Does Personality Moderate the Organizational Justice and Job Satisfaction Relationship?

Hatice Nur Turhan[1], Yeşim Üzümcüoğlu[2]

Turhan, H. N., & Üzümcüoğlu, Y. (2022). Does personality moderate the organizational justice and job satisfaction relationship? *Nesne, 10*(24), 189-203. DOI: 10.7816/nesne-10-24-01

Keywords
Job satisfaction, organizational justice, Big-Five personality factors

Abstract
Examining the role of personality in the relationship between organizational justice perception and job satisfaction might be crucial to improve organizations' performance levels. The aim of the present study is, therefore, to investigate the moderating effect of personality factors on the relationship between organizational justice perception and job satisfaction. In total, 392 (218 female; 174 male) employees participated in the study. The mean age of the participants was 33.12 and the mean of experience was 116.46 months. The majority of the participants are healthcare professionals, academicians, engineers and teachers. The participants completed the Organizational Justice Scale, Job Satisfaction Index, Big Five Personality Inventory and demographic information form. The moderated regression analyses were conducted by using the Hayes PROCESS macro for SPSS. In all analyses, gender and age were entered as the control variables since they had correlations with the main study variables. Results indicate that types of organizational justice are predictors of job satisfaction and personality factors serve as moderators of the relationship between perceived organizational justice and job satisfaction. Among the personality factors, only neuroticism did not have any moderating effect. The findings might be considerable to draw attention to the necessity of managers to apply different strategies for their employees with different personality traits in order to provide a fair work environment for their employees and to increase their job satisfaction.

Anahtar kelimeler
İş tatmini, örgütsel adalet, Büyük Beşli kişilik özellikleri

Kişilik, Örgütsel Adalet ve İş Tatmini İlişkisini Düzenler mi?

Öz
Örgütsel adalet algısı ile iş tatmini arasındaki ilişkide kişilik özelliklerinin rolünün incelenmesi, örgütlerin performans düzeylerinin iyileştirilmesi için önemli olabilir. Bu çalışmanın amacı, örgütsel adalet algısı ile iş tatmini arasındaki ilişkide kişilik özelliklerinin düzenleyici etkisini incelemektir. Çalışmaya 392 (218 kadın; 174 erkek) çalışan katılmıştır. Katılımcıların yaş ortalaması 33,12 ve ortalama deneyim süresi 116,46 aydır. Katılımcıların büyük çoğunluğunu sağlık çalışanı, akademisyen, mühendis ve öğretmen grubu oluşturmaktadır. Çalışma için katılımcılar Örgütsel Adalet Ölçeği, İş Tatmini Ölçeği, Büyük Beşli Kişilik Envanteri ve demografik bilgi formunu doldurmuştur. Düzenleyici regresyon analizleri, SPSS için Hayes PROCESS makrosu kullanılarak gerçekleştirilmiştir. Cinsiyet ve yaş, ana çalışma değişkenleri ile ilişkili olduğu için kontrol değişkenleri olarak tüm analizlere dahil edilmiştir. Sonuçlar, örgütsel adalet türlerinin iş tatmininin yordayıcıları olduğunu ve kişilik faktörlerinin algılanan örgütsel adalet ile iş tatmini arasındaki ilişkinin düzenleyicileri olduğunu göstermektedir. Kişilik faktörlerinden yalnızca nevrotikliğin düzenleyici bir etkisi olmamıştır. Bulgular, yöneticilerin, çalışanlarına adil bir çalışma ortamı sağlamak ve onların iş tatminlerini artırmak için farklı kişilik özelliklerine sahip çalışanları için farklı stratejiler uygulaması gerekliliğine dikkat çekmek açısından önem taşımaktadır.

Article History
Arrived: December 14, 2021
Revised: April 18, 2022
Accepted: May 30, 2022

Author Note: *The current research was partially presented at 6th International Congress on Occupational Safety and Health as an oral presentation.*

DOI: 10.7816/nesne-10-24-01

[1] Psychologist, TOBB University of Economics and Technology, Department of Psychology, hacar(at)etu.edu.tr, ORCID: 0000-0001-7659-7948
[2] Assistant Professor, TOBB University of Economics and Technology, Department of Psychology, yzihni(at)etu.edu.tr, ORCID: 0000-0002-4905-5518

© 2022 nesnedergisi. Bu makale Creative Commons Attribution (CC BY-NC-ND) 4.0 lisansı ile yayımlanmaktadır.

Job satisfaction is an important term that gains attention both in the literature and in organizations since it influences both individual and organizational level performance. Locke proposed the most thoroughly accepted definition of job satisfaction by stating "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1300). Similarly, Spector (1997) defines job satisfaction as the way people feel about their jobs and their distinctive sides of them. People have a tendency to evaluate their work-related experiences through their feelings about the job (satisfaction or dissatisfaction). The organization in which they work also influences people's evaluations (Jex, 2002). Hence, the level of organizational justice influences employees' job satisfaction (Al-Douri, 2020; Chan & Jespen, 2011; Rai, 2013). Even though the relationship between organizational justice and job satisfaction is well documented, the relationship might be moderated by several factors. Personality might be one of the moderating factors since it has closely related to organizational justice and job satisfaction. To the authors' knowledge, the current study is the first to examine the moderating role of personality in the relationship between organizational justice and job satisfaction, by including all four types of organizational justice.

Personality refers to "the individual differences in characteristic patterns of thinking, feeling and behaving" (American Psychological Association, n.d.). The current study focuses on personality with "The Five-Factor (Big Five) Theory" perspective. This model provides a meaningful and generalizable taxonomy consisting of five dimensions: Extraversion, Neuroticism, Conscientiousness, Agreeableness, and Openness to Experience (Costa & McCrae, 1992). Extraversion (also sometimes spelled extroversion) refers to people's varying tendencies to be spontaneous and outgoing, especially in novel social circumstances (Ellis et al., 2019). Neuroticism is a unique dimensional measure of personality thought to capture emotional stability and temperamental sensitivity to negative stimuli (Nash, 2007). Conscientiousness is the state of being responsible, dependable, organized, persistent, and achievement-oriented. Agreeableness includes altruism, kindness, cooperation, tolerance, trust, good-natured, and other prosocial behaviors. Openness to experience is associated with scientific/artistic creativity or sensitivity, divergent thinking, political liberalism (McCrae, 1996), imagination, and insight (Power & Pluess, 2015).

Organizational justice is basically related to Equity Theory (Adams, 1965), which focuses on the perceived equity/justice in an organization. Organizational justice is the perceptions of the individuals and groups toward the fairness of the treatment-experienced within the organization and behavioral responses to that perception (James, 1993). Suchlike, organizational justice is the extent of how employees perceive the justice distribution and distribution of outcomes (rewards, wages, etc.) by decision-makers as fair (Masterson et al., 2000). Although most justice evaluation theories share certain common features, there are various conceptual models trying to estimate how these evaluations are formulated (Cropanzano & Molina, 2015). In the current study, organizational justice is evaluated under four dimensions: distributive justice, procedural justice, informational justice, and interactional justice. Distributive justice is about the perceived fairness of organizational outcomes or outcome distributions (Deutsch, 1985), while procedural justice includes the organization's perspective on decision-making and the policies of the organization to make decisions about the allocation (Cropanzano & Molina, 2015). When things go wrong, interactional justice addresses the provision of relevant evidence and explanations (Cropanzano & Molina, 2015). Finally, the concept of informational justice ensures that the application of procedures is adequately and candidly explained in detail and in a timely fashion (Rai, 2013).

Literature shows that organizational justice and job satisfaction are strongly related to each other (Al-Douri, 2020; Chan & Jespen, 2011; Rai, 2013), however the relationships between organizational justice types and job satisfaction varies among different occupations. To exemplify, a study concerning

the transportation industry showed that distributive justice has no impact on job satisfaction, whereas procedural justice and interactional justice have positive impacts on job satisfaction (Al-Douri, 2020). Another study conducted with secondary school teachers suggests that distributive justice and interactional justice are positively related to job satisfaction, while procedural justice is not (Ghran et al., 2020). The relationships were also examined in Turkey, suggesting positive relationships between interpersonal justice, distributive justice, and job satisfaction among white-collar workers (Eker, 2006). Based on the contradictory findings, it might be plausible to suggest that there might be other variables that moderate the relationship (i.e., personality).

Personality, especially the Big-Five model of personality, is one of the individual-level factors that are closely related to job satisfaction. Neuroticism possesses the most robust and consistent association with job satisfaction among the five factors (e.g. Khizar et al., 2016; Mohammadi, 2011; Said et al., 2015). To exemplify, the job satisfaction level of the individuals with higher neuroticism is lower since they tend to experience negative emotions more frequently (James & Mazerolle, 2002). In their meta-analysis, Bruk-Lee et al. (2009) showed that neuroticism is strongly and negatively associated with job satisfaction. Also, extraversion and conscientiousness have been found to be a significant predictors of job satisfaction, suggesting that extraverted individuals have a tendency to experience higher job satisfaction due to their proneness to experience positive emotions. In another study (Khizar et al., 2016) that examines the correlation between personality traits and job satisfaction of police officers, it is found that while agreeableness is positively correlated with job satisfaction; openness to experience is negatively correlated with job satisfaction. Furnham et al. (2002) showed that conscientiousness was the only stable and positive predictor of job satisfaction. It was claimed that factors specific to the job, such as the work atmosphere, and individually perceived work experiences, might be in an interaction with personality traits to account for the variance in job satisfaction (Jones, 2014). Due to this assumption, the current study is aimed to examine the moderating role of personality in the relationship between organizational justice and job satisfaction.

The number of studies focusing on the association between personality and organizational justice is limited (Shi et al., 2009). People with high agreeableness are prone to rely on others, feel positive about them, and are available for help (Costa & McCrae, 1992). Specifically, agreeableness was a predictor of distributive justice and neuroticism was a predictor of procedural justice and informational justice (Shi et al., 2009). Agreeable individuals would be more likely to indicate that they are treated fairly in their organizations and may be more likely to perceive high levels of distributive, procedural, interpersonal, and informational justice (Shi et al., 2009). Another related study by Yasmine (2019) showed that a significant correlation exists between openness to experience and procedural and interpersonal justice. The reason why some people would resign from their job if perceiving undesirable justice perception could be explained by the resistance to change drawn by employees' level of openness to experience (Yasmine, 2019).

Personality characteristics and perceived organizational justice are important predictors of job satisfaction. As employees have favorable perceptions about the organizational justice, their positive emotional evaluations towards their jobs lead them to reciprocate with higher levels of job satisfaction (Memon et al., 2016). Recent empirical evidence revealed that the big five personality factors are related to the job satisfaction and perceived organizational justice. In this regard, the aim of the present study, is to explore the moderating roles of the Big Five personality factors on the relationship between perceived organizational justice and job satisfaction. Despite considerable findings on the impact of job satisfaction on other organizational concepts, interactive power of employee's dispositional factors (i.e., personality factor) with perceived organizational justice in predicting employees' job satisfaction has gained less attention. Thus, it would be helpful for extension of current knowledge to explore the

possible moderating roles of the big five personality factors on the relationship between organizational justice types with job satisfaction. The conceptual model of current research is presented in Figure 1.

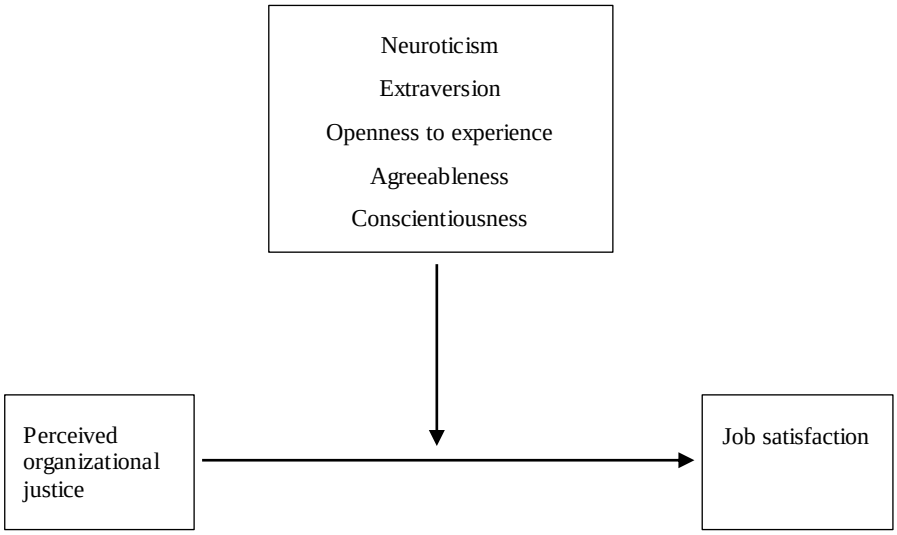

Figure 1. Conceptual Model of Research

Method

Participants

In the present study, 392 participants (218 women and 174 men) were drawn from different occupations. The age of participants was ranging from 18 to 65 years and the mean age of them was 33.12 (*SD*=9.34). The study includes employees from public institutions, the private sector, and foundation companies. The majority of the participants were teachers (22,19%), healthcare professionals (18,8%), engineers (14,03%), and academicians (9,69%).

Measurements

Organizational Justice Scale: The Organizational Justice Scale was developed to measure to which level employees perceive the fairness in the organization (Colquitt, 2001). The scale consists of 20 items with four factors: distributive justice, procedural justice, informational justice, and interpersonal justice. The Cronbach Alpha was found as .93 for distributive justice, .93 for procedural justice, .92 for interpersonal justice, and .90 for informational justice. The scale was adapted to Turkish by Eker (2006). The 5-point Likert scale was used to determine the extent to which employees participated in the statements. In the Turkish adapted version, the Cronbach Alpha was found as .91 for distributive justice, .90 for procedural justice, .85 for interpersonal justice, and .91 for informational justice.

Job Satisfaction Index: The Job Satisfaction Index aims to measure the job satisfaction level of employees with five items (Judge et al., 1998), that were taken from 19 items designed by Brayfield and Rothe (1951). The reliability was tested with the Spearman-brown formula which was .87 for the study. The Turkish adaptation of the scale was done by Eker (2006). In order to determine the extent to which employees participated in the statements, the 5-point Likert scale was used. In the Turkish adapted version, the Cronbach Alpha was found as .88 for job satisfaction.

Big Five Inventory: The Big Five Inventory was developed by Benet-Martinez and John (1998) to measure personality traits. The scale consists of 44 items and has five factors: extraversion,

agreeableness, conscientiousness, neuroticism, and openness to experience. The Turkish adaptation of this scale was made by Sümer et al. (2005). The internal reliabilities of the BFI scales in the study (using Cronbach's itemized alpha coefficient) were .77, .70, .78, .79, and .76 for Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness, respectively. Self-report ratings are made on a scale from 1 (*disagree strongly*) to 5 (*agree strongly*) for each of the 44 items.

Procedure

First, ethical permission was obtained from the TOBB University of Economics and Technology Ethical Committee. In the data collection process participants were provided with an online survey set, starting with an informed consent form ensuring the confidentiality of the response. The questionnaire package includes a demographic information form, Organizational Justice Scale, Job Satisfaction Index and Big Five Inventory. The data were collected between June-July 2020. In total 443 participants completed the questionnaire, however, after the elimination of uncompleted questionnaires, all analyses were conducted with the remaining 392 participants.

Results

Correlations between the study variables and Cronbach Alpha coefficients were presented in Table 2. Consistent with expectations, job satisfaction was positively related to all four factors of organizational justice. Neuroticism was negatively, and all other personality dimensions were positively correlated with job satisfaction and all dimensions of organizational justice.

Table 1
Correlations between the study variables

	1	2	3	4	5	6	7	8	9	10	11	12
1. Age	-											
2. Gender	.17**	-										
3. Procedural Justice	-0.03	-0.04	-									
4. Distributive Justice	.03	.02	.57**	-								
5. Interpersonal Justice	.06	.07	.49**	.44**	-							
6. Informational Justice	.00	-.06	.60**	.51**	.69**	-						
7. Extraversion	.07	-.00	.36**	.18**	.20**	.24**	-					
8. Agreeableness	.09	-.22**	.23**	.22**	.15**	.24**	.21**	-				
9. Conscientiousness	.08	-.20**	.18**	.20**	.16**	.18**	.33**	.49**	-			
10. Neuroticism	-.29**	-.09	-.31**	-.25**	-.21**	-.26**	-31**	-.46**	-.29**	-		
11. Openness to Experience	-.02	-.03	.29**	.19**	.18**	.19**	.41**	.37**	.44**	-.31**	-	
12. Job Satisfaction	.06	-.04	.50**	.46**	.38**	.49**	.25**	.26**	.27**	-.28**	.20**	-
Cronbach Alpha			.90	.91	.52	.92	.78	.70	.63	.74	.80	.85

Note. Gender: 1=Female 2=Male

In order to test the moderating role of personality on the relationship between organizational justice and job satisfaction, moderated regression analysis was conducted by using the Hayes PROCESS macro for SPSS (Model 1). In the analyses, gender and age were entered as the control variables since they had correlations with some of the study variables. To test the stated relationships, 20 moderation analyses were conducted. In the results section, only the significant results are given. When examining interaction effects, statistical power might be lower (D'Alonzo, 2004; Morris et al., 1986). For this reason, in the moderation analysis, *p* value was considered as significant up to .10. In order to provide information about p value considering .05 as a significance level, 95% confidence intervals are provided for all analyses.

The interaction effect of procedural justice and extraversion on job satisfaction was significant (B=-.10, t(386)=-1.70, p=.090). The relationship between procedural justice and job satisfaction was

positive in all levels of extraversion. The relationship was stronger for the group with the lowest extraversion group (*B*=.55, *t*(386)=8.79, *p*<.001) than for the moderate group of extraversion (*B*=.48, *t*(386)=10.00, *p*<.001), and the highest group of extraversion (*B*=.41, *t*(386)=6.17, *p*<.001) (see Table 2 and Figure 2).

Table 2
The interaction effect of procedural justice and extraversion on job satisfaction

Variable	*B*	*t*	*p*	*95%CI*
Procedural justice	.83	3.97	.000	.42 (LLCI); 1.24 (ULCI)
Extraversion	.42	2.06	.040	.02 (LLCI); .81 (ULCI)
Interaction	-.10	-1.70	.0900	-.22 (LLCI); .02 (ULCI)
Age	.01	1.84	.070	-.00 (LLCI); .02 (ULCI)
Gender	-.07	-.94	.350	-.23 (LLCI); .08 (ULCI)

Note. Gender: 1=Female 2=Male

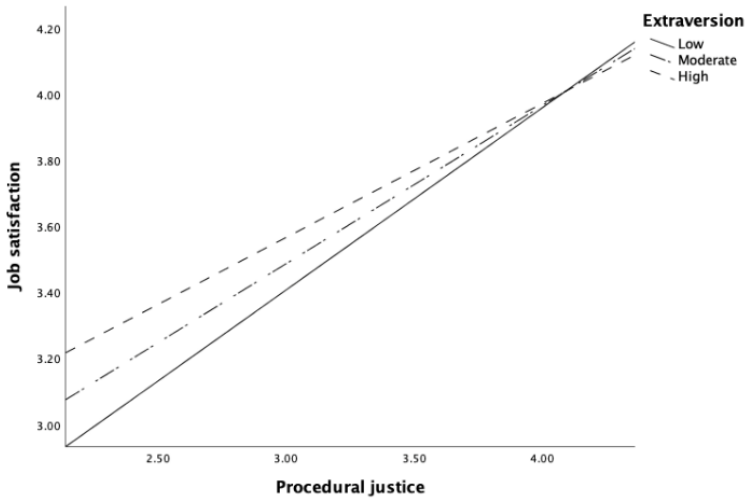

Figure 2. The interaction effect of procedural justice and extraversion on job satisfaction

The interaction effect of distributive justice and agreeableness on job satisfaction was significant (*B*=-.14, *t*(386)=-2.15, *p*=.032). The relationship between distributive justice and job satisfaction was positive at all levels of agreeableness. The relationship was stronger for the group with the lowest agreeableness group (*B*=.43, *t*(386)=8.48, *p*<.001) than for the moderate group of agreeableness (*B*=.35, *t*(386)=9.11, *p*<.001), and highest group of agreeableness (*B*=.27, *t*(386)=4.82, *p*<.001) (see Table 3 and Figure 3).

Table 3
The interaction effect of distributive justice and agreeableness on job satisfaction

Variable	*B*	*t*	*P*	*95%CI*
Distributive justice	.90	3.53	.001	.40 (LLCI); 1.39 (ULCI)
Agreeableness	.72	3.14	.002	.27 (LLCI); 1.18 (ULCI)
Interaction	-.14	-2.15	.032	-.27 (LLCI); -.01 (ULCI)
Age	.00	.75	.454	-.01 (LLCI); .01 (ULCI)
Gender	-.02	-.30	.768	-.19 (LLCI); .14 (ULCI)

Note. Gender: 1=Female 2=Male

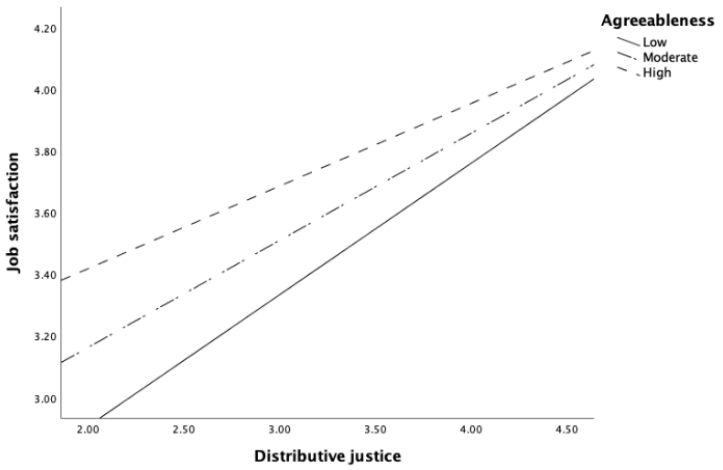

Figure 3. The interaction effect of distributive justice and agreeableness on job satisfaction

The interaction effect of interpersonal justice and conscientiousness on job satisfaction was significant (*B*=.19, *t*(386)=2.21, *p*=.028). The relationship between interpersonal justice and job satisfaction was positive at all levels of conscientiousness. The relationship was stronger for the group with the highest conscientiousness (*B*=.55, *t*(386)=6.75, *p*<.001) than for the moderate group of conscientiousness (*B*=.45, *t*(386)=7.68, *p*<.001), and the lowest group of conscientiousness (*B*=.35, *t*(386)=5.24, *p*<.001) (see Table 4 and Figure 4).

Table 4
The interaction effect of interpersonal justice and conscientiousness on job satisfaction

Variable	*B*	*t*	*p*	*95%CI*
Interpersonal justice	-.32	-.94	.347	-.99 (LLCI); .35 (ULCI)
Conscientiousness	-.25	-.87	.385	-.82 (LLCI); .32 (ULCI)
Interaction	.19	2.21	.028	.02 (LLCI); .37 (ULCI)
Age	.00	.30	.761	-.01 (LLCI); .01 (ULCI)
Gender	-.05	-.59	.554	-.22 (LLCI); .12 (ULCI)

Note. Gender: 1=Female 2=Male

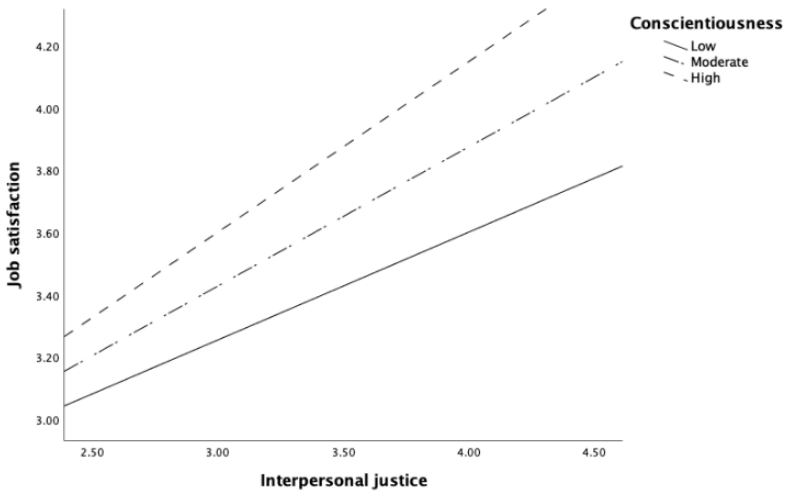

Figure 4. The interaction effect of interpersonal justice and conscientiousness on job satisfaction

The interaction effect of interpersonal justice and openness to experience on job satisfaction was significant (*B*=.13, *t*(386)=1.95, *p*=.052). The relationship between interpersonal justice and job satisfaction was positive at all levels of openness to experience. The relationship was stronger for the group with the highest openness to experience (*B*=.54, *t*(386)=6.77, *p*<.001) than for the moderate group of openness to experience (*B*=.46, *t*(386)=7.70, *p*<.001), and the lowest group of openness to experience (*B*=.37, *t*(386)=5.52, *p*<.001) (see Table 5 and Figure 5).

Table 5
The interaction effect of interpersonal justice and openness to experience on job satisfaction

Variable	*B*	*t*	*p*	*95%CI*
Interpersonal justice	-.02	-.08	.935	-.49 (LLCI); .45 (ULCI)
Openness	-.23	-1.05	.294	-.66 (LLCI); .20 (ULCI)
Interaction	.13	1.95	.052	-.00 (LLCI); .26 (ULCI)
Age	.01	1.12	.262	-.00 (LLCI); .01 (ULCI)
Gender	-.14	-1.69	.092	-.31 (LLCI); .02 (ULCI)

Note. Gender: 1=Female 2=Male

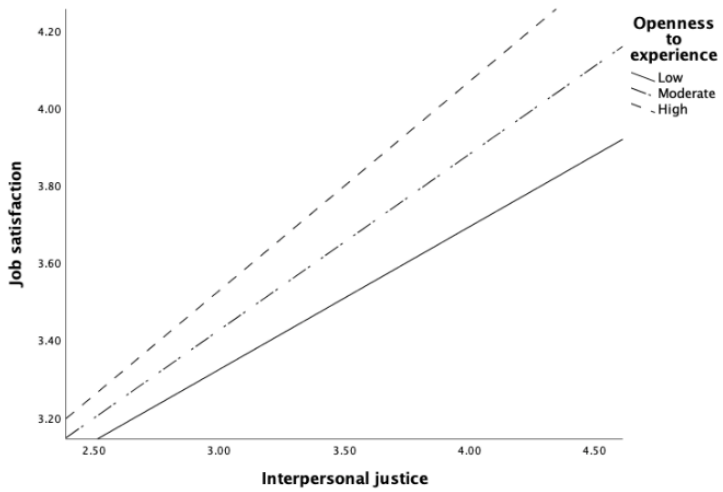

Figure 5. The interaction effect of interpersonal justice and openness to experience on job satisfaction

The interaction effect of informational justice and agreeableness on job satisfaction was significant (*B*=-.14, *t*(386)=-2.11, *p*=.035). The relationship between informational justice and job satisfaction was positive at all levels of agreeableness. The relationship was stronger for the group with the lowest agreeableness group (*B*=.47, *t*(386)=8.82, *p*<.001) than for the moderate group of agreeableness (*B*=.39, *t*(386)=9.98, *p*<.001), and highest group of agreeableness (*B*=.32, *t*(386)=5.78, *p*<.001) (see Table 6 and Figure 6).

Table 6
The interaction effect of informative justice and agreeableness on job satisfaction

Variable	*B*	*t*	*p*	*95%CI*
Informational justice	.94	3.62	.000	.43 (LLCI); 1.44 (ULCI)
Agreeableness	.68	3.09	.002	.25 (LLCI); 1.12 (ULCI)
Interaction	-.14	-2.11	.035	.-26 (LLCI); -.01 (ULCI)
Age	.00	1.01	.313	-.00 (LLCI); .01 (ULCI)
Gender	.02	.18	.854	-.14 (LLCI); .18 (ULCI)

Note: Gender: 1=Female 2=Male

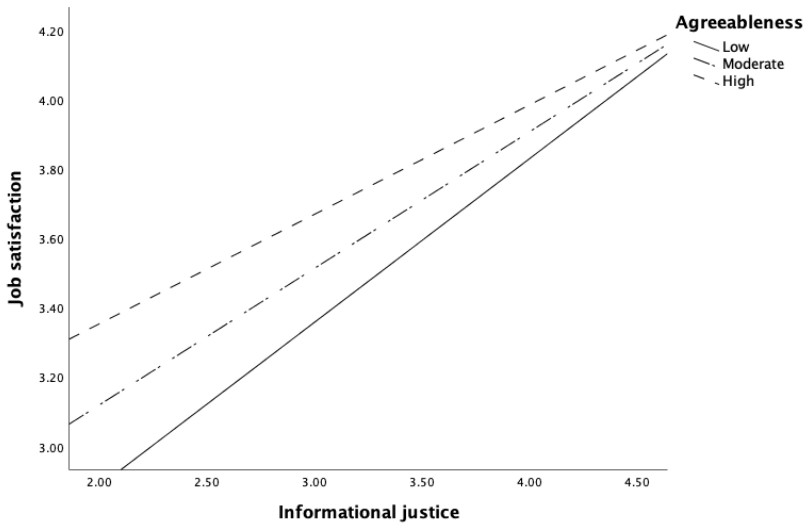

Figure 6. The interaction effect of informative justice and agreeableness on job satisfaction

The interaction effect of informational justice and conscientiousness on job satisfaction was significant (*B*=.15, *t*(386)=2.23, *p*=.026). The relationship between informational justice and job satisfaction was positive at all levels of conscientiousness. The relationship was stronger for the group with the highest conscientiousness group (*B*=.48, *t*(386)=9.05, *p*<.001) than for the moderate group of conscientiousness (*B*=.40, *t*(386)=10.38, *p*<.001), and the lowest group of conscientiousness (*B*=.32, *t*(386)=9.05, *p*<.001) (see Table 7 and Figure 7).

Table 7
The interaction effect of informational justice and conscientiousness on job satisfaction

Variable	*B*	*t*	*p*	*95%CI*
Informational justice	-.20	-.74	.459	-.74 (LLCI); .33 (ULCI)
Conscientiousness	-.14	-.62	.537	-.57 (LLCI); .30 (ULCI)
Interaction	.15	2.23	.026	.02 (LLCI); .29 (ULCI)
Age	.00	.67	.505	-.01 (LLCI); .01 (ULCI)
Gender	.03	.38	.702	-.13 (LLCI); .19 (ULCI)

Note. Gender: 1=Female 2=Male

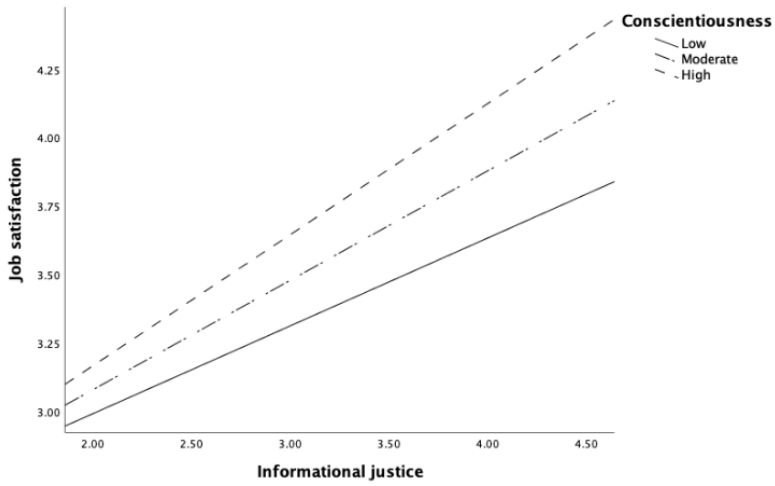

Figure 7. The interaction effect of informational justice and conscientiousness on job satisfaction

Discussion

Organizational justice and personality are significant predictors of job satisfaction. Although individuals' organizational justice perception might influence their job satisfaction levels, the moderating role of personality on the stated relationship has not been studied sufficiently before. The current study results extend previous research on the relationship between organizational justice and job satisfaction by the moderating role of personality.

The results revealed that procedural, distributive, interpersonal, and informational justice are important predictors of job satisfaction. The findings also indicated significant moderating effects of Big Five personality factors (except neuroticism) on the relationship between job satisfaction and procedural justice, distributive justice, interpersonal justice, and informational justice. The relationship between procedural justice and job satisfaction was stronger for individuals who were less extravert. When the level of agreeableness was lower, the relationship between distributive justice and job satisfaction was higher. For people who are higher in conscientiousness and openness to experience, the relationship between interpersonal justice and job satisfaction is stronger. For people who are less agreeable and more conscientious, the relationship between informational justice and job satisfaction is stronger.

In the study of Lu et al. (2022), neuroticism can be considered a high-risk personality trait that results in low job satisfaction. Aggarwal et al. (2021) found that whereas openness to experience, conscientiousness, and extraversion dimensions' relationship with perceptions of organizational justice is positive, neuroticism has a negative relationship with organizational justice perception. Neuroticism was negatively associated with job satisfaction and all four dimensions of organizational justice. However, it did not seem to have any moderator effect on the relationship between organizational justice and job satisfaction. For people with neuroticism, there might be other factors affecting job satisfaction, rather than organizational justice, which needs further investigation.

Results of the current study illustrate that employees with high extraversion get less satisfied when they perceive procedural justice at higher levels compared to people with less extraversion. Certain studies demonstrate that extraverted people tend to be sociable and to like others (Costa & McCrae, 1992), while some studies claim that extroverted tend to make more positive evaluations of themselves (Judge et al., 2002). Burnett et al. (2009) and Colquitt et al. (2006) claim that extraversion may play a role in shaping individuals' evaluations of the fairness of the situations. To illustrate, a study by Cadigan et al. (2019) showed that extravert participants are less likely to prefer the "fair outcome" when there is a disadvantageous inequality (e.g., lowering the salaries of other participants). In another research, Yildiz (2018) found that there is a negative and significant relationship between psychological capital and extraversion. Consistent with the current study, it is proven that employees with low extraversion are highly influenced by the procedures in the workplace. This might stem from the fact that people low in extraversion are less motivated by social interactions (Geukes et al., 2017), resulting in getting more affected by the changes in workplace procedures.

In a study concerning the banking industry (Karapınar et al., 2013) in predicting job satisfaction, there is a significant interaction between distributional justice and agreeableness while a significant interaction is found between procedural justice and agreeableness. Our research findings are consistent with that study solely in terms of the interaction effect of agreeableness and distributional justice on job satisfaction. According to both studies, individuals with high agreeableness are found more satisfied with their job when they perceive distributional justice compared to ones who are low on agreeableness. Also, research by Stouten et al. in 2013 showed that agreeableness impacts distributive justice even if equality would entail favorable outcomes for oneself. This is likely because individuals high in

agreeableness are more likely to be aware of others' contributions which in turn leads them to be more sensitive to fairness in distributions (Karapınar et al., 2013).

Individuals with high openness to experience are found more satisfied with their job when they perceive interpersonal justice compared to ones who are low on openness to experience. This might result from employees who are highly open to experience may tend to find enjoyment in a workday and have a sense of significance, enthusiasm, inspiration, and challenge (Fukuzaki & Iwata, 2022). Besides, according to a study by Sowunmi in 2022, both openness to experience and conscientiousness have a significant relationship with motivation, which might be related to job satisfaction (Alrawahi et al., 2020). He interpreted this as related to the fact that people having communications skills make connections between various parties and are enthusiastic to learn from different opportunities.

The result of this research provides a series of practical inferences. The importance of job satisfaction of the employees (and its results related to job performance, effectiveness, behaviors incompatible with the organization, job turnover, etc.) is apparently known by organizations. The current study shows both personality traits and justice perception are important variables that affect each other and contribute to the positive attitude of the employees toward job satisfaction. It might be worthwhile for organizations to beware that there may be individual differences among employees in terms of perceived justice. In other words, managers may need to understand how the changes made to ensure job satisfaction of the employees increases their justice perception of the organization. Even though justice principles are capable of being taught (Skarlicki & Latham, 1996), educational attempts usually become unsuccessful owing to the lack of consciousness about specific individuals and organizational variables affecting the efficiency of the education (Colquitt et al., 2006). Personality traits might be considered to make justice more interesting and to make a contribution to the workplace to be perceived positively when the managers are being educated on how to implement the decisions procedurally fairly. Employees keep positive attitudes toward their work as long as they perceive the implementations as fair even if they are not provided with high salaries and promotions. To exemplify, when employees perceive the justice in a company and understand that the company rewards their efforts, they will tend to less social loafing behaviors and do their tasks better (Ramamoorthy & Stringer, 2017).

Just like the other studies, the measurement sequence and timing of the measurement may affect the generalizability of the results. For instance, Harrison et al. (1996) revealed that justice terms used are sensitive to the scale order and context effects. In the same study, it is shown that simple manipulations in the context of organizational justice terms lead to a change in the following justice decisions. Consequently, the sequence of scales (e. g. providing the participant with an organizational justice scale after the job satisfaction scale) might also have affected the answers of the participants. The most serious limitation of our study is likely to be the Covid-19 pandemic. The time that data of the study is collected is the time the virus spreads the fastest and companies start different kinds of applications (e. g. precautions like working from home). Whether individuals work from home or not, unemployment rates increasing due to the pandemic, and even different industrial impacts might have affected the generalizability of the results. This study covers solely Turkish participants from different occupations. In order to reach better results and to understand in a more detailed way, similar studies covering different countries and cultures might be conducted. Moreover, industry-based or comparative studies for specific jobs may contribute to the improvement of intervention programs to be applied for increasing job satisfaction.

References

Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology, 2*, 267-299. https://doi.org/10.1016/S0065-2601(08)60108-2

Aggarwal, A., Nobi, K., Mittal, A., & Rastogi, S. (2021). Does personality affect the individual's perceptions of organizational justice? The mediating role of organizational politics. *Benchmarking: An International Journal, 29*(3), 997-1026. https://doi.org/ 10.1108/BIJ-08-2020-0414

Al-Douri, Z. (2020). Organizational justice and its impact on job satisfaction: Evidence from transportation industry. *Management Science Letters, 10,* 351-360. http://doi.org/10.5267/j.msl.2019.8.035

Alrawahi, S., Sellgren, S.F., Altouby, S., Alwahaibi, N., Brommels, M. (2020). The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals. *Heliyon, 6*(9), 1-7. https://doi.org/10.1016/j.heliyon.2020.e04829

American Psychological Association. (n.d.). Personality. In *APA dictionary of psychology*. Retrieved June 16, 2022, from https://www.apa.org/topics/personality

Benet-Martinez, V., & John, O. P. (1998). Los Cinco Grandes across cultures and ethnic groups: multitrait multimethod analyses of the Big Five in Spanish and English. *Journal of Personality and Social Psychology, 75*(3), 729-750. https://doi.org/10.1037/0022-3514.75.3.729

Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology, 35*(5), 307-311. https://doi.org/10.1037/h0055617

Bruk-Lee, V., Khoury, H. A., Nixon, A. E., Goh, A., & Spector, P. E. (2009). Replicating and extending past personality/job satisfaction meta-analyses. *Human Performance, 22*(2), 156-189. https://doi.org/10.1080/08959280902743709

Burnett, M. F., Williamson, I. O., & Bartol, K. M. (2009). The moderating effect of personality on employees' reactions to Procedural fairness and outcome favorability. *Journal of Business Psychology, 24,* 469-484. https://doi.org/10.1007/s10869-009-9120-6

Chan, S., & Jespen, D. (2011). Workplace relationships, attitudes, and organizational justice: A hospitality shift worker contextual perspective. *Journal of Human Resources in Hospitality and Tourism, 10*(2), 150-160. https://doi.org/10.1080/15332845.2011.536939

Cadigan, J., Schmitt, P., & Swope, K. (2019). The demand for 'fair' outcomes: An experimental study of payoff maximization, social efficiency, fairness, gender and personality type. *Archives of Psychology, 3,* 1-18. https://doi.org/10.31296/aop.v3i1.89

Colquitt, J. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology, 86*(3), 386-400. https://doi.org/10.1037/0021-9010.86.3.386

Colquitt, J. A., Scott, B. A., Judge, T. A., Shaw, C. S., (2006). Justice and personality: Using integrative theories to derive moderators of justice effects. *Organizational Behavior and Human Decision Processes, 100,* 110-127. https://doi.org/10.1016/j.obhdp.2005.09.001

Costa, P. T., & McCrae, R. R. (1992). *NEO PI-R: Professional manual. Revised NEO Personality Inventory NEO PR-R and NEO Five-Factor Inventory NEO-RRI.* Psychological Assessment Resources Inc.

Cropanzano, R., & Molina, A. (2015). Organizational justice. In N. Smelser, & P. Baltes (Eds.), *International encyclopedia of the social & behavioral sciences* (2nd ed.) (vol. 17, pp. 379-384). Elseiver.

Deutsch, M. (1985). *Distributive Justice.* Yale University Press.

D'Alonzo, K. T. (2004). The Johnson-Neyman procedure as an alternative to ANCOVA. *Western Journal of Nursing Research, 26*(7), 804-812. https://doi.org/10.1177/0193945904266733

Eker, G. (2006*). Örgütsel adalet algısı boyutları ve iş doyumu üzerindeki etkileri.* [Unpublished doctoral dissertation]. Dokuz Eylül University.

Ellis, L., Farrington, D. P., & Hoskin, A. W. (2019). *Handbook of crime correlates* (2nd ed). Academic Press.

Fukuzaki, T. & Iwata, N. (2022). Association between the five-factor model of personality and work engagement: a meta-analysis. *Industrial Health, 60,* 154-163. https://doi.org/10.2486/indhealth.2021-0051

Furnham, A., Petrides, K. V., Jackson, C. J., & Cotter, T. (2002). Do personality factors predict job satisfaction? *Personality and Individual Differences, 33*(8), 1325-1342. https://doi.org/10.1016/S0191-8869(02)00016-8

Geukes, K., Nestler, S., Hutteman, R., Dufner, M., Küfner, A. C. P., Egloff, B., Denissen, J. J. A., & Back, M. D. (2017). Puffed-up but shaky selves: State self-esteem level and variability in narcissists. *Journal of Personality and Social Psychology*, 112(5), 769-786. https://doi.org/10.1037/pspp0000093

Ghran, L. Z., Jameel, A. S., & Ahmad, A. R. (2020). The effect of organizational justice on job satisfaction among secondary school teachers. *International Journal of Psychosocial Rehabilitation, 24*(3), 1302-1310. https://doi.org/10.37200/IJPR/V24I3/PR200880

Harrison, D.A., McLaughlin, M. E., & Coalter, T. M. (1996). Context, cognition, and common method variance: Psychometric and verbal protocol evidence. *Organizational Behavior and Human Decision Processes, 68*(3), 246-261. https://doi.org/10.1006/obhd.1996.0103

James, K. (1993). The social context of organizational justice: cultural intergroup, and structural effects. In R. Cropanzano (Ed.), *Justice in the workplace: Approaching fairness in human resource management* (pp. 21-50). Lawrence Erlbaum Associates.

James, L. R., & Mazerolle, M. D. (2002). *Personality in work organizations.* Sage Publications.

Jex, S. M. (2002). *Organizational psychology: A scientist-practitioner approach.* John Wiley & Sons.

Jones, N. L. (2014). *Personality and job satisfaction: The moderating effect of psychological wellbeing.* [Unpublished minor dissertation]. University of Johannesburg.

Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: a meta analysis. *Journal of Applied Psychology, 87*(3), 530-541. https://doi.org/10.1037/0021-9010.87.3.530

Judge, T. A., Locke, E. A., Durham, C. C., & Klugger, A. N. (1998). Dispositional effects on job and life satisfaction: The role of core evaluations. *Journal of Applied Psychology, 83*(1), 17-34. https://doi.org/10.1037/0021-9010.83.1.17

Karapınar, P. B., Camgöz, S. M., Ergeneli, A. (2013). Organizational justice-job satisfaction relationship: The moderating effects of big five personality traits in banking employees. *İktisat İşletme ve Finans, 28*(322), 44-51. https://doi.org/10.3848/iif.2013.322.3502

Khizar, U., Orcullo, D. C., & Mustafa, J. (2016). Relationship between personality traits and job satisfaction of police officers in Punjab, Pakistan. *International Journal of Business and Social Science*, *7*(7), 109-113.

Locke, E. A. (1976). The nature and causes of job satisfaction. In M. D. Dunette (Eds.), *Handbook of Industrial and Organizational Psychology*, 1297-1343. Chicago, IL: Rand McNally.

Lu, M., Zhang, F., Tang, X., Wang, L., Zan, J., Zhu, Y., & Feng, D. (2022). Do type A personality and neuroticism moderate the relationships of occupational stressors, job satisfaction and burnout among Chinese older nurses? A cross-sectional survey. *BMC Nursing*, *21*(1):88. https://doi.org/10.1186/s12912-022-00865-7

Masterson, S. S., Lewis, K., Goldman, B. M., & Taylor, M. S. (2000). Integrating justice and social exchange: The differing effects of fair procedures and treatment on work relationships. *Academy of Management Journal*, *43*(4), 738-748. https://doi.org/10.5465/1556364

McCrae, R. R. (1996). Social consequences of experiental openness. *Psychological Bulletin*, *120*(3), 323-337. https://doi.org/10.1037/0033-2909.120.3.323

Memon, M. A., Salleh, R., & Baharom, M. R. (2016). The link between training satisfaction, work engagement and turnover intention. *European Journal of Training and Development*, *40*(6), 407-429. https://doi.org/10.1108/EJTD-10-2015-0077

Mohammadi, S. (2011). Relationship between personality factors and job satisfaction among high-school teachers. *International Journal of Psychology*, *5*(2), 1-14.

Morris, J. H., Sherman, J. D., & Mansfield, E.R. (1986). Failures to detect moderating effects with ordinary least squares-moderated multiple regression: Some reasons and a remedy. *Psychological Bulletin*, *99*(2), 282-288. https://doi.org/10.1037/0033-2909.99.2.282

Nash, M. W. (2007). *Encyclopedia of stress* (2nd Ed.) (pp. 910-913). Academic Press.

Özmen, Ö. N., Arbak, Y., & Süral Özer, P. (2007). Adalete verilen değerin adalet algıları üzerindeki etkisinin sorgulanmasına ilişkin bir araştırma. *Ege Akademik Bakış*, *7*(1), 17-33.

Power, R. A., & Pluess, M. (2015). Heritability estimates of the Big Five personality traits based on common genetic variants. *TransI Psychiatry*, *5*(7), e604. https://doi.org/10.1038/tp.2015.96

Rai, G. S. (2013). Impact of organizational justice on satisfaction, commitment and turnover intention: Can fair treatment by organizations make a difference in their workers' attitudes and behaviors? *International Journal of Human Sciences*, *10*(2), 260-284.

Ramamoorthy, N., & Stringer, D. (2017). Equity versus equality norms of justice and organisational commitment: The moderating role of gender. *The Irish Journal of Management 36*(3), 206-220. https://doi.org/10.1515/ijm-2017-0008

Said, H. M., Abukraa, M. K., & Rose, R. M. (2015). The relationship between personality and job satisfaction among employees in Libyan oil and gas company. *American Research Journal of Business and Management*, *1*(2), 18-24.

Shi, J., Lin, H., & Wang, L. (2009). Linking the big five personality constructs to organizational justice. *Social Behavior and Personality: An International Journal*, *37*(2), 209-222. https://doi.org/10.2224/sbp.2009.37.2.209

Skarlicki, D. P., & Latham, G. P. (1996). Increasing citizenship behavior within a labor union: A test of organizational justice theory. *Journal of Applied Psychology*, *81*(2), 161–169. https://doi.org/10.1037/0021-9010.81.2.161

Sowunmi, O. A., (2022). Job satisfaction, personality traits, and its impact on motivation among mental health workers. *South African Journal of Psychiatry, 28*(0). https://doi.org/ 10.4102/sajpsychiatry.v28i0.1801

Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences.* Sage.

Stouten, J., Kuppens, P., & Decoster, S. (2013). Being angry for different reasons: the role of personality in distributive justice. *Journal of Applied Psychology, 43,* 795-805. https://doi.org/10.1111/jasp.12005

Sümer, N., Lajunen, T., & Özkan, T. (2005). Big five personality traits as the distal predictors of road accident involvement. In G. Underwood, (Ed.), *Traffic and transport psychology*. Elsevier.

Yasmine, J. A. (2019). The effect of personality traits and equity sensitivity on the employees' fairness perception in the Lebanese Pharmaceutical Field. *Management Studies and Economic Systems (MSES), 4*(3), 255-266.

Yildiz, E. (2018). A case study on relationships between psychological capital, personality and organizational commitment. *International Journal of Business Administration*, *9*(2), 99-122. https://doi.org/10.5430/ijba.v9n2p99