# The Relationships between Organizational Justice, Confidence, Commitment, and Evaluating the Manager and the Perceptions of Conflict Management at the Context of Organizational Behavior

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### Abstract

In this study, the perceptions related to strategies of conflict management, organizational confidence, organizational justice, organizational commitment and evaluating the manager which are effective on the organizational behavior of teachers are studied. The research is a discretional study in the model of survey. The high-schools in the center of Gaziantep constitute the working group. The sample is formed by 212 teachers. The data were collected by using form of personal information, the strategies of conflict management, organizational justice, organizational commitment, organizational confidence in schools and scale of evaluating the manager. The data were analyzed by SPSS packet program. The data were analyzed by the method of correlation and multiple linear regression. Medium to high level positive and significant relationships were found among the perceptions of evaluating the manager, strategies of conflict management, organizational confidence, organizational justice, organizational commitment and evaluating the manager of teachers. However, one reached to the result that the personal and occupational variables became effective on the organizational behavior.

### Key Words

Organizational Justice, Commitment, Confidence, Conflict, Evaluating the Manager.

People establish organizations in order to reach the goals they are not able to reach individually (Can, 1994). An organization is the coordinated unit established by two or more people in order to fulfill one or the set of common goals (Gibson, Ivancevich, Donnelly, & Konopaske, 2002). "Organization is a structure that people have planned before; that includes division of labor and assignments and in which people work in coordination" (Öztekin, 2002, p. 65).

Organizational behavior is an area of study which examines the relationships between the organization and the people (Güney, 2001), the individual and the group behaviors in the organization and the interaction between the members of organization and external environment (Cook & Hunsaker,

2000), the behavior of individuals in the organization, their attitude and performances (Vasu, Stewart, & Garson, 1998).

The relations, communication problems and conflict in the organization reach the administrators most of the time (Karslı, 2004). It is expected that managers should understand working people's psychological and social needs and (should) try to meet them (Şişman & Taşdemir, 2008). There is a relationship between the perceptions and behaviors of individuals. In individual is influenced by his / her qualities, by the features of the person and the event which are perceived and by the atmosphere which the proces is realized.

There is strong relationship between perception of individuals and their behavior (Eren, 2006). As a result, the individual is influenced by the people in the organization in which he works, events, and atmosphere of organization, he/she shows various behaviours. Therefore, the perceptions of the organization's personnel related to the manager of the organization, the confidence in the organiza-

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tion, organizational justice, organizational commitment, and the management of organizational conflict etc., person and situation are the important factors influencing his/her behaviours.

The concept of justice is one of the important variables in organizational behaviour (Greenberg, 1999). Organizational justice is defined as the processes and procedures being measured, regular and that the staffs find their leaders impartial, sincere and that they find the deeds logical (Dessler, 1999). Nam (2008), in the survey s/he conducted, concluded that organizational justice is a determining factor in making up confidence There is a relationship between job satisfaction and organizational commitment (DeConinck & Stilwell, 2004). When there is justice in the organization, employees treat the administrators' behavior as fair, moral and rational (Hubbell & Chory-Assad, 2005). The fair distribution of organizational output and fair procedures influence the employee's organizational behavior and attitude (Brockner, Chen, Mannix, Leung, & Skarlicki, 2000). Aggressive behavior damages the relations between individuals and the organization as well as the relationship among individuals (Özdevecioğlu, 2003a). Injustice that comes out in organizations in terms of delivering gifts equally causes conflicts (Yürür, 2005). The fact that workers' perception of organizational justice is highly amplifies perception of organizational dedication and confidence as well (Polat, 2007). Employees' perception of justice determines the degree of trust towards the managers (Alexander & Ruderman, 1987).

The confidence is an important variable of organizational behaviour. Organizational confidence is a mentality that is constructed on the basis of prestige and is experienced among individuals in the frame of bilateral relations (Yılmaz, 2006b). Organizational confidence is the belief that managers will be honest and will keep their promise and coherent and being related to the support which the organization provides (Yılmaz, 2005). In order that the movements of changing aiming recovery in education and which is made based upon the school become successful, one should raise the level of confidence and build organizational confidence in the school (Yılmaz, 2006a). The school that was not established on the basis of trust will not succeed (Açıkalın, Şişman, & Turan, 2007).

The other important variable of the organizational behaviour is commitment. Organizational commitment is one of the attitudes of personnel and is related to work. It is defined to be the belief of personnels in the aim and values of the organiza-

tion in high level and his/her accepting, the willing of exerting an intensive effort for the aims of the organization and to stay in the organization and a strong desire which they feel for sustaining their memberships of organization (Mowday et. al, 1979). Organizational devotion is connected with its effectiveness, objectives and success (İbicioğlu, 2000). When employees accept the decisions as fair they become more devoted to their organization (Fischer, 2004). Schwenk (1986) tackles the factors affecting dedication, people's work experiences in the past, situational, organizational-occupational and individual-as demographic factors. In the studies, (Özdevecioğlu, 2003b; Yalçın & İplik, 2005) the results emphasize that workers who are highly dedicated to the organization in general make more contributions to the institution. Organizational conflict is a negative behaviour of the members of organization against each other and disagreement appearing with various reasons (Genç, 2007). In order to get benefit of the existence of conflict in the direction of realizing the organizational aims being known of the sources of organizational conflict and being managed of their reasons by determining in a right way are necessary (Özgan, 2006). School administrators play the crucial role in the school effectiveness (Balcı, 2002).

It is ultimately important to reveal in which level these concepts whose relationships with each other are revealed in a theoretical in the research, they have got relationship with each other for the foundations of education whose output is human. Therefore, in this study, their perceptions related to their strategies of conflict management, organizational commitment organizational justice, organizational confidence, evaluating the managers which are effective on the organizational behavior are revealed.

## Method

### Research Design

A survey model was used in the study. Descriptional study defines the case as accurately and carefully as possible (Büyüköztürk, Çakmak, Akgün, Karadeniz, & Demirel, 2008).

### Working Groups

The teachers employed in 46 high-schools in the city center of Gaziantep in 2009 – 2010 academic years constitute the universe of research. Randomly selected 8 high–schools are taken as a sample. 212 teachers participated into the research.

**Data Collection and the Analysis**

The data were collected by using form of personal information, the strategies of conflict management, organizational justice, organizational commitment, organizational confidence in schools and the School Administrator Evaluation Questionnaire. The School Administrator Evaluation Questionnaire was developed by Summak and Özgan (2007) to evaluate school managers. The Organizational Commitment Scale was translated into Turkish and adapted by Baysal and Paksoy in 1999. The Scale of the Conflict Management Strategies is developed by Özgan (2006).The data were analyzed by SPSS packet program. The data were analyzed by the method of correlation and multiple linear regression. Multiple linear regression analysis is a kind of analysis used to predict a dependent variable, based on two or more independent variables regarding the dependent variable (Büyüköztürk, 2008).

**Findings**

The medium to high level, positive and significant relationships were found among the perceptions of evaluating the manager, strategies of conflict management, organizational confidence, organizational justice, organizational commitment and evaluating the manager of teachers.

Organizational justice, commitment, confidence and evaluating the manager give a significant relationship in a medium level together with the points of strategies of conflict management (R=0.56, $R^2$ =0.31, p =.00). The strategies of conflict management, organizational commitment, organizational confidence and evaluating the manager give a significant relationship in a high level together with the points of organizational justice (R = 0.86, $R^2$ = 0.74, p = .00 ). The strategies of conflict management, organizational justice, organizational confidence and evaluating the manager variables give a significant relationship in a medium level together with the points of organizational commitment (R = 0.65, $R^2$= 0.43, p=.00).

The strategies of conflict management, organizational justice, organizational commitment and evaluating the manager variables give a significant relationship in a high level together with the points of organizational confidence ( R= 0.87, $R^2$= 0.77). The strategies of conflict management, organizational justice, organizational commitment and organizational confidence variables give a significant relationship in a high level together with the points of evaluating the manager (R=0.84, $R^2$=0.71). Indi-vidual and occupational variables give a significant relationship in a medium level together with the points of the strategies of conflict management, organizational justice, organizational commitment and organizational confidence and evaluating the manager.

**Discussion**

There are positive and significant relationships among perceptions of teachers related to the strategies of conflict management, organizational confidence, organizational justice, organizational commitment and evaluating the manager. The highest relationship is between organizational justice and organizational confidence; the lowest relationship is between the strategies of conflict management and the perceptions of evaluating the manager. The relationship between individual and occupational variables of teachers and their perception of the strategies of conflict management, organizational justice, organizational commitment and organizational confidence and evaluating the manager is at the medium level. The occupational seniority, among the individual and occupational variables of teachers, is the most important controller of perception of the strategies of conflict management, organizational justice, organizational commitment and organizational confidence and evaluating the manager.

A significant and positive relationship being at high level was found between the perceptions of organizational justice and organizational confidence of teachers. In his study İşbaşı (2000) found the relationship at a high level in the lower dimensions of organizational justice between organizational confidence. Aryee, Budwar and Chen (2002) found the relationship between lower dimensions of organizational justice and the confidence to the organization at a medium level; and he found a relationship between lower dimensions of interactional justice of organizational justice and confidence to manager at a high level. In their study Chen and Tjosvold (2002) found that there is medium level relationship between organizational justice and conflict management. School administrators influence the teachers' perception of trust and justice directly or indirectly (Hoy & Tarter, 2004). Workers' perception that processes which is effective in making decisions in organizations is closely related to managers' behaviors towards workers (Köse, Kartal, & Kayalı, 2003). In order to provide internal harmony in an organization or a group, senior managers should give utmost importance to serve and use justice (Naktiyok & Karabey, 2007).

A significant, positive relationship between the perceptions of evaluating the manager and organizational justice of teachers was found at a high level. In the research a relationship at a medium level between interactive justice and confidence to management was found (Ambrose & Schminke, 2003; Chiaburu & Lim, 2008; Tag & Sarsfield-Baldwin 1996).

A significant and positive relationship was found at the medium level between the perception of organizational justice and organizational commitment of teachers. Organizational commitment increases the organizational justice (Dessler, 1999). The distributive and procedure perceptions of the organization's personnel influence their commitment to organization in an important way. The managers apply the rules and the systems of rewarding are unprejudiced, honest and that it is dependent on the performance enable the personnel to have the perception of distributive justice and positive procedure. This perception leads the organizational commitment at the high level (Tang & Sarsfiel-Baldwin, 1996). Öztürk (2008), in a study s/he conducted, found a positive correlation between organizational dedication and organizational justice. Pirali (2007), in a study s/he conducted, found a high correlation between organizational dedication and organizational justice. In his study Aykut (2007) found that there is medium level relationship between organizational commitment and organizational justice. In his study he found that there is medium level relationship between organizational justice and organizational commitment (Doğan, 2008).

A significant and positive relationship has been found at the high level between the strategies of conflict management of teachers, organizational commitment, confidence, evaluating the managers' variables and perceptions of organizational justice. Halis, Göksöz and Yaşar (2007) found that there is medium level relationship between organizational trust and organizational commitment. The perceptions of the strategies of conflict management, organizational commitment, confidence, and evaluating the manager of teachers explain the perceptions of organizational justice at a high level. The variable mostly explaining the organizational justice is organizational confidence. A significant and positive relationship has been found between Individual and occupational variables of teachers and perceptions of organizational justice at medium level. Individual and occupational variables explains %46 of organizational justice perceptions.

A relationship has been found between organizational confidence and organizational commitment perceptions of teachers at medium level. A relationship has been found between organizational commitment and organizational confidence at the medium level in the study of Halis et al. (2007). Therefore, the personnel who understands that the management relies on him relies on the organization and because of being appreciated, his commitment of organization level can increase. A significant and positive relationship has been found at the high level between the strategies of conflict management of teachers, organizational commitment, organizational justice, evaluating the managers' variables and perceptions of organizational confidence.

The perceptions of the conflict management strategies, organizational justice, organizational commitment and evaluating the managers of teachers explain the perception of the organizational confidence at high level. The variables mostly explaining the perception of organizational confidence is organizational justice. Organizational justice constitutes one of the main sources of confidence (Sayın, 2009). Interactive justice has been found as an important controller of confidence to manager in the study of İşbaşı (2000) has done. A significant and positive relationship has been found between individual and occupational variables of teachers and their perceptions of organizational confidence at medium level. Also the fact that individual and occupational variables explain the perceptions of confidence of teachers has been found at the end of the research.

A significant and positive relationship was found between organizational commitment of teachers and the perceptions of evaluating the managers at the medium level. That the processes and procedures settled at the organization and that the leaders treat the personnel's sincerely, honestly, logically are all important factors at the organizational commitment (Dessler, 1999). A significant and positive relationship has been found at the medium level between the strategies of conflict management of teachers, organizational confidence, organizational justice, evaluating the managers' variables and perceptions of organizational commitment. The perceptions of the conflict management strategies, organizational justice, organizational confidence and evaluating the managers of teachers explain the perception of the organizational commitment at medium level. The perception of teacher related with evaluating the manager mostly explains the

perception of organizational commitment. That the distributive justice explain %19 of the organizational commitment is found in the study of Tang & Sarsfield, Baldwin (1996).That the politics in the organization and that the processes are perceived just determine the organizational commitment is found in the study of Martin ve Bennett (1996). And also at the and of the research, it is found that the procedures in the organization being just determine the organizational commitment. A significant and positive relationship has been found at the medium level between the individual and occupational variables and perceptions of organizational commitment. It is found that the individual and occupational variables of teachers explain % 46 of their perceptions of organizational commitment.

A significant and positive relationship has been found at the medium level between the perceptions of organizational commitment, organizational confidence, organizational justice, evaluating the managers' variables of teachers and the strategies of conflict management. The perceptions of organizational commitment, organizational confidence, organizational justice, evaluating the managers' variables of teachers explain the perception of the strategies of conflict management at medium level. It is the perception of organizational commitment which mostly explains the perception related with the strategies of conflict management. Organizational dedication is affected negatively in the event that conflicts in organizations are not functional (Rahim, 2001). The lack of organizational commitment may enhance conflict (Cengiz, 2001). Low level of attachment is one of the problems that influences the school effectiveness (Celep, 2000). The studies show that the groups that are highly dedicated to the organization are much more effective than the groups that are less dedicated (Robbins, 1994). In his study, Kılıçaslan (2007) found that there is a negative correlation between organizational justice and aberrant behaviors and also a positive correlation among aberrant behaviors concerning organizational beings. It is found that different kinds of justice perceptions are all connected with different emotions in the study of Yerlikaya (2008) related with the people who were dismissed in the last one year. A significant and positive relationship has been found at the medium level between individual and occupational variables and the perception of the strategies of conflict management. According to Akın (2006) people want sharing, relationships and the procedures to be fair. The individual and occupational variables of teachers explain the %46 of their perception of

the strategies of conflict management. A significant and positive relationship has been found at the medium level between the variables of the strategies of conflict management, organizational commitment, organizational confidence, organizational justice, of teachers and the perceptions of evaluating the managers. In his study Dilek (2005) found that organizational justice has influence on organizational commitment.

The perceptions of the strategies of conflict management, organizational commitment, organizational confidence, organizational justice of teachers explain the perception of the evaluating the managers at medium level. It is the organizational confidence which mostly explains the perception of the evaluating the managers. In order to be reliable, the managers should constitute a system working effectively, evaluate their personnel in a healthy way, encourage the successful practices and studies, and also they should constitute fair rewarding system (Özbek, 2006). Democratic managers' behaviors increase teachers' dedication to their schools (Terzi & Kurt, 2005). Consequently, the relationships between perceptions related with evaluating the managers, organizational commitment, justice, confidence, and the strategies of conflict which are effective on the organizational behavior of teachers are presented in this study.

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