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Effect of Managers' Organizational Justice Understanding on the Level of Employees' Organizational Commitment and Job Satisfaction

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Abstract

The study, which is frequently discussed organizational attitude and behaviours in the literature, direct and indirect effects of organizational justice, organizational commitment, and job satisfaction, are studied through a holistic model. But this study is varied from other studies as carrying out Defense Industry. It is aimed to have all effects on the variables by choosing structural equations modeling. Research problem is whether job satisfaction of employees working in Defense Industry has an impact by organizational justice and organizational commitment. Data collected by surveys are analysed via SPSS and AMOS programs and some recommendations are made to manager and employees in both sector and general. When results are evaluated in the general sense, for the employees, who work in Defend Industry, the organizational justice affects job satisfaction partly. As a result, it is concluded that organizational justice partially affects job satisfaction, and the organizational commitment plays a mediator role in the relations.

Keywords: management, organizational justice, organizational commitment, job satisfaction, defense industry.

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Introduction

Due to the developing and expansive technology, it is now much easier for organizations to access every kind of source and data. Access to information is no longer a competitive advantage for organizations. Besides, under the changing environmental conditions, the survival of organizations is only possible with employees' effectiveness and productivity. In a competitive and rapidly changing environment, the survival of organization in the long term and the successful performance are possible with not only the effective use of source but also providing justice and security within the organization. Because of the fact that increasing competitiveness requires acquisition of qualified staff, possession and to use them in the most beneficial way possible, the organizations provide their employees better work conditions by means of incentives and go into the effort of applications that are oriented to make employees' job satisfaction enhanced.

It is much easier to survive in long term and brand for organization, which comprehend that human capital is an irreplaceable factor in terms of competitive advantage. This can be achieved only by a positive work place within organization created by the leader. In this respect, it's essential to improve leadership styles of managers. Transformation of employees' competency into a superior performance that is a result of making organization acquire good manager skills could be possible only with maintenance of morale and motivation and improvement of them. From this perspective, directing leaders' effort toward dust applications not only increase employees' work satisfaction but also provides organizational commitment and psychological attachment of them. The discussion of the terms, management, organization and justice, will be beneficial to understand the scope of research. Thus, the description of these terms theoretically will be exploratory for oncoming sections.

In the modern understanding, the managers aren't considered as a chief carrying out the management functions, which are planning, organization, directing and control. He/she is rather seen as a leader, mentor, consultant, supporter or facilitator (Kocel, 2010: 69). The coach is a guide, advisor, and a person, who directs his/her subordinates instead of governing them. Mentor with many similarities with coach is a trustworthy and experienced consultant. Leader is the person, who focuses on whole society and organizations instead of individuals and groups that takes the important ideals, values and strategies, which characteristic large groups by leader's micro sense, centre on only given situation, task and attitudes related to individuals in organization (Simsek, 2007a: 404-414; Schneider &, Donaghy, 1975; Akat & Budak, 1994; Ogut, 2007: 3). Leaders make their employees feel that they are sensitive to them and empathize with them by listening. In addition to these, the understanding of the past, adapting the past to present and thinking comprehensive are among leader's characteristics that preparing for future (Depree, 1998: 9).

There are such definitions for another important term as organization. The social structures are named as organ that consists of people who come together to produce service or profit in accordance with the given aims and goals. Yet, for these structures named organizations, there are two term used in same meaning in many fields. The terms organ and organization are so connected with each other in the mind of people that they used in same meaning in work place.

The origin of the term organization is thought to be the word *organizare* which is the combination of the words organ and job in Latin language. This Latin term would be used for the eastern music at the beginning, but over time, it was started to be used for the limbs of human (Saruhan & Yildiz, 2009:1). In time, the term fit in the French as organization (Sigri, 2012: 37). Thus, the term organization means to a structure and a skeleton (Demirci, 2008: 180). If the skeleton be constructed steadily, it can be operated properly. In addition to this, the term organization is not used in the same meaning with organ. Organ or organization depicts a design structured appreciably (Saruhan & Yildiz, 2009: 1). Contribution of Weber's bureaucracy form to development of term organ is much more than expected (Sigri, 2012). Sometimes term organization is not used as the meaning of organ but for organizing an event or staffing. When the term organization is used in that meaning, it differs from the term organ. For this reason, the details of terms must be made clear to prevent misunderstanding by paying attention to what end the term organ is used. Otherwise, there will be a disconnection between the term and practice and executives. Organization is on the one hand, an instrument used by managers and on other hand, it is the structure consisted by a remerging field in which the executives organize processes and by which they're effected. Organ is a social system, which is consisted of building, policy and rules of organ, people and their relations (Ozcan, 2010: 19). Organ is described as generations in which actions and collaborations are set to fulfill the aims of more than are individuals (Ulgen & Mirze, 2006:20). It is called organ that is a human group, which is formed in control of on individual in order to develop a given job regularly. Within the scope of such explanations, the organ of an organization can be defined as that the organ is a social system, which satisfies all needs including basic needs of more than an individual.

As for the term justice can be defined as articulating thoughts without accepting criticism, being don't hold side, treating equally, being not to gain benefit from others' inadequacy and faults (Ozkalp & Kirel, 2001). Justice is the implementation of principles, beliefs and values without any discrimination to individuals who are within this structure (Beduk, 2011: 30). Justice is a social equality among individuals including allocating needs to human being and right behaviour style between individuals living together (Ozler, 2010: 41). Justice means being respectful to the rights of every individual when execution is carried out correctly. (Eren, 2014: 220). Justice means fairly treatment of managers towards their employees in every respect in the scope of change relations (Iplik, 2010). In the

context of these explanations it is possible to describe justice as those individuals know the boundaries of themselves or efforts of manager, who has the power, to understand them and share the needs equally or look after their rights.

Organizational Justice

Organizational justice is the individual's perception of justice about the execution within the organization. It refers to the beliefs of employees about how just they are treated (Greenberg, 1996: 58). A just management accompanies the environment of trust.

The term organizational justice is linked with the equality theory, which emerged from the studies that had been done by Jay Adams in his General Electric Company. Organizational justice can be defined within the scope of social exchange theory in which reciprocity is essential, there is a transaction between employee and organization. In this direction, organizational commitment of employees can be made possible providing a highly motivated organizational climate and productivity resulted from organizational climate and just, equal, incentive, rewarding treatment towards them in organization (Adams, 1965: 267-299). Organizational justice is the perception of employees which is about that the managerial decisions are taken justly and without discrimination (Eren, 2014: 554).

Organizational justice is related to right and unbiased execution of managerial decisions relevant to the distribution of tasks, pursuit of absenteeism, authorization, fee setting and rewarding (Ince & Gul, 2005:76). Conversely, organizational justice is a phenomenon, which breeds benefits for manager and organization (Cropanzana, Bowen & Gilliland, 2007). Organizational justice can be provided only through an institutionalized justice mechanism. Equality theory might be concerned in case of strengthening relation in an organization (Kabanoff, 1991: 417). Besides, both economic sharing and social emotional values are very important concerning the distributive justice (Greenberg, 1988). Thievery and intention to leave that are anti-productive work attitude can be shown among the negative organizational attitudes (Greenberg, 2002:985-1003; Masterson *et al.*, 2000). On the other hand, organizational citizenship attitude and perception of organizational commitment which can be seen among the positive organizational attitudes that was detected to be about perception of justice (Konovsky & Pugh, 1994; Moorman, Blakely & Niehoff, 1998) and the organizational commitment (Ambrose, Hess & Ganesan, 2007).

Organizational Commitment

In the field of management and organization, organizational commitment is among the most studied organizational behaviour that have been studied for a long time in organs and organizations (Cohen, 2007:336). Yet, there is quality in definitions and contradiction in terms of definitions.

With a general expiation, organizational commitment means organizational commitment of employees, their perception of as if the organ belongs to themselves and seeing themselves as an unchangeable part of the organ (Wallace, 1995). Organizational commitment is the level of individual's inclusion of themselves to organ processes and identifying themselves with the organization (Hartline, Maxham & McKee, 2000: 40). Within this framework, individual see himself as an as integral part of the organ. Pursuant top Meyer and Allen (1991), organizational commitment means the commitment in classical meaning includes emotional, attendance and normative dimensions. At the same time, the organizational commitment is defined as the ability of individual to define him with the organ, the consistency within the organ and aims of employees. Briefly, it is explained as that all employees look through same window and lean towards same aims (Meyer & Allen, 1991:61). Organizational commitment is a kind of attitude related to employees' loyalty for the organ, namely, a trend that employees attribute to association to which they belong (Luthans, 1992: 130). Culture is also to play an important role to ensure this belongingness. Organizational culture represents major values and criteria of the organization. (Tang, 2017) Organizational culture and commitment are stated as employees' identifying themselves with the organization and their desire to continue being a member of organization and normally, existence of the desire like this shows the success of the organization (Robbins, 2002:143). So, the existence of the desire is stated as a positive display for organization.

Job Satisfaction

The lexical meaning of the term satisfaction that involves the job satisfaction is that providing something wanted, getting power saturation according to the dictionary of Turkish language association job satisfaction, at large, is the feelings and attitudes towards employee's job and its dimensions besides, there are some other definitions in literature as the job satisfaction is a display showing how happy are the employees with their job (Colman, 2001:386). The job satisfaction is a mood that is positive and contented which resulted from the assessment of their experiences and job (Saari & Judge, 2004: 396). It is the general term for the job satisfaction is a condition of being peaceful and happy that include the attitudinal dimension of employees related to work employment (Guney, 2007:

39). Job satisfaction is not only the acquisition of pecuniary advantage but also it is happiness felt by individual because of being in a social environment and creating because of producing a product or service (Simsek, Akgemci & Celik, 1998). Happiness in long term, makes individual motivated to fulfill the objectives of organization and to reach its goals.

Essays related with the job satisfaction, generally, goes back to Hawthorne studies which was carried out in 1930's by Elton Mayo and his team. Studies that carried out in this period during which employees were seen as the most worthless among the factors of production, reveals the truth that the performances of employees will be increasing as their expectations are met. The studies about job satisfaction focus on the effects of job satisfaction on the individual and organizational performances. Recently, with the acceptance of that employees are among the factors, which can provide competitive advantage, job satisfaction accepted as the key performance factor, and it is started to be monitored (Tak & Aydemir, 2002). At the end, the monitoring is required to take the necessary precautions. In consequence of these explanations of the term job satisfaction, it can be expressed in general that the attitudes of employees towards their works and work environment. Nevertheless, job satisfaction can be described as the condition of contentedness with the work, the work environment, managers and colleagues, in return of the effort that employees make in order to reach organizational aims.

Methodology

Organizations carry out a number of activities simultaneously to survive in long term and gain advantage. Nevertheless, there are some variances between the outcomes and aims of employers and managers. One of the most important causes of these differences is the feeling of organizational justice and trust within organization perceived differently by employers and managers. It is aimed to reprove these different perspectives. In this context, the primary aim of study is to fulfill the job satisfaction and organizational commitment by determining the levels of organizational justice felt in organizations. The secondary aim is to reveal activities to be done in order to maintain the motivated environment within an organization and impacts of activities regarding the on productivity and profitability.

Population and Sample

The research covers the administrators and employees in the defense industry sector in Ankara and the universe of the research consists of a total of 14.115 people, when the turnover of personnel is considered as constant. The sample of

the research covers 651 administrators and employees working at defense industry institutions located in Ankara. However, the required data have been obtained from 428 administrators and employees who are the samples. The turnover rate of the questionnaires is 69.74%. The number of executives and employees forming the sample was calculated by the random sampling method, which was frequently used in researches, and the scales were applied to the quorum administrators and employees in the selected institutions.

Data Gathering, Method and Tools

For this study, which is cross-sectional research, three scales, from the literature, are used: Organizational Justice Scale, Organizational Commitment scale, Job Satisfaction scale. SSPS 21.0 and AMOS 20.0 are used while analyzing the data.

Data Analysis, Research Model and Hypothesis

Within the scope of the research, the factor analysis was used which confirms construct validity. In the confirming factor analyse, by testing four different models, it is decided that which model is compatible. Within this perspective of the research, Chi-Square Goodness of Fit, c2), Root Mean Square Error of A-pproximation-RMSEA, Root Mean Square Residual-RMR, Goodness of Fit Index-GFI, CFI methods are used (Simsek, 2007b; Anderson & Gerbing, 1984; Browne & Cudeck, 1993; Sumer, 2000; Kline, 2004; Schumacker & Lomax, 1996; Marsh, Balla, & McDonald, 1988). In order to reflect the reciprocal relation between the variables and detect the direct and indirect impacts on them, the path analysis is performed with structural equation model. Statistical values of the coherence of structural equation model are summarized on the Table 1:

Table 1. Statistical Values Of The Coherence Of Structural Equation Model

Compliance Statistic	High Compliance	*Acceptable Compliance*
χ2 Compliance Test	Not Significant	-
(χ2/sd)	$\leq$ 3	*4-5*
RMR	$\leq$ 0.05	*0.06-0.08*
RMSEA	$\leq$ 0.05	*0.06-0.08*
GFI	$\geq$ 0.90	*0.89-0.85*
CFI	$\geq$ *0.90*	*0.89-0.85*

Source: Simsek, 2007b

The following hypotheses have been developed and explained by using the findings made after the literature review related to the topic.

H1. *The sense of organizational justice affects job satisfaction.*

H2. *The sense of organizational justice affects organizational commitment.*

H3. *The perception of organizational commitment affects job satisfaction.*

H4. *Organizational commitment has mediator/intermediary influence in the interaction between organizational justice and job satisfaction.*

Within the scope of the research, a model has been established with the aim of revealing the interrelations between the variables discussed theoretically (Figure 1). The model basically consists of three main variables as the outcome variable, job satisfaction that is involved in the model and organizational justice and organizational commitment, which affect this behaviour. The research model based on the theoretical relations examined is as follows:

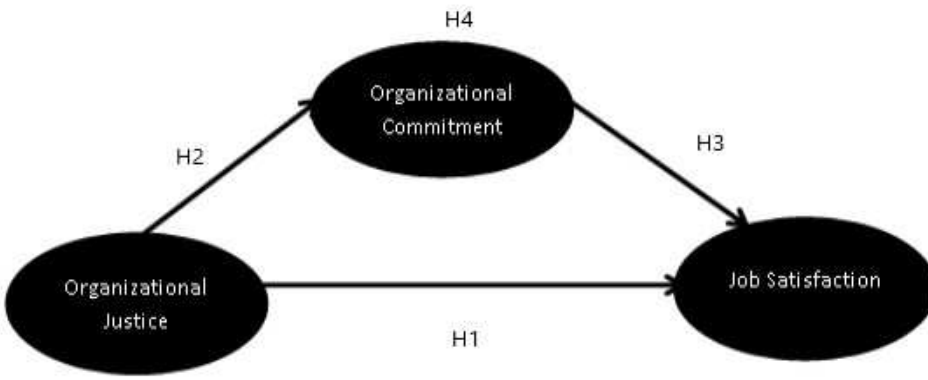


Figure 1. Research Model

Findings

Most of the participants of the research were male (76.4%), aged 30-52 years, with the average of 38.64 and the graduate students (89.3%), they were mostly employed in the technology department (67.1%), their average work experience was 15.18 years and 2889.89 TL is the average monthly income.

Findings about the effects of the perception of Organizational Justice on Job Satisfaction

In this part of the research, the findings about the relationship between the managers' perception of organizational justice and the employees' level of job satisfaction are examined. Hence, the test result for hypotheses and path analysis findings related to the impact between variables are presented.

In order to test the hypotheses generated, the structural models were constructed using valid and reliable scales as a result of confirmatory factor analyses. The structural model designed to test the interaction between organizational justice and job satisfaction is shown in Table 2 below. When the structural model is examined, it is seen that the conformity values of the model are within the acceptable limits. Careful and appropriate modifications have been made so as to ensure that conformity values remain within acceptable limits (c2/df=1,976; RMSEA=0,048; CFI=0, 910; GFI=0,849; RMR=0,078 and p<.05). As a result of the analyses, a summary of the hypotheses and their results are given in *Table 2*.

Table 2. Finding Of Sense of Organizational Justice And Job Satisfaction Hypotheses Test

Hypothesis	Result
H1. The sense of organizational justice affects job satisfaction.	Partially supported.
H1a. Distributive justice perception affects job satisfaction.	Partially supported.
H1b. Procedural justice perception affects job satisfaction.	Partially supported.
H1c. Interactional justice perception affects job satisfaction.	Partially supported.

Using the structural model created to determine the effect of organizational justice on job satisfaction, the path analysis was conducted with the AMOS package program. The findings of path analysis are given on the *Table 3*.

Table 3. The Findings Path Analysis of Organizational Justice - Job Satisfaction

Hypothesis	Path Coefficient	S.E.	p
H1a. Distributive justice perception affects job satisfaction (with sub-dimension).	Values between .066 and .429	Values between .034 and .071	Values between .000 and .769
H1b. Procedural justice perception affects job satisfaction (with sub-dimension).	Values between .035 and .249	Values between .058 and .114	Values between .022 and .581
H1c. Distributive justice perception affects job satisfaction (with sub-dimension).	Values between -.062 and .823	Values between .049 and .085	Values between .000 and .464

When the findings obtained by the path analysis made as a result of the structural model to determine the effect of organizational justice perception on job satisfaction are examined; it is obvious that that the hypothesis "H1. Organizational justice perception affects job satisfaction" is partially supported.

Findings about the Effects of Perception of Organizational Justice on Organizational Commitment

This part of the study discusses the results about relation between managers' perception of organizational justice and the perception of organizational commitment of employees. Here are the results of the hypothesis test and analysis results about the reaction between variables.

The structural model designed to test the reaction between organizational justice and organizational commitment is given in *Figure 2*.

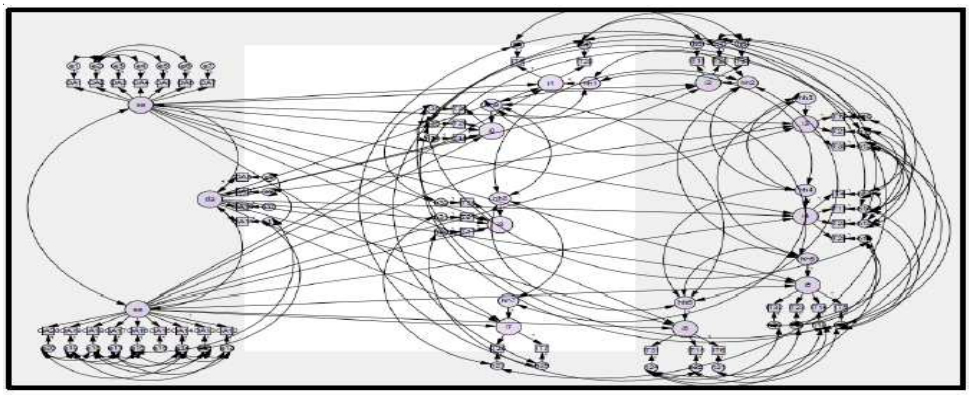


Figure 2. Organizational justice and Organizational commitment Relationship

When model is examined, it is seen that the adaptive values are within the acceptable limits. It has been taken care of getting the adaptive values be within the acceptable limits by consistent modifications (χ^2/df=1,916; RMSEA=0,046; CFI=0, 891; GFI=0,849; RMR=0,079 and p<.05). Hypothesis tested with result of analysis, and their results are given in *Table 4*.

Table 4. Organizational Justice - Organizational Commitment Hypothesis Test Results

Hypothesis	Results
H2. Perception of organizational justice affects organizational commitment.	Partially supported.
H2a. Perception of distributive justice affects organizational commitment.	Supported.
H2b. Perception of procedural justice affects organizational justice.	Supported.
H2c. Perception of interactional justice affects organizational commitment.	Partially supported.

Path analysis has been undertaken with the help of AMOS package software through using the structural model set to determine the impacts of organizational justice on organizational commitment. The findings of path analysis are shown on *Table 5.*

Table 5. Path Analysis Findings of Organizational Justice - Organizational Commitment

Hypothesis	Path Coefficient	S.E.	p
H2a. Perception of distributive affects organizational commitment (with its sub-levels).	Values between -.064 and.183	Values between .021 and .065	Values between .000 and .002
H2b. Perception of procedural justice affects organizational commitment (with its sub-levels).	Values between -.084 and .314	Values between .032 and .106	Values between .003 and .023
H2c. Perception of interactional justice affects organizational commitment (with its sub-levels).	Values between -.065 and .276	Values between -.024 and .081	Values between -.000 and .199

The findings acquired by path analysis as a result of structural model, which was set to determine the effects of perception of organizational justice on organizational commitment, "H2. The hypothesis perception of organizational commitment seems to be supported partially". When the hypothesis set on the basis of sub-dimensions "H2a. Distributive justice affects organizational commitment", seems to be supported whereas distributive justice has a negative and significant impact on the emotional commitment (β=-0.064, $p<0.05$) attendance commitment has positive and significant effect on the normative commitment (β=0.290; 0.183, $p<0.05$). Similarly, "H2b. Hypothesis, procedural justice effects organizational commitment", seems to be supported while procedural justice has a significant and negative effect on emotional commitment; it has a positive and significant effect on attendance commitment and normative commitment. H2c. Hypothesis, the perception of interactional justice affects organizational commitment, seems to be supported partially as interactional justice has a negative (β=-0.065, $p<0.05$) and significant effect on emotional commitment and has a significant and positive

effect (β=0.276, p<0.05) on attendance commitment, it has no effect on normative commitment (β=0.077, p>0.05).

Findings about the Impacts of Organizational Commitment Perception on the Job Satisfaction Perception

In this part of the study, the outcomes about the relation between managers' perception of organizational commitment and the levels of employees' job satisfaction are evaluated. Consequently; the hypothesis about relation between variables and findings of path analysis are given. When the model is assessed, it is seen that the adaptive values are within the acceptable limits. It has been adjusted to get the adaptive values within the acceptable limits through consistent modifications (χ^2/df=1,916; RMSEA=0,046; CFI=0, 891; GFI=0,849; RMR= 0,079 and p<.05). Hypothesis tested with result of analysis, and their results are given in *Table 6*.

Table 6. The Outcomes of Hypothesis Test Of Organizational Commitment And Job Satisfaction

Hypothesis	Results
H3. Organizational commitment affects job satisfaction.	Partially supported.
H3a. Emotional commitment affects job satisfaction.	Partially supported.
H3b. Attendance commitment affects job satisfaction.	Partially supported.
H3c. Normative commitment affects job satisfaction.	Partially supported.

A path analysis was conducted with the help of the AMOS package program using the structural model created to determine the effect of organizational commitment on job satisfaction. Path analysis findings are shown in *Table 7*.

Table 7. Path Analysis Findings of Organizational Commitment – Job Satisfaction

Hypothesis	Path Coefficient	S.E.	p
H3a. Organizational commitment effects job satisfaction (with sub-dimensions).	Values between -.368 and .493	Values between .094 and .189	Values between .000 and .832
H3b. Organizational commitment effects job satisfaction (with sub-dimensions).	Values between -1.797 and .428	Values between .069 and .724	Values between .000 and .865
H3c. Organizational commitment effects job satisfaction (with sub-dimensions).	Values between -2.279 and .875	Values between .094 and .710	Values between ,001 and ,839

When the findings obtained by the path analysis made as a result of the structural model to determine the effect of organizational commitment on job satisfaction are examined, the hypothesis "H3. Organizational commitment affects job satisfaction" is partially supported.

When the hypotheses based on sub-dimensions are examined, it is seen that the hypothesis "H3a. Emotional commitment affects job satisfaction" is partially supported. It is obvious that the emotional commitment has a significant and positive impact among the satisfaction with colleagues and satisfaction with the structure of work (β=0.462; 0.493, $p<0.05$), however it has no impact on satisfaction with pay, satisfaction with promotion, satisfaction with managers, satisfaction with additional facilities, satisfaction with possible awards, satisfaction with working conditions and satisfaction with communication (β=-0.368; -0.124; -0.100; -0.184; -0.130; 0.048; 0.029, $p>0.05$). Similarly, it is seen that the hypothesis "H3b. Continuous commitment affects job satisfaction" is partially supported. As given, the continuous commitment has significant and negative impact on the satisfaction with additional facilities, satisfaction with the structure of work and satisfaction with communication (β=-0.455; -1.540; -1.797, $p<0.05$), it has significant and positive impact on the satisfaction with working conditions (β=0.428, $p<0.05$), it has no impact on satisfaction with pay, satisfaction with promotion, satisfaction with managers, satisfaction with possible awards and satisfaction with colleagues (β=0.111; 0.012; -0.072; 0.113; 0.149; -0.133, $p>0.05$). It is seen that the hypothesis, "H1c. Normative commitment affects job satisfaction" is partially supported. While normative commitment has a significant and negative impact on the satisfaction with promotion and managers' satisfaction (β=-1.064; -2.279, $p<0.05$), it is seen that it has no impact on satisfaction with pay, satisfaction with additional facilities, satisfaction with possible awards, satisfaction with working conditions, satisfaction with colleagues, satisfaction with the structure of work and satisfaction with communication (β=-0.516; 0.069; 0.617; 0.875; -0.368; -0.124; -0.100, $p>0.05$).

Mediator Effects of the Findings, Organizational Commitment Job Satisfaction in Interactions between the Perceptions of Organizational Justice

The interaction between managerial and occupational perceptions of organizational justice and job satisfaction in this part of the study assessed the effects on the mediator effect of organizational commitment. There are included hypothesis test results and path analysis findings related to the influence between variables.

The structural model designed to test the interaction between organizational justice and job satisfaction and the mediator effect of organizational commitment is presented in *Figure 3.*

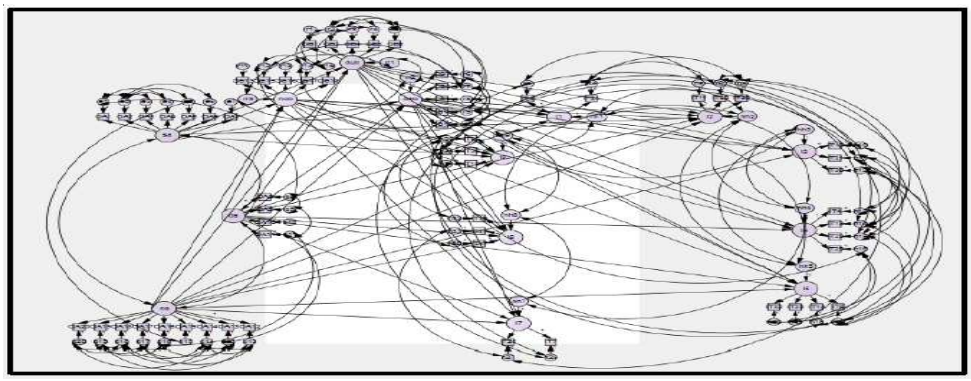


Figure 3. Organizational justice and job satisfaction and the mediator effect of organizational commitment

When the structural model is examined, it is seen that the conformity values of the model are within the acceptable limits. Careful modifications have been made to ensure that the compliance values remain within acceptable limits (χ^2/df=1.916; RMSEA=0.046; CFI=0.891; GFI=0.849; RMR=0.079 and p<.05). A summary of the hypotheses and results that are tested as result of the analysis is shown in the *Table 8.*

Table 8. Mediated Effect Hypothesis Test Results

Hypothesis	Results
H4. Organizational commitment has a mediator effect in the interaction between organizational justice perception and job satisfaction.	Partially supported.
H4a. Organizational commitment has a mediator effect in the interaction between justice perception and job satisfaction.	Partially supported.
H4b. Organizational commitment has a mediator effect in the interaction between operational justice perception and job satisfaction.	Partially supported.
H4c. Organizational commitment has a mediator effect in the interaction between interactional justice perception and job satisfaction.	Partially supported.

A path analysis was conducted through the AMOS package program using the structural model created to determine the effect of organizational commitment on job satisfaction. Path analysis findings are shown in *Table 9.*

Table 9. Organizational Justice - Organizational Commitment - Job Satisfaction Path Analysis Findings

Hypothesis	Model 1 (Direct Effects)			Model 2 (Mediation Effects)		
	Path Coefficient	S.E.	p	Path Coefficient	S.E.	p
H1a. Distributional justice perception effects wage satisfaction.	Values between -.066 and .429	Values between .034 and .071	Values between .000 and .769	Values between .057 and .429 *	Values between .049 and .070 *	Values between .000 and .364 *
H1b. Procedural perception of justice effects wage satisfaction.	Values between .035 and .249	Values between .058 and .114	Values between .022 and .581	Values between .047 and .067 *	Values between .065 and .087 *	Values between .303 and .592 *
H1c. Interactional justice perception effects wage satisfaction.	Values between -.062 and .823	Values between .049 and .085	Values between .000 and .464	Values between .042 and .407 *	Values between .046 and .070 *	Values between .000 and .472 *

** Variables that cannot be tested have sub-dimension values.*

When the findings obtained by the path analysis made as a result of the structural model to determine the impact of organizational justice perception on job satisfaction "H4. Organizational commitment has a mediator impact on the interaction between organizational justice and job satisfaction as "partly supported by the hypothesis.

When the hypothesis based on sub-dimensions is examined, "H4a. Organizational commitment has a mediator impact on the interaction between distributed justice perception and job satisfaction" is partly seen supported by the hypothesis. Lower hypotheses have been constructed to determine which dimensions are involved in the interaction.

Discussion

It is seen that among the participants, 327 of them (76.4%) were male and 101 of them (23.6%) were female. When we look at the marital status of the participants, it is seen that 116 of (27.1%) were single with 302 of them (70.6%) married and 10 of them (2.3%) were widowed. When the education levels of the participants are examined, it is seen that 7 of them (1.6%) are of the primary school students, 89 of them (20.8%) are of the high school students, 75 of them (17.5%) are of the university students, 211 of them (49.3%) licenses students, 46 of them (10,7%) master students. When the work statuses of the participants were examined, it was seen that 378 persons (88.3%) were working and 50 people

(11.7%) were working in managerial positions. When the units of the participants were examined, 38 people were working in ARGE unit, 249 people technology unit, 9 people security unit 532 people were administrative work unit. Additionally, the ages and experiences of participants were examined.

When the structural model designed to test the interaction between organizational justice and job satisfaction is examined, it appears that the model's compliance values fall within acceptable limits. There is a high degree of positive relationship between organizational justice perception and job estimates in similar studies (Aydogan, 2012; Dundar & Tabancali, 2012; Durmus, 2014; Altas & Cekmecelioglu, 2015).

When the structural model designed to test the interaction between organizational justice and organizational commitment is analyzed, it appears that the model's compliance values fall within the acceptable limits. Careful modifications have been made to ensure that the compliance values remain within acceptable limits (χ^2/df=1.916; RMSEA=0.046; CFI=0. 891 GFI=0.849; RMR=0.079 and p<.05). Using the structural model created to determine the impact of organizational justice perception on the organizational commitment path analysis was performed with the AMOS 20.0 package program. It is seen that the hypothesis that the organizational justice perception affects the organizational commitment is partially supported when the findings obtained by the path analysis made by the structural model created to determine the effect of the organizational justice perception on the organizational commitment are examined. Meta analysis results made by Colquitt, Conlon, Porter, Wesson and Yee (2001) also indicate the positive effect of organizational justice perception on organizational commitment.

Organizational commitment and job satisfaction is also observed, it appears that the model's compliance values remain within acceptable limits (χ^2/df=1.916; RMSEA=0.046; CFI=0.891; GFI=0.849; RMR=0.079 and p<.05). The structural model to determine the effect of organizational commitment on job satisfaction path analysis was performed with the AMOS 20.0 package program. It is seen that the hypothesis that "organizational commitment affects job satisfaction" is partially supported when the findings obtained by path analysis made as a result of the structural model created to determine the effect of organizational commitment on job satisfaction. There are also findings in the literature that there are correlations between the two variables (Yuksel, 2003; Sieger, Bernhard & Frey, 2011; Zeinabadi & Salehi, 2011; Oztug & Bastas, 2012).

Conclusions

When the structural model designed to test the mediation, effect of organizational commitment is examined in the interaction between organizational justice and job satisfaction. The model's compliance values appear to be within acceptable limits. Careful modifications have been made to ensure that the compliance values remain within acceptable limits (χ^2/df=1.916; RMSEA=0.046; CFI=0.891; GFI=0.849; RMR=0.079 and p<.05). The organizational commitment was analysed by the AMOS 20.0 package program using the structural model to determine the role of the interaction between organizational justice and job satisfaction.

When the findings obtained by path analysis was observed, model is created to determine the effect of organizational justice perception on job satisfaction and the interaction between organizational commitment, organizational justice and job satisfaction is partially supported by the mediator effect hypothesis. When the ages of the participants were analyzed, it was seen that the standard deviation of age was 10.91 that was for the average age of 38.64. The power of the impact of variables in the research constructs a hypothesis that takes on the mediating role in this interaction. The research has a cross-sectional design. The variables discussed in the research are limited to the time interval at which the findings of the research are compared. The literature will contribute to the study of empirical and longitudinal studies of similar studies to disseminate and generalize research findings. In this context, it is advised to conduct studies involving longitudinal and larger numbers of samples so that the relationships between organizational commitment and other organizational behaviours can be clearly defined.

As a result, it can be seen from the findings of the research that when the defence sector workers' perceptions about organizational justice and commitment gets higher, then they feel more confident with their work and their job satisfaction levels boosts. They feel safer and this not only affects their work rate but also brings positive turnouts to their social lives.

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