

The Relationship between Organizational Justice and Corporate Reputation in Footwear Manufacturing Company

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Abstract

The aim of this research is to analyze the relationship between organizational justice and corporate reputation in footwear manufacturing SME in Konya. 64 full time employees in all level of managements and departments selected as a sample to analyze their perceptions on these concepts in the company. Scale developed by Niehoff & Moorman in (1993) and Bıyıkbeyi (2015) used in his research adopted as a scale to evaluate employees' perceptions of organizational justice. Scale developed by Charles J. Fombrun and Gezmez (2015) used in his research adopted as a scale to evaluate employees' perceptions of corporate reputation. According to the analyzed data, it has been obtained that one way and meaningful relationship between organizational justice and corporate reputation

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Corporate Reputation

1. INTRODUCTION

During 1900's industrial environment, machines and employees were considering majorly equivalent in organizations. Workforce value was just a numeric value against machineries' productiveness. In such standpoint, organizations forced all possible ways to gain maximum outputs from workforce to be a more productive and competitive.

Century after, workforce's value increased in today's information age in the organizations. Individuals who produce and use information (know-how) in organization have greater value and strategically important for the organizations to being a sustainable in competitive work environment (Akgemci & Güleş, 2010). Therefore, workforce's feelings, manners, attitudes, thoughts and their individual matter plays important role for the organization and decision makers. Since, individual perceiving is a process of collecting and organizing information by having an idea out all from his/her environment and personal sensation. This diversity of perceiving may differentiate among each person in organizations (Eren, 2015). In today's information age employee perceiving is very significant for organizations to become competitive and sustainable.

Justice and reputation are important for both employers and employees. However, relationship of these subjects and how these concepts perceive within the organization is significant. In this research we have measured and analyses of perceiving organizational justice and corporate relationship from all levels and departments from the footwear manufacturing company. Research divided in four sections. First section covers the literature of organizational justice and corporate relationship. Second section contains the relationships of these subjects. Research methods and findings are covered in third section and last section concludes our hypothesis.

2. THEORETICAL FRAMEWORK

2.1. Organizational Justice

There are varieties of ways developed in over times and circumstances to compensate conflicts from individuals may face in everyday life in society. Justice is a term and concept of dealing the social conflicts. This subject has been discussing in social disciplines and given a birth to many theories. Philosopher questioned justices way before than business scholars (Cropanzano, Bowen, & Gilliland, 2007). Muslim clerk, philosopher and theologian, Mevlana Jalāl ad-Dīn Rumi, questioned and defined justice in 13th century as "What is justice? Giving water to trees. What is injustice? To give water to thorns. Justice consists in bestowing bounty in its proper place, not on every root that will absorb water"(Ergül, 2014).

Ancient Greek philosophy defines justice as opposite meaning of injustices. In that period of time theory was that 'people would never aware of the justice if there were not injusticesness'. Until the Aristoteles, justice was defined as love of favor in Greek philosophy. Aristoteles formed the concept of justices as whole and propounded that the term has two subcomponents as distributive justice and equilibrating justice (Güriz, 1990).

Result of perceiving justice and unjustness within the organization are very important, since the organizations are small scaled groups which form the society's economic and social features (Gürbüz, 2007). Positive or negative perceiving of organizational justice is directly related with members' performance and success of organization (Baldwin, 2006). There are lots of different approaches and researches regarding such importance of organizational justice in literature. For instance, Cropanzo defines the positive organizational justice as a 'glue' that unites the organization on the other hand, correlates the unjustness in organization as a 'solvent' which breaks up the unity of the organization (Cropanzano et al., 2007). Adam's equity

theory categorized the organizational justice in three parts, which are distributive, procedural and interactional justice. In general meaning, organizational justice is that how fair process are applying in making decisions that are effective in the organization that employees are perceiving (Bedük, 2012). Equity theory, those who work in an organization in return for their performance, with by comparing themselves to other member of the organization and perception of how manager practices and behaves equally (Şimşek & Çelik, 2012).

Greenberg and Colquitt (2007) developed and subcategorized the organizational justice as shown table 1.

Table 1: Components of Organizational Justice

1. Distributive Justice
<i>Equity:</i> Rewarding employees based on their contributions
<i>Equality:</i> Providing each employee roughly the same compensation
<i>Need:</i> Providing a benefit on one’s personal requirements
2. Procedural Justice
<i>Consistency:</i> All employees are treated the same
<i>Lack of Bias:</i> No person or group is signed out for discrimination or ill-treatment
<i>Accuracy:</i> Decisions are based on accurate information
<i>Representation of All Concerned:</i> Appropriate stakeholders have input into a decision
<i>Correction:</i> There is an appealed process or other mechanism for fixing mistakes
<i>Ethics:</i> Norms of Professional conduct are not violated
3. Interactional Justice
<i>Interpersonal Justice:</i> Treating an employee with dignity, courtesy, and respect
<i>Informational Justice:</i> Sharing relevant information with employees

Distributive Justice, distribution of goods, services, opportunities, roles, status, pay, promotion, gains, fines or sanctions etc. shared in an equitable manner among individuals. Distribution of justice represents the result of perception of fairness. Distributive justices divided in three sub approaches equity, equality and need in literature (İçerli, 2010).

Distribution of resources and outcomes of fair decision describes the distributive of justice (Franz, 2004).

Procedural Justice, perception that relates to process of decision making by fairness, such as pay, promotion, working conditions etc (Bedük, 2012). Procedural justice is fairness level of employee perceives that links to process of distributive decision making. Perceiving of distribution decisions as fair by employees, makes individual to adopt those decisions (İçerli, 2010).

Interactional Justice, defines as perception of justice related to communication between individuals. Interactional justice first studied by Bies and Moag (1986) in literature and argued that justice directly affected by the quality of interaction between individuals (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Distributive justice, fairness of distributing the resources in the organization, procedural justice, fairness of decision making process and interactional justice, fairness of managers' attitude among individual behaviors (Olkone & Lipponen, 2006).

2.2. Corporate Reputation

As a result of technological developments and globalization, managing of reputation have become an important subject and having researched deeply in business environment. Word root and synonyms of reputation has senses from both Latin and Arabic past. Meaning of the word contains positive or negative perceives of employees in organization and external stakeholders (Bedük, 2012). Cambridge dictionary offers similar association: to reputation is the opinion that people in general have about someone or something, or how much respect or admiration someone or something receives, based on past behavior or character. Reflection the concept of reputation in organizations defined as "corporate reputation" (Özbay & Selvi, 2014).

The term of corporate reputation first used in 1950s and have been increasingly researched from different disciples; organizational management, accounting-finance, marketing, economy, politics, education, psychology and sociology (Fombrun, Gardberg, & Sever, 2000) Accepted as the basic indicators of individual dignity to be respected, to be trusted, a condition that each individual's desire to be perceived as valuable by the people around. Similarly, organizations have desires same as in individuals such as to be respected, to be trusted by all the members and its environment. Since individual reputation forms by personal behaviour, thoughts and character; corporate reputation forms from features, performance and behaviours of organization (Köksal, 2011).

Many scholars have been conducting research of corporate reputation and its possible effects on different variables. Terminology of corporate reputation directly related with the concept of identity and image (Cravens, Goad Oliver, & Ramamoorti, 2003). Reputation, majority defines in different forms and approaches. As a result of these different variations, there is not only one definition of corporate reputation that the academia generally agrees on. Corporate reputation is an intangible asset that represents the value and stakeholders trust to the organization. It is a key asset for achieving of strategic objectives for instance adding value, profitability and sustainable competitive advantage (Marcellis-Warin & Teodoresco, 2012). According the worldwide consulting firm Ernst & Young, the investors believe that 30-50 % of

an enterprise's value is intangible and mostly based on reputation of a company. Favourable corporate reputation requires effort and detail business strategy. It is built on human resource management practices and viable business model (Burke, Martin, & Cooper, 2011).

According to Nic S. Terblanche (2014) who researched validation of the customer-based corporate reputation in retail, he studied Da Camara (2006) in his research. He states that reputation as "best understood as being founded in perceptions and experiences of an organization and denotes a judgment on the part of all stakeholders over time... a holistic concept that encapsulates people's judgment of an organization's actions and performance" (Terblanche, 2014). Organizations which aware the importance of the corporate reputation, work hard to have strong and effective corporate identity in order to benefit its strategic advantage (Çekmecelioğlu & Dinçel, 2014).

Recent researches founded that the reputation has rare, unique, valuable and an abstract entity (Boyd, Bergh, & Jr, 2010) and one of the most strategic resources of organization (Flanagan & O'Shaughnessy, 2005) Many scholars and researchers focus on corporate reputation and ways to measure it in order to become a competitive (Fombrun et al., 2000).

2.3. The Relationship of Organizational Justice and Corporate Reputation

An important factor of organizational justice is the perception of an individual justice. In other word, justice and equality is subjective and consist to perceptions (Robbins & Judge, 2015). Researches show that perceptions of justice differentiate between individuals, groups and cultures, for instance the differences of culture of Honk Kong and USA (L.Nelson & Quick, 2008). At the same time corporate reputation has two dimensions of perceptions; internal and external. In this perspective, both concepts may consider as the mixture of individual perception in an organization.

According to Fombrun and Riel (2004), there are six components of corporate reputation; leadership, social responsibility, financial performance, corporate environment, product-service and emotional attraction. Last component, emotional attraction is employee's faithfulness, trustiness and good behaviors that would be a mirror for the organization to its environment. In this perspective, establishment of justice in an organization may affect the reputation of the organization internally and externally through from its employees and their perceptions. Emotional attraction includes these statements; having a good feelings about the organization, appreciating, respecting and trusting to the organization (Akgöz & Çağlıyan, 2014). Employee's positive perception of organizational justice also affects positively trust and loyalty to their organization (Demirel & Dinçer, 2014).

3. METHODOLOGY

3.1. Research Subject, Objective and Matter

In our research, sample group selected from the medium size footwear manufacturing company in Konya, Turkey to find out the relationship between organizational justice and corporate reputation.

The aim of this research is to find out employees' perception of justice and company's reputation among to employees and relationship level of these two variables. Also, results of

this research may be subsidiary to different researches such as motivation, performance and productivity

Footwear manufacturing is one of the major employment and exportation industry in Turkey. Footwear industry has higher employment rate than other sectors because of necessity and dependency of workforce. Therefore, employee's perception within the organization is essential for both companies and industry. The main obstacle in footwear manufacturing in Konya is lack of qualified workforce and potentials are not preferring to work in the industry (Öğüt & Ünsaçar, 2013). Result of this research will help decision makers to see employees' perception of corporate reputation and organizational justice of such organizations makes this research unequally important against negative situations in the footwear manufacturing industry.

3.2. Theory and Hypotheses

Footwear industry is not a high-tech industry where the knowledge plays an important competitive advantage but mostly based on labor intensive sector. Therefore, workforce is most important factor for the industry. In this perspective, medium size footwear manufacturing company in Konya, Turkey had been chosen as a sample group to find out the relationship between organizational justice and corporate reputation. Theoretical model and hypothesis of this study implemented together after detail and formed research as illustrated bellow;

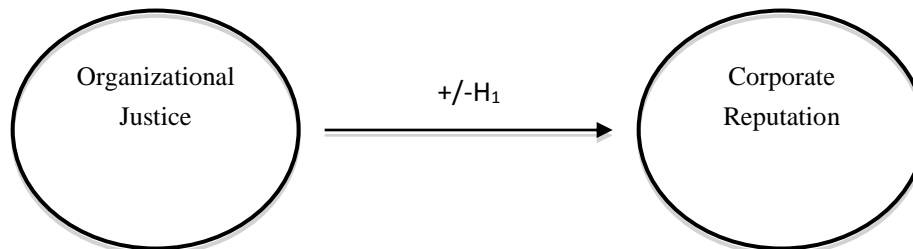


Illustration 1: Theoretic Model

H₁: There is a significant correlation between organizational justice and corporate reputation.

H₂: Perception of justice and reputation differentiate by genders.

H₃: Perception of justice and reputation differentiate by departments.

H₄: Perception of justice and reputation differentiate by experiences.

3.3. Data and Scales

This research is a kind of empirical research. The survey technique applied to collection of data as a result of questionnaire formed in three sections. First section covers demographical information; second section is related of employees' perception of organizational justice and last section contains the perception of employees' corporate reputation. The scales developed by (Niehoff ve Moorman. 93) and implement the translated version by (Bıyıkbeyi, 2015) in his research applied in the questionnaire to measure of organizational justice in the second section of the questionnaire.

The scales developed by Charles J. Fombrun's and implement the translated version by (Gezmen, 2014) in his research applied in the questionnaire to measure of corporate reputation in the third section of the survey. 5 Likert form was adopted as follows; (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

3.4. Research Model, Population and Sample Group

There are 50 footwear mass-producing companies as of 2011 in Konya (Sezgin M., 2012). Most of the small footwear manufacturers hire seasonal employees, so the number of employees may differ according to seasons. Therefore, one of the mass-producing enterprise selected as a sample group to have accurate information. Population of research had chosen as Konya, because of two reasons; Konya is one of the top footwear manufacturing city in Turkey and close distance to researchers. In 5 days of survey total of 69 participants questioned within the company. 5 individuals refused to be a part of the research, therefore totally 64 participants answered the questions. In crosstab and reviving, 2 of the survey eliminated, because of conflicted answers. In order to increase the reliability and minimizing the misunderstanding of questions, the survey conducted by direct interactive, face to face with total of 64 respondents.

3.5. Limits of Research

Questions related to organizational justice, some companies in industry don't not have positive consideration. Therefore, this research is only limited by one medium size enterprise. This limitation has emerged as a major constrain in terms of the results of the generalizing the industry. This research only focused on men footwear manufacturing company and its employees, so different manufacturing sector and shoe retailing industry may differentiate from the findings of this research since there are various methods of footwear and its related industries.

3.6 Tests of Hypothesis and Findings

IBM SPSS software is one of the most popular software to analyze data and variables in social sciences (Gürbüz & Şahin, 2014). In this study SPSS V.16 is used to analyze the collected data. First, any unusual cases were duplicated and crosstab were done to eliminate deficient surveys and data input mistakes.

Reliability analysis of organizational justice scale Cronbach's Alpha value 0,942 and corporate reputation Cronbach's Alpha value 0.939 were founded. Both scales have higher reliability value since they are greater than 0.70. Reliability and validity of the scales is related to minimize the risk of wrong analysis and evaluation (Erdoğan, 2007).

Table 2: Distribution of demographic differences

Gender	Male	Female			
	55 (88.7%)	7 (11.3%)			
Marriage	Married	Single			
	48 (77.4%)	14 (22.6%)			
Education Level	Primary	High School	Associate	Bachelor	Graduate
	24 (38.7%)	29 (46.8%)	5 (8.1%)	3 (4.8%)	1 (1.6%)
Departments	Sales & Marketing	Production & Warehouse	Management		
	3 (4.8%)	56 (90.3%)	3 (4.8%)		
Age	18-24	25-31	32-38	39-45	46 & Up
	8 (12.9%)	12 (19.4%)	14 (22.6%)	12 (19.4%)	16 (25.8%)
Industrial Experiences (year)	0-5	6-10	11-15	16-20	20 & Up
	11 (17.7%)	13 (21.0%)	13 (21.0%)	10 (16.1%)	15 (24.7%)
Duration (year)	0-5	6-10	11-15	16-20	20 & Up
	34 (54.8%)	20 (32.3%)	4 (6.5%)	4 (6.5%)	0

Demographic information about respondents as; gender, age, marital and educational status, departments etc. to get detail examination about the participants' demography. Frequency distributions of participants are as 88.7 % male and 11.3% female. Marital status of participants majorly married 77.4% and 22.6% single. Participants' educations are majorly first school 38.7%, or high school 46.8% graduates. 8.1% has college degree and 4.8% has undergraduate degrees, only 1.6% has higher graduate level degree. Participants work in 90.3% production and warehouse, 4.8% sales and marketing and 4.8% administration departments.

Table 3: The most and least rated variables from scales

Organizational Justice	Managers get all work-related employees' opinion before making a decision.	2.9355
	Managers respect and well treat me when they make decision related on my work.	3.5000
Corporate Reputation	My company sets and applies higher standards of social responsibility projects.	2.8548
	I enjoy of doing my work in this company.	3.8226

Descriptive analysis required on each variables from the questionnaire before statistically analyze of data (Gürbüz & Şahin, 2014). To analyze the rate of participant' perceptions among to the variables, descriptive analyzing method applied. Both scales, rated variables are shown in table 3.

Table 4: t test of distribution by genders

	Gender	N	Mean	Std. Deviation	Std. Error Mean
Organizational Justice	Male	55	3,2273	,77075	,10393
	Female	7	3,1357	,66815	,25254
Corporate Reputation	Male	55	3,5091	,73047	,09850
	Female	7	3,3175	1,04710	,39577

As seen on above table 4, male participant's perception of organizational justice is greater than female participants. This result might be considered as male participants' gains more than females or perception differentiate because of distribution of justice within the company. In addition, male participant's perception of corporate reputation is greater than females. Therefore, H₂ hypothesis accepted.

Variance analysis or F test which is known as ANOVA test technique applied to measure and analyse of employees' perception by their departments. Therefore, ANOVA test is applied to measure of employee perception of organizational justice and corporate reputation by their departments, since there are two different groups. The purpose of ANOVA analysis a single factor by comparing the averages of more than two groups to test whether there is a difference in the rate of a particular significance (Gürbüz & Şahin, 2014).

Table 5: Distribution of departments

		Organizational Justice			Corporate Reputation		
	N	Mean	Std. Deviation	Std. Error	Mean	Std. Deviation	Std. Error
Sales & Marketing	3	3,3000	,27839	,16073	3,3333	,25459	,14699
Production & Warehouse	56	3,2232	,77083	,10301	3,5060	,77674	,10380
Management	3	3,0167	,95699	,55252	3,2963	1,02640	,59259
Total	62	3,2169	,75541	,09594	3,4875	,76415	,09705

As seen in table 5, employees from production and warehouse department have greater perception of organizational justice and corporate reputation. This can be evaluated as; the employees in production department may compare the company’s justice and reputation to other manufacturers in Konya locally. While sales and marketing department employees, compare these concepts nationally or internationally, so their perception rates are lower than production and warehouse employees. Therefore, H₃ hypothesis accepted; perception of justice and reputation differentiate by departments.

ANOVA test is applied to measure of employee perception of organizational justice and corporate reputation by their industrial experiences as shown in table 6.

Table 6: Distribution of industrial experiences

		Organizational Justice			Corporate Reputation		
Year of Experiences	N	Mean	Std. Deviation	Std. Error	Mean	Std. Deviation	Std. Error
0-5	11	2,5955	,33798	,10190	2,7525	,60265	,18171
5-10	13	3,1115	,59692	,16556	3,5043	,52040	,14433
10-15	13	3,3000	,75581	,20962	3,5556	,68868	,19101
15-20	10	3,4350	,74724	,23630	3,4333	,84287	,26654
20 & Up	15	3,4567	,88327	,22806	3,9889	,69933	,18057
Total	62	3,2169	,75541	,09594	3,4875	,76415	,09705

Employees who have experience more than 20 years have highest perception rates of organizational justice 3.54 and corporate reputation 3.98 as seen in table 6. On the other hand, employees who have 0-5 years of experience, perception rates of both organizational justice 2.59 and corporate reputation 2.75 are least rated among the other variables. This could be considered as the people who have shorter industrial experiences may not compare the reputation and justice concepts of company yet. Therefore, H₄ hypothesis accepted as perception of justice and reputation differentiate by experiences.

Table 7: Correlation Analysis

		Organizational Justice	Corporate Reputation
Organizational Justice	Pearson Correlation	1	,678**
	Sig. (2-tailed)		,000
	N	62	62
Corporate Reputation	Pearson Correlation	,678**	1
	Sig. (2-tailed)	,000	
	N	62	62
**. Correlation is significant at the 0.01 level (2-tailed).			

The 95% reliability correlation analysis test results showed that perception of organizational justice and corporate reputation of employees in this specific enterprise has positive significant correlation between these two variables. As seen in table 7, both variables have positive significant correlation on rate of 0.678 between organizational justice and corporate reputation. In this specific footwear manufacturing company, increasing of corporate reputation may also increase the employees’ perception of organizational justice. Any variation of organizational justice affects the perception of corporate reputation on rate of 0.678. Therefore, H₁ hypothesis accepted as there is a significant correlation between organizational justice and corporate reputation.

CONCLUSION

An overall evaluation, participants’ perception of organizational justice and corporate reputation rate is fair. Results of t test as $p \leq 0,05$ male participants perceive company justice as fair and reputable than female employees. This might be considered that the distribution of justice is differ by genders in this company.

The perception of justice and reputation of organization lowers while educational level rises. This could be considered as educational level may accepted as status level among the

participants. Also, employees from the production and warehouse department have highest perception rate of organizational justice and corporate reputation. This can be considered that employees in production department may compare the company's justice and reputation to other manufacturers in Konya locally. While sales and marketing department compare these concepts nationally or internationally, so their perception rates are lower than production and warehouse employees.

In today's information age employee perceiving is very significant for organizations to become competitive and sustainable. Manager and companies that conceived the importance of corporate reputation, create large budgets to improve and to sustain the reputation of their organization. Managing of corporate reputation requires sustainable actions and encumbers serious role to upper management, but it needs the joint efforts of all employees.

These findings are expected to be a significant direction for future studies and researches. In particular, detailed researches on organizational justice and corporate reputation concepts and their relations can be conveying by taking in the account the characteristics of Turkish culture.

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