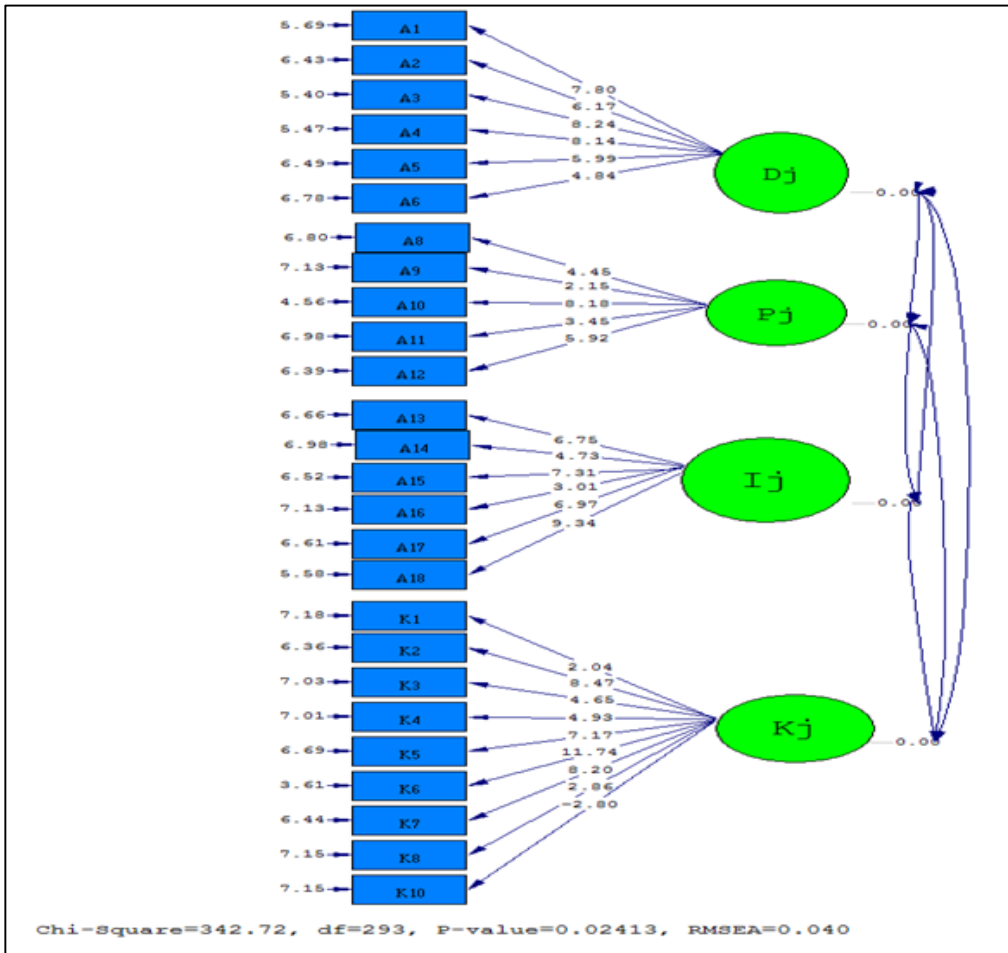
Dj: Distributive Justice,   **Pj:** Procedural Justice,   **Ij:** Interaction Justice,   **Kj:** Collective Justice.

4. Conclusions and Future Projections

Within the scope of this research, three existing dimensions of the establishedtheoretical concept defining scales of the organizational justice perceptions, havebeen examined and criticized.

Based on the results of this examination, a new scale (the collective justice dimension), have been developed and tested, leading to the conclusion, that postulated four-dimensional concept, enhances data analyses predictability, enables more consistent perceptions measurably andimproves model coherence, facilitating amore intuitive understanding of the antecedents of the perceptions of justice in organizations.

It has been concluded that, although scales found in literature, recognized under currently established model and designedto measure organizational perceptions of justice, remain sufficiently accurate when applied to evaluating the perceptions developed by a person in his or her individual and most tangible relations with the organization, collective aspects of these perceptions could often been seen investigated not adequately enough. As an inevitable result, such model may often be found rendered less relevant, when strong group-relations and potent social component, underlying and fundamentally affecting these perceptions remain untested and not included in surveys.

Conducted study clearly indicates, that adding fourth (collective justice) dimension, to the currently existing scales of the organizational justice model, willresult in a more intuitive and accurate understanding of all constituent parts of the organizational justice perceptions concept (Seymen and others, 2013, reported congruent research findings froma separate study).

For as much as both, theoretical and the existing empirical limitations of this study were given due consideration, final conclusions and founded on deductive assumptions statistically validated statements, have been selected and presented convincingly, as to encourage debate and investigated sufficiently to provide firm grounds to stimulate new research aimed at exploring some of the less acknowledged and deliberated in literature, but gaining new relevance in rapidly changing, interconnected social environments, aspects of justice perceptions in organizations.

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