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THE EFFECT OF ORGANIZATIONAL JUSTICE ON ORGANIZATIONAL IDENTIFICATION IN THE COVID-19 PROCESS: THE MEDIATING ROLE OF LEADER-MEMBER EXCHANGE

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ABSTRACT

In order for organizations to continue their existence by reaching their strategic goals and objectives, employees' perceptions of the existence of justice within the organization need to be strengthened. With a high level of organizational justice perception, the emotional and cognitive bond that employees establish with their organizations will contribute to their integration with the organization. The integration of the employee with the organization in every situation and condition and the effort to contribute to the achievement of the goals of the organization is shaped by the quality of the leader-member interaction. In this context, the aim of this research is to determine the role of leader-member exchange (LMX) in the relationship between positive organizational justice (OJ) (distributive (DJ), procedural (PJ) and interactional (PI) and IJ) OI and organizational identification (IO) perceived by bank employees working in the Turkish banking sector during the global covid-19 process. The data used in the research were collected from 324 participants working in the Turkish banking sector. In order to test the research model and hypotheses, the hierarchical regression analysis was used. In this kind of adversity, the correlations among OJ (procedural, distributive and interactional), OI and LMX, which play an important role for organizations to achieve their goals and objectives, are discussed specifically in the banking sector.

COVID-19 SÜRECİNDE ÖRGÜTSEL ADALETİN ÖRGÜTSEL ÖZDEŞLEŞME ÜZERİNE ETKİSİ: LİDER-ÜYE ETKİLEŞİMİNİN ARACILIK ROLÜ

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ÖZ

Örgütlerin stratejik amaç ve hedeflerine ulaşarak varlıklarını devam ettirebilmeleri için çalışanların örgüt içinde adaletin varlığına ilişkin algılarının güçlendirilmesi gerekmektedir. Yüksek düzeydeki örgütsel adalet algısı ile çalışanların örgütleri ile kurdukları duygusal ve bilişsel bağ onların örgütle bütünleşmelerine katkı sağlayacaktır. Çalışanın her durum ve koşulda örgütü ile bütünleşmesi ve örgütün amaçlarına ulaşmasına katkı sağlamak için çabalaması ise lider-üye etkileşiminin kalitesi ile şekillenmektedir. Bu bağlamda bu araştırmanın amacı küresel Covid-19 sürecinde Türk bankacılık sektöründe görev yapan banka çalışanlarının algıladıkları pozitif örgütsel adaletin (prosedür, dağıtım, etkileşim) örgütsel özdeşleşme düzeyleri üzerine etkisinde lider-üye etkileşiminin nasıl bir rol üstlendiğini belirlemektir. Araştırmada kullanılan veriler Türkiye bankacılık sektöründe çalışan 324 katılımcıdan toplanmıştır. Araştırmada hiyerarşik regresyon analizi kullanılarak hipotezler test edilmiştir. Bu süreçte, örgütlerin amaç ve hedeflerine ulaşmasında önemli rol oynayan örgütsel adalet (dağıtım, prosedür ve etkileşim), örgütsel özdeşleşme ve LÜE arasındaki ilişkilerin bankacılık sektörü özelinde tartışılmaktadır.

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INTRODUCTION

After Covid-19 pandemic, which started in December 2019, people, companies and even countries have had to distance themselves from each other again. Service industries, which point to the social and economic well-being of countries, have also been significantly affected by this process (Yurdakul et al., 2020). In this process, employees in many countries carried out their work from their homes with home-office or virtual office applications (Ozcelik, 2021). Technological changes and transformations that help us re-establish our connection with life during this difficult process are called as industry 4.0, artificial intelligence, and digitalization (Unal and Kilinc, 2020). These new concepts, which have started to find a place for themselves in the field of management, as in many areas, have served as a savior for all businesses and employees during the pandemic process.

Despite all these technological and scientific developments, there are some concepts that do not lose their importance and timeliness in line with the psychological and sociological needs of human beings. Organizational justice, organizational identification and leader-member exchange can be counted among these concepts. No matter how the change and transformation is named, the fact that the need for intellectual capital does not decrease (Chams and Blandon, 2020) contributes to the preservation of these concepts.

The banking sector effectively uses digitalisation and artificial intelligence (AI) technologies in business processes and methods regardless of the Covid-19 pandemic process (Kandemir, 2021, p. 61). At the same time, the banking sector is an area where it is important to direct human behavior within the organization in a correct and desired way (Tran and Vo, 2018). It can be said that these businesses, which struggle with strong competitors, can reach their organizational goals and objectives more easily with the high level of identification they will create in their employees (Tyler et al. 1996). Organizational identification, which is defined as the process of forming we-identity with the organization at the cognitive and behavioral level (Dutton, Dukerich and Harquail, 1994). At this point, it has been revealed by many studies that the perception of justice created within the organization affects the organizational identification (Yesil & Demir, 2018; Chen, Wu, Chang et al., 2015; Basar & Sigri, 2015; Walumbwa, Cropanzano, & Hartnel, 2009). OJ is related to how employees perceive justice in their working conditions and how they react (Polyhart and Ryan, 1997, p. 309). By comparing themselves with others, employees expect the rules to be applied equally to everyone, to be paid equal wages for equal work, and to have equal rights (Barling and Michelle, 1993, p. 651). At this point, the perception of organiz OJ, which increases the motivation of the employee, helps to harmonize the individual and organizational goals (Iskan & Naktiyok, 2004, p. 1). The positive and desired results of the justice perceived within the organization may not always emerge on its own. At this point, the support of the organization leader is sometimes required. Leaders, who have a large share in the success and failure of organizations, often undertake the burden of maintaining the balance between the technical, social and psychological dimensions of organizations. In this research, the role of the leader is focused on the fact that the pandemic process creates intense stress and pressure for everyone. In this study, it was determined that traditional leadership approaches would not be sufficient to solve problems (Bas, Keskin, & Mert, 2010, p. 1014). At this point, the focus is on leader-member exchange, which is the quality of interaction between the leader and followers (Liden & Maslyn, 1998).

OI helps organizations to achieve strategic goals and objectives and to overcome competitors. The identification (Mael & Ashforth, 1992), which expresses the integration of the employees with the goals and objectives of the organization, can be achieved by creating the perception of OJ within the organization. In this sense, it is thought that the increasing perception of the employees about the existence of justice within the organization will help them to integrate with their organizations. It seems possible to increase OI, which is a link between the employee and the organization, will increase with the strong perception of justice and a high quality LMX. In light of this, the purpose of this research is to determine the role of LMX in the relationship between the perception of organizational justice and organizational identification.

THEORETICAL FRAMEWORK

Organizational Justice

When the literature is examined, it is seen that different dimensions are used in the development and measurement of the OJ theory. While some researchers have examined the concept with the two-factor structure which is distributive (DJ) and procedural justice (PJ) (Masterson, Lewis, Goldman, 2000), some researchers have examined it with PJ, DJ and interactional justice (IJ) (Tessema, Tsegai, Ready, Embaye and Windrow, 2014). Another group of researchers discussed the concept in a four-factor structure as, PJ, DJ IJ and interpersonal justice (Colquitt, Conlon, Wesson, Porter, Ng, 2001). In this sense, it can be said that researchers do not have a consensus

on the aforementioned dimensions. In this study, the three-dimensional version of Colquitt's (2001) four-dimensional scale adapted to Turkish by Ozmen, Arbakand Ozer (2007) was used in the measurement of OJ. As a result of the analysis, the researchers identified a three-dimensional structure as PJ, DJ and IJ to explain OI. The first dimension, DJ, is related to the distribution of organizational gains or outputs (Cropanzano, Bowen, & Gilliland, 2007). Distributive justice is related to cognitive, emotional and behavioral reactions, since its focus is on the results obtained by the employees (Gunaydin, 2001, p. 26-27). PJ explains the points where DJ is insufficient within the scope of OJ (Karaeminogullari, 2006, p. 17). Employees in this dimension focus on how and according to what distribution is made rather than distribution. In PJ, it is important to pay attention to issues such as impartiality, mutual interaction, right to speak, reconciliation, sincerity and honesty when determining a procedure (Rahman et al., 2016, p. 190). IJ, is concerned with the attitudes and behaviors of those who implement the procedures towards employees (Ramamoorthy and Flood, 2004). When the perception of IJ is low, employees exhibit negative attitudes towards managers, not individuals (Soyuk, 2018, p. 437).

When the OJ, which is an element of balance in the organization used correctly, it will help employees improve themselves and increase their job satisfaction. In this way, it will be easier to reach the goals and objectives of the organization (Gurbuz, 2007, p. 98). In this sense, determining the relationship between the concept of OJ, which is of great importance for organizations, and a series of organizational outputs, concepts and variables attracts the attention of researchers. While San (2017) found a moderate positive relationship between OJ and organizational commitment, Yilmaz (2017) stated in their research that employees with a perception of OJ exhibit higher organizational citizenship behaviour. Similarly, Sahbudak (2016) concluded that employees' perception of OJ and trust affect their organizational citizenship behaviours. Biyikbeyi (2015) found that the concepts of OJ and psychological capital have a directly proportional effect on each other. Akram, Lei, Haider and Hussain (2020) Akram and Haider and Feng (2016) stated in their studies that organizational justice strongly affects innovative work behavior.

Organizational Identification

It is very difficult to state that the concept of OI, which is derived from "Social Identity Theory" (Tajfel and Turner, 1986), has a single definition accepted by all. Mael and Ashforth (1995) defined the concept as employees' unity with the organization, feeling the successes and failures of the organization as their own and interiorising these results. Similarly, Scott and Lane (2000) defined OI as "psychologically feeling the organization as a part of yourself".

In the literature, the relationship between OI, which is of great importance for organizations, and many variables has been tried to be determined. Akgunduz and Bardakoglu (2017) found in their research on tourism employees that organizational justice reduces employees' turnover intentions. Similarly, Fallatah, Laschinger and Read (2017) revealed in their studies that OI positively affects professional coping self-efficacy, which in turn reduces intention to leave. Again, Carmeli, Gilatand and Waldman (2007) concluded that there is a significant relationship between the OI and organizational performance which is of great importance for organizations. Sluss, Klimchakand and Holmes (2008) concluded that there is a significant relationship between the OI and relational exchange and the perceived organizational support plays a mediating role in this relationship.

Identification refers to the desire of the employees, who make the greatest contribution to the organizations' making a difference compared to their competitors, to head towards the goals and objectives of the organization. In this sense, it is believed that the contribution of the employees who are unified with their organization and who refer to themselves in the organization's success and failure will be higher. Considering the researches and results mentioned above, it can be said that the identification to be developed in employees will contribute not only to the prevention of the undesirable behaviours but also to the emergence of desirable behaviours within the organizations.

Leader-Member Exchange

LMX theory is a leadership model for the relationship between managers and employees (leader and members) based on social interaction (Deluga, 1994). This theory focuses on the bilateral relations created by the manager with each subordinate. According to this theory, the manager has limited time, power and resources and cannot distribute it equally to all his/her subordinates. Therefore, they approach their subordinates differently (Wayne, Liden and Sparrowe, 1994). In line with this approach, the leader evaluates his/her subordinates in two ways as "in-group and out-group". Low quality LMX is defined as "out of group" and mostly based on rules. Relationships

with high LMX quality are defined as “in-group” and are based on respect, trust and love (Liden and Maslyn, 1998, p. 43).

Like the other variables of the research, LMX has been examined together with different concepts in the literature. Eryilmaz, Dirik, and Gulova (2017) found a significant and moderate relationship between LMX and job satisfaction. Cetin, Korkmaz, Cakmakci (2012) concluded that the LMX has an effect on the organizational citizenship behaviour, Sparrowe (1994) on the intention to quit, and Sahin (2011) concluded that the concept has an effect both on the gender and the intention to quit. Yildiz and Bozbura (2017) concluded that LMX significantly affects the career capital. Scott and Bruce (1994) found positive relationships between LMX and innovative behaviour. Atitumpong and Badir (2018) found that LMX and employee learning orientation are positively related to employees’ innovative work behaviour. Keskes, Sallan, Simoand Feranandez (2018) found in their study that LMX mediates the correlations between the dimensions of transformational leadership and organizational commitment. While Cinar and Kocak (2017) concluded that LMX negatively affects the organizational silence and Kanbur and Kanbur (2015) also found that LMX negatively affects all sub-dimensions of the organizational cynicism.

Studies have shown that the concept has a direct and indirect effect on many organizational outputs and processes. It is thought that the warm and harmonious relations that will develop between the employees and the managers will motivate the employees.

METHODOLOGY AND METHODS

Theoretical Background and Hypotheses

The perception of justice, which directs the behavior of employees in the organization, has attracted the attention of researchers for many years. A high perception of justice develops a sense of dignity in employees, which increases the identification of employees with the organization (Tyler, DeGoey, & Smith, 1996; Olkkonen & Lipponen, 2006; Hakonen & Lipponen, 2008, p. 164-78). Supporting this discourse, Yesil and Demir (2018) define OJ as a psychological link established between the employee and the organization. Studies have shown that the concept has a positive and significant interaction with OJ. The research results of Basar and Sigri (2015) on teachers and Chen et al.’s (2015) on nurses show that there are significant and positive relationships between OJ and OI. Again, Solmaz (2010), Tumer (2010), Olkkonen and Lipponen (2006), Walumbwa et al., (2009) found moderate and significant relationships between DJ and PJ and OI. Kocak (2019), Cankir and Alkan (2018), and Cheung and Law (2008) found direct and positive relationships between DJ and OI. Basar (2011) stated that IJ and PJ significantly and positively affect OI.

Accordingly all these research results, the first hypothesis of the research is,

H₁: Employees’ positive perception about OJ (PJ, DJ, IJ) affects OI in a positive and significant way.

The perception of justice existing within the organization contributes not only to the integration of the individual and the organization, but also to the quality of the LMX (Yukl, O’Donnell and Taber, 2009).

The positive perception of justice to which employees think they are exposed within the organization contributes not only to the integration of the individual and the organization, but also to the quality of LMX (Yukl, O’Donnell and Taber, 2009). In this sense, when the perception that the leader is fair is created in the employees’ minds, high quality LMX will also be possible (Graen and Uhl-Bien, 1995; Gurpinar ve Yahyagil, 2007).

Studies show that there are positive and significant correlations between LMX and OJ perception (Katrinli et al., 2010; Williams et al., 2016). On the other hand, Goksen, Yildirim, and Inelmen (2016) in their study at state universities, found that IJ is strong on the LMX; found that PJ had a weaker effect. Again, researches have determined that PJ, and IJ has a similar effect on LMX in foundation universities.

Accordingly, the second hypothesis of the research is,

H₂: Employees’ positive perception about OJ (PJ, DJ, IJ) affects LMX in a positive and significant way.

Because of limited resources, leaders prefer to establish high-quality relations with some employees and lower-quality relations with others (Graen and Uhl-Bien, 1995). From this point of view, LMX plays an important role in the identification of employees with their organizations and the formation of their organizational identities (Dutton et al., 1994: 240; Zahin, 2014; Cankir and Alkan, 2018). The quality of LMX contributes to the proactive participation of employees in organizational processes and the creation of an “us” identity (Çalkır and Alkan, 2018). The environment of trust and respect created with quality relations helps employees to develop their self-

esteem and increase their level of organizational identification (Dutton, 1994, p. 240). In some studies, positive and significant correlations were found directly between LMX and OI (Loi, Chanand Lam, 2014). Similarly, Cankir and Alkan (2018), Goksel and Ekmekcioglu (2017), Gurboylu (2009), Sluss et al., (2008) concluded that the employees' LMX affect their OI levels significantly and positively.

Accordingly, the third hypothesis of the research is,

H₃: LMX affects OI (DJ, PJ, IJ) in a positive and significant way.

Considering all these researches, it is possible to say that if employees believe that they are treated fairly, they respond by identifying with their organizations. The results of the research, in which organizational justice, LMX, OJ and IO are examined together, show that there are significant and positive relationships between distributive OJ and LMX and OI, OI and LMX (Walumbwa, Cropanzano, & Hartnell, 2009; Cankir & Alkan, 2018). In the researches, the relationships between the concepts one by one or different models have been examined. However, there has been no study to determine the role of LMX in the relationship between the OJ and OI. In this context, the starting point of the study is that LMX may have a mediating effect on the effect of OJ on the OI.

In this context, the last hypothesis of the research is,

H₄: LMX plays a mediating role between the positive perceptions of OJ and OI.

According to all these explanations and Baron and Kenny's Mediation Method (1986), the model of the research was formed as in Figure1:

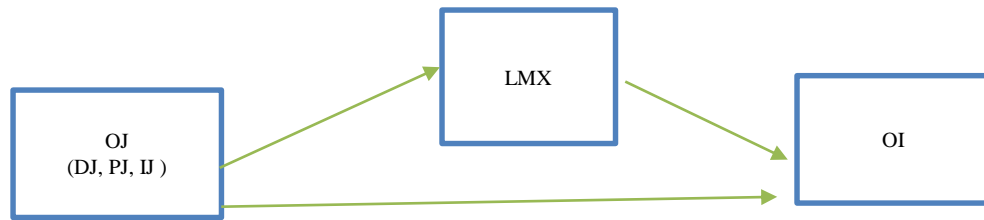


Figure 1: Research Model

Data and Sample

The data to be used for research purposes were collected between April and July in 2020. The data of this study on the banking sector in Turkey were collected during the Covid-19 pandemic. Internet and networks (mail, WhatsUp, Instagram, facebook, etc.) were used to collect data. The created online questionnaires were sent to the bank employees who volunteered to participate in the research with the snowball sampling method. 324 questionnaires obtained in this way were used for analysis. Banking is one of the important sectors where human resources create value. Employees with a high perception of OJ, high quality LMX and OI will add more value to the organization. It is estimated that especially the quality of LMX will be a determinant on OI during the difficult and exhausting process created by Covid-19.

The Survey

The "OJ Scale" developed by Colquitt (2001) and adapted to Turkish by Ozmen, Arbak and Ozer (2007) was used in the data collection on OJ, which is the independent variable of the study. The IJ dimension of the scale has 9 items (eg: Does your supervisor treat you kindly?), while PJ dimension has 7 (eg: Are decision-making processes based on accurate information?), and DJ dimension has 4 (eg: Are your achievements appropriate for the work you have completed?). The options of the 5-point Likert-type scale that consists of 20 expressions range from "Never agree" to "Absolutely agree".

The "OI Scale" developed by Mael and Ashforth (1992) was used to measure the level of OI, which is the dependent variable of the research. The scale was used in Turkish literature by Tak and Aydemir (2004) and Polat (2009) by performing an exploratory factor analysis. The scale consisting of 6 expressions (eg: I usually use the phrase "we" when I talk about my workplace) is in the 5-point Likert type scale of which the options range from "Never agree" to "Absolutely agree".

In order to measure the LMX, which is the mediating variable of the research, the LMX scale, which was developed by Liden and Maslyn (1998) and of which Turkish validity and reliability studies were conducted by

Bas et al. (2010), was used. The multidimensional LMX scale consists of four sub-dimensions, each of which consists of three statements: influence, loyalty, contribution and professional respect. The Scale is in the 5-point Likert type and consists of 12 statements. The Cronbach Alpha coefficient of the scales was found as $\alpha = .87$; $\alpha = .95$ and $\alpha = .92$ respectively.

DATA ANALYSIS

Assessment of measurement model

Before statistical analysis, all variables were examined in terms of univariate and multivariate normal distribution. It was observed that all variables of the study were normally distributed.

When the demographic characteristics of the employees participating in the study are examined, it has been found that 62,7% of the employees are male, 30,9% are between the ages of 31-35, 74,4% are married and 29,6% have 6-11 years of work experience.

Construct validity—Exploratory factor analysis (EFA) and Confirmatory factor analysis (CFA)—Measurement model of the study

In order to verify the structures of the scales used in the research, exploratory and confirmatory factor analyses were used. The significance of the KMO value and Barlett's test of sphericity results for OJ, OI and LMX variables indicate that the data set is suitable for factor analysis ($KMO_{OJ}=.881$; $p<.0001$), ($KMO_{OI}=.901$; $p<.0001$), ($KMO_{LMX}=.893$ $p<.0001$).

As a result of EFA conducted for the OJ scale, three factors with eigenvalue greater than 1 was determined. While the first dimension factor loads of the items vary between .82 and .64, the dimension explains 42,51% of the total variance. Second dimension factor loads of the items vary between .79 and .65, the dimension explains 23,6% of the total variance. Third dimension factor loads of the items vary between .79 and .65, the dimension explains 9,52% of the total variance. However the first expression in the scale were not included in the analysis because they were distributed in three dimensions. After these expressions had been removed from the analysis, the analysis was repeated and it was seen that the OJ scale was gathered under three dimension. In order to reveal the relationship with the items of the OJ scale whose structural features were determined, within the scope of SEM, a three factor first-level CFA was applied. As a result of the analysis, 19 expressions of the OJ scale were modeled in three dimension. As a result of the analysis, it was seen that the scale structure of OJ ($\chi^2 = 238.407$, $df = 82$, $p = 0,000$) was significant. The fit index values were found as $RMSEA = 0.07$, $GFI = 0.88$, $CFI = 0.96$, $AGFI = 0.90$, $NFI = 0.95$, $IFI = .96$ and $TLI = 0.94$. These fit index values show that the three factor model is acceptable.

As a result of EFA conducted for the OI scale, which is the dependent variable of the research, only a single factor with an eigenvalue greater than 1 was determined. While the factor loads of the items vary between .85 and .71, the dimension explains 62,08% of the total variance. In order to reveal the relationship with the items of the OI scale whose structural features were determined, within the scope of SEM, a single factor first-level CFA was applied. As a result of the analysis, six expressions of the OI scale were modeled in one dimension. As a result of the analysis, it was seen that the scale structure of OI ($\chi^2 = 71.417$, $df = 23$, $p = 0,000$) was found significant. The fit index values were found as $RMSEA = 0.08$, $GFI = 0.94$, $CFI = 0.95$, $AGFI = 0.88$, $NFI = 0.95$, $IFI = .95$ and $TLI = 0.90$. According to these values of fit index, it can be said that the single factor model shows good fit.

According to the results of the EFA analysis on the LMX scale, which is the mediator variable of the research, again only a single factor with an eigenvalue greater than 1 was determined. However, the fifth and sixth expressions in the scale were excluded from the analysis on the grounds that the fifth expression constitutes a dimension on its own, and the sixth expression has a factor load below .30. After the repeated analysis, it was seen that the factor loads of the expressions forming the single factor structure vary between .90 and .53. This single dimension explains 76,67% of the total variance. Afterwards, as a result of CFA conducted to determine the relationship between the scale and the items, ten expressions of the LMX scale were modeled in one dimension. In the literature review, it was seen that the scale was modelled in one dimension, similarly in the study of Aslan and Ozata (2009). As a result of the analysis, it was seen that the scale structure of LMX ($\chi^2 = 675,467$ $df = 147$, $p = 0,000$) was found significant. The fit index values were found as $RMSEA = 0.08$, $GFI = 0.88$, $CFI = 0.90$, $AGFI = 0.89$, $NFI = 0.91$, $IFI = .91$ and $TLI = 0.93$. According to these values of fit index, it can be said that the single factor model shows good fit.

Correlation Analysis Results

When Table 1 is examined, it is seen that the coefficients related to the variables of OJ (DJ, PJ and IJ), identification and LMX of employees are statistically significant ($p < .01$). It is important to determine the relationship between the perception of OJ, identification and LMX in the study.

Table 1. Correlation Analysis Results

Variables	Arith. Mean	Std. Dev.	OJ	DJ	PJ	IJ	OI	
OJ	3,68	,82	1					
DJ	3,72	,86	,374**	1				
PJ	3,18	,42	,171**	,489**	1			
IJ	3,75	,88	,374**	,954**	,481**	1		
OI	3,71	,86	,269**	,307**	,402**	,320**	1	
LMX	3,38	,57	,133**	,366**	,273**	,326**	,170**	1

** ($p < 0.01$).

According to table 1, the employees' general perception of OJ, identification and LMX was determined as ($r = .269$, $p < .00$; $r = .133$, $p < .00$) and a low level positive and significant correlation was found between the OI and LMX ($r = .170$, $p < .00$). When the table 1 is 3 is examined on the basis of sub-dimensions, it is seen that all dimensions of OJ have positive and significant correlations with OI (DJ ($r = .307$, $p < .00$); PJ ($r = .402$, $p < .00$); IJ ($r = .320$, $p < .00$) and LMX (DJ ($r = .366$, $p < .00$); PJ ($r = .273$, $p < .00$); IJ ($r = .326$, $p < .00$)). In these relations, the correlation between OI and PJ ($r = .402$) and the correlation between DJ and LMX ($r = .366$) indicate the highest level. Again, it was determined that the averages of OJ, OI and LMX of the employees were very close to each other and above the mean value of 2.5 (Mean= 3.68; 3.71; 3.38 > 2.5). It is also seen that the employees' OI levels are higher than those of the OJ and LMX. On the basis of sub-dimensions, while the employees' averages regarding the IJ and DJ dimensions of OJ are very close to each other, their averages for PJ are lower than the other ($3.75 > 3.72 > 3.18$).

Findings on Hypotheses

In order to test the research model and hypotheses, hierarchical regression analysis proposed by Baron and Kenny (1986) was used. Accordingly, the results of the analysis carried out to test the mediating role of LMX in the effect of OJ (DJ, PJ and IO) on OI are shown in Table 2.

Table 2. Regression Analysis Results

Model	Regression Coefficients					Model Statistics
	B	S.H.	β	t	p	
First Step (Constant)	2,472	,202		12,267	,000	R=,374; R ² =,140; F _(1,321) =51,913 p=0,000
Independent:OJ Dependent:OI	,381	,053	,374	7,205	,000	
Independent:DJ Dependent:OI	2,330	,251		9,280	,000	R=,307; R ² =,094; F _(1,321) =33.199 p=0,000
	,379	,066	,307	5,762	,000	

Independent:PJ Dependent:OI	2,819	,179		15,773	.000	R=,402; R ² =,161; F _(1,321) =61,576 p=0,000
	,368	,047	,402	7,847	.000	
Independent:IJ Dependent:OI	2,269	,253		8,971		R=,320; R ² =,102; F _(1,321) =36,479 p=0,000
	,400	,066	,320	6,040		
Second Step (Constant) Independent:OJ Dependent:LMX	1,956	,274		7,158	.000	R=,369 R ² =,136; F=50,802; p=0,000
	,568	,080	,369	7,128	.000	
Independent:DJ Dependent:LMX	1,405	,334		4,209		R=,366 R ² =,134; F=49,854; p=0,000
	,687	,097	,366	7,061		
Independent:PJ Dependent:LMX	2,910	,255		11,416		R=,273 R ² =,075; F=25,944; p=0,000
	,378	,074	,273	5,093		
Independent:IJ Dependent:LMX	1,659	,343		4,838		R=,326 R ² =,106; F=38,333; p=0,000
	,618	,100	,326	6,191		
Third Step (Constant) Independent: LMX Dependent: OI	2,268	,139		21,308	.000	R=,170; R ² =0,029; F=9,533; p=0,002
	,113	,037	,170	3,087	.002	
Fourth Step (Constant) Independent:OJ Independent: LMX Dependent: OI	1,041	,296		3,517	.000	R=,485; R ² =,235; F=49,041; p=0,000
	,482	,076	,314	6,314	.000	
	,326	,051	,320	6,445	.000	
(Constant) Independent:DJ Independent: LMX Dependent: OI	1,543	,369		3,474		R=,442; R ² =,195; F=38,643; p=0,000
	,602	,095	,323	6,328		
	,311	,063	,252	4,938		
(Constant) Independent:PJ Independent: LMX Dependent: OI	1,942	,271		7,170		R=,454; R ² =,206; F=41,332; p=0,000
	,295	,070	,214	4,225		
	,334	,046	,365	7,215		
(Constant) Independent:IJ Independent: LMX Dependent: OI	1,707	,241		3,874		R=,422; R ² =,178; F=34,486; p=0,000
	,526	,097	,279	5,410		
	,341	,64	,272	5		

In the first step, OJ was found to have a positive and significant effect on OI ($\beta = ,374$; $p < 0,001$). Again, DJ, PJ and IJ, which are sub-dimensions of OJ, have a positive and significant effect on OI ($\beta_{DJ} = ,307$; $p < 0,001$; $\beta_{PJ} = ,402$; $p < 0,001$; $\beta_{IJ} = ,320$; $p < 0,001$). Among these variables, it was determined that the dimension of justice, which has the most effect on OI, is PJ.

In the second step, it was determined that OJ affects LMX in a positive and significant way ($\beta_{LMX} = ,369$ $p < 0,001$). When the effects of the sub-dimensions of the OJ on LMX are examined, it is seen that DJ ($\beta = ,366$; $p < 0,001$), PJ ($\beta = ,273$; $p < 0,001$) and IJ ($\beta = ,326$; $p < 0,001$) have positive and significant effect. In this sense, it was determined that the dimension of justice, which has the greatest effect on LMX, is DJ.

In the third step, the mediator variable LMX was found to have a positive and significant effect ($\beta = ,170$; $p < 0,001$) on OI. In the fourth step of hierarchical regression analysis, when OJ and LMX was added to the model, the effect of OJ on OI increased from $\beta = ,374$ ($p < 0,001$) to $\beta = ,320$ ($p = 0,000$), however, it continues its

statistically significant effect. These findings showed that LMX plays a partial mediating role in the relationship between OJ and OI.

In the analysis made to determine the mediator role of LMX in the effect of the sub-dimensions of OJ on OI; when LMX is added to the model with OI; the effect of DJ on OI increased from $\beta = .307$ ($p < 0.001$) to $\beta = .252$ ($p = 0.000$); the effect of PJ on OI $\beta = .402$ ($p < 0.001$) to $\beta = .365$ ($p = 0.000$); and finally the effect of IJ on OI $\beta = .320$ ($p < 0.001$) to $\beta = .272$ ($p = 0.000$), however, its continues its statistically significant effect.

These findings showed that LMX plays a partial mediating role in the relationship between DJ, PJ, IJ and OI. That is, it was confirmed that while OJ increases OI, LMX helps increase OI behavior, as well. In order to reveal the significance of the mediating effect between variables, the significance coefficient of the Sobel Test was examined. As a result of the calculation of the Sobel test, it was found that the mediating effect was statistically significant ($Z = 3,236$, $p < 0,005$; $p = 0,001$).

DISCUSSION

Banks, which constitute an important part of the service sector, are labor-intensive and psycho-social structures. In these organizations, the most important resource in achieving the goals and objectives is the employees. In this study, the mediating role of LMX in the relationship between bank employees' OJ and OI was examined. The research was carried out during the Covid-19 pandemic. In this process, it was tried to determine how the relationship between employees' perceptions of OJ and OI levels was shaped by LMX.

Research hypotheses were tested by hierarchical regression analysis. The results of the analysis confirmed that if employees had a positive perception of PJ, DJ and IJ, they would be better integrated with the goals and objectives of the organization. In the literature review, there are some studies supporting this result of the research (Tyler and Balder, 2003; Cheung and Law, 2008; Hakonen and Lipponen, 2008; Basar, 2011; Sahin, 2014; Ciftci and Yilmaz, 2017; Cankir and Alkan, 2018). This study shows that about 40% of the change in employees' OI is due to PJ, 32% to IJ, and 30% to DJ. It is seen that the biggest share in providing OI for bank employees in Turkey is in PJ. Again, it can be said that IJ and DJ have importance on the psychological link that employees will establish with their organizations.

As a result of the analyses, it is seen that LMX mediates the relations between DJ, PJ and IJ and OI. In the model created to test the main hypotheses of the study, it was seen that OJ and all its sub-dimensions had a significant effect on OI. The effect of OJ 14%; DJ 9%; PJ 16% and IJ 10% on OI is at p value of 0.000, therefore, H_1 is accepted. In this sense, there are studies in the literature supporting this result of the research (Tyler and Balder, 2003; Cheung and Law, 2008; Hakonen and Lipponen, 2008; Basar, 2011; Sahin, 2014; Ciftci ve Yilmaz, 2017; Cankir ve Alkan, 2018).

The effect of OJ 13%, DJ 13%, PJ 7% and finally IJ 10% on LMX is at p value of 0.000, therefore, H_2 is accepted. In this sense, there are studies in the literature which support this result of the research (Graen and Uhl-Bien, 1995; Yukl et al., 2009; Katrinli vd., 2010; Williams vd., 2016).

The effect of LMX 23% on OI is at p value of 0.000, therefore, H_3 is accepted. Again in the literature, there are studies supporting this result of the research (Cankir ve Alkan, 2018; Goksel ve Ekmekcioglu, 2017; Loi, Chanand Lam; 2014; Sluss et al., 2008).

Finally, H_4 was accepted because LMX mediated between positive OJ and OI at the level of 23%, between DJ and OI at 19%, between PJ and OI at 20%, and finally between IJ and OI at 17% and $p < 0.00$. In the literature, no study has been found that examines the concepts of OJ, OI and LMX, which are effective in many organizational processes and results. It can be said that the sense of OI of the employees strengthens the sense of OI, and an important part of this is determined by the relationship between the LMX.

With this research, it is seen that the perception of justice, which has a facilitating role and power in achieving the strategic goals and objectives of organizations, strengthens the sense of belonging and togetherness even in cases of success and failure. This research has demonstrated the importance of quality LMX. It is hoped that it will contribute to the field and its managements.

CONCLUSION

Based on the literature review, it has been discussed in this study that positive OJ perception (DJ, PJ and IJ) will make positive contributions to OI. Employees' positive perceptions of high OJ strengthen their ties with the organization. In this way, employees will identify with the organization by adopting the goals and objectives of the organization. In addition, the leader's observance of the principles of justice and equity in organizational policies and practices increases the OI of the employees.

In this study, it is aimed to determine the role of LMX in the effect of OJ on OI. It is thought that OJ will affect the LMX positively, in relation to this, the LMX will also affect the OI positively. It has been observed that the biggest effect on the OI of bank employees belongs to PJ. This study highlights the role of positive perception of justice (DJ, PJ and IJ) in creating OI. Again, the result of the research reveals that the quality of LMX plays a mediating role in the relationship between OJ (PJ, DJ and IJ) and OI. As the employees' perception of justice increases, the quality of LMX also increases. A quality LMX increases OI.

Practical And Managerial Implications

This research, which examines the role of OJ in employees' identification with their organizations, has some practical and managerial implications. This study highlights the role of positive perception of justice (DJ, PJ and IJ) in creating OI. Especially with the high level of justice perceptions of the employees in the Turkish banking sector, the tendency to share the goals and objectives of the organization and even to equate them with their own goals and objectives has increased. Considering that the biggest contribution to the increase of OI belongs to this dimension of justice, it is suggested that managers should attach special importance to PJ within the organization. Procedural justice is related to the perception of organizational policies and practices as "fair" by employees. Again, as a result of the quality interactions to be developed between the employees and the leaders, it will be easier for the employees to identify with their organizations. The justice dimension that makes the biggest contribution to the LMX is DJ. The employees' perception about whether the manager is fair in the distribution of time, resources, earnings, material and moral elements also play a decisive role in the quality of the relations established with the leader. The perception that the manager is not fair can disrupt the relations between the leader and the member. The perception of trust that will be created with a LMX that the employees can describe as quality will help the employees to use their energies in the correct way. In the distribution of resources and the implementation of procedures, favoritism should be avoided and individual and organizational needs should be pursued. This study reveals the fact that LMX contributes to the increase in the employees' level of identification with their organizations and it mediates the effect of OJ on identification. It is therefore important to focus not only on the presence of LMX, but also on its quality. Quality LMX results in a willingness to exert more effort on behalf of the organization.

Study Limitations and Future Research Suggestions

The first of the limitations of the study is that it only included bank employees who agreed to fill out the questionnaire. In future studies, different methods can be used in sample selection. Secondly, it should be said that this study is cross-sectional. Even though the correlations among the variables (OJ, OI and LMX) were put forward through hypotheses in the research, it is among the research suggestions to conduct a longitudinal study in the future. Again, repeating this study in different sectors through different variables may contribute to the confirmation of the study results.

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