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Effect of Administration Justice on Sustainable Work Performance: Study of Banking Industry of Turkiye

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ABSTRACT

This study examines how administrative justice affects employees' performance in Turkey's private banking industry in an effort to find the keys to a more equitable and exciting workplace. This study examines how administrative justice affects employees' performance in Turkey's private banking industry in an effort to find the keys to a more equitable and exciting workplace. We employed statistical analysis to uncover the relationship between equality and worker efficiency after surveying 300 bank employees and gathering their perspectives on workplace procedures. Four essential components of justice—procedural, distributive, informational, and interpersonal—help workers perform well at work and contribute significantly to work achievement in Turkey's banking sector. Workplace neutrality, especially when it comes to interpersonal justice, significantly enhances operational enactment in Turkey's private banking industry. It also highlights the significance of maintaining a posture of self-respect, appreciation, and clarity for administrative success.

Introduction

The main indicators and drivers of competition and success in the Turkish private banking sectors in the realistic world of today are knowledge, involvement, and capable entities (Cropanzano et al., 2024). Disturbing administrative achievement has less to do with factual values and more to do with intellectual values and intellectual capital, faculty, information, and expertise. The integration of disparate skills and knowledge into managerial endeavors takes place in the context of comprehensive emotional relationships and agreements between managers and employees, outside of job specifications. Conduct that demonstrates administrative social responsibility is essential for achieving clear administrative goals, decreasing subordinate income, and improving effectiveness. Establishing an unbiased management relationship is essential for cultivating an awareness of accuracy and retraining employees. Employees' perceptions of administrative justice are impacted by their beliefs about just decision-making procedures, which in turn affects how well they function administratively (Yazıcıoğlu and Topaloğlu, 2024). With reference to previous studies in the field, the purpose of this investigation is to ascertain the impact of administrative justice views on administrative right of stay outcomes in Turkish financial services segments. In Turkish private banking segments, employees are central to a number of administrative procedures, which raises concerns about the reasonableness of decisions made regarding them (Colquitt et al., 2024). An emphasis on employee behaviors regarding equality has resulted from the rising status of justice in administrations (Greenberg, 2024). According to Özmen et al. (2024), contemporary administrative conceptions have developed the idea of "administrative justice" by applying the concept of "societal justice" to administrations and emphasizing human relationships and associated challenges. The equitable distribution of organizational outputs according to organizational relations is known as administrative justice. In the fields of industry and administration, the adjustment of justice to administrative justice has emerged as a critical area of research (Tatum et al., 2024; Eberlin & Tatum, 2024; Bolat, 2024). This study investigates how organizational justice affects Turkish private bankers' current job performance. A key idea in Turkish private banking, administrative justice refers to the proof provided by companies to their workers in the workplace (Pillai et al., 2024). In association studies, researchers including Folger, Konovsky, and Greenberg have investigated it as a social phenomenon. In accordance with Eroğlu (2024), accounting justice is a positive value associated with a range of administrative and work-related results. Cropanzano and Greenberg use this definition: "sensitivities and judgments to the compliance of administrative practices and related processes and outcomes." Its impact on work attitudes, labor separation, remuneration, benefits, leisure environments, and social communication proficiency are all highlighted in another account (Dinç and Ceylan, 2023). Equality as well as rights in administrative life are often considered aspects of organizational justice. In the private sector sectors, this study examines the relationship involving labor performance and administrative fairness. Issues arise when executive justice is absent, which is crucial for both the personal fulfillment of workers and efficient administrative operations. Barrer & Williams (2024) note that even with a wealth of research on justice conducted over the past 20 years, Adams' Equity Theory (2023) remains a major source of useful statistical information. In this hypothesis, people in the Turkish private banking industry continuously link their successes and decisions to other people. These assessments' perceptions influence feelings, actions, and satisfaction with the relationship. When groups exhibit comparable or superior efforts and results, people are happy and act in a completely consistent manner. On the other hand, contentment drops as well as efficiency suffers if they believe that colleagues are doing less and earning more. Adams' Equity Theory, which placed a focus on comparing each input and output compared to other people, developed into the idea of distributive justice (Berneth et al., 2024). Distributive justice occurs whenever there is an equal input-output rate. Work performance in Turkey's private banking industry is significantly impacted by administrative justice (Arslantaş, 2024). Employees who believe in fairness have greater levels of certainty, efficiency, and task completion. On the other hand, as per Erkutlu (2024), perceived unfairness causes lower motivation, absenteeism, and turnover. Enhancing workforce appearance may be

achieved by promoting administrative fairness through equitable promotions and impartial job distribution. Open lines of communication also promote a happy workplace, which inspires staff to produce outstanding work. Turkish private banks can improve employee enactment, reputation, and industry competitiveness by advocating administrative fairness. Investigators in Turkey's private banking industry are investigating the intricate connections between administrative discrimination and employee work presentation, aiming to comprehend the underlying factors influencing presentation outcomes.

- To observe the connection between administrative justice (procedural, distributive, informational, and interpersonal) and work performance.
- To investigate the impact of each dimension of administrative justice on work performance.
- To analyze the correlations between the different dimensions of administrative justice and work performance.
- To identify the most significant predictors of work performance among the dimensions of administrative justice.
- To determine the extent to which administrative justice explains the difference in work presentation, and assess the models overall appropriate and estimate correctness.

This article examines how the ethical management system influences the way employees present themselves in the Turkish banking industry. In doing so, they can identify best practices and ways to improve practices that produce the best results. Regarding the thoughtful of in whatever way administrative moralities mark the performance of the work, this reading is a gap—especially when it activates from the private sector of the Turkish bank (Eren & Gürbüz, 2020). Numerous studies have focused on the Western background, which completed us a little understood about how the ethnic production and the definite business play in values that are not west (Kim & Lee, 2020). Turkey is a captivating opinion that individually associations the influence of eastern and western (Özdemir, 2019). The bank's private sector is very uncertain and dissipated, which can fund the influence of administrative rights on work outcomes (Turan & Öztürk, 2022). However, we differentiate a little special about how it achieves this performance. Additionally, the problem is that current research tends to take a one-size-fits-all process, supervising the different features of the banking industry (Yıldırım & Çelik, 2021). Banking is a high-stress field with long hours and strict strategies—factors that can meaningfully influence how workers observe administrative justice and its influence on their work (Greenberg, 2020). This study aims to fill this data gap by exploring the influence of administrative justice on work performance in Turkey's private banking sector. By investigating the traditional and industry-specific factors at play, we hope to increase a more profound thought of how organizations can recommend administrative justice and improve work performance in this condition (Colquitt & Rodell, 2019). Eventually, our research aims to pay more nuanced appreciation for the complicated relations between administrative justice, work performance, and ethnic and industry-specific sides. This study examines the relationship between administrative justice and working performance in Turkey's private banking industry. It provides actionable approvals for bank administrators to improve employee proficiency, customer satisfaction, and administrative success, along with an identification of important dimensions of justice that promote performance.

Literature review

Differentiating between two forms of justice, distributive and procedural justice, is recognized by scholars such as Lemons (2022), Husted (2022), and Tyler and Lind (2022) as crucial ideas in Turkish private banking sectors. To these two categories, transactional justice is a recent addition. The literature (McDowall and Fletcher, 2023; Nirmala and Akhilesh, 2023; Karriker and Williams, 2023; Zhang, 2023) on justice in Organizational categories are summarized here. It is essential to consider different types of law carefully in

the context of Turkish financial service divisions in order to enhance work performance and organizational justice. Although procedural justice highlights fair processes and events, distributive justice focuses on the equitable distribution of the assets and results. The most recent dimension, transactional justice, emphasizes how crucial it is to treat people fairly when there is an administrative shift or transition. Distributive justice is essential in Turkish private banking to guarantee workers' rights. Based on Adams' Equity Theory, it emphasizes that workers ought to be given resources and significance according to the amount of assistance they provide (FitzGerald, 2022). The main argument is that workers ought to be protected in accordance with unbiased criteria in a fair and consistent manner (Wang et al., 2020). Workers are more likely to have positive emotions and be satisfied with their employment when they believe that their Rights are being fairly upheld (Cremer et al., 2024). This implies that workers In Turkish, private banking will be more imaginative, driven, and committed to their task when they feel that their achievements are being fairly acknowledged and fulfilled. Employees in Turkish private banking sectors want to know that Decisions are made in a transparent and equitable manner. Their concern for Procedural justice stems from their desire to know the method by which choices are produced and if it is impartial (Folger & Konovsky, 2022). To put it another way, people desire assurances that the laws are consistently and fairly enforced. According to research, procedural justice is composed of several essential components (Leventhal et al., 2023). It all starts with being equitable as well as consistent over time. It can result in lower job satisfaction, lower performance, and even departure when conditions don't appear fair. Turkish banks should therefore place a high value on procedural justice so as to foster an environment that is just, based on faith, and respectful of all people. By taking responsibility, individuals may improve equitable administration and work performance, which ultimately results in improved productivity and creative work. Relational justice is a key idea within the Turkish banking industry that focuses on treating employees fairly during decision-making processes (Bies & Moag, 2022). Procedural justice, which highlights the value of fairness in procedures, is strongly linked to this concept (Gefen et al., 2022). According to Moorman (2024), interpersonal Justice refers to how managers communicate with staff members and give unambiguous, professional rationales and justifications for alternatives. Workers in Turkish banks are very keen on how they are treated during these encounters, and the quality they have these encounters influences how they see fairness (Yılmaz, 2024). Turkish banks can establish a confident work environment and experience an enhancement in work fulfillment, productivity, and association involvement by emphasizing interpersonal justice (Karriker & Williams, 2024). Workers' primary focus in the Turkish banking industry is administrative justice. This is due to the fact that it directly affects important administrative outcomes, including productivity, loyalty, and workplace fulfillment (Forret & Love, 2024). Research indicates that employees' views of how fair decisions and procedures are have a significant impact on how they behave and get incentives (Aryee et al., 2024). Employees are more likely to trust their association and display positive traits like loyalty and nationalism when they believe they are being treated fairly (Williams et al., 2024). Positive perceptions of the rule of law, in fact, have been shown to produce happier moods, which raise the chances that workers will engage in positive actions (Williams et al., 2024). This has been demonstrated in training sessions. This means that motivating employees, increasing productivity, as well as improving fulfillment with work in the Turkish banking industry needs to promote an attitude of fairness and equality. Employees who believe that fair practices are being followed, are more likely to act entirely, as demonstrated by Organ's modifications (Giap et al., 2024; Asgari et al., 2024). In Turkish private banking, employee behavior and appearance are significantly impacted by the administration of justice. Fairness in management attitudes and actions, as opposed to official process fairness, seem more significant, according to Moorman (Moorman, 2024). Administrative social responsibility actions, such as going beyond the scope of their statutory job tasks are more probable to have been displayed by employees when they believe Their supervisors are fair (Asgari et al., 2024). According to research, Administrative citizenship conduct is significantly influenced by one's impression of the judiciary (Ortiz, 2024). Trainings

have actually shown that the relationship between procedural justice and administrative residency Conduct is strengthened when employees have faith in their bosses (Konovsky & Pugh, 2024). This implies that employees are more inclined to act in ways that advance the company when they have faith in their leadership. Moreover, Research has demonstrated a connection between activities outside of work and views about work and wage equality (Dittrich & Carroll, 2024; Scholl et al., 2024). Tansky (2024) also found a strong correlation between non-union employees' perceptions of policy and the altruistic and moral aspects of administrative justice. Additional research has validated these results. The altruism component of administrative civic conduct and business students' Impressions of interpersonal justice were found to be positively correlated by Aquino (2024). The findings of Farah et al. (2024) indicate a favorable correlation between administrative behavior and workers' perceptions of distributive and procedural justice in ten Turkish business banks. Moorman et al. (2024) discovered a favorable correlation between managerial and staff administrative residency conduct and legal procedure at a Turkish administrative bank. Williams et al. (2024) found that administrative performances in a variety of industries, including finance and financial services in the nation of Turkey, had a significant and positive correlation with distributive justice, interactional justice, and formal justice in procedure. Our findings have been confirmed by additional research. According to Blakely et al. (2024), full-time employees in various administrations have an advantageous relationship between their behavior during administrative residency and how they regard administrative justice. Giap et al. (2024) discovered that Turkish workers' perceptions of administrative behavior influence their civic practices. Chiaburu and Lim (2024) found that among employees of a Turkish commercial bank, procedural justice, and administrative citizenship traits were positively correlated. Most recently, Chegini (2024) discovered that among Turkish financial services workers, administrative residency actions and fundamental fairness aspects were highly associated. The aforementioned research emphasizes the significance of administrative justice in fostering favorable job outcomes and administrative citizenship practices within the Turkish banking industry.

H1: Administrative justice has positive and important impact on employee outcomes.

H2: Distributive Justice has positive and important impact on employee outcomes.

H3: Procedural justice has positive and important impact on employee outcomes.

H4: Informational and Interpersonal justice has positive and important impact on employee outcomes.

According to the Administrative justice theory worker's opinions on justice at work have a main major influence on the productivity, and the four main factors are informational, procedural, distributive and interpersonal justice all have a relationship (Colquitt, 2001; Greenberg, 1990). This research is based on previous research that shows the significance of fair perception in influencing the workers results. (Cohen-Charash & Spector, 2001; Folger & Cropanzano, 1998) and hardworking to explore the intricacies within each factor of managerial justice and worker's outcomes.

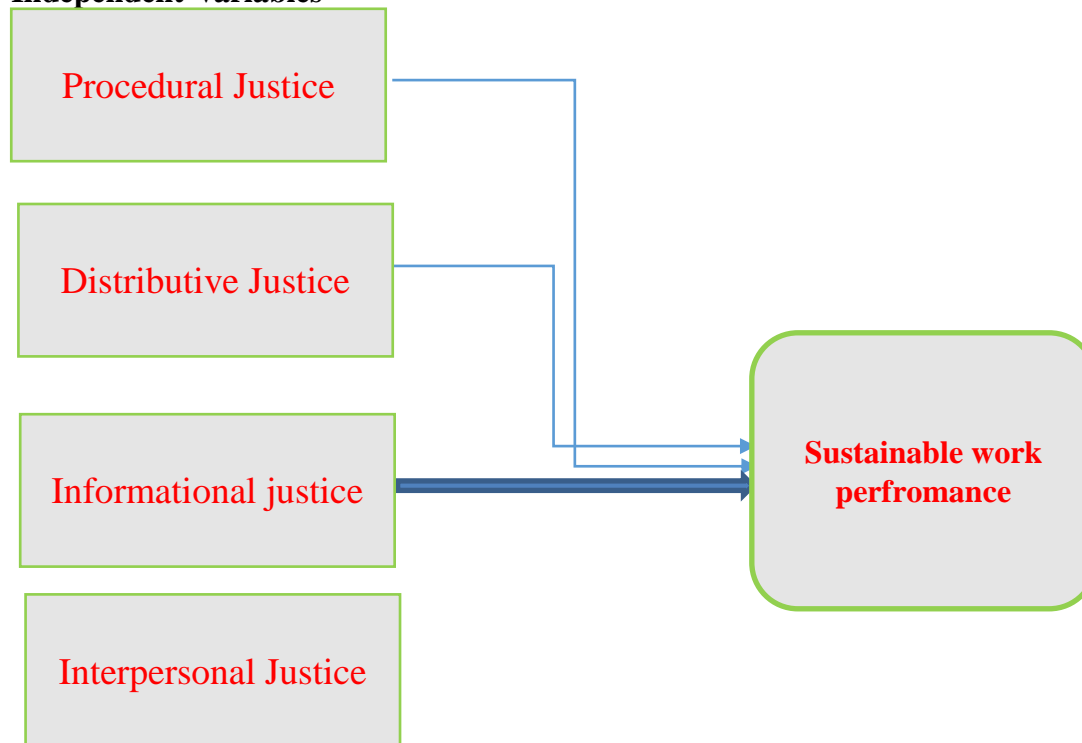
Independent variables**Dependent variable**

Figure 1: Theoretical Framework
Author's Own Study.

Methodology

In this study we studied the precise deference between administrative justice and employee output in Turkish private banking industries. In order to understand the four main factors of administrative justice procedural justice informational and interpersonal justice, we collect 300 workers to collect data from the Turkish private banks. All four important dimensions improve the worker's presentations, Procedural justice is the process of decision-making procedures we search to have the greatest influence on the worker's outcomes. Fairness in the outcomes is also very important. Furthermore, outcomes at worker's environment was influenced by interpersonal justice respecting and valuing workers and informational justice, transparence, and limited information. The importance of cultivating and administrative justice in Turkish private banking sectors to improve worker's presentations as understood by these results. Banks may enhance worker's environment and motivate them to achieve the successes by advocating for justice by transparency and equity. This may result in more productive and better overall instruction, and higher level of satisfaction in working environment. The outcomes of our research are very important for the Turkish private banks in HR departments. Banks can enhance staff outcomes and administrative success by achieving regular operations that foster the fair and transparent by acknowledging the importance of administrative justice. Additionally, the research adds to the body of knowledge already available on administrative justice and how it impacts workers and laying the groundwork for more research in this perspective.

Findings and Result

Researchers utilize SPSS version 28.0 to explore the relationship between banking services and customer satisfaction in Turkey with 300 contributors from major financial institutions, including Akbank, Garanti Bank, and Yapi Kredi Bank. Predictive modeling association analysis summary statistics determine factors leading to satisfied customers. The goal is deepening industry understanding of consumer satisfaction in the

banking sector via analysis to help Turkish financial institutions improve services and build loyal customers with a concise presentation of findings.

Table 1. Statistics.

Procedural Justice		Distributive Justice	Informational Justice	Interpersonal Justice	Work Performances
N Valid	300	300	300	300	300
Missing	0	0	0	0	0
Mean	3.0173	3.0873	3.1860	3.2320	3.3393
Std. Deviation	.65488	.62048	.60671	.66748	.64641
Skewness	.146	.136	-.088	-.066	-.020
Std. Error of Skewness	.141	.141	.141	.141	.141
Kurtosis	.120	.423	.418	.241	.334
Std. Error of Kurtosis	.281	.281	.281	.281	.281

According to Table 1, participant views on fairness varied widely, with procedural justice getting a mean score between 3.0173 and 3.3393. (Presentations from work). These scores show that most respondents think their workplace is fairly just, despite a large range in responses. Procedural justice has a mean of 3.0173 and a standard deviation of 0.65488 indicating a modest level of perceived justice in processes and procedures. The reaction behavior appears to be regular, as shown by the relatively normal distribution (kurtosis of 0.120) and took skewness (0.146). Distributive justice, with a mean of 3.0873 and a normal variation of 0.62048, likewise suggests a modest level of perceived equity in statistics and results. The slight skewness of 0.136 and the rather normal distribution (kurtosis of 0.423) of the data indicate a similar reaction response to procedural justice. Informational justice indicates a moderate to high level of perceived fairness. in discussing and interacting with information, with a mean of 3.1860 and an average deviation of 0.60671. The fairly normal distribution (kurtosis of 0.418) and considerable skewness (-0.088) indicate a continuous activity pattern. With a mean of 3.2320 and a standard deviation of 0.66748, social justice also indicates a moderate to high degree of perceived objectiveness in interpersonal relationships. An informational, justice-like opponent response is appropriate with the distribution's pretty typical kurtosis of 0.241 and minor skewness concerning -0.066. The average output of the respondents on task is 3.3393, with a standard deviation of 0.64641. This indicates a moderate to high level of performance. The comparatively equal distribution (skewness of -0.020) along with a generally normal distribution (kurtosis of 0.334) point to a consistent response pattern. There are differences in the assessments of their employment, despite the fact that they are generally positive. More context and analysis are required in order to comprehend the facts more effectively.

Table 2. Communalities

Volume	Initial	Extraction	Cronbach's Alpha	No Of Items
V1	1.000	.555	.642	5
V2	1.000	.407		

V3	1.000	.543		
V4	1.000	.428		
V5	1.000	.645		
			Cronbach's Alpha	No Of Items
V6	1.000	.569	.539	5
V7	1.000	.596		
V8	1.000	.536		
V9	1.000	.526		
V10	1.000	.460		
			Cronbach's Alpha	No Of Items
V11	1.000	.575	.501	5
V12	1.000	.577		
V13	1.000	.421		
V14	1.000	.464		
V15	1.000	.591		
			Cronbach's Alpha	No Of Items
V16	1.000	.453	.583	5
V17	1.000	.474		
V18	1.000	.543		
V19	1.000	.521		
V20	1.000	.576		
			Cronbach's Alpha	No Of Items
V21	1.000	.567	.553	5
V22	1.000	.587		
V23	1.000	.548		
V24	1.000	.633		
V25	1.000	.546		

The results displayed in the following table are the product of the method of factor analysis, which reduces the size of a big collection of data points to a smaller number of underlying parts. The communalities, initial extraction, and Cronbach's alpha values show the relationships between the variables. The Results displayed in the list are the product of factor analysis, which reduces the scope of a big collection of variables to just a few of fundamental factors. The communalities, initial extraction, and Cronbach's alpha values Show the relationships between the variables. The communalities range from 0.407 to 0.645, showing the extent to which the contributing factors explain the variation in each variable. The factors might not properly represent factors with lower values, such as V2 (0.407) and V13 (0.421), but they do manage to sufficiently capture elements that have substantial communalities, such as V5 (0.645) and V24 (0.633). The initial retrieval

numbers reveal variables that have a strong association with the first factor. There is a considerable link between the first element and variables that have elevated initial extraction values, like V1 (0.555), V6 (0.569), and V21 (0.567). Cronbach's alpha is a statistic that ranges from 0.501 to 0.642 and is used to measure the inner coherence of variables. These values demonstrate the mild phase to strong reliability of each set of variables, demonstrating an association and consistency in the measurements of the variables within each set. The factor framework nevertheless accurately describes each factor, despite some variation in accuracy between sets. The components effectively capture a large portion of the variability in the data, but certain variables may not be as well represented as individuals.

Table 3. Correlation

Procedural Justice		Distributive Justice	Informational Justice	Interpersonal Justice	Job Performances
Procedural Justice Pearson Correlation Sign (2 tailed) N	1	.634**	.506**	.466**	.405**
		.000	.000	.000	.000
	300	300	300	300	300
Distributive Justice Pearson Correlation Sign (2 tailed) N	.634**	1	.644**	.491**	.389**
	.000		.000	.000	.000
	300	300	300	300	300
Informational Justice Pearson Correlation Sign (2 tailed) N	.506**	.644**	1		
	.000	.000		.000	.000
	300	300	300	300	300
Interpersonal Justice Pearson Correlation Sign (2 tailed) N	.466**	.491**	.566**	1	.532**
	.000	.000	.000		.000
	300	300	300	300	300
Job Performances Pearson Correlation	.405**	.389**	.441**	.532**	1
	.000	.000	.000		.000

sign (2 tailed) N	300	300	300	300	300
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Distributive justice, informational justice, interpersonal justice, procedural equity, and one additional work performance have a clear connection with each other, as indicated by the correlation table (Table 3). Every parameter has a high positive correlation with every other variable, meaning that every time one increases, the rest of the variables reach as well, based on the data. It is evident that equitable procedures and equitable results are linked by the significant correlation ($r = 0.634$, $p < 0.01$) between distributive justice and justice in procedure. A moderate association has been observed between it and both informational justice ($r = 0.506$, $p < 0.01$) and interpersonal justice ($r = 0.466$, $p < 0.01$), suggesting a connection between fair procedures, communication, and relationships with others. The relationship between work success and this measure remains significant even if it is less productive ($r = 0.405$, $p < 0.01$). A strong association ($r = 0.644$, $p < 0.01$) has been found between distributive justice and informational justice, indicating a possible relationship between fair outcomes and communication. It also shows a moderate association with interpersonal fairness ($r = 0.491$, $p < 0.01$) and job success ($r = 0.389$, $p < 0.01$). Informational justice, interpersonal justice, and work performance, with r values of 0.566 $p < 0.01$ and 0.441 $p < 0.01$, respectively, show a moderate connection that suggests these three domains are related. Interpersonal fairness and performance at work have a moderate association ($r = 0.532$, $p < 0.01$), indicating a connection between fair interaction with others and accomplishments at work. The study's conclusions show how the procedural, distributive, informational, and interpersonal aspects of justice are interdependent and mutually influential, and how those factors impact worker efficiency. It also emphasizes the crucial role that an inclusive workplace plays in fostering success.

Table .4 ANOVA

Model	Sum Of Squares	df	Mean Square	F	sig
1. Regression	41.062	4	10.265	36.105	.000b
Residual	83.874	295	.284		
Total		124.936	299		

a. Dependent Variable: Work Performance

b. Predictors: (Constant), Interpersonal Justice, Procedural Justice, Informational Justice, Distributive Justice. Workplace performance as well as neutrality are correlated; this relationship is examined using ANOVA. (Table 4). The regression model, which has a sum of squares of 41.062 (out of 124.936), might be able to explain a significant portion of the variance in workload. Procedural, distributive, informational, and emotional justice have four separate variables that have been associated with this variation, given a mean square of around 10. 265 the F-statistic of 36.105, which indicates a strong association between the independent factors and work performances, is validated by the significant value of .000. This indicates that fairness and communication—two components of justice—have a big influence on how successfully workers do their places of work. According to the ANOVA results, there is a substantial correlation between job performance and characteristics of justice, and the independent factors account for a sizable amount of the variation in work performance. An average equal to .284 and a total equal to squares of 83.874 indicate the residual variation in work performance that cannot be accounted for by individual factors. The sum of the residual averages of squares and regression, or 124.936, represent the overall variance in work performance.

Table 5. Coefficients

Model	Unstandardized Coefficient		Standardized Coefficient	t	Sign
	B	Std: Error	Beta		
(Constant)	1.185	.189		6.256	.000
Procedural Justice	.143	.063	.145	2.282	.023
Distributive Justice	.024	.074	.023	.327	.744
Informational Justice	.150	.072	.141	2.086	.038
Interpersonal Justice	.362	.058	.373	6.216	.000

The regression coefficients relating to the relationship between traits linked to justice and job performance is displayed in Table 5. While the non-standardized coefficients (B) display the change in work efficiency with a one-unit variation in the relevant fairness attribute, the standardized coefficients (Beta) display an adjustment in normal variances. The constant parameter (1.185) represents the expected task performance when all justice aspects are zero, which is unlikely to happen in real life. The procedural justice coefficient of 0.143 shows that for each unit of rise in procedural justice, worker productivity increases by 0.143 units. The standardized value of 0.145, which indicates that a 0.145 average increase in performance at work corresponds with a one standard deviation improvement in procedural justice, the distributive justice coefficient (0.024) shows that a one-unit increase in distributive justice corresponds to a 0.024-unit gain in labor efficiency, suggesting a weaker relationship between distributive justice and job performance. An increase of One unit in informational justice is linked with an increase of 0.150 measures. in employment outcomes, indicating a higher association according to the informational justice coefficient (0.150). An increase of one unit in interpersonal justice is connected with an increase of 0.362 units in performance at work, according to the coefficient of interpersonal justice (0.362), which shows the strongest correlation. Standard values (Beta) corroborate these findings; the largest standardized values are for distributive justice (0.023), procedural justice (0.145), interpersonal justice (0.373) and informational justice (0.141). The t-values and significance levels (p-values) indicate each coefficient's statistical significance. Every aspect of justice—aside from distributive justice—has a strong relationship with work performance.

Table 6. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.843
Bartlett's Test of Sphericity Approx. Chi-Square	1567.025
Df	300

sig.	.000
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To determine if the sample data is suitable for factor analysis, Table 6 of the Kaiser-Meyer-Olkin (KMO) provides an estimate known as the measure of sampling adequacy. A low number indicates that there may not be adequate information for factor analysis, whereas a high number indicates that there is enough data. In this case, the KMO score is 0.843, which is considered high and indicates that there is adequate evidence for factor analysis. To determine whether or not the variables in the data interact, a statistical the method known as Bartlett's technique of symmetry is employed. A significant outcome indicates that the variables have a correlation, which is necessary for factor analysis. The estimated chi-square score is 1567.025, with 300 degrees of freedom and a significance value (sig.) = 0.000. This shows that the significant amount of association among the variables in the data supports the use of an indicator analysis. Based on the KMO measure and the findings of the Bartlett's Test, the collection data is suitable for factor analysis and has a high degree of correlation between variables, which makes it a useful tool for reducing the dimensionality of the data.

Table 7. Model Summary

Model	R	R. Square	Adjusted Square	R-Std. Error Of the Estimate
1	.573a	.329	.320	.53322

Table No. 7 provides a summary of how effective the regression model is. The model shows a moderate positive relationship ($R = 0.573$) between the key variable and the independent factors, indicating that these factors have a significant effect on the dependent variable. The R-squared value of 0.329 means that roughly 32.9% of the variation in the dependent variable is explained by the independent factors, which suggests a decent level of predictive capability. The adjusted R-squared value is slightly lower at 0.320, hinting that some of the independent factors might not contribute much to explaining the variation. The standard error of 0.53322 shows the average difference between the actual and predicted values of the dependent variable, pointing to a moderate amount of uncertainty in the predictions. Overall, the model matches the data reasonably well, though there is still room for enhancement to increase the accuracy of its predictions.

Discussion

Workers commonly grasp a durable confidence that their work is ethical and that they perform well in their roles, reflecting an extensive confidence in ethical performance and capability among workers, which means a deep sense of declaration in their particular tasks (Masterson et al., 2019). Brown's study highlights that, despite the probability of evolution and growth, workers' perceptions of their performance, and workplace equality remain comparatively stable over time (Liao & Rupp, 2020; Raza & Tursoy, 2025). This stability recommends that though there is always room for enhancement, workers feel secure in their abilities and trust their work situation is equitable (Ng & Feldman, 2020). Though, this must not lead organizations to become satisfied (Cohen-Charash & Spector, 2019); in its place, it underlines the position of development performs that provision reliable performance, assignation, and incentive (Katz, 2019). According to Greenberg, workplace fairness is progressively documented as a grave factor influencing worker behavior and performance, with His research investigates the link between justice and work performances and emphasizing the role of constancy and clearness in developing an optimistic work situation (Cropanzano et al., 2019). Greenberg's findings suggest that Once employees perceive fairness in their workplace, they are further likely to succeed in their tasks (Latham & Pinder, 2019), as reasonable and Respectful treatment promotes a helpful atmosphere that enhances incentive, engagement, and productivity (Aryee et al., 2020). Interestingly, Greenberg's Research also discloses that distributive justice—fairness in the allocation of resources and rewards—has a partial influence on worker performance (Gillet et al., 2020), with procedural and

informational justice existing more influential (Mayer & Gavin, 2019). Procedural justice refers to the fairness of the processes used to make decisions, while informational justice relates to the transparency and competence of the information provided to workers about these decisions (Colquitt & Rodell, 2019). When workers observe that choices are made properly and that they are kept knowledgeable, they are more likely to trust the organization and feel appreciated (Kiewitz et al., 2019), with this trust and sense of appreciation contributing to higher levels of work satisfaction and performance (Liao et al., 2020). Greenberg's model explains approximately one-third of the variation in worker performance, with interpersonal fairness emerging as a key factor (Ng et al., 2020), an outcome that underscores the importance of cultivating a workplace culture that ranks respect, dignity, and fairness in interpersonal interactions (Chiaburu et al., 2019). By nurturing such an environment, organizations can ensure that employees feel supported and valued, which in turn enhances their performance and overall welfare (Hackman & Johnson, 2019). The data used in Greenberg's analysis provides a robust foundation for considering the link between fairness and performance, making it appropriate for drawing these conclusions (Cohen-Charash & Spector, 2019). The results of Greenberg's research also designate that Workers who feel respected and fairly treated are more likely to be engaged and committed to their work (Aryee et al., 2020), with this appointment not only benefiting individual employees but also underwriting to the overall success of the organization (Latham & Pinder, 2019). Leaders play a vital role in this process by ensuring that organizational processes are strong, consistent and impartial (Gillet et al., 2020), as effective communication, transparency, and admiration for worker input are vital for generating a sense of justice and equality in the workstation (Li & Cropanzano, 2019). Moreover, addressing struggles constructively and building strong relationships are vital for continuing a fair and supportive work situation (Mayer & Gavin, 2019; Raza et al., 2023), with these performances helping organizations create a culture where workers feel valued and motivated to contribute to the organization's success (Liao et al., 2020). The research by Brown (2020) and Greenberg (2018) and other scholars highlight the critical role of fairness in the workplace, with procedural and informational justice, along with interpersonal fairness, being key factors that influence worker perceptions and performance (Colquitt & Rodell, 2019; Gul et al., 2025). Administrators must ensure that organizational processes are transparent and comprehensive, providing workers with clear and timely information about decisions that affect them (Cohen-Charash & Spector, 2019), as ranking fairness and respect enable organizations to create an environment where workers feel valued, leading to higher levels of appointment, efficiency, and overall achievement.

Conclusion

Our study highlights the significant role that fairness plays in the place of work, particularly within Turkey's private banking sector. We discovered that when workers perceive they are being treated fairly, their performance improves substantially. However, fairness in this context goes beyond just equitable distribution of resources or adherence to formal procedures. It encompasses the way employees are treated on a personal level—specifically, the dignity and respect they receive from their supervisors and colleagues. This concept, known as interpersonal justice, has arisen as a critical factor influencing worker performance. When employees feel valued and respected, they are more likely to be motivated, engaged, and productive, which ultimately benefits the organization as a whole. The importance of fairness in the workplace is not a new revelation, as prior research has consistently emphasized its impact on worker fulfillment and performance. However, our study offers a fresh perspective by focusing on the Turkish private banking sector, a context that has been relatively underexplored in this regard. Turkey's unique cultural and organizational dynamics add depth to the understanding of how fairness operates in different settings. Our findings suggest that in this sector, interpersonal justice—how supervisors and peers interact with employees—plays a pivotal role in shaping workplace morale and productivity. This comes after the international issues even needed to require the standard status of the position in a different work. One of the most important features is a special way. It

is associated with a lot of floors, including the true department (straight unit), non-conscious, and action (specialist). When all of this is long, this is important. Our research is customs for private banks. This indicates that the worker has given a lot of big agreement with the quality of their duties and goods. By following the truth, groups can encourage good conditions that do not improve the employee's action. When the workers think that they are treated fairly, they usually depend on the workers; they approve of the organization. This causes a rounded round with maximum effort, which in the disciple enabled a group of groups. When investigations were restraints, such as intentions by specialists and success and efficacious workers. The court is not just an ethical; it is also a good idea to struggle with markets. Association of those who are just in their truths are self-esteem and success. Briefly, our examination has returned a relevant time without edification properties on a car technique.

Policy implications

Effective administration is the strength of any effective organization. This research highlights the importance of fair and clear administration in developing a positive work environment, driving employee development, and ultimately, boosting business achievement. At the core of fair administration deceptions, the principle of clear decision-making, and regular opinion. When employees are informed about the decision-making process and receive constructive response, they feel valued and allowed. This, in turn, cultivates a work culture that is built on conviction, respect, and open statement. A fair and transparent administration also ranks addressing workers' concerns and creating a situation where employees feel encouraged to contribute. By fostering a culture of openness and inclusivity, organizations can tap into the collective originality and innovation of their labor force. This not only leads to increased work satisfaction but also initiatives for business growth and attractiveness. Moreover, fair administration is essential for generating a favorable society. When organizations rank transparency, accountability, and equality, they set a positive tone for the broader community. By endorsing ethical business practices and regarding the rights and dignity of all stakeholders, Organizations can contribute to the creation of a more just and equitable culture. Fair and transparent administration is life-threatening for driving business success, fostering a positive work situation, and contributing to the creation of a more promising society. By ordering clear decision-making and regular response, and addressing workers' concerns, organizations can unlock the full potential of their workforce and achieve long-term success.

Theoretical Implication

The findings of this research clearly demonstrate that when workers are treated with self-respect and respect, they tend to perform better and exhibit higher work satisfaction. At the heart of this phenomenon lies the concept of administrative justice, which plays a reflective role in shaping worker outcomes. Administrative justice involves the fair treatment of employees within an organization. It involves ensuring that workers are treated with respect, dignity, and fairness in all interactions, whether with administrators or colleagues. When administrative justice is upheld, workers feel valued, appreciated, and allowed, leading to improved job performance and overall well-being. However, promoting administrative justice is no simple accomplishment. It requires a nuanced understanding of the complex dynamics at play within an organization. Effective strategies for promoting administrative justice must take into account the complicated web of relationships between workers, supervisors, and colleagues. To truly harness the power of administrative justice, organizations must adopt creative and innovative tactics. This may involve implementing policies and procedures that promote transparency, accountability, and fairness. It may also require providing training and development chances that help supervisors and colleagues develop the skills and capabilities needed to promote administrative justice. Ultimately, the benefits of administrative justice spread far beyond the individual worker. By endorsing a culture of fairness, respect, and dignity, organizations can reap a wide range of rewards, including improved efficiency, increased work satisfaction,

and enhanced reputation. As such, it is imperative that organizations prioritize administrative justice and strive to create work environments that are truly just, equitable, and empowering for all.

Limitations

This study provides valuable insights into the dynamics of administrative justice in Turkish private banks, but it is not without its limitations. One of the primary limitations is the relatively small sample size of 300 participants from ten Turkish private banks. While this sample provides a solid foundation for examination; it is essential to acknowledge that a larger, more diverse sample would be necessary to establish causality and generalize the findings. Another limitation of this study is its reliance on self-reported data. While member responses offer rich, qualitative insights; they are inherently subjective and may be influenced by personal biases. Future research should strive to incorporate more objective data sources to provide a more broad understanding of administrative justice. To build upon this research, future studies should prioritize several key areas. A larger sample size would enable researchers to create more robust correlations and causal relationships, and incorporating objective data sources, such as performance metrics or organizational records would provide a more nuanced understanding of administrative justice. And at first, adopting a longitudinal framework would allow researchers to explore the temporal dynamics of administrative justice, while cross-cultural studies would provide valuable visions into the generalizability of these results. By addressing these limitations, Future research can provide a more definitive understanding of administrative justice in Turkish private banks.

Recommendations

Effective administration is the cornerstone of a successful organization, and Turkish private banks are no exception. To foster a positive and productive work environment, administration should prioritize fairness, transparency, and inclusivity. This entails cultivating a culture of respect, empathy, and open statements, where employees feel valued, heard, and empowered. Regular feedback and coaching are essential components of this nation. By providing positive feedback and guidance, managers can help workers grow and change, both personally and workwise. This, in turn, can lead to increased work satisfaction, improved show, and reduced turnover. Furthermore, regular ways and a consistent decision-making process promote fairness, transparency, and accountability, which are critical for building trust and credibility within the organization. To achieve these areas, it is essential to train managers to be adopted and indebted to the importance of a positive working environment. This requires a deep understanding of the impact that their words and actions can have on employees and the group as a whole. By fostering a culture of empathy, respect, and open statements, Turkish private banks can create a work environment that is conducive to growth, innovation, and success. Ultimately, growth and success of the Turkish private banking sector depend on the ability of its leaders to create a positive and productive work environment. By ranking fairness, transparency, and inclusivity, and by fostering a culture of respect, empathy, and open communication, Turkish private banks can interest and retain top talent, drive innovation and growth, and achieve long-term success.

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