



## The Mediating Role of Organizational Commitment in the Organizational Justice's Effect on Job Satisfaction and Turnover Intention: A Research on Academic Staff

Edip Sabahattin Mete <sup>a\*</sup>, Alev Sökmen <sup>b</sup>

<sup>a</sup> Dr., General Manager, Delta Electronics, Koza Sokak No:71 Gaziosmanpaşa, 06700 Ankara, TURKEY. e-mail: [edip@deltaelectronics.com.tr](mailto:edip@deltaelectronics.com.tr) ORCID ID: <https://orcid.org/0000-0002-8950-0006>

<sup>b</sup> Dr., Başkent University, Vocational School of Social Sciences, Bağlıca Kampüsü Fatih Sultan Mahallesi Eskişehir Yolu 18.km Etimesgut, 06790 Ankara, TURKEY. e-mail: [alev@baskent.edu.tr](mailto:alev@baskent.edu.tr) ORCID ID: <https://orcid.org/0000-0002-2143-839X>

### ARTICLE INFO

Received: 28.06.2019  
Accepted: 09.09.2019  
Available online:  
23.10.2019  
Article Type: Research  
article

### Keywords:

Organizational Justice,  
Organizational  
Commitment, Job  
Satisfaction, Turnover  
Intention, Academic  
Staff

### ABSTRACT

Over the last couple of decades, surge in the number of universities established in Turkey has become significant which leads to increased attention to the faculty members responsible for helping young individuals prepare for their professional career. The retention of high-skilled academic staff seeking continual and frequent support from the faculty management has long been a central objective of the institutions involved in higher education system. Within this respect, facilitating organizational justice among faculty members appears to be one of the prime issues due to its impact on their levels of organizational commitment, job satisfaction and turnover intention. From an organizational behavioral context, the major purpose of this study is to examine the effects of organizational justice and organizational commitment on job satisfaction and turnover intention in a sample consist of 235 academicians of a foundation university. The study reveals that the levels of organizational commitment and job satisfaction of the academic staff may increase while the level of turnover intention may decrease when their perception on organizational justice increases. Data obtained from this study were analyzed by SPSS 25 package software. The quantitative research methods including frequency, correlation and regression analyses were utilized and the reliability of the scales was validated through Cronbach's alpha reliability coefficients in this study. The study aims to provide an extensive understanding on how organizational justice directly impacts retention rates of the academic staff through essential organizational behaviors such as organizational commitment, job satisfaction and turnover intention which are critical indications of employee well-being.

\* Corresponding Author

Doi: <https://dx.doi.org/10.30855/gjeb.2019.5.3.005>

## Örgütsel Adaletin İş Tatmini Ve İşten Ayrılma Niyetine Etkisinde Örgütsel Bağlılığın Aracı Rolü: Akademisyenler Üzerine Bir Araştırma

### MAKALE BİLGİSİ

Geliş Tarihi: 28.06.2019  
Kabul Tarihi: 09.09.2019  
Çevrimiçi Kullanım  
Tarihi: 23.10.2019  
Makale Türü: Araştırma  
makalesi

### ÖZ

Son yıllarda Türkiye’de kurulan üniversite sayısında gözlenen önemli artış, dikkatleri, genç bireyleri profesyonel kariyerlerine hazırlamaya yardımcı olmaktan sorumlu akademisyenler üzerinde yoğunlaştırmıştır. Fakülte yönetiminin daimi desteğine ihtiyaç duyan üstün yetenekli akademisyenlerin görevlerinde kalıcılıklarının sağlanması, yükseköğrenim kuruluşlarının uzunca bir süredir esas hedefi haline gelmiştir. Bu bağlamda, akademisyenlerin örgütsel bağlılık, iş tatmini ve işten ayrılma niyeti düzeylerini etkilemesi bakımından fakülte üyeleri arasında örgütsel adaletin sağlanması başlıca sorunlardan biri olarak gündeme gelmektedir. Örgütsel davranış bağlamında, bu çalışmanın asıl amacı; örgütsel adaletin ve örgütsel bağlılığın, iş tatmini ve işten ayrılma niyeti üzerindeki etkilerini bir vakıf üniversitesinde görevli 235 akademisyenden oluşan bir örneklem üzerinde incelemektir. Bu çalışma, akademik personelin örgütsel adalet algılarının artması durumunda örgütsel bağlılık ve iş tatmini düzeylerinin artarken işten ayrılma düzeylerinin ise azaldığını ortaya çıkarmaktadır. Bu çalışma sonucunda elde edilen veriler, SPSS 25 paket programı ile analiz edilmiştir. Bu çalışma kapsamında frekans, korelasyon ve regresyon analizlerini kapsayan nicel araştırma yöntemlerinden yararlanılmış olup; çalışmada kullanılan ölçeklerin güvenilirliği, Cronbach alfa güvenilirlik katsayıları ile doğrulanmıştır. Bu çalışma ile örgütsel adaletin; örgütsel bağlılık, iş tatmini ve işten ayrılma gibi çalışanların esenliğinin önemli göstergesi olan temel örgütsel davranışlar üzerinden akademik personelin görevlerinde kalıcı olma oranına nasıl doğrudan etki ettiğine yönelik ayrıntılı bir kavrayış sağlanması amaçlanmaktadır.

### Anahtar Kelimeler:

Örgütsel Adalet,  
Örgütsel Bağlılık, İş  
Tatmini, İşten Ayrılma  
Niyeti, Akademik  
Personel

### 1. Introduction

Education is a critical and indispensable part in the development of any country. Particularly for developing countries, investment in education has vital importance for sustainable development and growth. The number of universities established in Turkey has dramatically risen in the past few decades. According to the statistical data obtained from the Council of High Education, the total number of universities and academics in Turkey has reached up to 206 and 167 237, respectively, as of the year 2019. The results show that higher education has been determined to be crucial element in country’s investment strategy for strengthening the structure of its education system that gives important role to academics whose priority is to provide high quality teaching for students. An analysis of organizational behaviors affecting academic staff helps to generate implications about their working conditions. In this regard, Organizational Justice (OJ) appears to be one of the essential topics to be examined through the lens of psychological well-being of employees.

The concept of OJ was first introduced into the literature by Greenberg (1987) and over the past three decades, OJ has become a popular topic and a broad range of studies on this topic have emerged in the disciplines relating to behavioral sciences, sociology, psychology, strategic management and organizational theory. Many of those which were conducted from educational perspective targeted teaching professionals (DiPaola and Hoy, 2005a; DiPaola and Hoy, 2005b; DiPaola and Guy, 2009; Hoy and Tarter, 2004; Hoy and Sweetland, 2000; 2001; Burns and DiPaola, 2013). Greenberg (1987) defines OJ as employee’s attitude in response to the perception of justice. OJ refers to the extent of perceived fairness of an employee against behavior exerted by an organization that results with attitudinal response of an employee (Fox, Spector, and Miles, 2001; Lam, Schaubroeck, and Aryee, 2002).

Fair treatments displayed by the organization directly influences work-related behaviors of the employees such as Organizational Commitment (OC), Job Satisfaction (JS) and Turnover Intention (TI) besides job performance of the employees (Cohen-Caharash and Spector, 2001; Colquitt et al., 2001). Thus, OJ has been accepted to be one of the major driving forces for any organization to successfully implement its overall activities (Greenberg, 1990b). OJ evolved from two-factor model, which consist of procedural and distributive justice, to four-factor model with the inclusion of interpersonal and informational justice. Sweeney and McFarlin (1993) proposed a model demonstrating the relationships between two dimensions of OJ as personal and organizational outcomes in which distributive justice was correlated with satisfaction while procedural justice was correlated with OC. These findings are in consistent with the studies conducted by Folger and Konovsky (1989) and McFarlin and Sweeney (1992).

## 2. Conceptual framework and literature review

### 2.1. Organizational justice

The word justice generally represents the acts of righteousness, honest behaviors and fair approaches. The employees' perception of justice is occurred when they analyze their work-related behaviors as well as the procedures administrating the way of allocation of these work-related outputs (Cropanzano and Prehar, 2001). OJ has its roots in Equity Theory coined by Adams (1965) which is based on the perceptions of individuals resulted from their judgments regarding their level of inputs in comparison with resulting outputs. Social Exchange Theory has also played a major role in the development of the concept OJ. According to Bies (2001), perceptions of the employees are formed based on Interactional Justice (IJ) and Procedural Justice (PJ). OJ implies employees' perceptions of equality emerged as the outcome of objective treatments exhibited by the organization (Ambrose et al., 2007; Cropanzano and Rupp, 2003) which in turn having positive impacts on employees' job performance. The concept of OJ involves four dimensions namely distributive, procedural, interactional and informational justice, which was originally developed as two-dimensional construct (Colquitt, 2001; Colquitt, Greenberg, and Zapata-Phelan, 2005). According to the Moorman (1991), OJ refers to the patterns in which employees determine if they have experienced fair treatment by the organization and the influence of these determinations on other work related outcomes.

#### 2.1.1. Distributive justice

Distributive Justice (DJ) is defined as the distribution of resources or outcomes by the organization in a fair manner and individuals' perceived fairness regarding the allocation of resources (Folger and Konovsky, 1989) that may be associated with payment, praise, rewards etc. The results of the research conducted to elucidate the outcomes linked with the allocation of resources suggests that DJ has positive effect on JS whereas has negative effect on TI of the employees (Lee, 2000). According to Adams (1965) DJ can be nourished when the resources or outcomes are perceived to be equally distributed by employees. DJ has found to be directly correlated with satisfaction of employees particularly relating to payment (Deconinck and Stillwell, 2004). Deconinck and Stillwell (2004) argue that DJ may be viewed as one of the major determinants of employee satisfaction when they feel that organization fairly allocates the rewards. McFarlin and Sweeney (1992) argued that DJ plays a significant role in forecasting the work-related results of the employees. Lambert (2003) reported the effect of DJ on employees' work related behavior such as JS. Perceived fairness of resource allocation within an organization is associated with increased levels of OC and JS (Cohen-Charash and Spector, 2001; Colquitt et al., 2001).

#### 2.1.2. Procedural justice

PJ refers to the assessment of OJ in association with policies and processes (Blakely et al., 2005; Sjahrudin and Sudiro, 2013). PJ focuses on methods while DJ is based on results (Nadiri and Tanova, 2010). Kim and Mauborgne (1998) suggested that employees' level of discretionary collaboration varies according to the extent of fair treatment displayed by the organization which thus affects employees' level of commitment to the organization and they are less likely to collaborate with their organization in case of exposure to unfair procedure of the organization. Lee (2000) reported the direct correlation

between PJ and JS in which employees are more likely to accept decisions when they experience fair procedure rather than unfair procedure. Lambert, Hogan, and Griffin (2007) found that PJ have more significant effect both on OC and JS as compared to DJ. Cloutier and Vilhuber (2008) identified the multidimensionality of the PJ in which justice of the salary determination process was evaluated by the perceptions of employees on allocation procedures, decision-makers, system transparency. This study shows the direct effect of procedural characteristics about decision-makers on JS (Cloutier and Vilhuber, 2008). According to the study conducted by Wittmer, Martin and Tekleab (2010), who argued the significance of supervisors' training and performance appraisal, PJ have found to be correlated with job attitudes and TI of the employees and this result was not supported by the findings of Bagdadle, Roberson and Poalele (2006) who found the indirect impact of the PJ on TI.

### 2.1.3. Informational justice and interpersonal justice as interactional justice

The interactional justice (IJ) dimension which was initially developed by Bies and Moag (1986), deals with the communication aspect of fairness and adequate explanations concerning decisions in the organization (Bies and Moag, 1986). Based on their research on interpersonal treatment during recruitment process, they described four criteria to define this construct namely as *justification, truthfulness, respect* and *propriety* (Colquitt, 2001). Greenberg (1990a) later analyzed this construct from two dimensional perspectives which are *explanations* and *sensitivity*. Deluga (1994) suggested that IJ occurs when managers attempt to build trust in the form of *fairness, loyalty, integrity, openness, discreetness, promise fulfillment* and related trustworthy behaviors within an organization. IJ, which is described as employees' perception on fairness based on interpersonal treatment (Nadiri and Tanova, 2010), is composed of interpersonal and informational justice. Greenberg (1993) was the first researcher to state that it may be logical to divide interactional into two sub-dimensions as interpersonal and informational justice by expressing their independent influences from each other (Colquitt et al., 2001).

Interpersonal justice refers to the way managers treat employees and the reactions of employees accordingly (Cohen-Charash and Spector, 2001). Colquitt (2001) incorporated two facets as *respect* and *relevance* into interpersonal justice. Interpersonal justice involves with respectful attitudes exhibited by managers in their relationships with other members of an organization who take part in distributive and procedural decision-making process. Interpersonal justice is formed within an organization when employees are treated respectfully and sensitively (Heather and Spence, 2004).

Informational justice refers to the extent to which employees are informed about how the decisions relating to them are taken in the organization (Heather and Spence, 2004). Colquitt (2001) incorporated two facets as *accuracy* and *justification* into the informational justice. Informational justice forms if employees perceive their managers as an honest person when they give information to them. Informational justice also refers to employees' perceived equality on the information used in decision making process of organization.

## 2.2. Organizational justice and organizational commitment

OC is described as the strength of an individual's identification with and employees' engagement to a particular organization (Mowday, Steers and Porter, 1979). The concept organizational commitment has been investigated by many researchers with great deal of attention. The positive and significant relationship between OC and OJ has been evidenced by some researchers (Chang and Dubinsky, 2005). OC is also defined as affective involvement of employees with organizational vision, mission, values and goals of an organization (Landsman, 2008; Jaskyte and Lee, 2009). In the literature, there are some studies imply that PJ dimension of OJ is concerned with OC (Tremblay et al., 2010; Hung et al., 2004; Lambert, 2003; Simons and Roberson, 2003; Memarzadeh and Mahmoudi, 2010). Some researchers including Rezaiean et al. (2010), Loi et al. (2001) and Lambert et al. (2007) observed that PJ is more influential on OC than IJ whereas some suggest that DJ have stronger effect than PJ on OC (Phromket et al., 2012). Nili et al. (2012) claimed that four dimensions of OJ have an effect on OC in their study conducted among municipal employees in Iran.

### 2.3. Organizational justice and job satisfaction

JS, in particular, is deemed to be one of the important organizational behavior which serves as an indication for employee retention. According to the definition of Locke (1969), JS is “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values”. JS is also described as the positive feelings arise from job experience which will then induce employees (Locke and Latham, 1990b). Spector (1985, 1997) defines JS as the degree to which employees are satisfied or dissatisfied with their jobs. In addition, Spector (1985) also describes JS as employees’ response towards their jobs and the influence occurs when employees compare the actual results with those expected. Mowday et al. (1982) argue that JS is viewed as particularly related with job while OC is accepted more general issue for an organization. In the literature, findings of some researchers evidenced the direct link between JS and OJ in which all dimensions of OJ are positively correlated with JS (Colquitt et al., 2001). Among those reviewed, there are many studies particularly reported the positive correlation between PJ and DJ and JS (Lambert, 2003; Nadiri and Tanova, 2009; Promket et al., 2012, Jespen and Rodlwell, 2007; Choi, 2011; Elamin and Alomain, 2011). Lambert (2003) and Mamarzadeh and Mohmoudi (2010) suggest that PJ has more significant effect on JS as compared to DJ. The findings of Lambert et al. (2007) also verified the positive and significant correlation between PJ and JS which are in consistent with those obtained by Jahangir et al. (2006) and Koh and Boo (2004). Lambert et al. (2007) reported that DJ has significant impact on JS, as well. The results imply that employees who experienced high levels of DJ may keen on performing their jobs. According to McFarlin and Sweeney (1992), DJ has multifaceted influences when it comes to the negative affective and personal responses which make employees feel dissatisfied with their jobs. There are also studies supported the view that IJ have more significant effect on JS as compared to DJ and PJ (Elamin and Alomain, 2011). In addition those indicated the correlation between JS and IJ dimension of OJ is also proved by some researchers (Choi, 2011; Simons and Roberson, 2003).

### 2.4. Organizational justice and turnover intention

The term turnover intention involves employees’ purposeful and conscious willingness to quit their organizations and their intention for searching alternative job opportunities (Tett and Meyer, 1993). If the new alternative is favorable as compared to existing one, it gives a stimulus for leaving the organization and results with actual withdrawal (Lee, 2000). TI rate in an organization involves with the number of employees’ discretionary leaves within a year and increased levels of TI thus bring negative results for the organization (Smith and Clark, 2011). Bluedorn (1982) expressed JS as a phenomenon preceding OC in the model he proposed for TI. Nevertheless, OC has been found to be associated with TI, empirical research conducted so far implied that actual turnover is directly resulted from intention to leave (Bluedorn, 1982). Although researchers have conducted a great deal of study focusing on the effect of OJ on OC and JS, it has been argued that variables particularly playing mediator role have not been sufficiently examined in the relationship between OJ and work-related behaviors so far (Abu Elanain, 2010). Lee (2000) found that only perception of DJ made a contribution to TI. According to Alexander and Ruderman (1987), TI directly results from the perceived unfairness by employees in terms of DJ. Lee (2000) discovered the contribution of employee perception on DJ in his research. İyigün and Tamer (2012) found negative impact of PJ and DJ on TI in his research conducted among 156 employees working in an electronic store chain in Turkey.

### 2.5. Organizational commitment and job satisfaction

In the literature, OC and JS have found to be significantly related with each other (Tai et al., 1998). Boles et al. (2007) reported that JS has various aspects which are significantly associated with OC. According to Markovits et al. (2007), affective organizational commitment has the strongest impact on JS. The relationship between OC and JS was demonstrated in the previous studies (Yang, 2009). Mete et al. (2016) found the positive significant relationship between the JS and OC ( $r=0.28$ ,  $p>0.01$ ) in their studies conducted among IT employees working at the Ministry of the Turkish Government. There are also some studies implying that OC is considered as dependent variable whereas JS is considered as independent variable (Mowday et al., 1982; Gaertner, 1999; Lok and Crawford, 2001). OC is deemed to be the result of JS. JS is suggested as a constituent of OC (Kovach, 1977). Medlin and Green (2009) suggested that positively affected employees exhibit JS which thus positively associated with OC and

organizational effectiveness. Mowday et al. (1982) argues that OC and JS can be displayed in various ways. According to Feinstein and Vondrasek (2001), OC should demonstrate long lasting stability depending upon the JS level of an employee.

### 2.6. Organizational commitment and turnover intention

Over the last couple of decades, the term organizational commitment has attracted immense attention since its substantial role in intention to leave and TI (Brown and Peterson, 1993). Griffeth et al. (2000) indicated that TI of the employees are the prime component in predicting the actual voluntary turnover. Employees' TI would increase in case of the absence of OC and JS (Wong et al., 2001). Less JS accompanied with low salary is viewed to be the prime factors which have a strong impact on employees' job retention (Al-Hussami, 2008). Jyoti (2013) suggested in his study that OC and JS are negatively correlated with TI. DeConinck and Bachmann (2011) reported the negative correlation between OC and TI in their studies conducted among marketing managers. Maheshwari and Maheshwari (2012) also found the inverse relationship between OC and TI.

### 3. Method

The objective of this study is to investigate the effect of OJ and OC on JS and TI in a sample composed of academic staff. Based upon the theoretical framework, a model in below, which incorporates the research hypotheses, was generated with the aim of exhibiting the relationship between the variables accordingly (Figure 1).

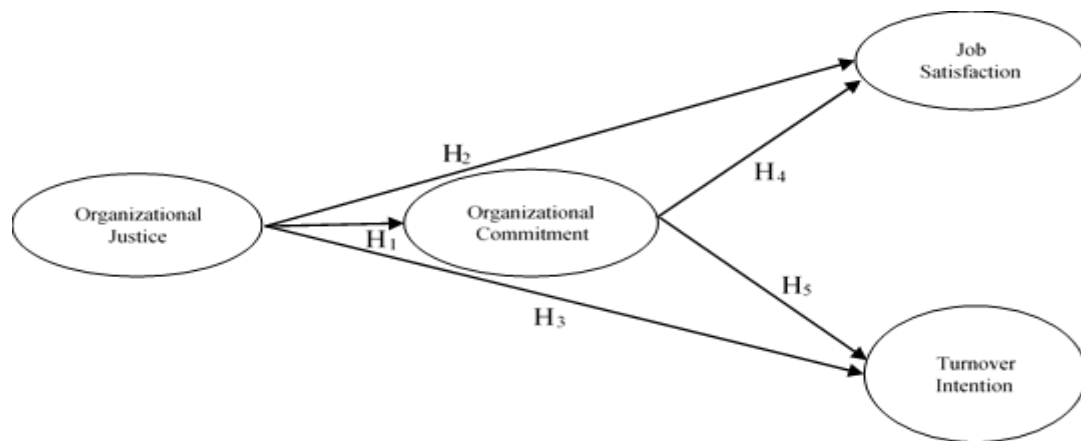


Figure 1: Research Model

Based on the above research model, the hypotheses were generated as follows:

- H<sub>1</sub>:** OJ has a significant effect on OC.
- H<sub>2</sub>:** OJ has a significant effect on JS.
- H<sub>3</sub>:** OJ has a significant effect on TI.
- H<sub>4</sub>:** OC has a significant effect on JS.
- H<sub>5</sub>:** OC has a significant effect on TI.
- H<sub>6</sub>:** OC has a mediating role on the effect of OJ on JS.
- H<sub>7</sub>:** OC has a mediating role on the effect of OJ on TI.

The research has been conducted among academic staff in a foundation university during the period between September and November 2018. Within this period, the total number of the employees in the academic departments of the university was 1 420 and totally 235 usable questionnaire forms were returned. Within this context, the sample which is selected for this study represents approximately 17 % of the research population.

20-items Organizational Justice Scale developed by Colquitt was used to measure the participant's perception of OJ. The participant's perception of OC was measured through 15-items Organizational

Commitment Scale developed by Mowday et al. (1979), job satisfaction of the participants was measured through 3-items Job Satisfaction Scale developed by Cellucci and De Vries (1978), and participants' TI was measured through 3-items Turnover Intention Scale developed by Bluedorn (1982). All scales were used in the survey are five-point Likert-type scale ranging from (1) Strongly Disagree to (5) strongly Agree). The scales were distributed electronically and were delivered by hand for enhanced participation.

#### 4. Results of the analyses

Data obtained as a result of this study were evaluated by SPSS 25 package software. Data relating to the demographic features of the participants were explained by frequency analysis and percentage values. Correlation and regression analyses were applied for hypotheses testing.

130 female and 105 male participated in this research. 64.9 % are married and 35.1 % are single among the participants. When the distribution of participants by age is examined, 18.4 % are between 20-29 years old, 16.2 % are between 30-39 years old and 65.4 % are 40 years old and above. Of the participants, 14.7 % have an undergraduate degree, 22.4 % have a master's degree and 62.9 % have a doctorate degree. When looking into the distribution of the participants by years of service, 14.8 % have work experience between 0 and 5 years, 26.4 % have work experience between 6 and 10 years, 38.6 % have work experience between 11 and 15 years and 20.2 % have work experience more than 16 years.

Table 1. Cronbach Alfa Coefficients And Correlation Values of the Variables

	1	2	3	4
<i>Organizational Justice (OJ)</i>	[0.972]			
<i>Organizational Commitment (OC)</i>	.489**	[0.890]		
<i>Job Satisfaction (JS)</i>	.472**	.499**	[0.874]	
<i>Turnover Intention (TI)</i>	-.406**	-.412**	-.689**	[0.886]

\*\*Correlation is significant at 0.01 level (two-way), [Cronbach Alfa reliability coefficients are shown in brackets]

The reliability values that are used in this research are 0.972 for Organizational Justice Scale, 0.890 for Organizational Commitment Scale, 0.874 for Job Satisfaction Scale and 0.886 for Turnover Intention Scale. The values show that reliability coefficients of these scales are acceptable.

The correlation analysis was conducted to demonstrate the relationships between the variables. As a result of the analysis, it was found that there is a positive and significant relationship between OJ and OC ( $r=0.489, p>0.01$ ); there is a positive and significant relationship between OJ and JS ( $r=0.472, p>0.01$ ), there is a negative and significant relationship between OJ and TI ( $r=-0.406, p>0.01$ ). Significant positive relationship between OC and JS ( $r=0.499, p>0.01$ ) and significant negative relationship between OC and TI ( $r=-0.412, p>0.01$ ) were also determined.

Table 2. Regression Analysis

Independent Variable	Dependent Variables					
	Organizational Commitment (OC)		Job Satisfaction (JS)		Turnover Intention (TI)	
Organizational Justice (OJ)	$\beta$	Sig	$\beta$	Sig	$\beta$	Sig
	0.489	0.000	0.472	0.000	-0.406	0.000
	$R^2 = 0.288$		$R^2 = 0.273$		$R^2 = 0.186$	
	$F = 61.565$		$F = 60.583$		$F = 42.565$	
Organizational Commitment (OC)	Job Satisfaction (JS)		Turnover Intention (TI)			
	$\beta$	Sig	$\beta$	Sig		
	0.499	0.000	-0.412	0.000		
	$R^2 = 0.286$		$R^2 = 0.196$			
	$F = 61.537$		$F = 45.013$			

The results obtained from the regression analysis suggest that OJ have significant influences on OC ( $\beta=0.489; p<0.001$ ) and 28.8 % ratio of explanatory power with R-squared value ( $R^2$ ) of 0.288, JS

( $\beta=0.472$ ;  $p<0.001$ ) with 27.3 % ratio of explanatory power with R-squared value ( $R^2$ ) of 0.273 and TI ( $\beta=-0.406$ ;  $p<0.001$ ) and 18.6 % ratio of explanatory power with R-squared value ( $R^2$ ) of 0.186. The Hypotheses 1, 2, and 3 are thereby accepted. Along with the results above, it can be expressed that when the perceptions of academic staff on OJ increase, their levels of OC and JS increase whereas their levels of TI decrease. Besides, it can be observed that OC has a significant effect on JS ( $\beta=0.499$ ;  $p<0.001$ ) with 28.6 % ratio of explanatory power with R-squared value ( $R^2$ ) of 0.286 and has a significant effect on JS ( $\beta=-0.412$ ;  $p<0.001$ ) with 19.6 % ratio of explanatory power with R-squared value ( $R^2$ ) of 0.196. The Hypotheses 4 and 5 are accepted, accordingly. In accordance with these results, it can be articulated that when the perceptions of academic staff on OC increase, their levels of JS increase while their levels of TI decrease.

The mediating variable analysis method developed by Baron and Kenny (1986) was used to determine the mediating role of OC on the effect of OJ on the relationship between JS and TI. In this study, two separate models were generated since the mediating role can be identified through a three-variable model in this method. A model, which illustrates the mediating role of OC on the effect of OJ on JS, was initially tested.

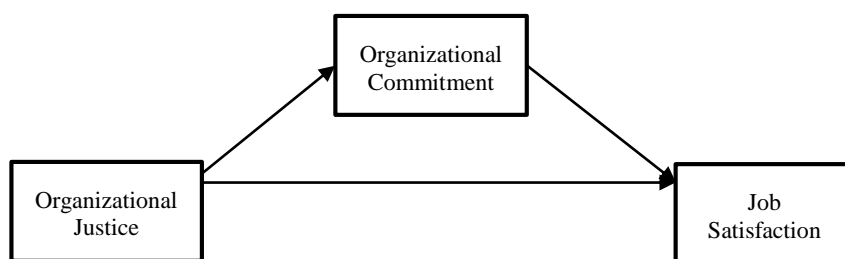


Figure 2: Mediating Variable Model 1

Along with the results of regression analysis in Model 1, it was concluded that OJ has a significant effect ( $\beta=0.472$ ;  $p<0.001$ ) on JS in the first path; OJ has a significant effect ( $\beta=0.489$ ;  $p<0.001$ ) on OC in the second path; then OC has a significant effect ( $\beta=0.499$ ;  $p<0.001$ ) on JS. Finally, OJ and OC were incorporated into the analysis and their effects on the JS were investigated. The positive and significant effect of OJ on JS thereby has existed by incorporating OJ and OC into the analysis, whereas the effect of the coefficient was reduced ( $\beta=0.336$ ;  $p<0.001$ ). The positive and significant effect of OC on JS has also existed, whereas the effect of the coefficient was reduced ( $\beta=0.318$ ;  $p<0.001$ ). The mediating effect of OC on the effect of OJ on JS can be observed, accordingly. Hence, the Hypothesis 6 is accepted.

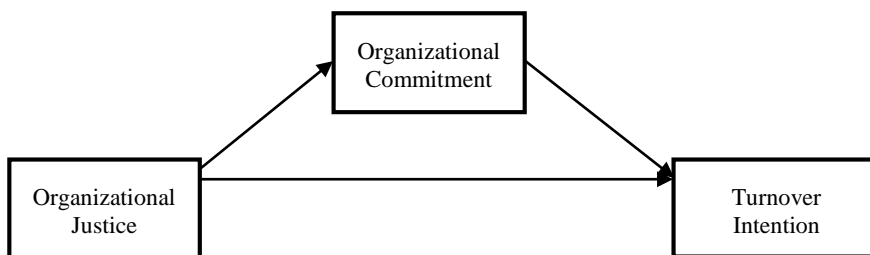


Figure 3: Mediating Variable Model 2

In accordance with the results of regression analysis in Model 2, it was found out that OJ has a significant effect ( $\beta=-0.406$ ;  $p<0.001$ ) on TI in the first path; OJ has a significant effect on OC in the second path ( $\beta=0.489$ ;  $p<0.001$ ); then OC has a significant effect ( $\beta=-0.412$ ;  $p<0.001$ ) on TI. Finally, OJ and OC were incorporated into the analysis and their effects on the TI were investigated. The negative and significant effect of OJ on TI thereby has existed by incorporating OJ and OC into the analysis, whereas the effect of the coefficient was reduced ( $\beta=-0.229$ ;  $p<0.001$ ). The negative and significant effect of OC on TI has also existed, whereas the effect of the coefficient was reduced ( $\beta=-0.278$ ;  $p<0.001$ ). Thus, the mediating effect of OC on the effect of OJ on TI can be observed. The Hypothesis 7 is thereby accepted.



## 5. Discussions and limitations

Although this study has been validated by quantitative analyses, limited data was generated due to the single source investigated. Research population, which is composed of universities with various organizational structures, provides larger data for multi-faceted evaluation. Despite the limitations, the findings obtained in this study may provide a multifaceted insight by contributing the analysis of mediator variables besides direct effects of the variables. The models proposed in this study clearly illustrate how OC, JS and TI of employees are influenced by OJ.

## 6. Future research

The study is expected to enlighten the future research on how organizational justice shapes the work-related behaviors of the employees. Future researches may be aimed to explore the larger research populations including diverse set of universities located in different regions. Not only foundation but also private and state universities could be examined in terms of the academicians' perceived justice and their behavioral outcomes which may yield greater data to analyze. The variables investigated in this study may further be expanded to explore the impacts of OJ on organizational citizenship behaviors of the employees. Based on the notion that interactional facet of OJ, particularly, can be resulted with high levels of employees' organizational citizenship behaviors as a critical factor for employee retention.

## 7. Conclusion

Rapid and accelerated changes resulted from globalization have given significant responsibilities and have posed challenges on the employees. Justice is an important organizational element conducive to the integration of employees into their organizations as reflections of OC and JS. From managerial point of view, developing honest communications with employees, establishing fair culture in the organization and building interpersonal relationships to enhance trustworthiness are important to maintain justice within an organization which then affects overall functions by creating valuable assets for organization. The quality of relationships between managers and subordinates plays a substantial role in creating corporate culture pivoting on superior performance of the members of organization. OJ facilitates an environment where leaders display behaviors towards the recognition of employees' intrinsic worth and high-quality characteristics such as knowledge and skills. The purpose of the present study is to outline the effect of OJ on JS and TI of the academic staff in a foundation university. These findings also indicate the mediating role of OC on the relationship among OJ, JS and TI as proposed in Mediating Variable Model 1 and Mediating Variable Model 2. The results of this study is consistent with the data collected by Rai (2013) among 511 staff members from 10 various health and rehabilitation centers in a southern state in the United States. Organizational efficiency is crucial for almost all enterprises around the world. The results obtained in this study highlight the importance of OJ and OC as the antecedents of JS and TI, which thus influence employee retention in an academic environment.

## References

- Abu Elanain, H. M. (2010). Testing the direct and indirect relationship between organizational justice and workout comes in a non-Western Context of the UA. *Journal of Management Development*, 29(1), 5-27.
- Adams, J.S. (1965). Inequity in Social Exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (pp.267-299). New York, NY: Academic Press.
- Al-Hussami, M. (2008). A study of nurses' job satisfaction: The relationship to organizational commitment, perceived organizational support, transactional leadership, transformational leadership, and level of education. *European Journal of Scientific Research*, 22(2), 286-295.
- Alexander, S., & Ruderman, M. (1987). The role of procedural and distributive justice in organization behavior. *Social Justice Research*, 1(2), 177-198.
- Ambrose, M., Hess, R.L., & Ganesan, S. (2007). The relationship between justice and attitudes: An examination of justice effects on event and system related attitudes. *Organizational Behavior and Human Decision Processes*, 103(7), 21-36.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.

- Bies, R.J. (2001). Interactional (In)justice: The Sacred and The Profane. In J. Greenberg and R. Cropanzano (Eds.), *Advances in organizational justice* (pp. 89-118). Stanford, CA: Stanford University Press.
- Bies, R.J., & Moag, J.F. (1986). Interactional Justice: Communication Criteria of Fairness. In R.J. Lewicki, B.H. Sheppard, and M.H. Bazerman, (Eds.), *Research on Negotiations in Organizations* (pp. 43-55). Greenwich, CT: JAI Press.
- Blakely, G. L., Andrews, M. C., & dan Moorman, R. H. (2005). The moderating effects of equity sensitivity on the relationship between organizational citizenship behaviors. *Journal of Business and Psychology*, 20(2), 259-273.
- Bluedorn, A.C. (1982). A unified model of turnover from organizations. *Human Relations*, 35, 135-153.
- Boles, J., Madupalli, R., Rutherford, B., & Wood, J. A. (2007). The relationship of facets of salesperson job satisfaction with affective organizational commitment. *Journal of Business and Industrial Marketing*, 22(5), 311–321.
- Brown, S.P., & Peterson, R.A. (1993). Antecedents and consequences of salesperson job satisfaction: Meta-analysis and assessment of causal effects. *Journal of Marketing Research*, 30(1) 63–77.
- Burns, W. R. T., & DiPaola, M. F. (2013). A study of organizational justice, organizational citizenship behavior, and student achievement in high schools. *American Secondary Education*, 42(1), 4–23.
- Cellucci, A. J., & DeVries, D. L. (1978). *Measuring managerial satisfaction: A manual for the MJSQ*. Greensboro, NC: Center for Creative Leadership.
- Chang, C., & Dubinsky, A. J. (2005). Organizational justice in sales force: A literature review with propositions. *Journal of Business to Business Marketing*, 12(1), 35-71.
- Choi, S. (2011). Organizational justice and employee work attitude: The federal case. *The American Review of Public Administration*, 41(2) 185-204.
- Cloutier, J., & Vilhuber, L. (2008). Procedural justice criteria in salary determination. *Journal of Managerial Psychology*, 23(6), 713-740.
- Cohen-Charash, Y., & Spector, P.E. (2001). The role of justice in organizations: A meta-analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-324.
- Colquitt, J. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86, 386-400.
- Colquitt, J. A., Greenberg, G., & Zapata-Phelan, C. P. (2005). What is organizational justice? A historical overview. In J. Greenberg & J. A. Colquitt (Eds.), *Handbook of Organizational Justice* (pp. 3–55). Mahwah, NY: Erlbaum.
- Cropanzano, R., & Prehar, C. A. (2001). Emerging justice concerns in an era of changing psychological contracts. In R. Cropanzano (Ed.), *Series in applied psychology. Justice in the workplace: From theory to practice* (pp. 245-269). Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers.
- Cropanzano, R., & Rupp, D.E. (2003). An overview of organizational justice: Implication for work motivation. In Porter, L.W., Bigley, G.A. and Steers, R.M. (Eds), *Motivation and work behavior* (pp. 82-95). Burr Ridge, IL: McGraw-Hill Irwin.
- DeConinck J.B., & Bachmann, D. (2011), Organizational commitment and turnover intentions of marketing managers. *Journal of Applied Business Research*, 10(3), 87-95.
- DeConinck, J. B., & Stilwell, C. D. (2004). Incorporating organizational justice, role states, pay satisfaction and supervisor satisfaction in a model of turnover intentions. *Journal of Business Research*, 57(3), 225-231.doi:10.1016/S0148-2963(02)00289-8.
- Deluga, R. J. (1994). Supervisor trust building, leader-member exchange and organizational citizenship behaviour. *Journal of Occupational and Organizational Psychology*, 67, 315–326.
- Dipaola, M., & Guy, S. (2009). The impact of organizational justice on climate and trust in high schools. *Journal of School Leadership*, 19, 382-405.
- DiPaola, M. F., & Hoy, W. K. (2005a). Organizational citizenship of faculty and achievement of high school students. *The High School Journal*, 88, 35-44.

- Dipaola, M. F., & Hoy, W. K. (2005b). School characteristics that foster organizational citizenship behavior. *Journal of School Leadership*, 15, 308-326.
- Elamin, A. M., & Alomain, N. (2011). Does organizational justice influence job satisfaction and self-perceived performance in Saudi Arabia work environment? *International Management Review*, 7(1), 38-49.
- Feinstein, A.H., & Vondrasek, D. (2001). A study of relationship between job satisfaction and organizational commitment among restaurant employees. *Journal of Hospitality, Tourism and Leisure Science*, 1(4), 1-20.
- Folger, R., & Konovsky, M. (1989). Effects of procedural and distributive justice on reactions to pay raise decisions. *Academy of Management Journal*, 32, 115-130.
- Fox, S., Spector, P. E., & Miles, D. (2001). Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. *Journal of Vocational Behavior*, 59, 291-309.
- Gaertner, S. (1999). Structural determinants of job satisfaction and organizational commitment in turnover models. *Human Resource Management Review*, 9(4), 479- 493.
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9-22.
- Greenberg, J. (1988). Equity and workplace status: A field experiment. *Journal of Applied Psychology*, 73, 606-613.
- Greenberg, J. (1990a). Employee theft as a reaction to underpayment inequity: The hidden cost of pay cuts. *Journal of Applied Psychology*, 75, 561-68.
- Greenberg, J. (1993). The social side of fairness: Interpersonal and informational classes of organizational justice. In R. Cropanzano (Ed.), *Series in applied psychology. Justice in the workplace: Approaching fairness in human resource management (pp. 79-103)*. Hillsdale, NJ: Lawrence Erlbaum Associates, Inc.
- Griffeth, R.W., Hom, P.W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implication for the next millennium. *Journal of Management*, 26(3), 463-488.
- Heather, K., & Spence, L. (2004). Hospital nurses' perceptions of respect and organizational justice. *Journal of Nursing Administration*, 34 (7-8).
- Hoy, W. K., & Sweetland, S. R. (2000). Bureaucracies that work: Enabling not coercive. *Journal of School Leadership*, 10, 525-541.
- Hoy, W. K., & Sweetland, S. R. (2001). Designing better schools: The meaning and nature of enabling school structure. *Educational Administration Quarterly*, 37, 296-321.
- Hoy, W. K., & Tarter, C. J. (2004). Organizational justice in schools: No justice without trust. *Journal of Educational Management*, 18(4), 250-259.
- Hung, D. K. M., Ansari, M. A., & Aafagi, R. (2004). Fairness of human resource management practices, leader-member exchange and organizational commitment. *Asian Academy of Management Journal*, 9(1), 99-120.
- Iyigun, O., & Tamer, I. (2012). The impact of perceived organizational justice on turnover intention: Evidence from an international electronic chain store operating in Turkey. *Journal of Global Strategic Management*, 11, 5-16.
- Jahangir, N., Akbar, M., & Begum, N. (2006). The role of social power, procedural justice, organizational commitment, and job satisfaction to engender organizational citizenship behavior. *ABAC Journal*, 26(3), 21-36.
- Jaskyte, K., & Lee, M. (2009). Organizational commitment of social workers: An exploratory study. *Administration in Social Work*, 33, 227-241. doi:10.1080/03643100902987283.
- Jepsen, D. M., & Rodwell, J. J. (2007). Gender difference in organization justice predicting the key employee. In R. Chapman (Ed.), *Managing our intellectual and social capital: Proceedings of the 21st ANZAM Conference, 4-7 December 2007, Sofitel Wentworth, Sydney* (pp. 1-16). Canning Bridge, WA: Promaco Conventions.
- Jyoti, J. (2013). Impact of organizational climate on job satisfaction, job commitment and intention to leave: An empirical model. *Journal of Business Theory and Practice*, 1(1), 66-82.

- Kim, W. C., & Mauborgne, R. (1998). Procedural justice, strategic decision making, and the knowledge economy. *Strategic Management Journal*, 19(4), 323-38.
- Koh, H. C., & Boo, H.Y. (2004). Organizational ethics and employee satisfaction and Commitment. *Management Decision*, 42 (5), 677- 693.
- Kovach, K.A. (1997). *Organization size, job satisfaction, absenteeism and turnover*. Washington, D.C.: University Press of America.
- Lam, S. S. K., Schaubroeck, J., & Aryee, S. (2002). Relationship between organizational justice and employee work outcomes: A cross-national study. *Journal of Organizational Behavior*, 23(1), 1-18. doi: 10.1002/job.131.
- Lambert, E. (2003). The impact of organizational justice on correctional staff. *Journal of Criminal Justice*, 31(5), 155-168.
- Lambert, E., Hogan, N., & Griffin, M. L. (2007). The impact of distributive and procedural justice on correctional staff job stress, job satisfaction, and organizational commitment. *Journal of Criminal Justice*, 35, 644-656.
- Landsman, M. (2008). Pathways to organizational commitment. *Administration in Social Work*, 32, 103–132. doi:10.1300/J147v32n02\_07.
- Lee, H.R. (2000). *An empirical study of organizational justice as mediator of the relationship among leader-member exchange and job satisfaction, organizational commitment and turnover intentions in the lodging industry*. Published PHD Thesis, Virginia Polytechnic Institute and State University.
- Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance*, 4(4), 309-336. doi:10.1016/0030-5073(69)90013-0.
- Locke, E. A., & Latham, P. G. (1990b). Work motivation and satisfaction: Light at the end of the tunnel. *Psychological Science*, 1, 240–246.
- Loi, R., Hang-Hue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79, 101-120.
- Lok, P., & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16(8), 594-613.
- Maheshwari, R., & Maheshwari, H. P. (2012). Analyzing the dynamics of the relationship between organizational factors, attitude factors and organizational commitment and turnover intentions of faculty members in self-financed professional institutions in Delhi and NCR, Opinion. *International Journal of Business Management*, 2(2), 56-69.
- Markovits, Y., Davis, A. J., & van Dick, R. (2007). Organizational commitment profiles and job satisfaction among Greek private and public sector employees. *International Journal of Cross Cultural Management*, 7(1), 77-99.
- McFarlin, D., & Sweeney, P. (1992). Distributive and procedural justice as predictors of satisfaction with personal and organizational outcomes. *Academy of Management Journal*, 35, 626-37.
- Medlin, B., & Green, Jr., K.E. (2009). Enhancing performance through goal setting, engagement, and optimism. *Industrial Management and Data Systems*, 109(7), 943-956.
- Memarzadeh, G., & Mahmoudi, R. K. (2010). Applying organizational concepts in the Iran public sector: A preliminary empirical work on justice. *European Journal of Social Sciences*, 14(4), 594-605.
- Mete, E.S., Sökmen, A., & Bıyık, Y. (2016). The relationship between organizational commitment, organizational identification, person-organization fit and job satisfaction: A research on IT employees. *International Review of Management and Business Research*, 5(3), 870-901.
- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?. *Journal of Applied Psychology*, 76(6), 845-855. doi:10.1037/0021-9010.76.6.845.
- Mowday, R.T., Steers, R.M., & Porter, L.W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Mowday, R.T., Porter, L.W., & Steers, R.M. (1982). *Employee organization linkages: The psychology of commitment, absenteeism, and turnover*. New York, NY: Academic Press.

- Nadiri, H., & Tanova, C. (2009). An investigation of the role of justice in turnover intentions, job satisfaction and organizational citizenship behavior in hospitality industry. *International Journal of Hospitality Management*, 28(4), 586-93.
- Nili, M., Hendijani, M., & Shekarchizadeh, A. (2012). Measuring the Impact of Perceived Justice on Organizational Construct in Isfahan Municipality. *Interdisciplinary Journal of Contemporary Research in Behavior*, 4(5), 857-869.
- Promket, C., & Thanyaphirak, V. (2012). An Empirical Study of Organizational Justice as a Mediator of the Relationships Among Organizational Culture, Employee Satisfaction, and Employee Commitment in Rafamangala University of Technology, Isan Sakm Nakhon Campus, Thailand. *Review of Business Research*, 12(2), 47-58.
- Rai, G.S. (2013). Impact of organizational justice on satisfaction, commitment and turnover intention: Can fair treatment by organizations make a difference in their workers' attitudes and behaviors? *International Journal of Human Sciences*, 10(2), 260-284.
- Rezaiean, A., Givi, M.E., Givi, H.E., & Nasrabadi, M.B. (2010). The relationship between organizational justice and organizational citizenship behaviors: The mediating role of organizational commitment, satisfaction and trust. *Research Journal of Business Management*, 4, 112-120.
- Sweeney, P.D., & McFarlin, D.B. (1993). Workers evaluations of the 'Ends' and the 'Means': An examination of four models of distributive and procedural justice. *Organizational Behavior and Human Decision Processes*, 55, 23-40.
- Sjahrudin, H., Armanu, Sudiro A., & Normijati. (2013). Personality effect on organizational citizenship behaviour (OCB): Trust in manager and organizational commitment mediator of organizational justice in Makassar City hospitals (Indonesia). *European Journal of Business and Management*, 5(9), 95-104.
- Simons, T., & Roberson, Q. (2003). Why managers should care about fairness: The effects of aggregate perception on organizational outcomes. *Journal of Applied Psychology*, 88(3), 432-443.
- Smith, R.J., & Clark, S.J. (2011). Does job research loss reduce burnout and job exit for professionally trained social workers in child welfare? *Children and Services Review*, 33, 1950-1959.
- Spector, P. E. (1985). Higher-order need strength as a moderator of the job scope-employee outcome relationship: A meta-analysis. *Journal of Occupational Psychology*, 58, 119-127.
- Spector, P. E. (1997). *Job Satisfaction: Application, assessment, causes, and consequences*. Thousand Oaks, CA: Sage Publications.
- Tai, T.W.C., Bame, S.I., & Robinson, C.D. (1998). Review of nursing turnover research, 1977-1996. *Social Science and Medicine*, 47(12), 1905-1924.
- Tett, R.P., & Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46, 259-293.
- Tremblay, M., Cloutierb, J. Simardb, G., Cheneverta, D., & Vandenberghe, C. (2010). The role of HRM practices, procedural justice, organizational support and trust in organizational commitment and in-role and extra-role performance. *The International Journal of Human Resource Management*, 21(3), 405-433.
- Wittmer, J. L., Martin, J. E., & Tekleab, A. G. (2010). Procedural Justice and work outcomes in a unionized setting: The mediating role of leader-member exchange. *American Journal of Business*, 25(2), 55-70.
- Wong, C. S., Wong, Y. T., Hui, C., & Law, K. S. (2001). The significant role of Chinese employee's organizational commitment: Implications for managing employees in Chinese societies. *Journal of World Business*, 36(3), 326-340.
- Yang, J. (2009). Antecedents and consequences of job satisfaction in the hotel industry Jen-Te. *International Journal of Hospitality Management*, 29(4), 609-619.