



## **THE ROLE OF INTENTION TO LEAVE IN THE EFFECT OF INTERACTIONAL JUSTICE ON ETHICAL BEHAVIOR: A STUDY IN THE CIVIL AVIATION SECTOR**

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Received: September 10, 2024

Accepted: November 09, 2024

Published: December 01, 2024

### **Abstract:**

*To ensure or increase enterprises' preference in the increasing competition in the civil aviation sector, they should give importance to customer satisfaction and, therefore, to personnel behavior. This study aims to investigate the effect of interactional justice on unethical behavior and the role of turnover intention in this interaction on personnel who are directly related to the customer and the organization.*

*In this study, which was designed with quantitative research methods, the data obtained from 409 civil aviation workers in 2022-2023 using the convenience sampling method were analyzed using SPSS and AMOS 22 programs. In the findings obtained, it was seen that the effect of interactional justice perceptions on unethical behaviors was not significant and the intention to quit job did not have a moderating role in the relationship between interactional justice perceptions and unethical behavior. In addition to these results, it was seen that employees' intention to leave their jobs positively and significantly affects their unethical behaviors, and interactional justice perceptions affect their intention to leave their jobs negatively and significantly.*

*Although it is possible to mention that the interactional justice perceptions have a negative effect on their unethical behaviors, it is seen that this effect is not significant.*

### **Keywords:**

Civil Aviation, Interactional Justice, Unethical Behavior, Intention to Leave

### **JEL Classification:**

M12, M14

## **1. Introduction**

Innovations and developments in business life, the ability of businesses to ensure their continuity, and to be successful in the race with their competitors make the human resources capability and role even more valuable (Sekmen et al. 2017:197). For organizations to achieve their strategies, goals, and objectives and to adapt to the changes in their environment, the personnel must be equipped, loyal to the organization, committed to the interests of the organization, and adopt the organizational culture and goals. The formation or continuation of these structures can be realized by ensuring the internal justice of the organization, the harmony of the personnel and their approach to each other, the support of the manager, and a fair interaction with all employees.

Interactional justice in organizations has become more important over time. It is inevitable that the fair, respectful and positive communication between supervisors and subordinates or between employees and each other will have an impact on employee behaviors and these effects will be reflected on organizations.

One of the undesirable negative behaviors within the organization is unethical behavior. Unethical behaviors can be caused by personality traits as well as organizational factors (Tonus & Oruç, 2012:149). Unethical behaviors may be a kind of response of employees to this situation due to the lack of a fair structure and interaction justice in the organization. In order to ensure the healthy continuity of organizations, personnel behaviors should be observed very well. Because unethical behaviors can cause great damage to organizational structures, healthy working environment within the organization and business ethics.

Organizations need qualified and appropriate personnel in order to achieve their goals, realize their strategies and create a healthy working environment. In addition to the negative effects of turnover on the business, turnover intentions can also affect personnel behaviors.

In addition to the effect of interactional justice on the unethical behaviors of the employees in the civil aviation sector, it is thought that investigating the role of the employee's intention to quit due to organizational or personal factors on the perception of interactional justice and unethical behaviors will contribute to the civil aviation sector and behavioral sciences. In the light of all these, it is aimed to investigate the effect of interactional justice on unethical behavior and the role of turnover intention in this interaction.

## 2. Conceptual Framework

### 2.1. Interactional Justice

The origins of the field of justice can be traced back, to Adams equity theory in 1965 which focused on how employees perceive distribution within a workplace (Luo, 2007:644). The concept of justice is used to express employees perceptions and beliefs about fairness in their work environment. Justice refers to behavior, actions or thoughts that are considered morally and ethically right (Usmani and Jamal 2013:354). According to Leiter and Maslach (2004:98) justice is about making decisions that are perceived as fair and treating individuals with respect. It fosters a sense of community through respect among people.

Justice plays a role in promoting businesses by preventing conflicts in the workplace fostering trust in management and boosting employee commitment to their jobs. Conversely injustice can lead to unrest within an organization erode trust, in management increase staff turnover rates and hinder productivity (Bülbül, 2010:70).

When leaders, in the company fail to communicate and provide information to employees about the actions and procedures being taken and also hinder employees communication channels, with disrespectful and unacceptable attitudes it can lead to a sense of unfairness (Köksal, 2016:22).

According to Bies and Moag (1986), interactional justice refers to the quality of behavior, attitude and treatment towards employees during the implementation or process of procedures (Beugre, 2002:1095). The quality and / or structure of the communication of managers or administrators with the employees in the business also affects the organizational justice thoughts of the employees towards the business (Öztürk & Vatansever, 2020:3616). Interactional justice is related to the respect and care shown by managers in their behavior towards their employees. Informational justice, on the other hand, focuses on the processes and sharing of information (Tokgöz, 2011:367).

### 2.2 Unethical Behavior

Deception, dishonest behavior, misuse of opportunities or current situation in the organization, dishonesty, etc. Many similar behaviors are one of the important problems and challenges in human life (Gino, 2015:107).

"The concept of "ethics", which is derived from the Greek word "ethos" meaning "character", has emerged as a result of the study of moral rules and values, pointing to the ideal and abstract" (Aydın, 2002 as cited in Pelit & Güçer, 2006:97).

According to Lewis (1985), unethical attitudes or behaviors can be defined as behaviors that are outside of the accepted moral orders, standards (patterns) and accepted behaviors established to prevent certain occurrences and situations (Turunç & Altan, 2021:545). Unethical behaviors can be listed as: exploitation of workers, unsafe working environments, suppression and exclusion of any organization member's participation in expression and decision-making processes, harmful gossip, coercion, dishonest speech, etc. unethical actions in essence, behaviors that harm others (White, 1999:110). Failure to create awareness, appreciation or approval of ethical behaviors in organizations

may have an effect on the employees to move away from ethical behavior and increase their tendency towards unethical behavior (Kaptan, 2011:581).

Ethical rules are important for individuals. Encountering situations such as unethical behaviors or disregarding ethical rules may cause people to worry and upset. When a person encounters unjust attitudes and actions, his/her moral perception affects the impression he/she will form and the reflex he/she will give to the person who performs unjust attitudes and actions (Köksal, 2018:483). Unethical behaviors in organizations can be considered as organizational and personal. Unethical behaviors in organizations can be related to the character structures of the employees and can also be affected by the structure of the enterprises (Tonus and Oruç 2012:151).

### **2.3. Turnover Intention**

Employee turnover is an important issue for businesses. While it is desirable for businesses to dismiss unsatisfied and/or unproductive employees, it is equally undesirable for qualified and well-equipped employees to leave their jobs (Arı et al., 2010:146). In order to compete in business life, organizations should ensure that their employees remain in the organization in an optimal, peaceful, and productive manner. Failure to ensure this situation in the organization may cause employees to leave their jobs (Yenihan et al., 2014:40).

Turnover intention can be defined as the employees' planned intention to leave their jobs or their desire to leave the workplace (Tett & Meyer, 1993:262). "Turnover intention is a conscious, planned and usually results in the employee leaving the job" (Koçak & Yücel, 2018:686). According to Schaufeli and Bakker (2004), turnover intention can be defined as the current employee's intention to leave the workplace or job or the formation of such an idea (Aypar Özkan, Sökmen, & Ekmekçiöğlü, 2018:217).

To reduce turnover intention, the factors that cause turnover intention should be investigated first. Employees' turnover intentions can be affected by organizational commitment, self-esteem, manager support and job satisfaction (Firth, Mellor, Moore, & Loquet, 2004:179-180).

Possible negative consequences of turnover for the organization: Costs (recruitment, orientation, etc.), loss of high performers, loss of productivity, disruption of social and communication structure, etc. (Mobley, 1982:113).

## **3. Relationships Between Variables and Hypotheses**

In a study conducted by Kaptan (2011:854), it was observed that ethical culture has a significant negative relationship with the frequency of unethical behaviors. Kavak and Kaygın (2018:49) conducted a study on academics and found that organizational justice perception positively affects organizational dissent behavior. Köksal et al. (2018:220) conducted a study on public employees and found that interactional justice has a positive effect on unethical organizational citizenship behaviors. In addition, it was determined that interactional justice has a regulatory role in the relationship between trust in the manager and unethical behaviors. In the study conducted by Kavak and Kaygın (2018:48) on academics, it is seen that the relationship between interactional justice and external and hidden opposition is positive. In the study investigating the relationship between ethical leadership and organizational justice, a positive and strong relationship was found especially between the ethical dimension of ethical leadership in decision making and the interactional justice dimension of organizational justice (Aykanat & Yıldırım, 2012:270). In a study conducted by Polatçı and Özçalık (2015:226) on different sector employees, it was found that interactional justice has a significant negative effect on counterproductive work behaviors. Erdirençelebi and Filizöz (2016:136) found a negative relationship between mobbing and ethical climate perception. As a result of the literature review, hypothesis 1 was formed to be tested.

H1: Employees' perceptions of interactional justice negatively and significantly affect their unethical behaviors

In the study conducted by Yazıcıoğlu and Topaloğlu (2021:9) on employees working in accommodation businesses, it is seen that there is a linear relationship between interactional justice and organizational commitment. In the study conducted by Sökmen et al. (2017:203) on public institution employees, a positive relationship was observed between interactional justice and emotional commitment. In the study conducted by Baltacı et al. (2014:364) on hotel employees, it is seen that interactional leadership is a significant predictor of turnover intention. Şahin (2021:2392) found that organizational justice has a negative, low level and statistically significant effect on turnover intention. Seyrek and İnel (2017:68) conducted a study on information technology employees and found that organizational commitment has a negative effect on turnover intention. Bayarçelik and Fındıklı (2017:24) conducted a study on bank employees and found that as employees' perception of interactional justice increases, turnover intention decreases. As a result of the literature review, hypothesis 2 was formed to be tested.

H2: Turnover intention has a moderating role in the relationship between employees' perceptions of interactional justice and unethical behavior.

Turnover intention of employees expresses their willingness to leave their jobs within a certain period of time and is considered as the most prominent precursor of actual turnover (Tett & Meyer, 1993:262). Turnover intention can have negative effects on employees' job satisfaction, commitment, performance and health (Mobley, Griffeth, Hand, & Meglino 1979:493). In addition, turnover intention of employees may lead to unethical behaviors in the workplace.

The effect of employees' intention to quit on unethical behavior at the workplace can have both individual and level effects. Employees with turnover intention may feel less responsibility towards the organization and tend not to comply with organizational norms (Bennett & Robinson, 2000:349). In this case, employees may engage in unethical behavior to protect or reward themselves. For example, employees may steal company property, prepare false reports or try to deceive customers (Greenberg, 1990:561). As a result of the literature review, hypothesis 2 was formed to be tested.

H3: Employees' turnover intention positively and significantly affects their unethical behaviors

Interactional justice refers to the level of respect, courtesy and honesty shown to organizational members in their relationships with decision makers (Özdemir, 2017:3). Interactional justice perception can increase positive attitudes of organizational members such as job commitment, job satisfaction, organizational citizenship behavior, organizational trust, and decrease negative attitudes such as turnover intention.

It is thought that high interactional justice perceptions of employees may negatively affect their turnover intentions. When the literature is examined, it is found that studies supporting a decrease in turnover intentions as the perception of interactional justice improves (Rai, 2013; Choi, 2011; Bayarçelik & Fındıklı, 2017). As a result of the literature review, hypothesis 2 was formed to be tested.

H4: Employees' perceptions of interactional justice negatively and significantly affect turnover intentions

#### 4. Method

This study, structured with quantitative research methods, constitutes the main framework for investigating the regulatory role of Intention to Leave Employment. Variables that enhance, diminish, or alter the strength of the relationship between a dependent and an independent variable are known as moderator variables (Baron and Kenny, 1986: 1174). When considering any independent variable X, the level of relationship with a dependent variable Y, influenced and strengthened or altered in direction by a third variable Z, makes Z the moderating (moderating) variable for X and Y as dependent and independent variables. One of the steps to measure whether a variable has a moderating effect is as follows (Avcı Vardar, 2019: 24):

In cases where at least one of the independent or moderating variables is a continuous variable, data related to variables believed to have an interactive effect with the independent variable are standardized. Subsequently, these standardized data are preserved, and each is multiplied with one another, thus obtaining the coefficient known as the interaction term (ITT) or interaction coefficient.

Utilizing the method described above, both inter-variable relationships and the investigation of moderating effects were conducted. The data were initially processed using the SPSS software package for the purpose of examining both variable relationships and moderating effects. Following this, validity and reliability analyses were performed on the scales used in the study. Next, data pertaining to intention to leave employment and interactional justice variables were standardized. The interaction coefficient was calculated based on the standardized data. Path analysis was then conducted using the interaction coefficient and standardized data in the AMOS 22 software package, and hypotheses in the study were tested.

#### 4.1. Research Model

The hypothetical research model, illustrating the hypotheses intended to be tested within the scope of the study, is presented in Figure 1.

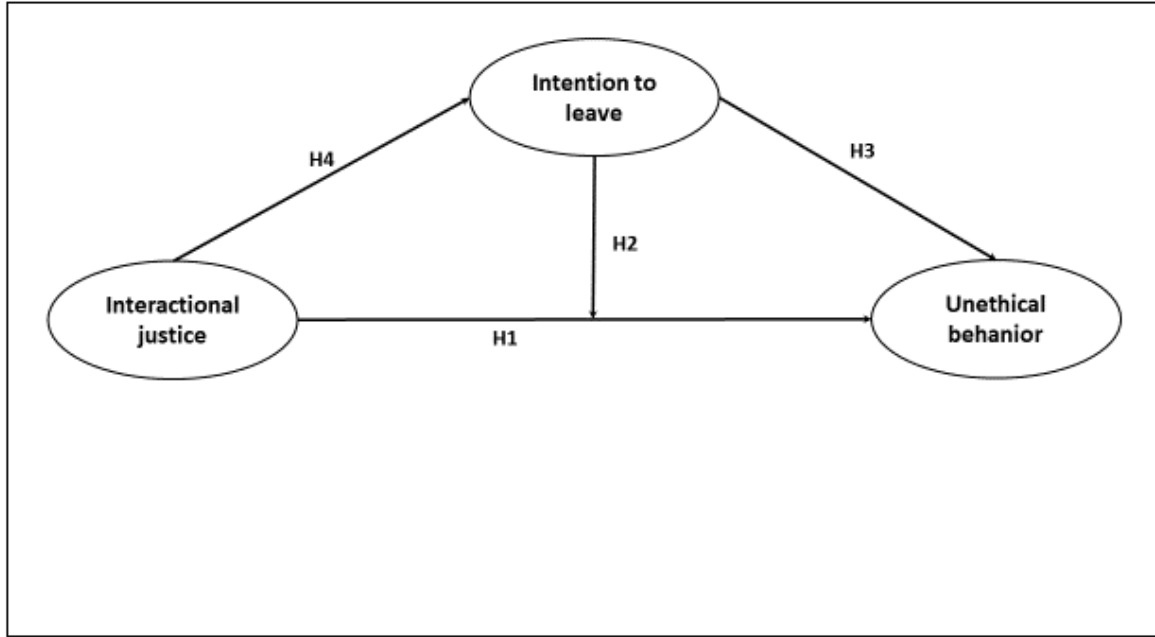


Figure 1. Research Model

The hypotheses to be tested in this research, as depicted in Figure 1 and developed based on previous studies, are as follows:

H1: Employees' perceptions of interactional justice significantly and negatively affect their unethical behaviors.

H2: There is a moderating role of the intention to leave employment in the relationship between employees' perceptions of interactional justice and unethical behavior.

In addition to the foundational H1 and H2 hypotheses, the following hypotheses, H3 and H4, have been formulated to be tested with the data obtained from the study:

H3: Employees' intention to leave employment significantly and positively influences their unethical behaviors.

H4: Employees' perceptions of interactional justice significantly and negatively affect their intention to leave employment.

#### 4.2. Sample and Scales

The population of the study consists of employees in the civil aviation sector in Turkey. The sample of the study is composed of civil aviation employees selected through simple random sampling method from among civil aviation employees. The research does not include manual laborers, procurement, accounting, drivers, operators, cleaning, security personnel, etc. The total number of personnel employed in the sector has reached 253,885 (SHGM, 2022). Considering a 95% confidence interval and a 5% margin of error, the sample size was calculated, and it was decided that the sample should consist of 384 individuals (Sekaran, 1992). To achieve this calculated number of participants, a total of 650 participants were randomly selected, taking into account missing data, incomplete forms, and participants' withdrawal rights. The survey was conducted with a majority through online applications where communication and feedback were possible. Approximately 550 individuals were contacted, and 419 individuals participated in the survey. Ten surveys deemed inappropriate were excluded from the analysis. The remaining 409 surveys were considered suitable and included in the analysis.

Survey forms were used to collect data in the field research. Surveys were conducted on an online platform where civil aviation employees could ask and answer questions and had the opportunity for feedback. The survey form, consisting of two sections, included a total of twenty-three statements. The first part of the survey form contained six statements to define the demographic characteristics of the participants. The second part included nine statements for the "unethical behavior" scale, six statements for the "interactional justice" scale, and three statements for the "intention to leave employment" scale.

**Interactional Justice:** This scale, developed to measure employees' perceptions of organizational justice, was originally created by Moorman (1991) and validated by Niehoff and Moorman (1993). The 9-item "Interactional Justice" scale of the 3-dimensional organizational justice scale, which was adapted into Turkish by Polat (2007), has been utilized for this study. The reliability of the Interactional Justice scale in this study was calculated as Cronbach's Alpha coefficient, yielding a value of 0.90. A 5-point Likert scale was employed in the survey. The adapted version of scale is used in this study, as also employed by Çelik et al. (2014) in their research.

**Unethical Behaviors:** This is a 5 items scale developed by Ferrell and Skinner (1988) is used to measure employees' ethical behavior. Subsequently, this scale has been by Çelik et al. (2014) and Baker et al. (2006). In Baker et al.'s (2006) reliability analysis, the Cronbach's Alpha reliability coefficient was found to be .78, while in the analysis conducted by Çelik et al. (2014), this coefficient was determined to be .80.

**Intention to Leave:** The three items intention to leave employment scale, developed by Wayne et al. (1997), is used in this research. In a study conducted in Turkey by Turunç and Çelik (2010), the reliability coefficient of the scale was determined to be 0.85.

Confirmatory factor analysis (CFA) is conducted to measure the adequacy of the relationships for the model developed within the scope of the research (Sargin, Oralhan, and Üvenç, 2020:636). The fit values for Interactional Justice, Unethical Behavior, and Intention to Leave Employment scales are shown in Table 1.

**Table 1: Goodness fit index\***

	X <sup>2</sup>	df	X <sup>2</sup> /df	GFI	CFI	RMSEA
Interactional justice (EA)	87,976	25	3,519	0,958	0,982	0,079
Unethical behavior (EDD)	8,474	5	1,695	0,992	0,984	0,041
Intention to leave (IAN)	0	0	0	1	1	0
Standart fit index*			≤ 3	≥ 0,90	≥ 0,97	≤ 0,05
Acceptable fit index*			≤ 4-5	≥ 0,89- 0,85	≥ 0,95	≤ 0,06- 0,08

\* Meydan ve Şeşen (2015:37)

A confirmatory factor analysis (CFA) was conducted using the AMOS 22 software program to determine whether the statements in the survey form were structurally valid for the measurement in question. When examining the statistical data in Table 1, it can be observed that the Interactional Justice (EA) scale is within acceptable ranges for X<sup>2</sup>/df and RMSEA parameters (X<sup>2</sup>/df = 3.519 < 4 and RMSEA = 0.079 < 0.08). Moreover, the GFI and CFI parameters calculated for the EA scale from the table indicate a good fit (GFI = 0.958 > 0.90 and CFI = 0.982 > 0.97). For the Unethical Behavior (EDD) scale, all values are in a good fit range (X<sup>2</sup>/df = 1.695 < 3, GFI = 0.992 > 0.90, CFI = 0.984 > 0.97, and RMSEA = 0.041 < 0.05). When examining the fit values for the Intention to Leave (IAN) scale, it can be said that the fit values are perfect due to the small number of propositions in the scale (X<sup>2</sup>/df = 0 < 3, GFI = 1 > 0.90, CFI = 1 > 0.97, and RMSEA = 0 < 0.05). The AMOS 22 software program cannot generate good fit values when the number of propositions is low (Bayrakçı, 2022:839).

Through exploratory factor analysis applied to the scale, it was determined that three propositions were grouped under a single dimension (IAN1= 0.925, IAN2= 0.908, and IAN3= 0.956). The Kaiser-Meyer-Olkin (KMO) value was found to be 0.725, Bartlett's test was significant (<0.05), and the scale explained a total variance of 86.50%. Therefore, if a comprehensive fit emerges in the structural equation model established over all scales in the research, it is possible to state that the IAN scale has the ability to explain the model created, contrary to the disadvantage created by the program. Considering the fit values of the other scales, it is possible to conclude that all scales ensure construct validity.

The factor loadings and Cronbach's Alpha coefficients obtained from the reliability test for all statements in the scales are provided in the table below.

**Table 2: Factor Weights and Reliabilities**

Scale	Items	Item Code	Factor weight	Reliability
Interactional justice (EA)	When decisions are made about my job, the general manager treats me with kindness and consideration	EA_1	0,823	0,956
	When decisions are made about my job, the general manager treats me with respect and dignity	EA_2	0,836	
	When decisions are made about my job, the general manager is sensitive to my personal needs	EA_3	0,858	
	When decisions are made about my job, the general manager deals with me in a truthful manner	EA_4	0,817	
	When decisions are made about my job, the general manager shows concern for my rights as an employee	EA_5	0,847	
	Concerning decisions about my job, the general manager discusses the implications of the decisions with me	EA_6	0,843	
	The general manager offers adequate justification for decisions made about my job	EA_7	0,820	
	When making decisions about my job, the general manager offers explanations that make sense to me	EA_8	0,864	
	My general manager explains very clearly any decision made about my job	EA_9	0,807	
Unethical Behaviors (EDD)	In my job I sometimes compromise my beliefs to do my job the way the company wants me to do it	EDD_1	0,566	0,878
	Sometimes I report only part of the truth to my boss	EDD_2	0,684	
	Sometimes I have to alter things in order to please the company	EDD_3	0,734	
	Sometimes I say one thing even though I know I must do something else	EDD_4	0,704	
	Sometimes I claim to have done something I have not	EDD_5	0,576	
Intention to leave (IAN)	I am seriously considering quitting my job	IAN_1	0,848	0,920
	I'll quit this job as soon as I find a better one.	IAN_2	0,794	
	I often think about leaving this job	IAN_3	0,862	

As seen in Table 2, the scales used in the research demonstrate reliabilities with Cronbach's Alpha coefficients of 0.956 (EA), 0.878 (EDD), and 0.920 (IAN), respectively. Additionally, it is observed that the factor loadings of the statements in the scales are greater than 0.5.

#### 4. Findings

Demographic characteristics of the individuals participating in the study were determined through a frequency analysis. The results of the analysis are presented in Table 3 below.

When examining Table 3, it is observed that almost 2 out of every 3 volunteers participating in the research are male (64.30%). Regardless of the gender variable, considering participant profiles, a significant portion of all participants (n= 409) consists of singles (65.28%), and a large majority (83.62%) is not a member of any union (n= 342). The table reveals that the majority of participants have undergraduate and postgraduate degrees (65.83%). Based on this information, it can be stated that the participant group mainly consists of individuals with higher education (n= 268). When participants are classified according to their years of work experience; 67 participants have "Less than 1 Year" (16.38%), 89 participants (21.76%) have 1 to 3 years, 98 participants have 3 to 6 years (14.67%), 60 participants (10.02%) have 6 to 10 years, 41 participants (10.02%) have 10 to 15 years, and 54 participants (13.20%) have more than 15 years of work experience.

**Table 3: Descriptive statistics**

<b>Gender</b>		<b>N</b>	<b>%</b>		
Man		263	64,30		
Women		146	35,70		
Total		409	100		
<b>Marital Status</b>	<b>N</b>	<b>%</b>	<b>Unionization Status</b>	<b>N</b>	<b>%</b>
Married	142	34,72	Unionized	67	16,38
Single	267	65,28	Non-unionized	342	83,62
Total	409	100	Totale	409	100
<b>Education</b>	<b>N</b>	<b>%</b>	<b>Tenure</b>	<b>N</b>	<b>%</b>
High School	36	8,80	<1 year	67	16,38
Two-year degree	105	25,67	1-3	89	21,76
License	220	53,79	4-6	98	23,96
Postgraduate	48	11,74	7-10	60	14,67
			11-15	41	10,02
			>15	54	13,20
Total	409	100	Total	409	100

Table 4 displays the mean, standard deviation, and variance values of the statements related to the scales used in the research. When the statements in the scales applied to the participants are examined in terms of mean values, it is observed that the statement "When a decision related to my job is made, my superior shows respect and consideration to me" has the highest mean value of 3.59. When examining the mean values across the scales, it can be stated that the scale with the highest mean value is the Interactional Justice Scale with a mean value of 3.44. Looking at the statement with the lowest mean value based on average values, it is observed that this statement is "I sometimes claim that I have done something I did not do," with a mean value of 1.75. The scale with the lowest mean value across the scales is the Unethical Behavior Scale, as seen in Table 4 (2.61). Generally, when reading based on the mean values of the scales, it can be observed that participants' perceptions of interactional justice are higher compared to the other scales, and the mean values of the other scales are close to each other. For testing the research model, a structural equation model was utilized, but before creating the model, a correlation test was conducted to determine the relationships between variables. The correlations between variables are shown in Table 5.



**Tablo 4: Descriptive Statistics of the Items in the Scales**

Code	Items	N	Mean	SS	Variance
<b>Interactional justice</b>		<b>409</b>	<b>3,44</b>		
EA_1	When decisions are made about my job, the general manager treats me with kindness and consideration	409	3,58	1,077	1,161
EA_2	When decisions are made about my job, the general manager treats me with respect and dignity	409	3,59	1,065	1,135
EA_3	When decisions are made about my job, the general manager is sensitive to my personal needs	409	3,32	1,156	1,337
EA_4	When decisions are made about my job, the general manager deals with me in a truthful manner	409	3,52	1,094	1,196
EA_5	When decisions are made about my job, the general manager shows concern for my rights as an employee	409	3,52	1,098	1,206
EA_6	Concerning decisions about my job, the general manager discusses the implications of the decisions with me	409	3,43	1,142	1,304
EA_7	The general manager offers adequate justification for decisions made about my job	409	3,39	1,068	1,140
EA_8	When making decisions about my job, the general manager offers explanations that make sense to me	409	3,33	1,075	1,155
EA_9	My general manager explains very clearly any decision made about my job	409	3,33	1,098	1,206
<b>Unethical behaviors</b>		<b>409</b>	<b>2,61</b>		
EDD_1	In my job I sometimes compromise my beliefs to do my job the way the company wants me to do it	409	3,54	0,952	0,906
EDD_2	Sometimes I report only part of the truth to my boss	409	2,77	1,204	1,451
EDD_3	Sometimes I have to alter things in order to please the company	409	2,51	1,176	1,383
EDD_4	Sometimes I say one thing even though I know I must do something else	409	2,46	1,137	1,293
EDD_5	Sometimes I claim to have done something I have not	409	1,75	0,956	0,913
<b>Intention to leave</b>		<b>409</b>	<b>2,65</b>		
IAN_1	I am seriously considering quitting my job	409	2,31	1,275	1,625
IAN_2	I'll quit this job as soon as I find a better one.	409	3,02	1,436	2,063
IAN_3	I often think about leaving this job	409	2,61	1,350	1,822

**Table 5: Corelations**

Variables		1.Interactional Justice	1.Interactional Justice	1.Interactional Justice
<b>1.Interactional Justice</b>	Pearson Correlation	1		
<b>2.Unethical Behavior</b>	Pearson Correlation	-,142**	1	
<b>3. Intention to leave</b>	Pearson Correlation	-,578**	,351**	1

\*\*p<0,01

When examining Table 5, it is observed that the relationship between interactional justice and unethical behavior is significant and negative. Additionally, there is a significant and negative relationship between interactional justice and intention to leave employment. As for the relationship between unethical behavior and intention to leave employment, it is positive and significant.

To measure the explanatory power of the scales together, the Structural Equation Model (SEM) below has been established and is shown in Figure 2.

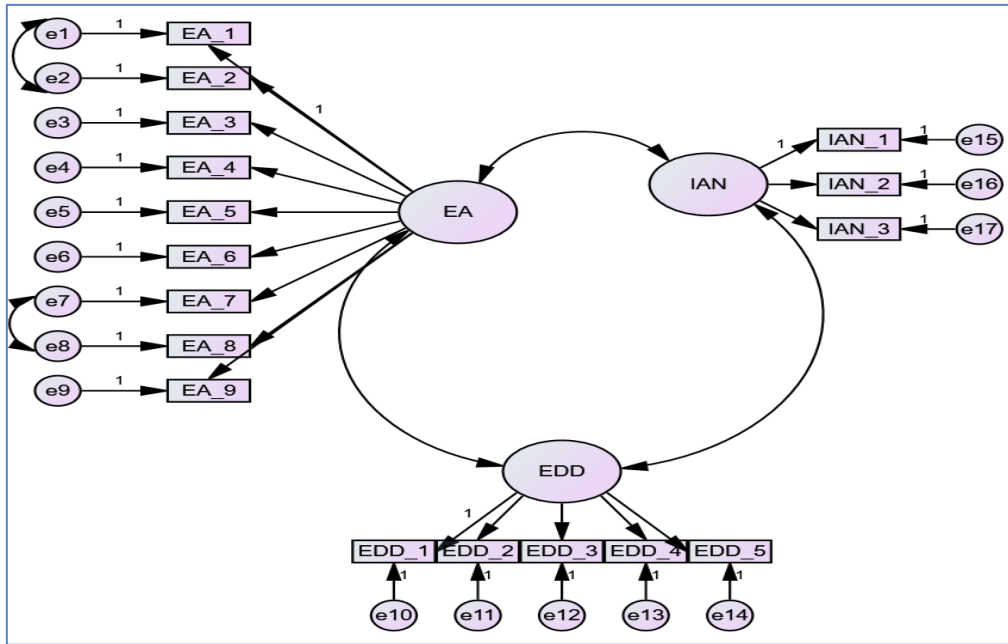


Figure 2: Structural Equation Model (SEM)

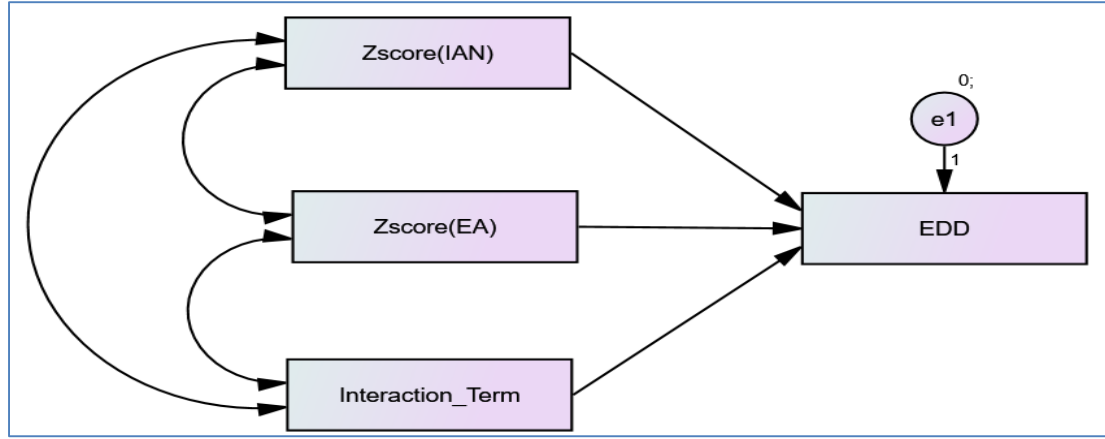
According to the Structural Equation Model (SEM) seen in Figure 2, the fit indices representing the explanatory power of the scales for each other are shown in Table 6.

Table 6: Goodness fit index

	X <sup>2</sup>	df	X <sup>2</sup> /df	GFI	CFI	RMSEA
SEM	223,096	114	1,957	0,942	0,978	0,048
Standart goodness fit index			≤ 3	≥ 0,90	≥ 0,97	≤ 0,05
Acceptable values			≤ 4-5	≥ 0,89- 0,85	≥ 0,95	≤ 0,06- 0,08

\*Meydan ve Şeşen (2015:37)

As a result of the fit indices measurement, it is observed that, according to Meydan and Şeşen (2015:37), all the crucial criteria for the ability of the scales to explain a model, namely X<sup>2</sup>/df (1.957), GFI (0.942), CFI (0.978), and RMSEA (0.048), have good fit values. Both separately and together, the scales can achieve good fit values with minor modifications as suggested by AMOS 22. Based on these values, a new model has been developed to measure the regulatory role of the intention to leave employment on dependent and independent variables, and it is shown in Figure 3.



Interaction Term= Zscore(IAN)\*ZScore(EA)

**Figure 3: The moderating model**

Through the analyses conducted with the AMOS 22 package program, the hypotheses developed within the scope of the research have been tested. The results of the tests related to the developed hypotheses are provided in Table 7.

**Table 7: Hypothesis test results**

	Hypotheses	$\beta$	S.H.	C.R.	P	Results
H <sub>1</sub>	The perceptions of employees regarding interactional justice significantly and negatively affect their unethical behaviors.	-0,142	0,35	-2,907	0,004	Not accepted.
H <sub>2</sub>	There is a moderating role of the intention to leave employment in the relationship between employees' perceptions of interactional justice and unethical behavior.	0,079	0,29	2,683	0,007	Not accepted.
H <sub>3</sub>	The intention to leave employment significantly and positively influences the unethical behaviors of employees.	0,273	0,38	7,242	***	Accepted.
H <sub>4</sub>	Employees' perceptions of interactional justice significantly and negatively impact their intention to leave employment.	-0,772	0,054	-14,31	***	Accepted.

## 5. Discussion and Conclusion

The data obtained from the research indicates that while it is possible to mention that the perception of interactional justice among participating employees has a negative impact on unethical behaviors, this impact is not statistically significant. The reasons for this include the high education level of the participating employees, the relatively low number of businesses in the sector, easy access to information about the status of personnel in the sector, the widespread implementation of quality management systems in almost all businesses, effective execution of job tracking processes, the application of a repetitive control system as part of the job structure, and the reluctance of employees in the sector to experience reputational or trust loss, which is believed to reduce the impact of interactional justice on unethical behavior.

Furthermore, according to the analyses conducted within the scope of the research, it is observed that there is no regulatory role of intention to leave employment in the relationship between employees' perception of interactional justice and unethical behavior.

As a result of the research, it is shown that employees' perceptions of interactional justice level significantly and negatively affect their intention to leave. This result is consistent with several studies in the literature (Sökmen and Kenek, 2017:203; Yazıcıoğlu and Topaloğlu, 2021:9; Baltacı et al., 2014:364; Şahin, 2021:2392; Bayarçelik and Fındıklı, 2017:24 Ahmet et al., 2021:458; Pettijohn et al., 2008:548). The perception of inadequate interactional justice in the

workplace increases the intention to leave employment. As the intention This situation may lead to negative internal consequences for the business, such as a decline in service quality, slowdown in business processes, and an increase in personnel costs and turnover rates.

The results show that the intention to leave is significantly and positively influenced by unethical behaviors in the workplace. The affect of the intention to leave on unethical behavior in the workplace has been relatively underexplored internationally and quite rare at the national level, making this study among the main research in the relevant field. Moreover, the finding that the intention to leave employment positively influences unethical behavior is considered a significant insight that businesses should take into account. If employees intending to leave exhibit unethical behaviors, it can lead to organizational disturbances, lack of trust, stress, and other negative impacts on the organization. On the other hand, businesses may face unwanted situations such as financial loss and damage to reputation in various ways.

The concepts of interactional justice, unethical behavior, and intention to leave employment have been addressed by many researchers before, but the interrelationship between these variables has not been previously investigated among civil aviation sector employees. Considering this gap, it is anticipated that this research can make pioneering contributions to the literature on civil aviation management and organizational behavior disciplines. Furthermore, conducting a groundbreaking study for the civil aviation sector, which can enrich the literature and save time for researchers in future studies, is considered a significant contribution to the sector.

The study has some limitations. The most significant constraint is that most civil aviation businesses, due to company policies, cannot support survey studies or do not allow employees to participate in research. It is believed that similar studies in this field with increased participation numbers and different scales can contribute to the civil aviation sector and the literature.

### ***Ethical Statement***

The research has been deemed compliant with the scientific ethical principles by the Scientific Research and Publication Ethics Committee of Antalya Science University, with the decision dated 10.05.2023 and protocol number 2023/30.

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