

JUSTICE FOR EMPLOYEE VOICE: A DIMENSIONAL ANALYSIS

Mustafa Babadağ
Mugla Sitki Kocman University, Turkey
E-mail: mustafababadag@mu.edu.tr

Gökhan Kerse
Karamanoglu Mehmetbey University, Turkey
E-mail: gokhankerse@hotmail.com

Submission: 2/9/2021

Revision: 9/17/2021

Accept: 12/9/2021

ABSTRACT

This study aims to put forward whether distributive justice and procedural justice have a direct effect on the behavior of voice and whether interactional justice has a moderating role on this effect. In order to evaluate the relations between variables, a survey technique is used and data were collected from 173 employees from a marble company in the city of Mugla (Turkey) with a convenience sampling method. In the test of hypotheses, regression analysis is used. The regression analysis was conducted via the Conditional Process Macro for SPSS developed by Andrew F. Hayes. The findings of the research showed that procedural justice affects employee voice positively and interactional justice has a moderating role in this effect. Additionally, as per the findings, it was seen that on the effect of procedural justice on employee voice, different levels of interactional justice have the same directional effect. Theoretical and practical implications were made by considering all the findings.

Keywords: *Organizational Justice, Distributive justice, Procedural justice, Interactional justice, Employee voice behavior*

1. INTRODUCTION

Organizational justice, which focuses on the distribution of output in the beginning and then the output distribution process, (Colquitt et al., 2001) and also on the behaviors and communication towards employees, (Bies & Moag, 1986) has drawn a lot of attention of the researchers of organization behavior in the past 40 years (Choi et al., 2014).

Organizational justice points out the perception of the employee regarding whether the contributions of an employee to the organization is rewarded with a fair rewarding and interpersonal behavior as well as the perception of whether the process of rewards is fair or not

(Greenberg, 1990). In the organization, the perception of the aforementioned justice by the employees affects their behaviors and attitude towards the organization (Cohen-Charash & Spector, 2001; Colquitt et al., 2001; Park et al., 2016).

Hence, in the literature, studies are suggesting that perception of justice leads to an increase in organizational identification (Choi et al., 2014), organizational citizenship behavior (Selamat et al., 2017; Tziner & Sharoni, 2014), job satisfaction (Suifan et al. 2017; Tziner et al., 2011), work engagement (Park et al., 2016) and work performance (Swalhi et al., 2017); on the other hand a decrease in the feeling of burnout (Shkoler & Tziner, 2017) and counterproductive work behavior (Devonish & Greenidge, 2010). Another behavior that is expected to appear as a result of the perception of justice is employee voice.

Employee voice is defined as expressing ideas and thoughts to improve the current status of the organization (Van Dyne & LePine, 1998). When displaying voice behavior, work meaningfulness (Ganjali & Rezaee, 2016) and work engagement are increased (Rees et al., 2013). Work meaningfulness and work engagement also increase work performance (Tong, 2018; Karatepe et al., 2018). Accordingly, organizational performance is enhanced. And for this reason, employee voice has importance regarding the sustainability of organizational life. In countries like Turkey, where power distance is high, it is utterly difficult to display voice behavior.

Because in the societies where power distance is high, the employees avoid speaking out their thoughts openly. The reason for this is that the society tends to act as per the proverb “speech is silver, but silence is gold” (Kerse & Karabey, 2018) and this situation ensures to business life as well. For this reason, in countries like Turkey, where power distance is high, it is even more important to look into the behavior of voice and defining the variables affecting the voice.

It is reckoned that this study, which contemplates that one of the important determinants of employee voice is organizational justice and discusses accordingly the relation between organizational justice and employee voice, will contribute to the literature in multiple aspects. To begin with, the study focuses on the voice behavior of employees in Turkey where power distance is high and tries to define the voice level.

Secondly, in the study, every dimension of organizational justice is evaluated separately and it is tried to be defined which of the distributive and procedural justice is the determinant

of behavior of voice. Additionally, in the study, it is tried to be defined whether interactional justice has a moderating role over the effect of dimensions of distributive and procedural justice on the behavior of voice. Hence, the study tries to obtain guiding findings regarding which justice to focus on in behavior of justice.

2. LITERATURE REVIEW AND HYPOTHESES

2.1. Distributive and Procedural Justice

In organizational environments, justice is generally defined as (a) output distribution and (b) fairness regarding procedures adopted to adjust output distribution (Colquitt et al., 2001). These types of justice are distributive justice and procedural justice. In defining distributive justice, Adams' Equity Theory is used (Adams, 1965). According to Adams, an individual or a group examine the effort (input) they make for their organization and the output they receive in exchange for that input.

They compare this input-output relation with the other employees of the organization who have the same position as them. As a result of this comparison, they judge whether there is justice or injustice (Greenberg, 1990; Ha & Ha, 2015). For this reason, distributive justice is more about the perceived fairness of outputs and especially whether the employees perceive the outputs equally or not (in other words whether contributions and inputs are consistent or not) (Bahri-Ammari & Bilgihan, 2017). In another saying, this type of justice, concerning the balance between contributions and rewards, is relevant to "perceived justice" of allocated resources in the organization (Fein et al., 2013). Because employees evaluate the aforementioned input-output situation in the organization subjectively.

Improvements in the studies performed on organizational justice put forward that perception of justice may manifest not only based on obtained outputs but also based on adopted procedures used to define outputs (Leventhal et al., 1980; Thibaut & Walker, 1975; Skarlicki & Folger, 1997). This type of justice which is conceptualized as procedural justice, suggests the level of perceived justice regarding the rules and procedures adopted in a process and the fairness of procedures regarding outputs (Dahanayake et al., 2018).

Procedural justice is the level of fairness of the salary, promotion, and performance evaluation processes (Greenberg, 1990). Procedural justice is related to the perception of justice regarding organizational decision-making processes (Ribeiro & Semedo, 2014) and it

generally takes the level of importance the individuals allocate to the way the decisions are taken into account (Fein et al., 2013).

Hence, the studies focusing on distributive justice in the creation of justice perception, examine “how to distribute work, salaries and career improvements”, whereas procedural justice studies examine “employees’ level of participation in the decision making within the organization” (Rigotti et al., 2007).

In the beginning, perception of justice meant justice related to distribution (Adams, 1965), and hence was handled as single-dimensional, gained a multi-dimensional quality when it was put forward that procedural justice is also important (Moorman, 1991). No matter how it was seen that in the investigations of the concepts, dimensions of distributive justice and procedural justice represent organizational justice, it was put forward that the aforementioned two dimensions are different however they are equally important for employees (Greenberg, 1986; Scandura, 1997).

Some researchers stated that distributive justice includes certain cognitive, emotional, and behavioral reactions towards some benefits whereas procedural justice as a whole is a stronger determinant of the reactions towards the organization (Rigotti et al., 2007). On the other hand, in some researches, no matter how is it stated that distributive and procedural justice are important for work outputs, procedural justice has a stronger effect than distributive justice in defining compatibility and trust outputs, first of which is job satisfaction (Scandura, 1997). For this reason, in this study as well it is reckoned that these concepts are equally important but different from each other.

2.2. The Relation between Employee Voice and Distributive and Procedural Justice

The social scientist who brought the concept of “Voice” into the related literature is Hirschman (1970). Hirschman (1970) stated that employees react to unsatisfying situations in an organization by two different ways which are “voice” and “exit”; and while exit means quitting from the organization, voice means verbalizing the unsatisfying condition and suggesting solutions for it (Kerse & Karabey, 2018).

Later on, the concept was reviewed by Rusbult et al. (1988) and it was defined as taking action to discuss the problems with colleagues and managers, suggest solutions, expose and to be working actively and constructively to improve the conditions. The most widespread definition of the concept is made by Van Dyne and LePine (1998). The researchers put forward

that the behavior of voice means to fight with the status quo to improve the current situation and to make constructive suggestions (Van Dyne & LePine, 1998).

Employee voice is verbalizing and speaking up openly about employees' knowledge, ideas, and thoughts (Kim et al., 2016). The aforementioned behavior is displayed to fix a certain condition and to question the status quo (LePine & Van Dyne, 1998). For this reason, it can be perceived as just a challenge (Detert & Burris, 2007) and criticizing behavior towards the ones who hold the status quo and power in hand. Employee voice indeed includes challenging the status quo (LePine & Van Dyne, 1998), however, the employees are displaying this behavior with a constructive purpose.

Thus, the aim of this behavior is not complaining about the current situation and letting off steam but to realize improvement and positive change (Cetin & Cakmakci, 2012). Additionally, employee voice behavior is contributing to the management of the decision-making process (Dundon et al., 2004; Landau, 2017), and it ensures that the current situation is improved and sustainable success is achieved (Hsiung, 2012; Wang et al., 2015), as well as to increase the communication between colleagues and managers and to make the voice behavior more widespread (Kerse & Karabey, 2018).

Employee voice is optionally transmitting work-related ideas, suggestions, interests, and thoughts intending to improve organizational and unitary activities (Morrison, 2011). This behavior includes an employee to make suggestions about the work by crossing the borders of the work definitions, to discuss the solutions to problems, and to make efforts in order to improve organizational activities (Kerse & Karabey, 2018).

This behavior is put forward to be a proactive one (Van Dyne & LePine, 1998; Kim et al., 2016) it actually has three attributes. These attributes are the fact the behavior is optional, focused on the challenge, and is potentially risky as there is a chance that it may cause the relationship between the employee and others to get deteriorated (Liu et al., 2010; Li & Sun, 2015). No matter how risky the employee voice is, it is important for organizational life as it is the employee verbalizing his/her thoughts and suggestions about work and organization.

Because when an employee does not share his/her personal opinion about the work or the organization (which means remaining silent) this will lead the employee to get nonreactive in time. And this situation will be common in the organization to be transformed into a problem at the organizational level (Kerse & Karabey, 2018). For this reason, for the employees to

openly speak about their thoughts regarding their work and their organization (behavior of voice) should be encouraged. Naturally, in countries such as Spain, Brazil, and Turkey, which are feminine and have a high power distance (Hofstede, 1980), it is utterly difficult to portray behavior of voice. Because in these countries, employees may tend to keep their personal opinions to themselves, with the fear of being alienated from a specific group due to the femininity culture (Saribay & Kayali, 2016).

As for high power distance culture, it is avoiding from conflict and from verbalizing own thoughts and concerns about a specific subject to their co-workers and managers (Huang et al., 2005), with the idea that those who have power tend to know what is best in everything (Umar & Hassan, 2013). For this reason, in these countries, it is vital to focus on organizational applications which will encourage behavior of voice and enable the employees to verbalize what might be beneficial for work and for the organization. One of these applications might be setting up a just organizational environment.

The relation between the perception of justice and employee voice can be handled with a social exchange theory point of view (Blau, 1964). Social exchange theory (1964) assumes that in an exchange relationship parties trust that they will be fair to each other and that when one party is offering something valuable to the other, the other will feel the obligation to reciprocate. In this context, the organization being fair to the employees creates an obligation for the employees to be fair to the organization in return (Ko & Hur, 2014).

Thus, with the perspective of the social exchange relationship, the organization to display fair behavior towards the employees leads the employees to display beneficial behaviors and attitudes towards the organization (Colquitt et al., 2001; Cohen-Charash & Spector, 2001). For this reason, the individuals who perceive justice in an organization tend to display behaviors that fall beyond their job descriptions (Choi et al., 2014). When it is considered that employee voice behavior is also a behavior falling beyond the job description of the employees (Kerse & Karabey, 2018), it is expected to have an increased level of employee voice behavior when the perception of justice is increased (and a decreased level of employee silence).

Hence in the literature, it is seen that findings are supporting this expectation. Erogluer and Erselcan (2017) defined in their study that dimensions of justice (distributive, procedural, and interactional) affect silencing behavior negatively. Turgut and Agun, (2016) reached the finding that organizational justice positively affects the behavior of voice. Meydan et al. (2015) put forward in their study that when organizational justice is perceived, organizational silence

is decreased. Whiteside Barclay (2013) stated that the perception of justice is an important determinant in employee silence. Mirmohhamdi and Marefat (2014) have reached to the conclusion that organizational justice decreases the behavior of silence.

Taking into account the aforementioned explanations and research findings, the below hypotheses are developed regarding the effect of distributive justice and procedural justice dimensions of organizational justice on employee voice behavior .

- **H1:** Employees' perception of distributive justice has a positive effect over employee voice behavior .
- **H2:** Employees' perception of procedural justice has a positive effect over employee voice behavior .

2.3. Moderating Role of Interactional Justice

As the third component of justice, interactional justice focuses on the interpersonal behavior and communication of managers towards the employees (Ribeiro & Semedo, 2014). Interactional justice is related to the humane side of organizational applications, in other words, the way of behavior of the ones who manage or the ones who control awards and resources towards the ones who are the receivers of justice (Cohen-Charash & Spector, 2001). Thus, interactional justice is related to the quality of interpersonal behaviors in applying organizational procedures (BiesandMoag, 1986; Dahanayake et al., 2018).

Interactional justice represents how fair a decision-maker is in his/her behaviors (Bies & Shapiro, 1987) and this justice is explained with two components which are interpersonal justice and informational justice (Colquitt et al., 2001). Interpersonal justice refers to the perception of employees regarding the appropriate and respectful behavior level of the decision-makers (Cropanzano et al., 2007; Fein et al., 2013).

Informational justice is the perception of the employee regarding the adequate level of information from the managers to subsidiaries and other colleagues regarding their decision making and resources allocating processes (Colquitt et al., 2001; Ribeiro & Semedo, 2014). Thus, in an organization environment, when the employees are informed about organizational processes completely and correctly when they are informed about the justifications of the decisions, and when the respect and courtesy are prioritized in the relationship with employees, perception of justice is sure to occur (Bies & Moag, 1986; Cropanzano et al., 2007).

According to Cropanzano et al. (2007), to improve justice at the workplace, it is more beneficial to handle distribution, procedural, and interactional dimensions of justice separately. Because while distributive justice and procedural justice are more related to upper management policies and procedures (He et al., 2017), interactional justice is related to the behavior of managers (Cohen-Charash & Spector, 2001).

Hence, Goldman (2003) put forward that claimers would seek legal action when all of the distributive, procedural, and interactional justices are low and when only one of these three justice components is low, the probability to seek legal action is low (Cropanzano et al., 2007). For this reason, it is stated that every justice component is important however it may be the case in an organization that while distributive justice and procedural justice are perceived but interactional justice may not be and that every component of justice needs to be evaluated as separate structures.

On the other hand, no matter how some researches are agreeing with this opinion, they tend to suggest that interactional justice (interpersonal and informational justice) is more important than distributive justice and procedural justice (Cheung, 2013). In another research, it was reported that an important part of the perceived injustice is not related to distributive justice and procedural justice but that people generally perceive injustice by looking at interpersonal behavior (interactional justice) (Mikula et al., 1990).

Another research stated that when interactional justice is at a high level, distributive and procedural justice would have fewer negative effects (Cropanzano et al., 2007). In addition to the studies which suggest that interactional justice decreases the behavior of silence (Yangin & Elma, 2017) and increases the behavior of voice (Wang & Jiang, 2015), there are also studies in the literature putting forward that in cases with high procedural justice, interactional justice would have more negative effects on behavior of silence (Huang & Huang, 2016).

Taking into account all of these explanations and research findings, it is reckoned that in the cases where distributive justice and procedural justice are supported by interactional justice, behavior of voice is expected to be higher, in other words, interactional justice would have a moderating role in the effect of distributive justice and procedural justice on employee voice. The below hypotheses are created in that direction.

- **H3:** Interactional justice has a moderating role on the effect of distributive justice over employee voice behavior ; in other words, in a case where interactional justice is perceived, distributive justice effects employee voice more.
- **H4:** Interactional justice has a moderating role on the effect of procedural justice over employee voice behavior ; in other words, in a case where interactional justice is perceived, procedural justice effects employee voice more.

3. RESEARCH METHOD

3.1. Aim of the Research, Sample, and Scales

This study aims to put forward whether distributive justice and procedural justice affect the behavior of voice. Additionally, it is aimed to define whether interactional justice has a supporting role in this relationship or not.

In order to evaluate the relations between variables, a survey technique is used and data were collected from 173 participants from a marble company in the city of Mugla, with a convenience sampling method. Many marble companies in Turkey are interviewed and asked to participate in the study voluntarily. However, due to the fact the respective time was the most hectic time in terms of marble export, only one of these companies agreed to participate in the study.

For this reason and as it is the most widely used method in social sciences, the convenience sampling method is used in the research. Convenience sampling is considered a weak form of sampling because the researcher makes no attempt to know the population or to use a random process in selection. The researcher exercises very little control over the representativeness of the sample and, therefore, there is a strong possibility that the obtained sample is biased. Despite this major disadvantage, convenience sampling is more widely used in social sciences as it is a much easier, much cheaper, and time-saving method compared to other methods (Gravetter & Forzano, 2018).

The researchers who prefer convenience sampling try to ensure that their samples are reasonably representative and not strongly biased, due to its weakness. So, the researchers try to strengthen the convenience sampling method by using other probability sampling methods. In this study, it is also paid attention to focus on reaching a vast portion of the employees working in the organization (men, women, different age groups, employees of different

departments, etc.), and this way convenience sampling is tried to be strengthened. The survey consists of three sections.

In the first section, five questions aim to define the demographic characteristics of the participating employees. As per the data obtained from the surveys, when looked into the demographic distribution of the participants, it is seen that the majority of the employees are male (58,4%) and married (66,5%). Regarding age and education distribution, it is seen that 69,4% of the participants are above the age of 35 and 43,4% have a bachelor's degree. Finally, when the participants' duration of work is evaluated, it is seen that the majority consists of those who worked for 1-4 years, by 37,6%.

In the second section of the survey, 20 questions of the scale developed by Niehoff and Moorman (1993) are used to be able to measure the justice perception of the employees. The scale measures justice perception with three sub-dimensions such as distributive justice, procedural justice, and interactional justice. In the third section of the survey, a single-dimensional survey of 6 questions developed by Van Dyne and LePine (1998), to measure employee voice. To measure the variables, these scales are preferred as they have been proven in terms of validity and reliability. The expressions in the survey are regulated with a 5-point Likert scale (1-Strongly Disagree, 5-Strongly Agree). The scales used in the survey are presented in Appendix 1.

3.2. Findings

3.2.1. Factor Analysis as per Scales and Findings of Reliability Analysis

To begin with, exploratory factor analysis is used to define the structural validity and basic dimensions of the scale. In the exploratory factor analysis, it is required to have factor loads above 0,40, KMO (Kaiser-Mayer-Olkin) values above 0,60, and Bartlett sphericity degree to be significant at the level of 0,05.

In light of these values, first of all, exploratory factor analysis is performed on the organizational justice scale. As a result of the analysis, it is defined that items of the scale gather under three sub-dimensions. Additionally, it is seen that item PJ11 (Employees are allowed to challenge or appeal to job decisions made by the general manager) was loaded with values close to all three of the sub-dimensions.

As per this result, it was removed from the related item analysis and the remaining items then went through factor analysis once again. As a result of the re-performed analysis, the scale

has a structure of three sub-factors. KMO value of the scale is 0,930 and the significance is 0,000. These values show that the data are compatible with factor analysis.

Additionally, the obtained three-factor structure explains 79,49% of the total variance and scale factor loads vary between 0,568 and 0,867. These results put forward that the items can explain their related factors at an acceptable level.

After defining the factor structure of the organizational justice scale with exploratory factor analysis, confirmatory factor analysis is performed with the scale to see the compatibility of factors. It is expected in the confirmatory factor analysis to have factor loads above 0,40. However, as a result of the analysis, it is seen that some of the items comprising interactional justice are below the desired level.

As per this finding, items of IJ13 (When decisions are made about my job, the general manager treats me with respect and dignity), IJ14 (When decisions are made about my job, the general manager is sensitive to my personal needs), IJ15 (When decisions are made about my job, the general manager deals with me in a truthful manner) and IJ16 (When decisions are made about my job, the general manager shows concern for my rights as an employee) are removed from the scale and in that state of the confirmatory factor analysis of the scale, required compatibility values are ensured.

The reason why these items are removed is thought to be a cultural context. Hence, as stated earlier, Turkey is a country with a high power distance (Hofstede, 1980). In these kinds of societies, it is presumed that managers know what is best about everything and do not have the obligation to respect the employees and make explanations about their decisions to employees.

When looked into the removed items (PJ11, IJ13, IJ14, IJ15, IJ16), it is seen that the content of these items covers these situations. For this reason, compared to other items, these items might have been perceived in a different way by some employees. The obtained goodness of fit values as a result of confirmatory factor analysis are shown in Table 1.

After eliminating the question marks regarding the factor structure of the organizational justice scale, exploratory factor analysis is performed on the employee voice scale. As a result of this analysis, the KMO value of the scale is defined to be 0,925 and significance to be, 000. This result leads to the assumption that significant factors can be obtained from this scale.

Additionally, in parallel with the original scale, it is seen that the scale has a structure of a single factor. At the same time, the single factor structure explains 77,45% of the total variance, and factor loads vary between 0,813 and 0,924.

After defining the factor structure of employee voice with exploratory factor analysis, confirmatory factor analysis is also applied to the employee voice scale to see the compatibility of factors. As a result of confirmatory factor analysis, it is seen that the scale ensures the desired fit values. The goodness of fit values are shown in Table 1.

Table 1: Results of Model Fit Index of Scales

Variables	CMIN/DF ($0 < \chi^2/sd \leq 5$)	CFI ($\geq,90$)	IFI ($\geq,90$)	TLI ($\geq,90$)	NFI ($\geq,90$)	RMSEA ($<,05 \leq,08$)
Organizational Justice	1,935	,971	,971	,962	,941	,074
Employee Voice Behavior	1,568	,994	,994	,991	,985	,057

Later on, to examine the reliability of scale expressions, the internal consistency of the scales is reviewed with the Cronbach alpha coefficient. Cronbach alfa coefficient at and above 0,70 means the scale is reliable (Morgan et al., 2004: 122). The analyses of reliability performed on scales show that the organizational justice scale (0,951) and employee voice scale (0,940) are reliable. Additionally, the sub-dimensions of the organizational justice scale, meaning distributive justice (0,927), procedural justice (0,926), and interactional justice (0,953) are reliable.

3.2.2. Test of Hypotheses

Primarily, it is evaluated whether the data set is compatible with a normal distribution. Because analyses to be used when the data shows the normal distribution and when the data does not show normal distribution are different. For this purpose, the kurtosis and skewness values of the data are examined. Since the kurtosis and skewness values are between +2 and -2 (George & Mallery, 2016) it is accepted that the data set shows the normal distribution. Parametric tests are used in the study accordingly.

The study then makes use of correlation analysis to see the power and direction between variables and analysis results are shown in Table 2. The table also shows the mean and standard deviation values regarding variables.

Table 2: Correlation Analysis Results

Variables	\bar{X}	SD	1	2	3	4	Tolerance	VIF
1- Distributive Justice (DJ)	3,500	1,118	1				,502	1,993
2- Procedural Justice (PJ)	3,767	,829	,700**	1			,261	3,836
3- Interactional Justice (IJ)	4,189	,857	,482**	,775**	1		,392	2,553

5- Employee Voice Behavior (EV)	4,220	,799	,463**	,759**	,814**	1	--	--
---------------------------------	-------	------	--------	--------	--------	---	----	----

When Table 2 is reviewed, it is seen that all of the variables have significant relations. And when the direction and power of the relations are concerned, it can be seen from the table that distributive justice and procedural justice (,700), distributive justice and interactional justice (,482) and distributive justice and employee voice (,463) have positive relations. Additionally, the table also shows that procedural justice has positive relations between interactional justice (,775) and employee voice (,759). Finally, it can be seen from the table that there is a positive and strong relation between interactional justice and employee voice (,814).

After correlation analysis, to define the cause and effect relationship between variables and the supporting role of interactional justice, hierarchical regression analysis is performed. But before performing this analysis, it is checked if there is multicollinearity between variables. In defining multicollinearity, the Variance Inflation Factor (VIF) of variables and tolerance indices are reviewed. It is observed that there is no multicollinearity as the VIF value is below 10 and the tolerance index is above 0,10 (Kerse & Babadag, 2018) thus regression analysis can be performed. Variance Inflation Factor (VIF) and tolerance indices results are shown in Table 2. Later on, the regression analysis was conducted via the Conditional Process Macro for SPSS developed by Andrew F. Hayes (2013). Hayes provides different types of model templates that show the moderating effect of a variable M on the relationship between an independent variable X and a dependent variable Y. For the relationships presented in this paper, model 1 was used. This moderating effect is visualized in figure 1 and 2.

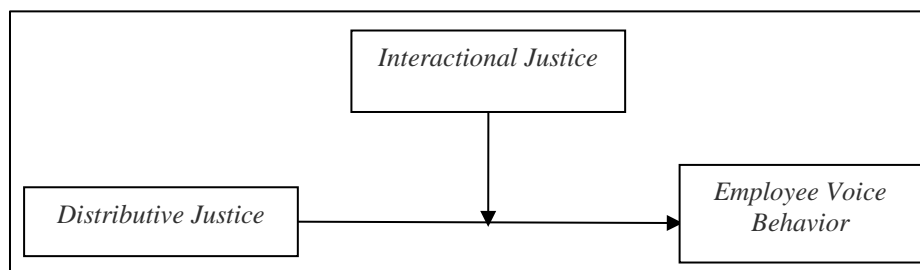


Figure 1: Research Model 1

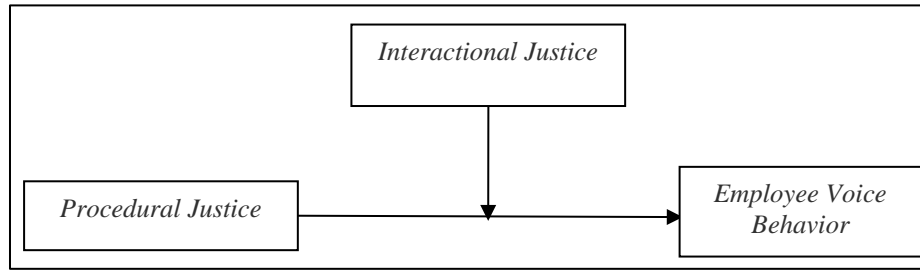


Figure 2: Research Model 2

In the testing of the hypotheses, first, the moderating role of interactional justice on the effect of distributive justice over employee voice behavior and it is found that the effect of distributive justice on employee voice behavior is not significant; and the effect of interactional justice on employee voice behavior is significant. Additionally, it is concluded that the moderating effect/role of interactional justice on the effect of distributive justice over employee voice behavior is not significant. Depending on these findings, hypotheses H1 and H3 were rejected. The results of Process regression analysis are shown in Table 3.

Table 3: Hierarchical Regression Analysis Findings for the Model 1

Variables	B	SE	T	p	LLCI	ULCI
Distributive Justice (DJ)	,0630	,1824	,3452	,7304	-,2971	,4231
Interactional Justice (IJ)	,7166	,1177	6,0906	,0000	,4844	,9489
DJ*IJ (Moderator)	,0005	,0399	,0129	,9897	-,0783	,0794
Model Summary	R² = ,6688		F = 113,7579		p = ,0000	

Afterward, the moderating effect graph is created, showing the different levels of the moderating effect of interactional justice on the effect of distributive justice over employee voice behavior, and that graphic is shown in Figure 3. Because with the graphic, it is easier to understand if there is a moderating effect or not and, if there indeed is, to see the direction and level of it. When Figure 3 is reviewed, it is understood that interactional justice is not significant in different levels on the effect of distributive justice over employee voice behavior.

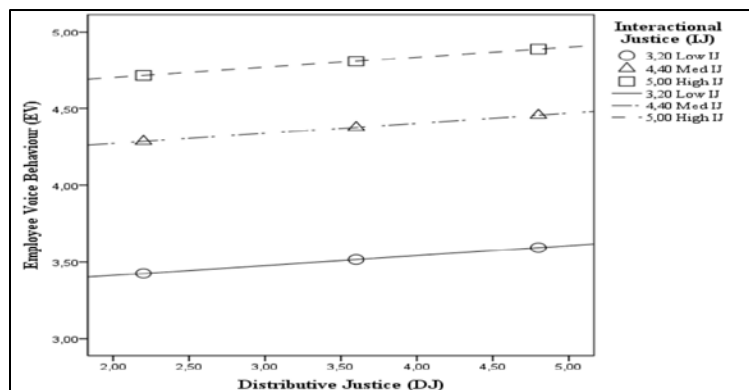


Figure 3: The Moderating Role of Interactional Justice on the Effect of Distributive Justice over Employee Voice Behavior

After evaluating the moderating role of interactional justice on the effect of distributive justice over employee voice behavior , the moderating effect of interactional justice on the effect of procedural justice over employee voice behavior is reviewed and the related results are shown in Table 4.

Table 4: Hierarchical Regression Analysis Findings for the Model 2

Variables	B	SE	t	p	LLCI	ULCI
Procedural Justice (PJ)	,9115	,2072	4,3983	,0000	,5024	1,3206
Interactional Justice (IJ)	,9548	,1531	6,2379	,0000	,6526	1,2569
DJ*IJ (Moderator)	-,1407	,0462	-3,0428	,0027	-,2319	-,0494
Model Summary	R²=,7190	F=144,1426	p=,0000			
The Effect of Procedural Justice on Employee Voice Behavior in Different Levels of Interactional Justice						
	Effect	SE	t	p	LLCI	ULCI
-1 SD	,4428	,0760	5,8229	,0000	,2927	,5929
M	,3221	,0624	5,1610	,0000	,1989	,4453
+1 SD	,2081	,0707	2,9425	,0037	,0685	,3477

When Table 4 is reviewed, it is seen that procedural justice (B=,912) has a significant effect on employee voice behavior (p<0.001), and the explanatory power is 72%. As per these results, it can be stated that H2 (Employees’ perception of procedural justice has a positive effect over employee voice behavior) is accepted. Additionally, from the table, it can be understood that the regression model in which the moderating effect (procedural justice x interactional justice) is also significant (p<0.001). Also, the fact that LLCI (-,2319) value, which is the lower limit of the confidence interval, and ULCI (-,0494) value, which is the upper limit of confidence interval do not contain zero is another proof of interaction term to be significant.

These proofs show that interactional justice has a moderating effect on the relationship between procedural justice and employee voice behavior . However, to interpret the moderating effect better, a graph of different levels of moderating variables such as high, medium, and low levels needs to be drawn (Aiken et al., 1991). For this reason, in the relationship between procedural justice and employee voice behavior , a graph of moderating effect showing the different levels of interactional justice is created and shown in Figure 4.

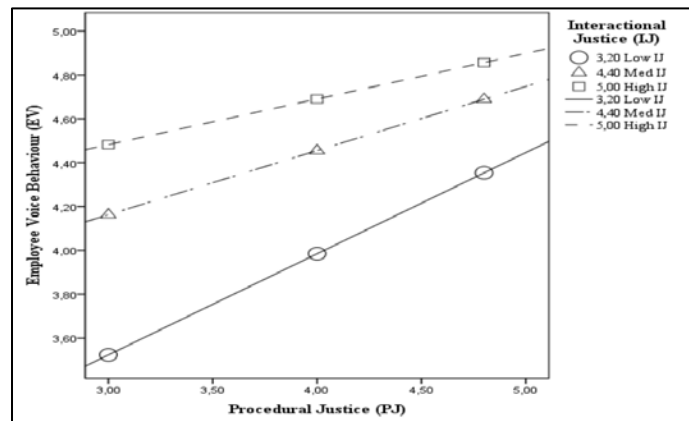


Figure 4: The Moderating Role of Interactional Justice on the Effect of Procedural Justice over Employee Voice Behavior

When looked into Figure 4, it is understood that in the effect of procedural effect on employee voice behavior, interactional justice has a moderating role in low-medium-high levels. However, the effect of procedural justice on employee voice behavior is stronger when interactional justice is lower, compared to other levels. Along with this, in medium and high levels, it is seen that the effect continues. This situation suggests that interactional justice needs to be perceived and found, even though at low levels.

According to the results obtained from Table 4 and Figure 4, it can be stated that the H4 hypothesis (Interactional justice has a moderating role on the effect of procedural justice over employee voice behavior; in other words, in a case where interactional justice is perceived, procedural justice effects employee voice more) is accepted.

4. RESULTS AND EVALUATION

Employees express their opinions and suggestions about the behavior of voice and work, which means they offer solution-oriented ideas towards change at work. As a result, they have a share in the development, effectiveness, and efficiency of the organization. (Van Dyne & LePine, 1998).

However, studies in the literature indicate that in some cases employees prefer to stay silent rather than contributing to the development and performance of the organization. For example, an extensive study, made with managers and professionals, shows that more than 85% of the interviewees remain silent about business issues or concerns about work (Milliken et al., 2003).

Therefore, it can be considered as important in terms of the performance of the organizations to investigate what the factors that will enable or prevent the employees to be in

their behavior of voice are. Besides, the creation of a fair environment within the organization is also considered as an important requirement for organizations to reach their goals. Because evaluating the work environment as fair or unfair causes the employees to have some positive or negative behaviors (Naktiyok et al., 2015).

Behavior of voice is also considered among the positive behaviors of employees which they show when they perceive the environment of justice within the organization. (Makens, 2016; Turgut & Agun, 2016; Zengtian & Xiuyuan, 2014). When an employee perceives an unfair environment, he/she can choose to remain silent rather than showing behavior of voice. Indeed, some researches in the literature suggest that the employees in the organization remain silent instead of expressing their opinions clearly when they perceive injustice. (Erogluer & Erselcan, 2017; Huang & Huang, 2016; Mirmohamdi, 2014; Tulubas & Celep, 2012; Yangin & Elma, 2017).

The employee may be concerned about the safety of his/her voice behavior when he/she perceives uncertainty about whether his/her manager will listen or be open-minded in the manner of accepting fairly his/her constructive but challenging ideas (Takeuchi et al., 2012). For this reason, he/she may choose to remain silent. In addition to this, the employee who perceives an unfair organizational environment may prefer to be silent by thinking that sharing ideas and knowledge he/she deems important about the organization and work will not benefit, believing that somehow someone is unfairly maximizing their benefits.

In this study, the effect of the dimensions of justice perception on employee voice is investigated in line with this expectation. In other words, while this study looks at the direct effect of distributive justice and procedural justice on employee voice, it researches whether the interactional justice has a supporting role in this effect.

As a result of the study, it is determined that distributive justice did not have a significant effect on the employee voice. Additionally, it is concluded that the moderating role of interactional justice on the effect of distributive justice over employee voice behavior is not significant. Another fact found in the study was that procedural justice positively affects the employee voice and this effect was statistically significant.

In another saying, when the perception of procedural justice by the employees is increased, it was concluded that the employees voiced their opinions more about the issues that they deemed important regarding the organization and work. As a result of the study, it was

determined that interactional justice has also a positive and significant effect on the employee voice. Moreover, it is determined that the justice dimension which has the highest effect on employee voice is interactional justice.

The most important finding of the research is the result of the role of interactional justice as moderating within the effect of procedural justice on the employee voice. This result demonstrates that employees who perceive interactional justice, as well as procedural justice within the organization, show more voice behaviors.

4.1. Theoretical and Practical Implications

This research provides theoretical and practical contributions to both national and international literature on organizational justice and employee voice. Firstly, our study can be considered as the first study in Turkey. Because when the literature in Turkey is observed, only one study has been found investigating the effect of organizational justice on the employee voice. (Turgut & Agun, 2016).

In this study, conducted by Turgut and Agun (2016), the researchers investigated the moderating effect of the employee voice based on the effect of the organizational justice on cynicism and studied the direct effects of justice dimensions on behavior of voice. As a result of the study, they determined that only procedural justice has the same directional effect on the employee voice. There are also studies investigating the effect of perception of organizational justice on employee silence, in the literature of Turkey (Erogluer & Erselcan, 2017; Naktiyok et al., 2015; Tulubas & Celep, 2012; Yangin & Elma, 2017).

In these studies, regardless of its dimensions, the effect of organizational justice on employee silence has been examined or the direct effect of the dimensions of organizational justice on employee silence has been tried to be evaluated. Besides, it can be said that there is more tendency to silence issues than the voice in Turkey. However, silence and voice are not semantically opposite words and can be considered as concepts that complement the activity in organizational communication (Goktas Kuluualp, 2016).

Therefore, the concept of voice must be well understood as well as silence. Our research tries to approach the issue from a wider perspective by examining the moderating effect of the interactional justice on the effect of the distributive and procedural justice on employee voice. Because this research argues that each dimension of justice is important and should be considered as separate structures.

Moreover, it thinks that voice is also a matter, which should be cared for as much as silence. On the other hand, it argues that the positive effects of distributive justice and procedural justice will increase with the perception of interactional justice. This thought was partially confirmed by the research and it is determined that the effect of procedural justice on employee voice is stronger with the interactional justice.

In other words, it has been concluded that procedural justice has a stronger influence on the employee voice in a situation where the perception of interactional justice is strong. Because the high level of interactional justice in the organizational environment shows that complete and correct information about the organizational processes is given and the justifications for the decisions are explained (Bies & Moag, 1986; Cropanzano et al., 2007).

That is to say, how the interactional justice and distributive and procedural justice are ensured, is explained to the employees in a sense. Thus, individuals' perception of justice within the organization is getting stronger. As stated earlier in the context of social change theory, the organization's fair behavior allows the employee to exhibit positive attitudes and behaviors towards the organization (Colquitt et al., 2001; Cohen-Charash & Spector, 2001).

Therefore, the strengthening of procedural justice with the existence of interactional justice leads the individuals to the behavior of voice. Because when the perception of justice is strengthened, the individual will think that if the organization wins, he or she will benefit from this gain fairly (win-win), even if he or she cannot benefit from it, the reasons will be honestly transferred to him/her. As a result, they will not hesitate to explain their ideas which will be beneficial for the organization.

In the international literature, however, a different study was found close to our study. In this study conducted by Takeuchi et al. (2012), the relationship between the dimensions of justice and the voice is tried to be evaluated within the scope of Uncertainty Management Theory, and as a result of the research, it has been determined that the positive effect of the interactional justice on the employee voice attenuates with procedural justice.

Also, in another study in the international literature, the effect of organizational justice dimensions on silence behavior is tried to be evaluated, and in this study, Huang and Huang (2016) determined that the negative effect of the interactional justice on the employee silence is strengthened in the situation where procedural justice is high. Unlike these studies in the

literature, our study is trying to determine the moderating effect of interactional justice on the effect of procedural justice on employee voice.

In this respect, the research can be considered important for international literature, too. Because the research is one of the studies in the international literature that defines the fact that interactional justice increases the effect of procedural justice on employee voice behavior. Also, the result of the research shows that all levels of interactional justice (low, medium, and high) play a supportive role in the effect of procedural justice on employee voice.

However, the effect of procedural justice on employee voice behavior is stronger when interactional justice is lower, compared to other levels. Along with this, in medium and high levels, it is seen that the effect continues. This situation suggests that interactional justice needs to be perceived and found, even though at low levels.

On the other hand, although it's not a direct research subject of the study, the research found that interactional justice is the most perceived justice dimension and proves that the most important justice dimension is the interactional justice, by determining that the justice dimension which has the most positive effect on employee voice is the interactional justice. Thereby, it can be stated that the research supports the studies with this finding in the literature arguing that interactional justice is the most important justice dimension (Cheung, 2013).

Another theoretical contribution of the research is the finding of distributive justice. As a result of the research, it is determined that distributive justice had no significant effect on employee voice. This may be attributed to a higher perception of procedural justice and interactional justice. Because the main predictors of procedural justice include the level of work control of employees and whether employees are involved in the decision-making processes that affect business outcomes (Le et al., 2016).

In other words, procedural justice is based on the perception of employee participation in decisions. According to the Control Model, people want to have control in determining their gains. As the main reason for this, it can be shown that people believe that if they have control over the determination of their gains, they believe that they will achieve the desired gains. In the organizational structures where procedural justice is perceived, the employee participates in the decision processes and influences the distribution of the gains, albeit indirectly.

When this is provided to the employee with procedural justice, the individual perceives the structure within the organization as fair even when he or she cannot achieve the desired

outputs. (Aksoy et al., 2016). Therefore, the effect of distributive justice on voice behavior can be meaningless.

Because the employee will wish to explain his ideas about the development of the organization since he/she thinks that he/she has an indirect influence on the distributive justice by looking at how much he/she participates in decision processes which means perceiving the existence of procedural justice rather than financial prizes like salary, promotion, bonus, etc.

For this reason, it is not surprising that distributive justice has no significant effect on the voice. Besides, there are studies in the literature claiming that employees who perceive high procedural justice are positive for their managers even if they are not satisfied with their salaries and job opportunities. Nevertheless, some studies suggest that emotional reactions to the organization are mostly related to procedural justice (Hatam et al., 2013).

Interactional justice mainly refers to social change between two sides. Employees in interactional justice believe that there is fairness within the organization as the organization authorities provide them with accurate, complete information and justified reasons for the decisions made (Bies & Moag, 1986).

Therefore, it can be said that an employee who perceives interactional justice can base this on a logical reason even if he or she perceives injustice in matters such as salary and promotion. On the other side, some studies in the literature suggest that the trust for the manager arises with interactional justice (Bakhshi et al., 2009). For these reasons, in our study, the effect of distributive justice on employee voice could seem meaningless.

Another theoretical contribution of the study to the literature is in the cultural context. Because Turkey is considered among the countries with high power distance (Hofstede, 1983). In societies where power distances are high, it is believed that there is inequality between individuals and the power is centralized in the hands of a few people (Hofstede, 1980). Besides, individuals in the community expect to be told what should be done by believing that people who have the power will know the best of everything (Umar & Hassan, 2013).

For this reason, in societies where power distance is high, individuals may prefer to remain silent instead of displaying voice behavior. Hence Botero and Van Dyne (2009) have stated in their study that employees who perceive the power range high, show less voice behavior.

In another study, Tanyaovalaksna (2016) determined a positive correlation between power distance and employee silence. Therefore, in Turkey which is a society with a high power distance, voice behavior is expected to be at a low level. However, as a result of the research, it is found that the average voice behavior is high with an average of 4,22. This result indicates that when the right steps are taken in an organization that is in a society with a high power range, voice behavior can be increased. In this respect, it can be said that the study has reached an important result in the cultural context.

This study also provides practical information to the managers. The research shows that organizations that want to increase the voice behavior of their employees, need to pay more attention to procedural justice and interactional justice. For this reason, organizations should ensure that employees participate in the decisions, treat each employee with respect, and make explanations to the employees about the decisions taken or provide justified reasons.

As a result, the employee will be able to perceive the existence of procedural and interactional justice within the organization and be able to conduct positive behaviors such as voice behavior on behalf of the organization. Even if the employee does not perceive the distributive justice sufficiently, he or she will continue its positive behaviors. In addition to this, it can be said that organizations should give more importance to interactional justice.

Because the strength of the interactional justice increases the effect of procedural justice on employee voice. Therefore, it may be stated that there is a need for managers to increase interaction with employees. Because the employees are shaping their behaviors within the organization thanks to their ongoing interactions.

It is thought that managers with transformative leadership shape the employees' perceptions of interactional justice with individual interest and thus affect the daily work lives of employees. (Carter et al.,2014). Apart from that, for the development of justice in the workplace, managers and all employees can be made aware of the psychological damages that an unfair organization environment will create on the employees or the positive reflections of a fair organizational environment with organized education programs.

Besides, these education programs can help managers to be more sensitive about the decisions and what kind of impact they will have on employees, and to understand the importance of the procedures used in decision making (Rousseau et al., 2009). On the other

hand, with these education programs, managers can perceive that one of the elements necessary for the employees to say their opinions is justice within the organization.

4.2. Limitations of Research and Suggestions

As in every study, this study has also its limitations. The first one of these limitations is that the research having been carried out on the employees of only one marble company in Turkey. Therefore, the findings cannot be generalized to the whole sector. To be able to generalize the results, it can be advised for the researchers who will work with these variables to research different samples and larger samples.

The second limitation of the study is that it was performed by a cross-sectional method. In other words, the data reflects the feelings of employees at that moment. Therefore, it may be suggested that future studies should be carried out with longitudinal studies that reflect the opinions of the employees at different times. Thus, more reliable and meaningful results can be obtained for the relationships between variables.

Finally, in business life, many factors can affect the employee voice. It is also clear that employee voice will produce many outputs. However, in this study, only the effect of organizational justice perception and its dimensions on employee voice is examined. In other words, the effects of the different variables other than organizational justice on the voice behavior or the possible effects of employee voice are ignored in this study. However, in our study, employee voice behavior is dealt with without dimensions.

This may be considered as another constraint for our study. For this reason, it can be suggested to investigate the effects of variables such as leadership, organizational culture, the ethical climate on employee voice, and the effect of employee voice on employee performance, and organizational performance. Besides, it may be advised to evaluate the effects of distributive justice and procedural justice on the dimensions of employee voice and the role of interactional justice in this effect.

REFERENCES

- Adams, J. S. (1965). **Inequity in social exchange**. In Berkowitz, L. (Ed), *Advances in experimental social psychology* (pp. 267-299). New York: Academic Press.
- Aiken, L. S., West, S. G., & Reno, R. R. (1991). **Multiple regression: Testing and interpreting Interactions**. Newbury Park: Sage.

Aksoy, C., Aslantas, M., & Arslan, V. (2016). Adaletin çalışma hayatındaki yansıması: Örgütsel adalet. **International Journal of Innovative Strategic Social Research**, 1(1), 19-32.

Bahri-Ammari, N. & Bilgihan, A. (2017). The effects of distributive, procedural, and interactional justice on customer retention: An empirical investigation in the mobile telecom industry in Tunisia. **Journal of Retailing and Consumer Services**, 37, 89-100. <https://doi.org/10.1016/j.jretconser.2017.02.012>

Bakhshi, A., Kumar, K., & Rani, E. (2009). Organizational Justice Perceptions as Predictor of Job Satisfaction and Organization Commitment. **Journal of Business and Management**, 4(9), 145–154. <https://doi.org/10.5539/ijbm.v4n9p145>

Behson, S. J. (2011). The relative importance of organizational justice dimensions on employee outcomes: A critical reanalysis using relative weights analysis. **Organization Management Journal**, 8, 205-217. <https://doi.org/10.1057/omj.2011.39>

Bies, R. J., & Moag, J. S. (1986). **Interactional justice: Communication criteria of fairness**. In Lewicki, R. J., Sheppard, B. H. and Bazerman, M. H. (Eds), *Research on negotiation in organizations* (pp. 43-55), Greenwich: JAI Press, CT.

Blau, P. (1964). **Exchange and power in social life**. New York: Wiley.

Botero, I. C., & Van Dyne, L. (2009). Employee voice behavior interactive effects of LMX and power distance in the United States and Colombia. **Management Communication Quarterly**, 23(1), 84-104. <https://doi.org/10.1177%2F0893318909335415>

Carter, M. Z., Mossholder, K. W., Feild, H. S., & Armenakis, A. A. (2014). Transformational Leadership, interactional justice, and organizational citizenship behavior: The effects of racial and gender dissimilarity between supervisors and subordinates. **Group & Organization Management**, 39(6), 691-719. <https://doi.org/10.1177%2F1059601114551605>

Cheung, M. F. Y. (2013). The mediating role of perceived organizational support in the effects of interpersonal and informational justice on organizational citizenship behaviors. **Leadership & Organization Development Journal**, 34(6), 551-572. <https://doi.org/10.1108/LODJ-11-2011-0114>

Choi, B. K., Moon, H. K., Ko, W. & Kim, K. M. (2014). A cross-sectional study of the relationships between organizational justices and OCB: Roles of organizational identification and psychological contracts. **Leadership & Organization Development Journal**, 35(6), 530-554. <https://doi.org/10.1108/LODJ-08-2012-0103>

Cohen-Charash, Y., & Spector, P. E. (2001). The role of justice in organizations: A meta-analysis. **Organizational Behavior and Human Decision Processes**, 86(2), 278-321. <https://doi.org/10.1006/obhd.2001.2958>

Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the Millennium: A meta-analytic review of 25 years of organizational justice research. **Journal of Applied Psychology**, 86(3), 425-445. <https://doi.org/10.1037/0021-9010.86.3.425>

Cropanzano R., Bowen D. E., & Gilliland S. W. (2007). The management of organizational justice. **Academy of Management Perspectives**, 21(4), 34-48. <https://doi.org/10.5465/amp.2007.27895338>

Cetin, S., & Cakmakci, C. (2012). Adaptation of the employee voice scale into Turkish. **KHO Bilim Dergisi**, 22(2), 1-19. <https://dergipark.org.tr/tr/pub/khobilim/issue/34209/378178>

- Dahanayake, P., Rajendran, D., Selvarajah, C., & Ballantyne, G. (2018). Justice and fairness in the workplace: a trajectory for managing diversity. **Equality Diversity and Inclusion: An International Journal**, 37(5), 470-490. <https://doi.org/10.1108/EDI-11-2016-0105>
- Detert, J. R., & Burris, E. R. (2007). Leadership behavior and employee voice: Is the door really open?. **Academy of Management Journal**, 50(4), 869-884. <https://doi.org/10.5465/amj.2007.26279183>
- Devonish, D., & Greenidge, D. (2010). The effect of organizational justice on contextual performance, counterproductive work behaviors, and task performance: investigating the moderating role of ability-based emotional intelligence. **International Journal of Selection and Assessment**, 18(1), 75-86. <https://doi.org/10.1111/j.1468-2389.2010.00490.x>
- Dundon, T., Wilkinson, A., Marchington, M., & Ackers, P. (2004). The meanings and purpose of employee voice. **International Journal of Human Resource Management**, 15(6), 1149-1170. <https://doi.org/10.1080/095851904100016773359>
- Erogluer, K., & Erselcan, R. C. (2017). The impact of the employees' organizational justice and burnout levels on perceptions of organizational silence. **Business and Economics Research Journal**, 8(2), 325-348. <https://doi.org/10.20409/berj.2017.53>
- Fein, E. C., Tziner, A., Lusky, L., & Palachy, O. (2013). Relationships between ethical climate, justice perceptions, and LMX. **Leadership & Organization Development Journal**, 34(2), 147-163. <https://doi.org/10.1108/01437731311321913>
- Ganjali, A., & Rezaee, S. (2016). Linking perceived employee voice and creativity. **Iranian Journal of Management Studies (IJMS)**, 9(1), 175-191. <https://doi.org/10.22059/ijms.2016.55041>
- George, D., & Mallery, P. (2016). **IBM SPSS statistics 23 step by step: A simple guide and reference**. Routledge.
- Gravetter, F. J., & Forzano, L. A. B. (2018). **Research methods for the behavioral sciences** (6th. Ed.). Cengage Learning.
- Greenberg, J. (1986). Determinants of perceived fairness of performance evaluations. **Journal of Applied Psychology**, 71, 340-342. <https://doi.org/10.1037/0021-9010.71.2.340>
- Greenberg, J. (1990). Organizational justice: Yesterday, today, and tomorrow. **Journal of Management**, 16(2), 399-432. <https://doi.org/10.1177%2F014920639001600208>
- Goktas Kulualp, H. (2016). Çalışan sesliliği ile bazı kişisel ve örgütsel özellikler arasındaki ilişkinin belirlenmesi: Öğretim elemanları üzerine bir araştırma. **Ege Academic Review**, 16(4), 745-761. <https://dergipark.org.tr/tr/pub/eab/issue/39958/474865>
- Ha, J.-P., & Ha, J. (2015). Organizational justice-affective commitment relationship in a team sport setting: The moderating effect of group cohesion. **Journal of Management & Organization**, 21(1), 107-124. <https://doi.org/10.1017/jmo.2014.67>
- Hatam, N., Fardid, M., & Kavosi, Z. (2013). Perceptions of organizational justice among nurses working in university hospitals of Shiraz: a Comparison between general and specialty settings. **Nursing and Midwifery Studies**, 2(4), 77-82. <https://www.ncbi.nlm.nih.gov/pubmed/25414883>
- Hayes, A. F. (2018). **Introduction to mediation, moderation, and conditional process analysis: A regression-based approach**. New York: Guilford Publications.

He, W., Fehr, R., Yam, K. C., Long, L-R., & Hao, P. (2017). Interactional justice, leader-member exchange, and employee performance: Examining the moderating role of justice differentiation. **Journal of Organizational Behavior**, 38, 537-557. <https://doi.org/10.1002/job.2133>

Hirschman, A. O. (1970). **Exit, voice and loyalty: Responses to declines in firms, organizations and states**. Harvard University Press, Cambridge.

Hofstede, G. (1980). Motivation, leadership, and organization: Do American theories apply abroad?. **Organizational Dynamics**, 9(1), 42-63. [https://doi.org/10.1016/0090-2616\(80\)90013-3](https://doi.org/10.1016/0090-2616(80)90013-3)

Hofstede, G. (1983). National cultures in four dimensions: A research-based theory of cultural differences among nations. **International Studies of Management & Organization**, 13(1-2), 46-74. <https://doi.org/10.1080/00208825.1983.11656358>

Hsiung, H. H. (2012). Authentic leadership and employee voice behavior: A multi-level psychological process. **Journal of Business Ethics**, 107(3), 349-361. <https://doi.org/10.1007/s10551-011-1043-2>

Huang, L., & Huang, W. (2016). Interactional justice and employee silence: The roles of procedural justice and affect". **Social Behavior and Personality**, 44(5), 837-852. <https://doi.org/10.2224/sbp.2016.44.5.837>

Huang, X., Van de Vliert, E., & Van der Vegt, G. (2005). Breaking the Silence Culture: Stimulation of Participation and Employee Opinion Withholding Cross-nationally. **Management and Organization Review**, 1(3), 459-482. <https://doi.org/10.1111/j.1740-8784.2005.00023.x>

Huong, L., Zheng, C., & Fujimoto, Y. (2016). Inclusion, organisational justice and employee wellbeing. **International Journal of Manpower**, 37(6), 945 – 964. <https://doi.org/10.1108/IJM-12-2015-0212>

Karatepe, O. M., Yavas, U., Babakus, E., & Deitz, G. D. (2018). The effects of organizational and personal resources on stress, engagement, and job outcomes. **International Journal of Hospitality Management**, 74, 147-161. <https://doi.org/10.1016/j.ijhm.2018.04.005>

Kerse, G., & Babadag, M. (2018). I'm out if nepotism is in: The relationship between nepotism, job standardization and turnover intention. **Ege Academic Review**, 18(4), 631-644. <https://doi.org/10.21121/eab.2018442992>

Kerse, G., & Karabey, C. N. (2018). **Is the voice gold or silence? The relationship political behavior perceptions, leader-member exchange and employee voice**. In Çankaya, F. and Kayıkçı, S. (Eds). *Sosyal, Beşeri ve İdari Bilimler'de Akademik Araştırmalar-4* (pp. 487-506), Ankara: Gece Publishing.

Kim, M., Knutson, B. J., & Choi, L. (2016). The effects of employee voice and delight on job satisfaction and behaviors: Comparison between employee generations. **Journal of Hospitality Marketing & Management**, 25, 563-588. <https://doi.org/10.1080/19368623.2015.1067665>

Ko, J., & Hur, S. (2014). The impacts of employee benefits, procedural justice, and managerial trustworthiness on work attitudes: Integrated understanding based on Social Exchange Theory. **Public Administration Review**, 74(2), 176-187. <https://doi.org/10.1111/puar.12160>

- Kyei-Poku, I. A. (2014). Linking interactional justice to work-to-family conflict: The mediating role of emotional exhaustion. **Organization Management Journal**, 11, 74-83. <https://doi.org/10.1080/15416518.2014.929932>
- Lamprakis, A., Alamani, K., Malliari, A., & Grivas, I. (2018). The organisational justice as a human resources management practice and its impact on employee engagement: The case of the Prefecture of Attica (Greece). **Scientific Annals of Economics and Business**, 65(1), 65-79.
- Landau, J. C. (2017). **Employee voice and silence: Two different constructs?**. In Multidisciplinary Academic Conference, Proceedings of the 10th MAC 2017 in Czech Republic, MAC Prague consulting, pp. 143-148.
- Leventhal, G. S. (1980). **What should be done with equity theory?**. In Gergen, K. J., Greenberg, M. S. and Willis, R. H. (Eds). *Social exchange: Advances in theory and research* (pp. 27–55). New York: Plenum.
- Li, Y., & Sun, J-M. (2015). Traditional Chinese leadership and employee voice behavior: A cross-level examination. **The Leadership Quarterly**, 26 (2), 172-189. <https://doi.org/10.1016/j.leaqua.2014.08.001>
- Liu, W., Zhu, R., & Yang, Y. (2010). I warn you because I like you: Voice behavior, employee identifications and transformational leadership. **The Leadership Quarterly**, 21, 189-202. <https://doi.org/10.1016/j.leaqua.2009.10.014>
- Makens, M. A. (2016). **Employee voice: The roles of organizational identification, informational justice and lower distance**. Dissertation, Catolica Lisbon.
- Meydan, C. H., Koksall, K., & Ugurlu Kara, A. (2015). Silence in organization: The effect of organizational ethical values and the mediational role justice perception. **Iktisadi ve Idari Bilimler Fakultesi Dergisi**, 17(3), 142-159. <https://dergipark.org.tr/tr/pub/gaziuiibfd/issue/28305/300782>
- Mikula, G., Petri, B., & Tanzer, N. (1990). What people regard as unjust: Types and structures of everyday experiences of injustice. **European Journal of Social Psychology**, 20(2), 133-149. <https://doi.org/10.1002/ejsp.2420200205>
- Milliken, F. J., Morrison, E. W., & Hewlin, P. F. (2003). An exploratory study of employee silence: Issues that employees don't communicate upward and why. **Journal of Management Studies**, 40(6), 1453–1476. <https://doi.org/10.1111/1467-6486.00387>
- Mirmohamdi, S. M., & Marefat, A. (2014). The effect of perceived justice and organizational silence on organizational commitment. **International Review of Management and Business Research**, 3 (3), 1773-1789.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?. **Journal of Applied Psychology**, 76(6), 845-855. <https://doi.org/10.1037/0021-9010.76.6.845>
- Morgan, G. A., Leech, N. L., Gloeckner, G. W., & Barrett, K. C. (2004). **SPSS for introductory statistics: Use and interpretation**. New Jersey: Lawrence Erlbaum Associates Publishers.
- Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. **The Academy of Management Annals**, 5(1), 373-412. <https://doi.org/10.1080/19416520.2011.574506>

Naktiyok, A., Kızıl, S., & Timuroglu, M. K. (2015). Çalışanların adalet algısı sessizliklerini etkiler mi? ÖYP ve diğer araştırma görevlileri açısından karşılaştırmalı bir araştırma. **Suleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi**, 20(4), 197-219.

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. **Academy of Management Journal**, 36(3), 527-556. <https://doi.org/10.2307/256591>

Park, Y., Song, J. H., & Lim, D. H. (2016). Organizational justice and work engagement: the mediating effect of self-leadership. **Leadership & Organization Development Journal**, 37(6), 711-729. <https://doi.org/10.1108/LODJ-09-2014-0192>.

Pillai, R., Kohles, J. C., Bligh, M. C., Carsten, M. K., & Brodowsky, G. (2011). Leadership in “Confucian Asia”: a three-country study of justice, trust, and transformational leadership. **Organization Management Journal**, 8(4), 242-259. <https://doi.org/10.1057/omj.2011.38>

Ribeiro, N., & Semedo, A. S. (2014). Human resources management practices and turnover intentions: The mediating role of organizational justice. **The IUP Journal of Organizational Behavior**, XIII(1), 7-32.

Rigotti, T., Otto, K., & Mohr, G. (2007). East–West differences in employment relations, organizational justice and trust: Possible reasons and consequences. **Economic and Industrial Democracy**, 28(2), 212-238. <https://doi.org/10.1177/0143831X07076111>

Rousseau, V., Salek, S., Aubé, C., & Morin, E. M. (2009). Distributive justice, procedural justice, and psychological distress: The moderating effect of coworker support and work autonomy. **Journal of Occupational Health Psychology**, 14(3), 305-317. <https://doi.org/10.1037/a0015747>

Rres, C., Alfes, K., & Gatenby, M. (2013). Employee voice and engagement: Connections and consequences. **The International Journal of Human Resource Management**, 24(14), 2780-2798. <https://doi.org/10.1080/09585192.2013.763843>

Rusbult, C. E., Farrell, D., Rogers, G., & Mainous, A. G. (1988). Impact of exchange variables on exit, loyalty, and neglect: An integrative model of responses to declining job satisfaction. **Academy of Management Journal**, 31(3), 599-627.

Saribay, B., & Kayali, C. A. (2016). A research on the determination of relationship between employee silence and cultural values in public organizations in Izmir. **Ege Academic Review**, 16(3), 531-540.

Scandura, T. A. (1997). Mentoring and organizational justice: An empirical investigation. **Journal of Vocational Behavior**, 51(1), 58-69. <https://doi.org/10.1006/jvbe.1997.1588>.

Selamat, N., Nordin, N., & Fook, C.Y. (2017). Organisational justice and organisational citizenship behavior : Evidence from a developing country. **Global Business and Management Research**, 9(1), 383-392.

Shkoler, O., & Tziner, A. (2017). The mediating and moderating role of burnout and emotional intelligence in the relationship between organizational justice and work misbehavior. **Journal of Work and Organizational Psychology**, 33(2), 157-164. <https://doi.org/10.1016/j.rpto.2017.05.002>

Skarlicki, D. P., & Folger, R. (1997). Retaliation in the workplace: The roles of distributive, procedural, and interactional justice. **Journal of Applied Psychology**, 82(3), 434-443.

- Suifan, T. S., Diab, H., & Abdallah, A. B. (2017). Does organizational justice affect turnover-intention in a developing country? The mediating role of job satisfaction and organizational commitment. **Journal of Management Development**, 36(9), 1137-1148. <https://doi.org/10.1108/JMD-02-2017-0048>
- Swalhi, A., Zgoulli, S., & Hofaidhlaoui, M. (2017). The influence of organizational justice on job performance: The mediating effect of affective commitment. **Journal of Management Development**, 36(4), 542-559. <https://doi.org/10.1108/JMD-11-2015-0162>
- Tanyaovalaksana, S. (2016). **Exploring the relationship between individual cultural values and employee silence**. Doctoral Dissertation, University of Toronto, Department of Leadership.
- Takeuchi, R., Chen, Z., & Cheung, S. Y. (2012). Applying uncertainty management theory to employee voice behavior: An integrative investigation. **Personnel Psychology**, 65(2), 283-323. <https://doi.org/10.1111/j.1744-6570.2012.01247.x>
- Thibaut, J., & Walker, L. (1975). **Procedural justice: A psychological analysis**. Erlbaum, Hillsdale, NJ.
- Tong, L. (2018). Relationship between meaningful work and job performance in nurses. **International Journal of Nursing Practice**, 24(2), 1-6. <https://doi.org/10.1111/ijn.12620>
- Tulubas, T., & Celep, C. (2012). Effect of perceived procedural justice on faculty members' silence: the mediating role of trust in supervisor. **Procedia-Social and Behavioral Sciences**, 47, 1221-1231. <https://doi.org/10.1016/j.sbspro.2012.06.804>
- Turgut, T., & Agun, H. (2016). The relationship between organizational justice and organizational cynicism: The mediating role of psychological capital and employee voice. **Journal of Behavior at Work**, 1(1), 15-26. <https://doi.org/10.25203/idd.276269>
- Tziner, A., & Sharoni, G. (2014). Organizational citizenship behavior, organizational justice, job stress, and work-family conflict: Examination of their interrelationships with respondents from a non-Western culture. **Journal of Work and Organizational Psychology**, 30, 35-42. <http://doi.org/10.5093/tr2014a5>
- Tziner, A., Oren, L., Bar, Y., & Kadosh, G. (2011). Corporate social responsibility, organizational justice and job satisfaction: How do they interrelate, if at all?. **Journal of Work and Organizational Psychology**, 27(1), 67-72. <https://doi.org/10.5093/tr2011v27n1a7>
- Umar, M., & Hassan, Z. (2013). Antecedents and outcomes of voice and silence behaviors of employees of tertiary educational institutions in Nigeria. **Procedia - Social and Behavioral Sciences**, 97, 188-193. <https://doi.org/10.1016/j.sbspro.2013.10.221>
- Van Dyne, L., & LePine, J.A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. **Academy of Management Journal**, 41(1), 108-119.
- Wang, D., Gan, C., Wu, C., & Wang, D. (2015). Ethical leadership and employee voice: Employee self-efficacy and self-impact as mediators. **Psychological Reports: Employment Psychology & Marketing**, 116(3), 751-767. <https://doi.org/10.2466/01.07.PR0.116k29w9>
- Wang, R., & Jiang, J. (2015). How abusive supervisors influence employees' voice and silence: The effects of interactional justice and organizational attribution. **The Journal of Social Psychology**, 155, 204-220. <https://doi.org/10.1080/00224545.2014.990410>

Whiteside, D. B., & Barclay, L. J. (2013). Echoes of silence: Employee silence as a mediator between overall justice and employee outcomes. **Journal of Business Ethics**, 116, 251-266. <https://doi.org/10.1007/s10551-012-1467-3>

Yangin, D., & Elma, C. (2017). The relationship among interactional justice, manager trust and teachers' organizational silence behavior. **Universal Journal of Educational Research**, 5(3), 325-333. <https://doi.org/10.13189/ujer.2017.050304>

Zhang, Z., & Gao, X. (2014). The impact of transformational leadership on employee voice behavior: The role of organizational identification and procedural justice. **International Business and Management**, 9(2), 168-172. <http://dx.doi.org/10.3968/%25x>.

APPENDIX 1: Organizational Justice Scale

Distributive Justice (DJ)

DJ1 - My work Schedule is fair

DJ2 - I think that my level of pay is fair.

DJ3 - I consider my work load to be quite fair.

DJ4 - Overall, the rewards I receive here are quite fair.

DJ5 - I feel that my job responsibilities are fair.

Procedural Justice (PJ)

PJ6 - Job decisions are made by the general manager in an unbiased manner.

PJ7 - My general manager makes sure that all employee concerns are heard before job decisions are made.

PJ8 - To make job decisions, my general manager collects accurate and complete information.

PJ9 - My general manager clarifies decisions and provides additional information when requested by employees.

PJ10 - All job decisions are applied consistently across all affected employees.

Interactional Justice (IJ)

IJ12 - When decisions are made about my job, the general manager treats me with kindness and consideration.

IJ17 - Concerning decisions made about my job, the general manager discusses the implications of the decisions with me.

IJ18 - The general manager offers adequate justification for decisions made about my job.

IJ19 - When making decisions about my job, the general manager offers explanations that make sense to me.

IJ20 - My general manager explains very clearly any decision made about my job.

Employee Voice Scale (EV)

EV1 - I develop and make recommendations to my supervisors concerning issues that affect my work.

EV2 - I speak up and encourage others in my work unit to get involved in issues that affect our work.

EV3 - I communicate my opinions about work issues to others in my work unit, even if their opinions are different and they disagree with me.

EV4 - I inform my supervisors about the problems that occur in this organization and I share my ideas that may be useful in these matters.

EV5 - I get involved in issues that affect the quality of work life in my work unit

EV6 - I speak up to my supervisors with ideas for new projects or changes in procedures at work