

A Research Study Concerning the Regulatory Role of Organizational Justice in the Impact of Job Satisfaction on Organizational Commitment

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ABSTRACT

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Purpose- The study aims to reveal the regulatory role of organizational justice in the effect of job satisfaction on organizational commitment.

Design/methodology/approach- The research sample consists of companies from the packaging sector in Halkalı and Silivri districts of Istanbul. The survey data were collected from 437 participants according to the five-point Likert scale and analysed by SPSS 22 and AMOS 24.

Findings- When the effect of independent variables on organizational commitment was examined, it was seen that all variables had a significant effect on organizational commitment. The model established for the regulatory role of organizational justice perception in the relationship between organizational commitment and its sub-dimensions and job satisfaction was found to be significant.

Discussion- The difference between the effectiveness of the dimensions of organizational justice on various aspects of job satisfaction and organizational commitment reveals that the results of this research are strong. The findings and information obtained will be useful for managers to improve their work with a sense of organizational justice. As a result, in this research, the regulatory role of organizational justice in the effect of job satisfaction on organizational commitment of employees in the packaging sector was tried to be determined. In this context, this research offers suggestions for managers and future studies.

1. INTRODUCTION

Job satisfaction is defined as the feeling of satisfaction and positive job perception based on the right match between the employee and the working conditions within the organization (Ugboro and Obeng, 2000: 254). Job satisfaction is the behaviour patterns that employees develop towards their jobs and working conditions. (Luthans, 1994: 114; Hasin and Omar, 2007: 23; Schneider and Snyder, 1975: 319). Job satisfaction is also a quality measure in business life (Schultz and Schultz, 1998: 250). Job satisfaction is a mixture of positive and negative feelings of employees towards their jobs (Davis and Nestrom, 1985: 109). The human factor, an essential part of the production process, determines an organisation's ability to produce goods and services since organizational talent is naturally determined by the employees' talents (Ülgen and Mirze, 2013: 119). Therefore, one of the conditions for effectively and efficiently benefiting from the abilities of the human factor is to increase their job satisfaction levels.

Organizational commitment is a voluntary psychological bond reflecting the desire to achieve a specific goal and the responsibility to achieve this goal (Allen and Meyer, 1996: 252; Meyer and Allen, 1991: 67; O'Reilly and Chatman, 1986: 492). The other factors affecting job satisfaction include creating a team spirit by ensuring that employees work in harmony with each other, creating the core values, mission, and future outlook of the organization, integrating the employee with the organization, bonding between the employer and the employee and ensuring commitment to the organizational culture (Ozgeldi and Orki, 2018: 171). It is the transfer of commitment in the classical sense to the organizational context with its emotional, continuity and normative dimensions (Meyer and Allen, 1991: 61-89). According to other definitions in the literature,

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organizational commitment is not only loyalty to the employer but also a process in which those involved in the organization strive to maintain the success of the organization (Yüksel, 2000: 76). The degree of identification of the employees with the organization is related to their loyalty to the organization (Newstorm and Davis, 1985: 198; Luthans, 1995: 130; Güney, 2011: 277). Therefore, organizational commitment is the desire of the employee to join the organization, adopt the determined organizational goals, and continue his membership in the organization (Stephen, 1998: 143).

Employees assess how fair the wages are, how fairly managers treat them, and how fairly the bonuses are distributed. Based on this assessment, they develop behavioural patterns towards their environment (Irak, 2004: 26). The concept of organizational justice refers to the extent to which managers perceive employees to be fair in their decisions and activities (Yean and Yusof, 2016: 798-799). Organizational justice can be expressed as equality or accuracy in the workplace, occurring when employees are treated fairly and how these results affect other job-related variables (Manurung, Suhartadi, and Saefudin, 2015: 1066). Organizational justice is a term used to reveal the effect of justice in the workplace. More specifically, organizational justice is a concept that includes employees' perceptions about how fair they are treated in the workplace and how this perception affects other results in terms of organizations. The employees need a perception of justice for their job satisfaction and the effective functioning of the organization (İşcan and Sayın, 2010: 195).

The article is organised as follows: The first chapter is reserved for the introduction. The second chapter discusses the concept of job satisfaction, its definition, its relationship with similar concepts, the approaches to job satisfaction in the historical process, the main factors of job satisfaction, and motivation theories on job satisfaction. The third chapter explains the concept of organizational commitment. The fourth chapter focuses on the concept of justice, its definition, the development process of the idea of justice and basic studies, and the concept of organizational justice. The fifth chapter discusses the method of the study. The sixth chapter includes suggestions and compares the study results with the literature.

2. THEORETICAL BACKGROUND

2.1. Job Satisfaction

The term job satisfaction, coined by Hoppock, refers to the general feelings of employees about their work; the state of well-being and happiness related to the performance in and around the workplace (Hoppock, 1935: 47; Hoppock, 1936: 115-118). Job satisfaction is a positive emotional attitude rewarding one's professional values and deriving from professional appreciation (Moorhead and Griffin, 1996: 126). Job satisfaction is the pleasure that employees feel when they have accomplished a job (Locke and Henne, 1986: 21). Job satisfaction is the way success is felt in terms of quality and quantity (Schwepker, 2001: 41; Güney, 2000: 199). Job satisfaction is the cumulative value of meeting employee expectations (Hwang and Kuo, 2006: 225). Regardless of how it is evaluated, job satisfaction ultimately shows human experiences and emotions, the relationship between a person's feelings and experiences and his job and work environment. In other words, people have a set of experiences in their profession, company, and work environment at the end of their business life.

There will be joys and sorrows experienced throughout their working life, which is the overall structure of job satisfaction (Bayrak Kök, 2010: 293). Job satisfaction emerges as an emotional response to a job. This dimension is not measured but explained through observations. Since it is not quantitative and it is not easy to present with data, the productivity resulting from job satisfaction cannot be fully measured. It can be understood from the expressions and behaviours of the employees. Job satisfaction emerges as a measure of the fulfilment of expectations. Employees want to be rewarded for their work. If he encounters a material or moral reward lower than his expectations, the level of satisfaction is low. Job satisfaction emerges as a representation in various situations related to each other (Şimşir and Seyran, 2020: 26).

Job satisfaction is subjective as it varies from person to person. For example, some people value job security or work-life balance in the workplace. Some people value recognition and growth. In this case, employers should promote a favorable working environment for their employees, offer them wages and benefits, and listen to their needs to increase job satisfaction.

2.2. Organizational Commitment

Organizational commitment is the relationship that employees have with their organization (Yazıcı, 2022: 54).

Organizational commitment is associated with motivation and satisfaction at work. “Organizational commitment is the psychological state of the employee shaped by his/her wants, needs, and obligations towards the organization” (Kanter, 1968: 499). It is also defined as the willingness to accept the values and goals of an organization to make efforts for the organization, and having a strong desire to be loyal to the organization (Gül, 2002: 38). The concept of organizational commitment is the degree of attachment to an organization and valuing the mutual benefit between an employee and the organization (Meyer and Allen, 1997: 11).

There are three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment (Allen and Meyer, 1990: 1). Emotional commitment means that the employee feels emotionally attached to his/her job without any external motivation. Continuance commitment is a form of commitment based on how much the employee invests in the organization. In other words, the employee thinks he needs to stay in the organization, considering the time and effort he heavily invested in (Ghosh and Swamy, 2014: 8-9). Normative commitment is based on the belief that employees have responsibilities and obligations towards the organization and therefore feel obliged to stay in the organization (Wasti, 2002: 526).

Employees who are loyal to their organizations have benefits from their organizations. High job satisfaction among employees leads to increased motivation. It can also contribute to career advancement opportunities and professional growth. For businesses, high levels of commitment lead to lower turnover rates, increased employee performance, improved teamwork and co-operation, and overall higher levels of organizational success.

2.3. Organizational Justice

Many studies on organizational justice are based on Adams’ Theory of Equity. Adams’ Theory of Equity suggests that employees compare their inputs and outputs with those in the same or similar positions. This comparison results in the perception of fair treatment and is an essential factor in behavioural development (Adams, 1965: 267). Organizational justice emerges from the individuals’ perceptions of their organizations. In general, organizational justice is the role of righteousness in the workplace or the function of authority in protecting righteousness (Greenberg, 1990: 399). In addition to being fair in the sharing of economic values, organizational justice is the fairness of the strategies and policies followed by the management (Lambert, Hogan, and Griffin, 2007: 644). In short, organizational justice envisages the development of relationships without any discrimination between individuals and respecting the personality, honor, and cultural values of employees (Yazıcı, 2022: 112). The level of organizational justice perception concentrates on assessing the inputs and outputs as a result of organizational activity and the decisions and behaviours on how fairly inputs and outputs are distributed within the organization (Cropanzano and Greenberg, 1997: 319; Colquitt, 2001: 386-400).

The literature review shows that the three basic dimensions of organizational justice are widely accepted and supported by empirical studies (Niehoff and Moorman, 1993: 527). Distributive justice is related to the fairness of managerial decisions regarding the distribution of earnings such as wages and promotions. Distributive justice is related to the fairness of the decisions made by the management, while the benefits, such as wages and promotions, are distributed to the organisation’s employees (Greenberg, 1986: 340-342). Procedural fairness primarily focuses on the fairness of the procedures in the distribution of rewards. The research origins of procedural justice are in studies on disputed settlement procedures (Thibault and Walker, 1978: 565-566). Procedural justice is the perception of fairness of the methods used in distribution decisions (Greenberg, 1982: 389). Procedural justice is a participatory decision-making process with consistency, lack of bias, correctability, accuracy, and ethics, which is an individual’s perception of the effect on the outcome (Leventhal, 1980: 27-55). Interaction justice is defined as the fair behaviour of an employee as a result of a managerial decision (Colquitt, 2001: 386). Interactional justice can be developed by providing necessary information and logical explanations for management decisions (Bies and Moag, 1986: 43). Interactional justice is a dimension dealing with the quality of interpersonal relationships. It suggests that interpersonal behaviours are built on moral and ethical values, and behaviours based on these values will create sensitivity in response (Cropanzano, Bowen, and Gilliland, 2007: 38-39).

In enterprises that give priority to organizational justice, employees' commitment to their organizations, job satisfaction, and trust in their organizations is high. Employees who perceive justice in their organizations are

more willing and motivated to make efforts to achieve organizational goals. On the other hand, perceived injustice causes a decrease in job satisfaction and decreases performance. It can also lead to negative consequences such as decreased performance and job satisfaction of employees, increased intention to leave, and unproductive work behaviors.

3. METHODOLOGY

The scales in this study were administered to 437 participants working in the packaging industry in the Halkalı and Silivri regions on the European Side of Istanbul between June and September 2021 after obtaining the necessary permissions. Companies were selected according to the convenience sampling method and company employees were selected according to the random sampling method. The questionnaires delivered via e-mail were analyzed in SPSS 22 and AMOS programs.

3.1. Research Model

The model created to show the relationships between the variables theoretically handled within the scope of the research is shown in Figure 1.

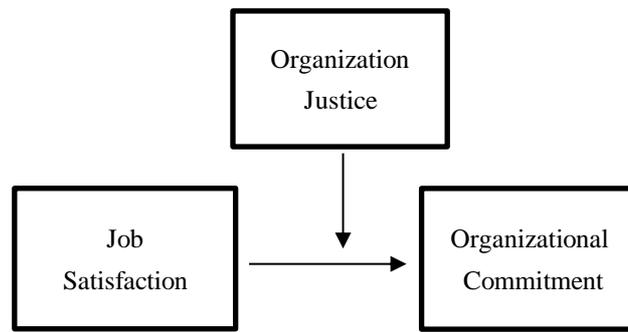


Figure 1 Research model

3.2. Research Hypothesis

The hypotheses of the research are given below.

H1: There is a positive relationship between job satisfaction and organizational commitment.

H2: There is a positive relationship between organizational justice and organizational commitment.

H3: There is a positive relationship between job satisfaction and organizational justice.

H4: Job satisfaction has a positive effect on organizational commitment.

H5: The perception of organizational justice regulatory the relationship between job satisfaction and organizational commitment.

H5a: The perception of organizational justice regulatory the relationship between job satisfaction and affective commitment.

H5b: The perception of organizational justice regulatory the relationship between job satisfaction and continuance commitment.

H5c: The perception of organizational justice regulatory the relationship between job satisfaction and normative commitment.

H6: Perceptions of job satisfaction, organizational commitment, and justice differ according to demographic variables.

3.3. Data Collection Tools

The first part of the questionnaire includes demographic information. Minnesota Job Satisfaction Scale was used to measure job satisfaction. The validity and reliability studies of this scale, which was translated into

Turkish by Baycan (1985: 37-44) and used by Şahin (2007: 41-152), have been conducted. In this study, the job satisfaction scale developed by Darıcan (2019: 168-169) was used.

The study uses a three-dimensional organizational commitment scale developed by Meyer and Allen (1997) and used by Şahin (2007: 41-152). In this study, the organizational commitment scale used by Darıcan (2019: 169) was used. The organizational justice scale developed by Niehoff and Moorman (1993) and the Turkish validity and reliability study were used by Kugun, Aktaş, and Güripek (2013: 155-161) to measure organizational justice. In this research, the organizational justice scale used by Sarıcı Aytan (2018: 137) was used.

4. FINDINGS

Some assumptions were checked before the analysis to test the hypotheses within the research scope. Accordingly, the skewness and kurtosis coefficients of the mean scores obtained from the measurement tools were calculated.

Table 1 Descriptive values of scores

Variables	N=437	Av.	Standard Deviation	Skewness	Standard Error of Skewness	Kurtosis	Standard Error of Kurtosis
Internal satisfaction		4,01	0,65	-0,97	0,12	0,78	0,23
External satisfaction		3,60	0,79	-0,38	0,12	-0,35	0,23
Job satisfaction		3,83	0,64	-0,70	0,12	0,31	0,23
Affective commitment		3,87	0,89	-0,91	0,12	0,50	0,23
Continuing commitment		3,62	0,84	-0,56	0,12	-0,23	0,23
Normative commitment		3,52	1,00	-0,62	0,12	-0,45	0,23
Organizational commitment		3,64	0,77	-0,55	0,12	-0,30	0,23
Interactional Justice		3,38	0,98	-0,36	0,12	-0,39	0,23
Distributive Justice		3,16	1,01	-0,30	0,12	-0,48	0,23
Procedural Justice		3,18	1,07	-0,25	0,12	-0,69	0,23
Organizational Justice		3,27	0,94	-0,26	0,12	-0,48	0,23

In the research, to determine the degree of relationship between the independent variable and other independent variables VIF values were calculated. VIF values of 10 and above indicate that there is multicollinearity between independent variables (Çokluk, Şekercioğlu, and Büyüköztürk, 2012: 35; Uğurlu, 2019: 4-5). The VIF values calculated in the regression analysis ($1.08 < VIF < 2.20$) showed that there was no multicollinearity between the independent variables in the analysis. In line with the purpose of the study, an independent sample t-test was applied to compare the mean scores obtained from the measurement tools according to gender and marital status variables. One-way analysis of variance was applied to compare the mean scores obtained from the measurement tools according to the variables of age group, education level, working time in the institution, and total working time. Levene's F test was used to determine whether the variances were homogeneous. The source of the difference was determined by applying Tukey's test.

4.1. Descriptive Statistics of Demographic Questions

The demographic questions show that the study sample comprised 188 (43.0%) females and 249 (57.0%) males. The age group of the questionnaire are 18-24, 25-31, 32-48, 49-55 and 56 and over, with rates of participants being 8.5%, 20.8%, 45.8%, 18.8% and 6.2%, respectively. 67.0% of the participants are married, and 33.0% are single. 21 (4.8%) of the participants are secondary school graduates, 91 (20.8%) high school graduates, 61 (14.0%) college graduates, 161 (36.8%) undergraduate graduates, 63 (6%) 14.4% have a master's degree and 40 (9.2%) have a doctorate. When the time worked in the institution was examined, 47 (10.8%) participants had less than a year. 101 (23.1%) of them worked for 1 to 3 years. 84 (19.2%) participants worked for 4 to 6 years. 57 (13.0%) participants worked for 7 to 9 years, and 148 (33.9%) worked in the same institution for at least ten years. Regarding total working time, 28 (6.4%) participants worked less than a year. 65 (14.9%) participants worked for 1 to 3 years and 72 (16.5%) for 4 to 6 years. 56 (12.8%) participants worked for 7-9 years, and 216 (49.4%) participants worked in the same institution for at least ten years.

4.2. Validity and Reliability Analysis of Organizational Justice Scale

The organizational justice scale's first-level multi-factor confirmatory factor structure consists of three sub-dimensions and 19 items (9-item interactional justice, 5-item distributive justice, and 5-item procedural justice), tested using the AMOS 24 (Analysis of Moment Structures) program. Since the data collected from 437 participants in a five-point Likert scale showed normal distribution, the covariance matrix was created using the maximum likelihood calculation method. Goodness-of-fit values of first-level multifactorial CFA ($\chi^2=442,31$; $p<.01$; RMSEA=.06; GFI=.90 CFI=.96; IFI=.96; RMR=.05) with recommended 3-factor shows that the model is acceptable due to data compatibility. These results showed that the data obtained from the study were compatible with the predicted theoretical structure of the organizational justice scale (3-factor model). As a result of the confirmatory factor analysis of the organizational justice scale, the factor loads of the items in the factors of interactional justice, distributive justice, and procedural justice were 0.74-0.87, respectively. It is between 0.61-0.86 and 0.82-0.87. Confirmatory factor analysis of the three-factor model is shown in the diagram. All of the path coefficients (factor loads) in the diagram were statistically significant ($p<0.001$). It was observed that the factor loads in the sub-dimensions were at the desired level. Cronbach's alpha coefficient, the lower limit of 0.60, was high for all sub-dimensions of the scale in general. Alpha coefficients calculated for scale factors were between 0.86 and 0.96, and the coefficients obtained showed that the scale's reliability based on internal consistency was sufficient.

4.3. Validity and Reliability Analysis of Job Satisfaction Scale

The path flow diagram of the first level confirmatory factor analysis results of the job satisfaction scale with parameter values is presented in Figure 8 below. For the intrinsic satisfaction sub-dimension, item 3 ("I can exhibit different behaviors according to the situation") and item 7 ("I do not perform a task that does not comply with work ethics") were removed from the analysis. For the extrinsic satisfaction sub-dimension, item 17 ("I have good working conditions") was excluded from the analysis. The reason for this decision was that the standardized regression coefficients were not at the desired level and the error variances were high. The first-order multifactor CFA goodness of fit values of the proposed 2-factor model ($\chi^2=370.91$; $p<.01$; RMSEA=.07; CFI=.90; IFI=.89; RMR=.07) are compatible with the data and therefore acceptable. These results showed that the research data were compatible with the predicted theoretical structure of the job satisfaction scale (2-factor model). As a result of the confirmatory factor analysis of the job satisfaction scale, the factor loadings of the items in the intrinsic and extrinsic satisfaction factors are between 0.44-0.68 and 0.51-0.76, respectively. Confirmatory factor analysis of the two-factor model is shown in the diagram. All path coefficients (factor loadings) in the diagram are statistically significant ($p<0.001$). These results showed that the job satisfaction scale conformed to the predicted theoretical structure (2-factor model). Cronbach's alpha coefficient, the lower limit of which is 0.60, was found to be generally high for all sub-dimensions of the scale. The alpha coefficients calculated for the factors of the scale were between 0.79 and 0.88, and the obtained coefficients showed that the reliability of the scale based on internal consistency was sufficient.

4.4. Validity and Reliability Analysis of Organizational Commitment Scale

The path flow diagram of the first level confirmatory factor analysis results of the organizational commitment scale with parameter values is presented in Figure 9 below. For the affective commitment sub-dimension, item 3 ("I do not feel like a part of the family at my workplace"), item 4 ("I do not feel an emotional attachment to my workplace"), item 6 ("I do not feel a strong attachment to my workplace") were removed from the analysis. For the normative sub-dimension, item 13 ("I do not feel any obligation to continue working at my workplace") was excluded. This decision was based on the fact that the standardized regression coefficients were not at the desired level and the error variances were high. The first-order multifactor CFA goodness of fit values of the proposed 3-factor model ($\chi^2=278.82$; $p<.01$; RMSEA=.08; CFI=.92; IFI=.92; RMR=.10) are compatible with the data and therefore acceptable. These results show that the research data are compatible with the theoretical structure (3-factor model) of the organizational commitment and job satisfaction scale. As a result of the confirmatory factor analysis of the organizational commitment scale, the factor loadings of the items in the affective commitment, continuance commitment, and normative commitment factors are between 0.64-0.79. These values are between 0,38-0,78 and 0,62-0,83. Confirmatory factor analysis of the three-factor model is shown in the diagram. All path coefficients (factor loadings) in the diagram are statistically significant ($p<0.001$). These results showed that the job satisfaction scale conformed to the predicted theoretical structure

(3-factor model). Cronbach's alpha coefficient, the lower limit of which is 0.60, was high for all sub-dimensions of the scale. The alpha coefficients calculated for the scale factors were between 0.78 and 0.89, and the obtained coefficients showed that the reliability of the scale based on internal consistency was sufficient.

5. CORRELATION ANALYSIS

The correlation coefficient expresses the relationship between two variables (Gogtay and Thatte, 2017: 78-79; Orhan and Kaşıkçı, 2002: 69, Uğurlu, 2023:5). The relationships between the scores obtained from the scales within the scope of the research were examined by applying Pearson correlation analysis. Pearson correlation coefficients are shown in Table 2.

Table 2 The pearson correlation coefficients of the variables

Variables	1	2	3	4	5	6	7	8	9	10	11
Internal Satisfaction	1										
External satisfaction	.624**	1									
Job satisfaction	.908**	.894**	1								
Affective commitment	.590**	.632**	.677**	1							
Continuing commitment	.308**	.326**	.352**	.404**	1						
Normative commitment	.487**	.604**	.603**	.675**	.590**	1					
Organizational commitment	.517**	.590**	.613**	.751**	.841**	.907**	1				
Interactional Justice	.465**	.674**	.628**	.477**	.131**	.418**	.374**	1			
Distributive Justice	.480**	.706**	.654**	.560**	.196**	.495**	.460**	.717**	1		
Procedural Justice	.460**	.707**	.643**	.489**	.188**	.456**	.421**	.847**	.764**	1	
Organizational Justice	.505**	.746**	.690**	.542**	.177**	.485**	.442**	.953**	.868**	.937**	1

Notes: * denotes that the correlation is significant at the 0.05 level. ** denotes that the correlation is significant at the 0.01 level.

In Table 2, it is seen that the scores between intrinsic satisfaction scores and organizational commitment and its dimensions and organizational justice and its types are low and the regulator is positive. As intrinsic satisfaction scores increased, both organizational commitment and sub-dimension scores and organizational justice and sub-dimension scores increased. When personal scores increased, a moderate increase was observed. There are low, medium, and high-level positive correlations between extrinsic satisfaction scores and organizational commitment and its dimensions and organizational justice and its types. As extrinsic satisfaction scores increased, both organizational commitment and sub-dimension scores and organizational justice and sub-dimension scores increased. The result meets the expectation.

It is seen that there are low and regulatory positive correlations between job satisfaction scores and organizational commitment and its dimensions and organizational justice and its types. As job satisfaction scores increased, both organizational commitment and sub-dimension scores and organizational justice and sub-dimension scores increased. When personal scores increased, a regulatory increase was observed. There are low and regulatory positive correlations between interactional justice scores and organizational commitment and its dimensions scores. As interactional justice scores increased, organizational commitment and sub-dimension scores also increased. The statistically expected result is that as interactional justice scores increase, organizational commitment and sub-dimension scores should also increase.

There are low and regulatory positive correlations between distributive justice scores and organizational commitment and its dimensions scores. It was observed that as the distributive justice scores increased, organizational commitment and sub-dimension scores also increased. The correlation coefficient between procedural justice scores and organizational commitment and its dimensions indicates a low and moderating positive relationship. It was observed that as procedural justice scores increased, organizational commitment and sub-dimension scores also increased.

It shows that there are low and regulatory positive correlations between organizational justice scores and organizational commitment and its dimensions scores. As organizational justice scores increased, organizational commitment and sub-dimension scores also increased. The results show that H_1 , H_2 , and H_3 cannot be rejected.

6. THE REGULATORY ROLE OF ORGANIZATIONAL JUSTICE

This research uses the Hayes Process Macro analysis tool to make estimations.

The effect of independent variables on organizational commitment and the moderator role of organizational justice are shown in Table 3 below.

Table 3 Regression results of the organizational commitment model

	Coefficient	t	p
Constant	3.6763	111.4909	.0000
Satisfaction	.3327	8.6111	.0000
Justice	.1700	4.4715	.0000
Interaction	-.0609	-2.3688	.0183
Regulatory Role of Organizational Justice			
R ² change	F	p	
0.0076	5.612	0.0183	
Regulatory Role			
R	R ²	F	p
.6428	.4132	101.6543	.0000

Table 3 shows that all variables have a significant effect on organizational commitment ($p < 0.05$). The critical point here is that the confidence intervals of the variables do not include 0, and it has been seen that there is no such problem for both interaction and other independent variables. The regulatory effect of the organizational justice variable between job satisfaction and organizational commitment was statistically significant ($p = 0.0183 < 0.05$). The R² shows that the perception of organizational justice explains 0.0076 of the total variance. It is seen that the model established for the regulatory role of organizational justice perception in the relationship between organizational commitment and sub-dimensions and job satisfaction is significant ($p < 0.05$). The results show that H₄ , and H₅ cannot be rejected.

6.1. Analysis and Findings on The Regulatory Role of Organizational Justice Perception in The Relationship Between Job Satisfaction and Affective Commitment

The effect of independent variables on affective commitment and the summary of organizational justice's regulatory effect are shown in Table 4.

Table 4 Regression result of affective commitment

	Coefficient	t	p
Constant	3.9322	110.090	.0000
Satisfaction	.4541	10.9095	.0000
Justice	.1656	4.0452	.0000
Interaction	-.1004	-3.6274	.0003
Summary of the Regulatory Impact of Organizational Justice			
R ² change	F	p	
0.0153	13.1582	0.0003	
Regulatory Role			
R	R ²	F	p
.7049	.4969	142.555	.0000

Table 4 shows that all variables significantly affected affective commitment ($p < 0.05$). The critical point here is that the confidence intervals of the variables do not include 0, and it has been seen that there is no such problem for both interaction and other independent variables. The regulatory effect of the organizational justice variable between job satisfaction and affective commitment was statistically significant ($p = 0.0003 < 0.05$). The R² shows that the perception of organizational justice explains 0.0153 of the total variance. It is seen that the

model established for the regulatory role of organizational justice perception in the relationship between job satisfaction and emotional commitment is significant ($p < 0.05$). The results show that H_{5a} cannot be rejected.

6.2. Analysis and Findings on The Regulatory Role of Organizational Justice Perception in The Relationship Between Job Satisfaction and Continuance Commitment

The effect of independent variables on continuance commitment and the regulatory effect summary of organizational justice are shown in Table 5.

Table 5 Regression result of continuance commitment

	Coefficient	t	p
Constant	3.6240	82.9308	.0000
Satisfaction	.2231	4.3576	.0000
Justice	.1007	1.9990	.0462
Interaction	-.0110	-3.3242	.7460
Summary of the Regulatory Impact of Organizational Justice			
R ² change	F	p	
0.0002	0.1051	0.7460	

Regulatory Role

R	R ²	F	p
.3638	.1324	22.0171	.0000

Table 5 shows that job satisfaction and organizational justice significantly affect continuance commitment ($p < 0.05$). However, it was observed that the interaction term did not significantly affect ($p > 0.05$). It was seen that the confidence interval of the interaction term covers 0. The regulatory effect of the organizational justice variable between job satisfaction and continuance commitment was not statistically significant ($p = 0.7460 > 0.05$). The change in R^2 shows that the perception of organizational justice explains 0.0002 of the total variance. It is seen that the model established for the regulatory role of organizational justice perception in the relationship between job satisfaction and continuance commitment is significant ($p < 0.05$). The results show that H_{5b} cannot be rejected.

6.3. Analysis and Findings on The Regulatory Role of Organizational Justice Perception in The Relationship Between Job Satisfaction and Normative Commitment

The effect of independent variables on normative commitment and the regulatory effect summary of organizational justice are shown in Table 6.

Table 6 Regression result of normative commitment

Model	Coefficient	t	p
Constant	3.5855	84.1110	.0000
Satisfaction	.3914	7.8359	.0000
Justice	.2557	5.2033	.0000
Interaction	-.0969	-2.9183	.0037
Summary of the Regulatory Impact of Organizational Justice			
R ² change	F	p	
0.0115	8.5163	0.0037	

Regulatory Role

R	R ²	F	p
.6455	.4167	103.1134	.0000

Table 6 shows that all variables significantly affected normative commitment ($p < 0.05$). The critical point here is that the confidence intervals of the variables do not include 0, and it has been seen that there is no such problem for both interaction and other independent variables. The regulatory effect of the organizational justice variable between job satisfaction and normative commitment was statistically significant ($p = 0.0037 < 0.05$). R^2 change shows that organizational justice perception explains 0.0115 of the total variance. It is seen that the model established for the regulatory role of organizational justice perception in the relationship between job satisfaction and normative commitment is significant ($p < 0.05$). The results show that H_{5c} cannot be rejected.

7. CONCLUSION AND RECOMMENDATION

The most important capital of an organization is its workforce. The organization can influence employees' beliefs, feelings, attitudes, and behaviours. Therefore, understanding how people evaluate justice in an organization and how to respond to perceived justice or injustice is particularly essential to understanding organizational behaviour. In modern society, mental pressures and stresses arising from the work and family environment play an essential role in human life. If an employee feels dissatisfaction and injustice in the workplace, he cannot perform his role well. If an employee loves his job, his creativity and talent will flourish.

On the other hand, if an employee is dissatisfied with his job, he becomes depressed and unable to do his job. Justice is the actions taken by the members that require the most excellent harmony between the job and the employee and thus is the core of the organization. Tasks must be consistent and coordinated with each other to achieve organizational goals. Job satisfaction raises the employees' morale, ensures their commitment to the organization, increases their productivity, makes them satisfied with life, and causes them to learn new job skills quickly. Organizational justice, job satisfaction, and organizational commitment are excellent and desirable emotions. One can benefit from such emotions.

The study observed a regulatory positive relationship between job satisfaction and organizational commitment ($r = 0.613$; $p < 0.01$). A study examining the relationship between academics' organizational commitment, empowerment, and job satisfaction found a positive relationship between job satisfaction and organizational commitment ($r = 0.655$; $p = 0.000$) (Amanat, Khan, and Munir, 2018: 69-70). While trying to determine the relationship between job satisfaction and organizational commitment of employees in public institutions, a study in India suggests a positive relationship between job satisfaction and organizational commitment ($r = 0.658$; $p < 0.01$) (Kuchimanchi and Saini, 2019: 219-220). As can be seen, the study results align with the results of other studies in the field.

The study suggests a regulatory positive relationship between organizational justice and organizational commitment ($r = 0.442$; $p < 0.01$). A study points to a positive relationship between organizational justice and organizational commitment ($p < 0.05$) (Rezaiean, Givi, Givi and Nasrabadi, 2010: 117). Another study on physical education teachers points to a positive and significant relationship between organizational justice and organizational commitment ($r = 0.56$; $p < 0.001$) (Tafti, Zarandi, and Khaki, 2014: 976). While trying to determine the effect of organizational justice on organizational commitment in an organisation among secondary schools, one study concludes that the correlation coefficient value ($r = .37$) thus points to a regulatory relationship between the two variables. In other words, organizational justice was significantly related to organizational commitment ($p = 0.000$) (Dorji and Kaur, 2019: 438). As can be seen, the study results align with the results of other studies in the field.

The study points to a regulatory positive relationship between job satisfaction and organizational justice ($r = 0.690$; $p < 0.01$). Upon studying the relationship between job satisfaction and organizational justice of medical faculty staff, a study points to a positive relationship between job satisfaction and organizational justice ($p < 0.001$; $r > 0.4$) (Saadati, Saadati, Asghari, Bidgoli, Ghodsi and Bidgoli, 2016: 12). In a study conducted on employees in the cleaning products industry, a significant relationship was found between job satisfaction and organizational justice ($p < 0.05$) (Soydan, 2011: 56). As can be seen, the study results align with the results of other studies in this field.

The study records that job satisfaction affects organizational commitment ($p < 0.05$). A study analysing the effect of job satisfaction, organizational culture, and job stress on organizational commitment to civil servants points to a significant and positive effect between job satisfaction and organizational commitment ($p < 0.000$)

(Bagis, Dianti, Darmawan and Rahmawati, 2021: 1938-1941). Another study focuses on the impact of job satisfaction on the intention to quit work through organizational commitment as a regulatory variable and concludes that job satisfaction has a positive effect on organizational commitment ($p < 0.05$) (Mohyi, 2021: 69). A study by Gondar University puts forward that the effect of job satisfaction on organizational commitment is significantly positive ($p < 0.001$) (Fentie and Babu, 2021: 4552-4554). As can be seen, the study results align with the results of previous studies in the field.

In conclusion, research findings show the importance of organizational justice practices. It also offers some conclusions to help managers understand how their workforce can contribute to effective management through fair and equitable treatment. The decisions and practices regarding the distribution of justice undoubtedly affect the employees' perceptions of justice, satisfaction, and commitment to their organizations. It is possible to achieve organizational success as the commitment increases for the employees with high job satisfaction.

Depending on the employees' perception of their organization as fair and egalitarian, they are more likely to experience job satisfaction and this creates a stronger organizational commitment. Distributive justice creates a sense of equality among employees by ensuring the fair distribution of rewards and resources. Procedural justice increases employees' trust in the organization by ensuring that decision-making processes are transparent and impartial. Interactional justice creates a positive working environment by encouraging respectful and considerate treatment.

It is recommended that managers establish trust-based relationships with their employees, spread the culture of justice, develop communication channels, train managers and supervisors, make regular evaluations, fulfill their responsibilities without interruption, and establish corporate governance. As a result of this situation, the commitment of the employees to the organization and job satisfaction may increase.

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