

Job Satisfaction And Organizational Justice In Private Hospital Employees

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Abstract: *The aim of this study is to determine job satisfaction and organizational justice perceptions in nurses and health officers working in private hospitals in Istanbul. The study was conducted by applying organizational justice and job satisfaction scales to 881 nurses and health workers, who agreed to participate in the survey, working in 13 different hospitals with 100 beds and over. According to the findings of the study, there are moderately significant relationships between perceptions of organizational justice and job satisfaction. The changes in job satisfaction can be explained by organizational justice perceptions of 32%.*

Keywords: *Job satisfaction, nurse, private hospital, organizational justice.*

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I. INTRODUCTION

It is observed that organizational theories developed in recent years concentrate on the interactions between individuals and the problems arising from this interaction. The success of individuals in an organization can vary greatly depending on each other and their interaction with management. Individuals' perceptions of the organizational environment and its associated elements (organizational justice, job satisfaction, etc.) may also affect their performance. The view that justice is perceptual has prevailed in organizational behavior theories. The simplest definition of organizational justice is "the individual's perception of justice in the organization". Generally, in the literature of organizational justice, it is argued that employees who perceive themselves as being fair to them are in positive attitudes and behaviors within the organization. In this study, the relationship between organizational justice and job satisfaction has been investigated.

Job Satisfaction

The most important change and development that strikes the present information society is that the human factor is at the forefront in economy and management as well as in social and political life. The most complex and variable among the sources that organizations use is human power. Even a small portion of the employee's dissatisfaction can cause all institutional activities to be adversely affected or even stopped (Söyük, 2007). Job satisfaction is the positive or negative emotional response of the individual to his / her work, working environment, behaviors and services he / she has received (Toker, 2007). The theoretical foundations of the job satisfaction concept were laid down in 1954 by Maslow's "Theories of Human Needs Hierarchy" and Herzberg's "Two Factor Theory" in 1959. Different definitions of job satisfaction have been made by different authors. Wroom defines job satisfaction as "a pleasant or positive emotional state resulting from the evaluation of one's work or work experience" (Bakan&Büyükbeşe, 2004). Job satisfaction is a personal assessment of work conditions (work itself, management attitude) or outcomes (wage, job security) (Altaş&Çekmeceloğlu, 2015).

Job satisfaction, which is one of the most important requirements of people to be successful, happy and productive in business life, is the feeling of satisfaction formed by perceiving the results of the individual. (Haris et al., 2006) Generally, job satisfaction can be defined as a function of sociological and psychological dimensions and a compromise between individual needs and institutional expectations (Garboua et. al. 2007). Job satisfaction is responsible for many organizational consequences (Eun& Hyun 2017). Among the negative consequences of job satisfaction for the organization are absenteeism and labor devolution, devotion to work, high mistake and low productivity, alienation to work, exhaustion and so on (Söyük, 2011). Employees tend to show their dissatisfaction clearly and when they find better business opportunities (Brett. &Kee 2017). The job satisfaction of the employee also determines the performance of the organization. Individuals with low job satisfaction start looking for new jobs. Therefore, job satisfaction affects organizational performance (Yeh& Hsieh, 2017). Job satisfaction is one of the most studied concepts in the 20th century organizationally. Job satisfaction is a multidimensional structure that can lead to a wide variety of results (Sharma, 2017). Job satisfaction individuals are evaluated as important both in terms of work life and life outside work.

The individuals who have high job satisfaction continue to work willingly. (Robertson, &Kee 2017. Individuals who does not focus on enough to work causes job accidents. They shape their attitudes and behaviors according to what they perceive to be done by the organization and according to the treatments they believe. One of the most important of these attitudes is the sense of organizational justice in job satisfaction (Cingi, 2015).

Organizational Justice

The first research on justice started in the field of social psychology and continued to develop over time. The concept of organizational justice has become a subject that has gained importance in the literature of organizational behavior in recent years. The view that justice is perceptual has been dominant in organizational behavior. In this case, it is difficult to establish any standard or norm about justice (Folger, 1998). The concept of "organizational justice", which expresses the fair distribution of all kinds of organizational and personal outcomes, rewards and punishments that arise in connection with the organization, was later developed (Charash& Spector, 2001). The simplest definition of organizational justice is "the individual's perception of justice in the organization". In other words, it is the perception of the individual about the organization. This perception is self-specific for each individual (Schmiesing, Safrit, &Gliem 2003).

The concept of organizational justice continues to be the focus of modern administrative debates both in scientific and political terms (Attar et al. 2017). Workers in business are evaluating the behavior of managers in terms of fairness, ethics and rationality (Greenberg, 2001). Because managers are responsible for ensuring organizational justice in the business environment, managers who provide organizational justice are more favored by employees and decisions are more supported (İşcan&Naktiyok, 2004).Employees create perceptions of justice by looking at factors such as analysis of workload within the organization, comparison, work schedules, wage levels, award-penalty distribution (Fernandes&Awamleh, 2006). The concept of organizational justice involves three dimensions, namely distribution, procedure and justice (Greenberg, 1987, Searle & Ball, 2004).Distribution justice refers to the sharing of outcomes such as punishments / awards, wages, statutes, and perspectives among persons, and perceptions of employees about their justice (Greenberg, 1990). Distribution justice perceptions play a role in motivation by affecting employee attitudes and behaviors (Demir 2011). In addition to the fair distribution of resources in distribution justice, the awarding of rewards and punishment is also important (Kim, 2017, Skarlicki& Folger 1997). Distribution affects many organizational outcomes such as justice perception, organizational commitment (Cheng 2014). A person can be fair to someone who is unjust. The personality structure affects the perception of optimism distributional justice by individuals (Sia. & Tan, 2016).

The concepts of "operational justice" and "justice for implementation" are used sometimes instead of procedural justice (Koyutürk, 2015). The procedure implies that organizational processes such as avoidance of excess and incompleteness of justice, participation in decisions, and giving information about outcomes are equally applied among employees (Ghazi &Jalali, 2017). The procedure is defined as the fairness of the methods, procedures and policies used in determining and measuring elements such as justice wage, promotion, financial opportunities, working conditions and performance appraisal (Özer&Günlük 2010).Interaction justice concerns the human side of organizational practices. Interaction justice has been developed as an additional dimension to procedural justice, since it is concerned with the attitudes and behaviors of the staff to the counterparts in implementing the procedures. (Söyük, 2007). The manner in which managers engage in interpersonal relationships with employees (eg, treating employees with respect or exploiting their labor or disrespectful behavior) can lead to relationships in the right direction or in hostility. The injustice of the perceived interpersonal interaction leads individuals to react to their managers, not to the whole organization or their own output (Cropanzana & Wright, 2003).

II. METHOD

The aim of the study is to determine the level of perception of organizational justice and job satisfaction and the relationship between these two concepts in nurses working in private hospitals. It is a descriptive study. A questionnaire consisting of three parts and 50 questions was used as data collection tool. In the first part, the sociodemographic characteristics of the participants were questioned. Job satisfaction and organizational justice scales were used in the second and third sections. The organizational justice scale used in the research was developed by Moorman and translated into Turkish by the researcher. The content and clarity of the translation in terms of language validity have been examined by experts. Expressions in the scale were regulated by the 5-point Likert scale. There are a total of 18 expressions measuring the perception of procedure, distribution, and interaction justice at the scale. Of these, 7 expressions procedure justice, 6 expressive interaction justice, and 5 expressive measure of distribution justice. The Cronbach α values obtained from the study (procedural justice = 0.89, distribution justice = 0.93, interaction justice = 0.93) indicate that the scales are reliable.

Minnesota Satisfaction Questionnaire (MSQ) was used as the second survey. Minnesota job satisfaction scale was developed by Weiss, Dawis, England and Lofquist in 1967. It was translated into Turkish by Asli Baycan in 1985. Job satisfaction scale measures internal -external job satisfaction and general job satisfaction. Internal-satisfaction measures are based on 12 phrases that question the employees' feelings about the job itself, while external satisfaction refers to the employees' feelings about the business. Cronbach α values (general job satisfaction = 0.85, internal job satisfaction = 0.80, external job satisfaction = 0.74) indicate that the scales are reliable.

The following model has been developed for the research.

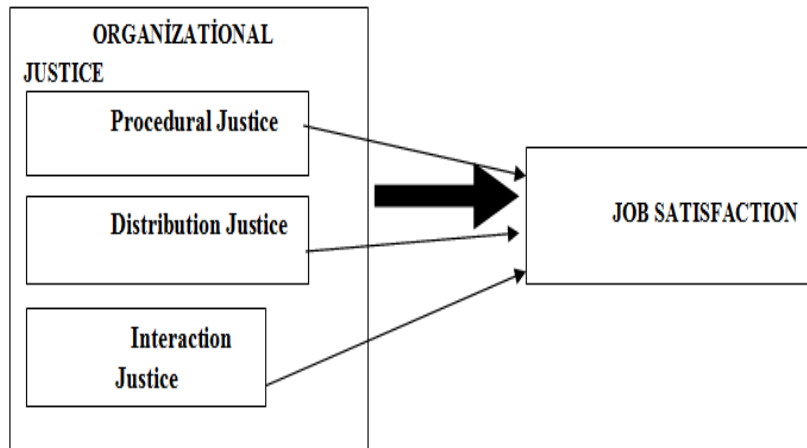


Figure 1. Research Model

The universe of the study is composed of nurses working in private hospitals with a bed count of 100 and above in Istanbul province. Among these hospitals, 13 hospitals were allowed to study. There are 1393 nurses in these hospitals. Questionnaires were distributed to all of these nurses. As a result, 881 questionnaires were completed correctly and completely. The turnover rate of the questionnaires is 63.2%. In the study, the values related to the scales are given as mean and standard deviation values and the data related to the demographic variables are given through frequency distributions.

One-way analysis of variance (ANOVA) was used to test whether responses to scales differed according to the sociodemographic characteristics of the employees. On the other hand, in order to test the research model envisaged in the research, Pearson correlation analysis was performed first and then the effects of variables on job satisfaction were tried to be determined by multiple regression analysis. In the correlation analysis, the correlation between the variables (with the reason that the correlation coefficient less than 0.40 does not explain the relation between the variables adequately) is ignored, even though the correlation coefficient is lower than 0.40 although it is significant. 0.40-0.60 moderate, 0.60-0.80 strong, 0.80 and above were considered to be strong correlations. Analyzes were performed at 95% confidence interval.

III. RESULTS

Table 1 shows the demographic characteristics of nurses working in private hospitals.

Table 1. Sociodemographic Features

	n	%
Department		
Medical services	366	41,5
Surgical Services	270	30,6
Intensive care and etc.	245	27,8
Operation		
Continuous day	338	38,4
Day and Night	385	43,7
Continuous Night	158	17,9
Job		
Nurse	688	78,1
Health Officer	122	13,8
Manager Nursing	71	8,1

Tenure of Office		
Under 1 Year	246	27,9
1-5 Year	453	51,4
6-.....	182	20,7
Experience		
Under 1 Year	145	16,5
1-5 Year	365	41,4
6-....	371	42,1
Age		
Under 25 Year	335	38
25 -29	352	40
30 -34	127	14,4
35	67	7,6
Marital Status		
Married	316	35,9
Single	565	64,1
Education		
Health Proficiency High School	335	48,8
Pre graduated	107	12,1
University	310	35,2
Master Degree	34	3,9
Salary		
Enough	100	11,4
Not Enough	256	29,1
Inadequate	433	49,1
Very Insufficient	92	10,4

41.5% (n = 366) of the nurses participating in the study have been working in medical services, 51.4% (n = 453) have been working in the same hospital for 1-5 years, 64.1% (n = 565) 48.8% (n = 335) have graduated from health vocational high school and 59.5% (n = 525) have low income.

Table 2. Average Values for the Organizational Justice

	<i>Average Value</i>	<i>Standard Deviation</i>
Distribution Justice	2,4565	0,9564
Procedural Justice	3,1931	0,7614
Interaction Justice	3,6442	0,8632

Minimum 1 – Maximum 5

When the perceptions of organizational justice of the employees participating in the study are examined; participants' perceptions of interaction justice seem to be higher than other types of justice (3, 6442). This is followed by procedural justice (3, 1931) and distribution justice (2, 4565) respectively. The average values of all three dimensions of justice indicate that employees perceive hospitals as being fair (Table 2). It has been statistically investigated whether the perceptions of procedural justice, distribution justice and interaction justice of participating employees differ according to sociodemographic characteristics. According to sociodemographic characteristics, the mean values of the procedure, distribution and interaction justice perceptions are generally given in Table 3.

Table 3. ANOVA Values Related to Perceptions of Organizational Justice

	Procedural Justice		Distribution Justice		Interaction Justice	
	F	P	F	P	F	P
Department	4,821**	0,008	0,089	0,915	0,805	0,447
Operation	0,486	0,615	9,431**	0,000	3,037*	0,048
Job	0,242	0,785	4,066*	0,017	2,529	0,080
Tenure of Office	14,002**	0,000	17,431**	0,000	18,131**	0,000
Experience	7,806**	0,000	14,999**	0,000	11,855**	0,000
Age	0,461	0,710	1,104	0,347	1,973	0,114
Marrital Status	0,018	0,893	0,154	0,695	0,051	0,821
Education	1,666	0,173	1,268	0,284	10,597**	0,000
Salary	17,051**	0,000	72,420**	0,000	16,495**	0,000

*p<0,05 **p<0,01

When it was examined whether the nurses working in private hospitals differed according to various characteristics of organizational justice perceptions, it was found that procedure justice perception differed according to the study participants' divisions, working time, total professional experience period and income perceptions. When the difference between the distribution justice perceptions and the sociodemographic characteristics of the nurses participating in the study is examined; distribution justice perceptions differed according to the way they worked, their duties, their working time, the total duration of their professional experience, their thinking about their income. Finally, when looked at the perception of interaction justice; employees' perceptions of interaction justice differ according to the way they work, their working time, their total professional experience, their education, their thinking about their income.

A Tukey test was conducted to determine which groups the difference is between. As a result of the analysis, procedural justice perception was found to be higher in patients with internalization (3,2011) and those in surgical services (3,2674), and those in intensive care, operating room and other departments (3,0735). The average of procedural justice is higher for nurses (3, 3769) who have not studied in a year and whose duration of study is less than one year, compared to those who work longer than one year. Employees with a total working period of less than one year (3,4197) had a higher procedural justice perception compared to employees who worked longer than one year (employees between 1 and 5 years = 3,1464, employees 6 years and over = 3,1506). Procedural justice perceptions were found to be higher than those who see their salaries at a sufficient level (3, 6386), their salaries at inadequate perceptions (neither sufficient nor inadequate = 3, 2260, inadequate = 3, 1250, very inadequate = 2, 9376).

The distribution justice perception was found to be higher than that of the shift workers (2.7063), daytime employees (2.4899) and day shift workers (2.3247). The distribution of justice perceived by the nurses (2, 6705), health officers (2, 5296) and nurses (2, 4110) is higher than that of the nurses. Employees with a total vocational training period of less than one year (2,8303) have a higher perception of dispense justice than those who work longer than one year (workers between 1 and 5 years = 2,3260, workers with 6 years and older = 2,4388) it has also been found to be statistically significant.

Interaction to differences was found to be higher in constant daytime workers (3, 7133), daytime workers (3, 6061) and shift workers (3, 5506) when viewed from the perspective of justice. The perception of interaction justice was found to be higher in the study period compared to those who worked less than one year (3.8272) and those who worked between 1 and 5 years (3.6692) and those who worked more than 6 years (3.3342). When the educational status of employees is examined; the interaction perception of justice is the highest group graduate degree (3, 8452). They are followed by graduates, associate degree graduates (3.6769) and graduate education graduates. Income perception was found to be significantly different in all three dimensions of justice.

When the job satisfaction of the nurses and health officials participating is examined (Table 4), it is seen that they have moderate job satisfaction (3, 4536). In terms of internal and external job satisfaction dimensions for the job satisfaction, internal satisfaction of the employees (3, 5880) is higher than the external job satisfaction.

Table 4. Average Values for the Job Satisfaction

	<i>Average Volue</i>	<i>Standard Deviation</i>
Job Satisfaction	3,4536	0,5091
Internal Job Satisfaction	3,5880	0,5285
External Job Satisfaction	3,2327	0,5923

Minimum 1 – Maximum 5

When examined whether the employees' job satisfaction differed according to various characteristics, it was found that job satisfaction showed statistically significant differences according to working styles, tasks, working hours, total professional experience periods, education conditions and employees' income perceptions (Table 6). When the internal job satisfaction scores reflecting the employees' feelings about the job itself are seen, internal job satisfaction varies according to the way of working, their duties, their working time, their total professional experience, their age, their educational status and their thinking about their income. When examined whether external employment satisfaction, which reflects how employees feel about the organization, is related to sociodemographic characteristics, it has been found that external job satisfaction changes according to study style, tasks, working time at the workplace, professional experience periods, education levels and income levels.

Table 5. ANOVA Values Related to Job Satisfaction

	Job Satisfaction		Internal Job Satisfaction		External Job Satisfaction	
	F	P	F	P	F	P
Department	0,256	0,774	0,794	0,453	0,368	0,692
Operation	9,970**	0,001	4,535*	0,011	6,952**	0,000
Job	9,461**	0,000	4,535*	0,011	16,087**	0,000
Tenure of Office	16,372**	0,000	9,206**	0,000	16,634**	0,000
Experience	11,527**	0,000	6,126**	0,002	15,705**	0,000
Age	1,784	0,149	2,731*	0,043	0,330	0,803
Marrital Status	0,222	0,637	0,418	0,518	1,295	0,255
Education	4,202*	0,006	3,721*	0,011	2,813*	0,038
Salary	21,092**	0,000	8,043**	0,000	42,221**	0,000

*p<0,05 **p<0,01

As a result of the Tukey HSD test analysis, job satisfaction was found to be higher in continuous daytime employees (3,539) than in shift workers (3,467) and daytime and seated employees (3,372). There was also a difference between job satisfaction and task style. Responsible nurses working in the managerial position are higher than job satisfaction (3,629), health officers (3,499) and nurses (3,417). Those who worked less than one year (3,605) had a higher job satisfaction score than those who worked more than one year (those who worked between 1 and 5 = 3,408 and those who worked 6 years more = 3,360). It is observed that the average job satisfaction of associate degree graduates is higher than the other employees. When we look at the relationship between employees' job satisfaction and income level, the employees who see income situations as being adequate are more satisfied with their job satisfaction than others.

When the internal job satisfaction of the employees participating in the study is examined; it was found that internal job satisfaction showed a statistically significant difference according to working styles and continuous daytime employees had the highest internal job satisfaction (3,680). It has been found that employees' internal job satisfaction varies according to the relative attitude they make. At the end of the study, the internal job satisfaction (3,703) of the responsible nurses is higher than that of the health officers (3,658) and nurses (3,560).

According to the statistical analysis results, the internal job satisfaction of the employees differs according to the working hours of the employees at the work place. Employees less than 1 year in the institution (3,708) were found to have higher internal job satisfaction than those who worked for 1-5 years (3,550) and those who worked for 6 years or more (3,518). It is expected that job satisfaction will decline in future years. When there is a statistical relationship between internal job satisfaction and total occupational experience, internal job satisfaction is the highest when the total number of years of professional work is less than 1 year (3,708). Employees (3,598) and workers 1-5 years (3,529) followed by 6 years or more respectively. The internal satisfaction rate of the associate graduates is the best in terms of internal satisfaction (3,669). The least satisfactory is seen in undergraduate graduates. It is also seen that the perceptions of internal job satisfaction change according to employees' thoughts about their income. (3,791), those who lack adequate or ineffective (3,632), those who are inadequate (3,528) and those who are very inadequate (3,522). This is also an expected result.

When the external job satisfaction and sociodemographic characteristics of the surveyed workers were examined, it was found that the external job satisfaction was higher according to the continuous daytime employees (3,311) and the shift workers (3,263) and the daytime employees (3,151). The relationship between task distribution and external job satisfaction is again the highest in nurses as well as in other values (3,507). They are followed by health officers (3,244) and nurses (3,182). According to statistical analysis results, external job satisfaction differs according to the length of the employee working at the workplace. When the relationship between study duration and external job satisfaction is examined; Outstanding job satisfaction (3,410) was found to be higher in those who are new to the job than in those who are longer than 1 year (from 1 to 5 years = 3,182, 6 years and over = 3,118, respectively). The external job satisfaction of the nurses differs according to the total working time in the occupation. The external job satisfaction was found to be higher than in all groups in the cases of less than 1 year of total occupational study (3,468). When we look at the educational status and external job satisfaction scores of those who did not work, as in internal job satisfaction, external job satisfaction is also highest in the associate degree graduates (3,378). Income status and external job satisfaction scores are higher in the other groups when income is adequate, as expected (3,647). Those who saw their income as inadequate or inadequate were found to have higher scores on external job satisfaction (3,374), inadequate (3,129) and very inadequate (2,870).

In order to test the research model envisaged in the research, first Pearson correlation analysis was performed and then regression analysis was tried to determine the effects of organizational justice perceptions on job satisfaction. In the correlation analysis, the relationship between the variables (with the reason that the

correlation coefficient less than 0.40 does not explain the relation between the variables adequately) is ignored, even though the correlation coefficient is lower than 0.40 although it is significant. 0.40-0.60 moderate, 0.60-0.80 strong, 0.80 and above were considered to be strong correlations. When the correlations between organizational justice perceptions and job satisfaction are examined, positive correlations are found in the dual correlation matrix (Table 6). The relationships between dependent variables and independent variables can be examined by correlation method, but regression analysis is needed to examine the effects of independent variables on dependent variables. For this reason, dependent and independent variables were subjected to regression analysis after correlations between variables were examined.

When the correlations between organizational justice perceptions and job satisfaction are examined (Table 6), it is seen that there is a positive moderate relationship between procedure justice and job satisfaction ($r = 0.486$). There is a positive middle level ($r = 0.405$) relationship between Distribution Justice and job satisfaction. There is a positive middle level ($r = 0.487$) relationship between Interaction Justice and Job Satisfaction. As a result, three dimensions of organizational justice perception are found to be related to job satisfaction.

Table 6. Correlation Matrix Related to Variables

Variables	Job Sat.		Internal J.S.		External J.S.		Procedural Jus.		Distribution J.	
	R	P	R	P	R	P	R	P	R	P
Job Satisfac.										
Internal J.S.	0,905**	0,000								
External J.S.	0,843**	0,000	0,616**	0,000						
Procedural Jus.	0,486**	0,000	0,389**	0,000	0,547**	0,000				
Distribution J.	0,405**	0,000	0,241**	0,000	0,539**	0,000	0,512**	0,000		
Interaction Justice	0,487**	0,000	0,397**	0,000	0,539**	0,000	0,538**	0,000	0,398**	0,000

**p<0,001

The effect of distribution justice perception, procedural justice perception and interaction perception on job satisfaction was examined by multiple linear regression analysis. The results of the analysis are given in Table 7. As the independent variables, general sense of job satisfaction was used as procedural justice perception, distribution justice perception and interaction perception as dependent variables.

Table 6. Factors Affecting Job Satisfaction

		B	St. Error	St. β	T	P
Constant		2,091	0,069		30,249	0,000
Perceptions of Organizational Justice	Procedure Justice	0,165	0,024	0,247	6,933	0,000**
	Distribution Justice	0,087	0,017	0,164	5,010	0,000**
	Interaction Justice	0,170	0,020	0,289	8,668	0,000**

** p< 0,01 R= 0,572 R²=0,327

These three variables together account for about 32% of the total variance in job satisfaction. In other words; perceptions of organizational justice affect job satisfaction by 32%. The interaction justice of the variables according to the standardized regression coefficients (St. β) is the procedural justice of distribution and the order of relative importance on distribution justice job satisfaction, interaction justice, procedural justice and distribution justice.

According to the results of the regression analysis, the regression equation (mathematical model) related to job satisfaction is given below.

"Job satisfaction = 2,091 + 0,165 procedure justice + 0.087 distribution justice +0,170 interaction justice".

IV. CONCLUSION

As a result of the study which started with the aim of measuring the effects of organizational justice on job satisfaction, it was seen that the model was structured correctly by determining important effects on

organizational justice job satisfaction. When the perceptions of organizational justice of the employees participating in the survey are examined, it is seen that participants' perceptions of interaction justice are higher than other types of justice (3, 6442). This is followed by procedural justice and distribution justice perceptions respectively. On the other hand, the mean values of each of the three dimensions indicate that employees perceive their hospital as fairly partly. When we look at the work done in recent years about motivation, it is seen that the employees want better relations with each other and their managers and good working conditions in the business environment.

As a result of this study, it was seen that all three justice groups were different according to the sociodemographic characteristics of the employees. It is seen that nurses working in private hospitals have moderate job satisfaction (3, 4536). When looking at job satisfaction from the perspective of business and external job satisfaction dimensions, it is found that employees' internal job satisfaction (3,5880) is higher than external job satisfaction (3,2327); whereas internal and external job satisfaction is moderate.

The procedural justice perceptions of employees differ according to sociodemographic characteristics. The procedural justice perception varies according to the type of work the employees are doing, their working time, the total duration of their professional experience, and their perceptions of their income. It was seen that those working in the Department of Internal Medicine and Surgical Diseases had more procedural justice perceptions than the other departments. In some cases such as intensive care, emergency, delivery room, things are sometimes more complicated and sometimes there are cases where the procedures are not followed. In these services, employees can make critical decisions from time to time and implement applications that do not conform to the procedures. For this reason, perceptions of organizational justice can be low in those sections.

The distribution justice perceptions of employees also vary according to sociodemographic characteristics. Distribution justice perception; the types of employees, the type of work they do, their duties, their working time, the total duration of their professional experience, and their thoughts about their income. The shift justice perceptions of shift workers, responsible nurses, those with less than a year of total professional experience and those who see enough of their income are higher. The perception of interaction justice varies according to the type of work, the duration of work, the total duration of professional experience, the educational situation, and the perceptions of employees' incomes. Those with daytime employees who are less likely to work for a year than those with less than one year in total occupational experience are more likely than others to perceive the interaction justice of those who see enough undergraduate and income. In general, this is an expected situation because all managers work day. The job satisfaction of the employees participating in the research also varied according to the sociodemographic characteristics. The general job satisfaction of employees varies according to the type of employees, their work, their working time, their total professional experience, their educational status, and their employees' incomes. Daytime and shift workers, responsible nurses, those with less than one year in the workplace, those with less than one year in total professional experience, those with sufficient undergraduate degree and income, have higher overall job satisfaction levels than others.

When the internal job satisfaction scores reflecting the employees' feelings about the job itself, it is seen that the internal job satisfaction of the employees differs according to the way of working, the tasks, the working time, the total professional experience period, the age, education situation, The general job satisfaction levels of daytime employees, responsible nurses, those with less than one year in the workplace, those with less than one year in total professional experience, those with 35 years of age or older, and those who see enough of their associate degree and income are higher than others. When the external job satisfaction, which reflects what employees feel about the organization, is related to sociodemographic characteristics; employees' external job satisfaction changes according to the way they work, their duties, their working time at the workplace, the duration of their professional experience, their level of education and their level of income. Daytime and shift workers, responsible nurses, those with less than one year in the workplace, those with less than one year in total professional experience, those with sufficient undergraduate degree and income, have higher overall job satisfaction levels than others. There are moderately significant relationships between perceptions of organizational justice and job satisfaction. Changes in job satisfaction can be explained by organizational justice perceptions of 32%. In other words, perceptions of organizational justice affect job satisfaction by 32%. As stated at the beginning of the work, job satisfaction is influenced by many organizational outcomes, both individual and organizational. This is why the perception of organizational justice affects job satisfaction by 32% is an important result.

The health employees, who is the main determinant of service provision in health institutions, also determines the quality of service provided. It is inevitable that employees' perceptions of organizational justice and job satisfaction are very important in order to ensure effectiveness in these service organizations where the service is personal and requires intensive effort.

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