

**THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE
PERCEPTION AND ORGANIZATIONAL COMMITMENT: A STUDY
ON DOĞUŞ OTOMOTİV AUTHORIZED DEALERS IN KONYA**

**ÖRGÜTSEL ADALET ALGISI VE ÖRGÜTSEL BAĞLILIK İLİŞKİSİ:
KONYA'DAKİ DOĞUŞ OTOMOTİV YETKİLİ SATICILARI
ÜZERİNE BİR ARAŞTIRMA**

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ABSTRACT

Organizational justice makes reference to the fairness' perception of employees in the organizations and it is said to be one of the most important predictors holding employees together and keeping them committed to the organization. Many researches showed that organizational justice is positively related to organizational commitment. This present research was planned in a descriptive and correlation pattern to determine the relationship between employees' organizational justice perception and organizational commitment level in three different authorized dealers (Audi-Seat, Volkswagen and Skoda – four brands) of Doğuş Otomotiv in the province of Konya, Turkey.

The research results indicate that there is a statistically meaningful relationship between participants' organizational justice perception and the levels of organizational commitment. The findings also indicate that the organizational commitment levels of participants can be explained by the sub-dimensions of organizational justice scale. The multiple regression analysis results showed that distributive and procedural justices don't have a direct effect on organizational commitment, whereas the interactional justice dimension has a very strong effect.

Keywords: *Organizational Justice, Organizational Commitment, Doğuş Otomotiv*

Jel Codes: *D23, M14, M51*

ÖZ

Örgütsel adalet, kurumlarda çalışanların eşitlik algısına atıfta bulunarak, onları bir araya getiren ve onları örgüte bağlayan en önemli unsurlardan biri olarak karşımıza çıkmaktadır. Birçok araştırmada örgütsel adaletin örgütsel bağlılık ile pozitif yönde ilişkili olduğu gösterilmiştir. Bu araştırma, Konya ilindeki Doğuş Otomotiv'in üç farklı yetkili bayisinde, dört marka kapsamında (Audi, Seat, Volkswagen ve Skoda) çalışanların örgütsel adalet algıları ile örgütsel bağlılık düzeyi arasındaki ilişkiyi belirlemek amacıyla tanımlayıcı ve ilişkisel analizlerden faydalanmaktadır.

Araştırma sonuçları, katılımcıların örgütsel adalet algısı ile örgütsel bağlılık seviyeleri arasında istatistiksel bakımdan anlamlı bir ilişki olduğunu göstermektedir. Ayrıca bulgular, katılımcıların örgütsel bağlılık düzeylerinin örgütsel adalet ölçeğinin alt boyutlarıyla açıklanabileceğini göstermektedir. Çoklu regresyon analiz sonuçları, dağıtım ve prosedürel adaletin örgütsel bağlılık üzerinde doğrudan bir etkiye sahip olmadığını ancak etkileşim adaleti boyutunun, örgütsel adalet üzerinde güçlü bir etkiye sahip olduğunu ortaya koymuştur.

Anahtar Kelimeler: *Örgütsel Adalet, Örgütsel Bağlılık, Doğuş Otomotiv*

Jel Kodları: *D23, M14, M51*

INTRODUCTION

Treating people fairly, creating a climate of justice in the company are some of the major challenges of human resource policies in organizations. One of the main roles of trade unions and judicial institutions is to ensure the respect of organizational justice's application within organizations. The issues relating to organizational justice remain an important focus for both scientific and political debates of modern management. The members of an organization may perceive organizational justice in three types that may coexist within the same organization: the distributive justice, the procedural justice and the interactional justice (Miner, 2015: 152). In close interaction, these three forms of organizational justice may impact some attitudes and behaviours such as organizational commitment, job satisfaction and organizational citizenship behaviour (Omid and Omar, 2015).

The impact of employees' organizational justice perception on organizational commitment has been a topic of increasing significance in academic literature. Some researchers argue that organizational justice represents one of the most influential predictors for organizational commitment (Ali et al.; Awang and Ahmad, 2015; Chegini, 2009; Demirkiran et al., 2016; Goudarzvandchegini et al., 2011; İnce and Gül, 2011; Noruzi et al., 2011; Songür et al., 2008; Tastan and Yilmaz, 2008). The aim of the study is to determine the effect of employees' organizational justice perceptions on organizational commitment level of three-different authorized dealers (Audi-Seat, Volkswagen, Skoda) of Doğu Otomotiv in the province of Konya, Turkey.

This research is seeking answers to the following question:

Is there a meaningful relationship between organizational justice perception and organizational commitment of the employees of Doğu Otomotiv in the city of Konya?

In answering this, after discussing the literature review, the relationship between employees' organizational justice perception and organizational commitment level will be analysed by the data obtained from the survey forms. Random sampling is chosen in the research without applying any sampling method. The data was collected through "Organizational Commitment Scale" formulated by Niehoff and Moorman (1993a), and "Organizational Justice Scale" formulated by Meyer et al. (1993a). Data were analysed using percentage values, Pearson' correlation, simple regression and multiple regression. By interpreting these analyses, the relationship between organizational justice and organizational commitment will be determined in the given setting.

1. BACKGROUND OF THE STUDY

1.1. The concept of organizational justice

The concept of "Organisational justice" is first introduced by Greenberg (1987), and it entails employee's perception towards organisation's behaviours, decisions and actions and how these impact on the employees own attitudes and behaviours at work. It also entails the perception of justice respect (treatment) that is received by a worker in an organization (Choi, 2010). This literature reveals that organizational justice is a multidimensional construct with three principals and distinct dimensions (Robbins and Judge, 2012: 222). The first component of organizational justice is called distributive justice, the second is procedural justice and the third is interactional justice (Daft, 2007: 144).

Distributive justice focuses on results and refers to the perceived fairness of the results or benefits received by an individual (Cropanzana et al., 2007; Raghavan et al., 2008). Additionally, distributive justice is justice where one cannot separate ideas of equality and inequality, especially because it concerns the proportionality in the distribution of not only goods but also

honors or awards, respecting each person for what he is or what he has as value (Biswas et al., 2013).

Procedural justice reflects the process leading to results. It refers rather to the fairness perceptions of processes and procedures that are used to make result-based decisions (Steiner and Bertolino, 2006). This dimension also refers to the perception of justice procedures used by the workers to decide the allocation of organizational resources (Miles, 2012: 185).

Interactional justice finds expression at the time to account for the distribution of results. Indeed, this component makes allusion to the perception of justice a worker has with the quality of interpersonal treatment and explanations receives during the resources' distribution.

To examine the triple interaction between the dimensions of organizational justice, Goldman (2003) used a sample of 583 dismissed workers and attempted to see the impact of the three-dimensionality of organizational justice on the commitment of a judicial appeal against the organization. Goldman concluded that when procedural justice and interactional justice are perceived to be weak, the effect of distributive justice on appeal is significant and vice versa. This relationship will be non-significant when procedural and interactional justice are high.

1.2. The concept of organizational commitment

Organizational commitment may be defined in many ways. The two principal definitions are the one-dimensional definition of Porter et al. (1974a) and the multidimensional definition of Meyer and Allen (1991a). According to Porter et al. (1974b) organizational commitment is defined as the intensity with which an individual identifies with an organization and engages in it. Generally, at least three factors characterize this kind of commitment: a conviction in and acceptance of the objectives and values of the organization;

the ability to exert meaningful effort for the benefit of the organization; and a decisive wish to preserve organizational membership (Porter et al., 1974c). Meyer and Allen (1991b), define organizational commitment as a cognitive state experienced by an employee to an organization. According to these authors, organizational commitment is a multidimensional concept and is composed of three dimensions which are, affective commitment, continuance commitment and normative commitment (Albdour and Altarawneh, 2014; Ling et al., 2012).

Affective commitment refers to the commitment that an individual has for an organization in which he is working (Folorunso et al., 2014). It traduces the desire to maintain a relationship over the time with a partner based on pleasure from affective bonds. The individual who manifest an affective commitment lives a sense of belonging and identification to the organization (Kessler, 2013: 527). In this case the worker manifests a desire to stay in the organization.

Continuance commitment refers to an analysis of the accumulated cost/benefit ratio. It aimed at protecting the employees within the organization (Madi et al., 2012). According to Meyer and Allen (1991c), working in the same organization for a period increases the worker's investment level to the organization by bringing extra costs associated to leave of unemployment. For this dimension of organizational commitment, it's a necessity for the employees to stay in the organization.

Normative commitment characterizes the obligation for an employee to remain a member of an organization (Marchiori and Henkin, 2004). According to Alkahtani (2015). In this case the employee is animated by a feeling that obliges him to remain a member of the organization.

Meyer et al. (1993b) tested the generalizability of theirs 3-dimension model of organizational commitment to the occupational commitment's domain. They collected data from 662 students in a 4-year

nursing program at Queen's University, Kingston. The findings of the analysis were generally concordant with provisions made based on the 3-dimension model and showed that organizational commitment and occupational participate independently to the anticipation of professional activity and work behavior.

1.3. Organizational justice and organizational commitment

Many researches have been conducted in order to analyze the relationship between the organizational justice and employees' organizational commitment. By conducting a research in accommodation establishments, İ. Yazıcıoğlu and Topaloğlu (2009) aimed at studying the relationship between organizational justice and organizational commitment. They collected data from 426 employees working in accommodation establishments in the city of Konya. The results of the study revealed a positive relationship between employees' organizational justice perception and organizational commitment level.

To study the influence of organizational justice on organizational commitment, Malik and Naeem (2011) used a scale developed by Niehoff and Moorman (1993b) to measure the components of organizational justice and a scale developed by Meyer et al. (1993c) to evaluate the organizational commitment's components. They collected data from 463 faculty members in Pakistan. The results showed a positive linkage between organizational justice's components and organizational commitment.

To examine the role of organizational justice in organizational commitment with moderating impact of employee work attitudes, Jawad et al. (2012) collected data from 150 employees from some universities. The results showed a positive and strong effect of distributive, procedural and interactional justices on organizational commitment level.

Demirel and Yücel (2013) collected data from 261 employees working in automotive

industry to examine the impact of organizational justice on organizational commitment. The study produced a number of findings. First, there is a positive correlation between distributive, procedural and interactional justices and affective commitment. Secondly, the employees' commitment is affective but not normative when the employees' perception of organizational justice is positive.

Akanbı and Ofoegbu (2013) conducted a study to determine the impact of employees' organizational justice on organizational commitment. They collected data from 215 employees working in a multinational company "Nestle Nigeria PLC". The findings of the research showed distributive and procedural justices may have a meaningful effect on the organizational commitment in a multinational company. The results also indicated a meaningful relationship between distributive justice and perceived organizational commitment.

Gayipov and Bedük (2014) did a study in an education institution in the province of Konya to examine the relationship between organizational justice and organizational commitment. The data of the research were obtained by using a questionnaire. The sample constituted of 56 lecturers working in a private educational institution in city of Konya. The results of the study showed a positive and meaningful relationship between the dimensions of organizational justice's components and organizational commitment's dimensions.

Finally, to examine the role of organizational justice, performance and job satisfaction, Omid and Omar (2015) collected data from 59 employees of Mariwan Education Organization. They hypothesized that there is a positive correlation between the components of organizational justice and the three variables (organizational commitment, performance and job satisfaction). The findings of the research showed a direct and positive relationship between organizational justice and the three variables

(organizational commitment, performance and job satisfaction).

2. RESEARCH METHODOLOGY

This study aims to measure the relationship between organizational justice perception and organizational commitment levels of the employees of Doğuş Otomotiv Authorized Dealers (Audi, Seat, Volkswagen and Skoda brands) operating in Konya.

Created in 1994, Doğuş Otomotiv is a leading and big automotive distributor in Turkey. It is a member of Doğuş Group, dealing in financial services, automotive, construction, media, tourism, real estate, and energy. The company represents 12 international brands and have more than 2000 employees. Additional to its import and distribution activities, Doğuş Otomotiv extends its portfolio of services in line with its strategy of being present in all the areas of the automotive value chain. Due to the effect of globalization, Doğuş Otomotiv has also made investments to carry its successful operation from Turkey to outside world (D-Auto Suisse SA in Lausanne, D-Auto LLC company in Erbil)¹. Thus, the research attempts to add possible value to the existing literature by studying such a big automotive distributor in Turkey – Doğuş Otomotiv, in a certain region – Konya. In this part of the study, research methodology, information about the sample and the hypothesis will be given. Later the findings of the research conducted will be discussed.

2.1. Research Methodology and Sample

The main purpose of the research is to examine “The relationship between the organizational justice perception and organizational commitment levels of the personnel working in Doğuş Otomotiv authorized dealers operating in Konya”. Survey method was used as a data collection tool in this research. The research

population consists of a total of 190 employees (Audi-Seat 65, Volkswagen 100 and Skoda 25) working in Doğuş Otomotiv authorized dealers in Konya. Since it is costly and takes a long time to reach the whole population, it was carried out in a sample that represents study and the population. In calculating the sample size, Y. Yazıcıođlu and Erdoğan (2004: 50) were used. In this context, for a population of 500 people; ± 0.10 sampling error, the number of sample population with $p = 0,05$ (observation rate of X in the population) and $q = 0,05$ (non-observation rate of X in the population) is 49. During the data collection process (January-April 2016) 106 questionnaires were obtained and it has seen that the main sample has a representative power for the sample obtained. In this study, random sampling method is used in determining the participants to be included in the research sample. Random sampling method is a preferred method because it allows rapid access to the database (Nakip, 2013: 227).

The questionnaire that has been used to collect the data is two parts tool. The first part measures the demographic characteristics of the participants. The second section examines the issues of participants’ organizational justice perception and the organizational commitment level.

The organizational justice scale used for this study is a 20 item and three dimensional scale developed by Niehoff and Moorman (1993c) with a Likert scale with scores varying from (SD) Strongly Disagree (1) to (SA) =Strongly Agree (5). Among these items, five items measure the distributive justice dimension, six items measure the procedural dimension and nine items measure the interactional justice dimension. This scale has been used in many studies (De Lara, 2007; Elovainio et al., 2003; Lotfi and Pour, 2013). The validity and reliability of the scale have been accepted in the literature.

The organizational commitment scale used for this study is a 18 item and three

¹ <http://www.dogusotomotiv.com.tr/en/about-us/dogus-otomotiv/history>

dimensional scale formulated by Meyer et al. (1993) with a Likert scale with scores varying from (SD) Strongly Disagree (1) to (SA) =Strongly Agree (5). Among these items, six items measure the affective dimension, six items measure the continuance dimension and six items measure the normative dimension. This scale has been used in many studies (Cohen and Kirchmeyer, 1995; Djibo et al., 2010; McMurray et al., 2004). The validity and

reliability of the scale have been accepted in the literature.

2.2. The hypothesis of the study

According to the conceptual model of research illustrated in Figure 1, the relationship of organizational justice (independent variables) will be studied with organizational commitment (dependent variable).

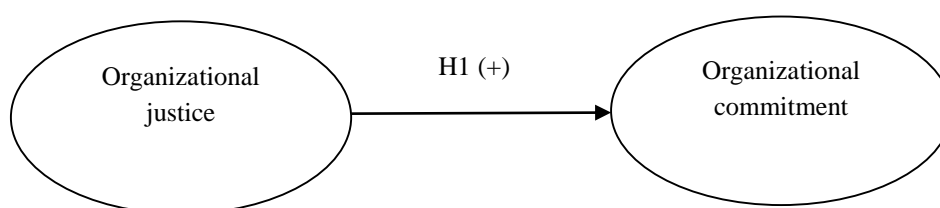


Figure 1: The Conceptual Model of the Study

The research hypothesis schematized in the conceptual model may be presented as follows;

Hypothesis: Organizational Justice has a positive effect on Organizational Commitment.

2.3. The findings of the study

2.3.1. Specifications of Sample

The table below represents the demographic characteristics (Gender, Marital status, Age, Education level, Work experience in the company, Overall work experience of employees and Job title) of the three companies with a sampled population of 106 employees.

Table 1: Demographic Characteristics

Variables		Frequency	Percent	Valid Percent
Gender	Male	88	83.0	83.0
	Female	18	17.0	17.0
	Total	106	100.0	100.0
Marital status	Married	42	39.6	59.2
	Single	29	27.4	40.8
	Missing system	35	33.0	
	Total	106	100.0	100.0
Age	Less than 18 Years old	2	1.9	1.9
	18-27	36	34.0	35.0
	28-35	48	45.3	46.6
	36-49	15	14.2	14.6
	50-65	2	1.9	1.9
	Missing system	3	2.8	
	Total	106	100.0	100.0

Variables		Frequency	Percent	Valid Percent
Education level	Primary school	12	11.3	11.4
	Secondary school	21	19.8	20.0
	High school	26	24.5	24.8
	Vocational school	12	11.3	11.4
	Associate degree	18	17.0	17.1
	Bachelor degree	16	15.1	15.2
	Missing system	1	.9	
	Total	106	100.0	100.0
Work experience in the company	less than 1 year	29	27.4	27.9
	1-3	27	25.5	26.0
	4-6	23	21.7	22.1
	7-9	8	7.5	7.7
	10-15	15	14.2	14.4
	16-20	2	1.9	1.9
	Missing system	2	1.9	
	Total	106	100.0	100.0
Overall work experience of employees	less than 1 year	9	8.5	8.8
	1-3	14	13.2	13.7
	4-6	21	19.8	20.6
	7-9	14	13.2	13.7
	10-15	23	21.7	22.5
	16-20	8	7.5	7.8
	More than 20 years	12	11.3	11.8
	Missing system	5	4.7	
Total	106	100.0	100.0	
Job title	General Manager Asst.	1	.9	1.0
	Section or Unit Manager	2	1.9	2.0
	Section or Unit Manager Asst.	1	.9	1.0
	Chef	5	4.7	4.9
	Expert worker	7	6.6	6.9
	Other	73	68.9	71.6
	Other	13	12.3	12.7
	Missing system	4	3.8	
Total	106	100.0	100.0	

2.3.2 The effect of employees’ perceptions of organizational justice on organizational commitment

In pursuit to analyze the perceptions of organizational justice of those participating

in the study, the items taking place in Table 3 were asked in the form of 5-point Likert scale. In the scale, this scores vary from 1 meaning “strongly disagree” to 5 meaning “strongly agree”. The results are seen as follows:

Table 2: Participants’ perception of organizational justice

Scale of Organizational Justice	Mean	Std. Deviation
My work schedule is fair.	3,60	1,17
I think that my level of pay is fair.	3,54	1,16
I consider my workload to be quite fair.	3,44	1,16
Overall, the rewards I receive here are quite fair.	3,51	1,14
I feel that my job responsibilities are fair.	3,74	1,17

Distributive justice	3,57	0,92
Job decisions are made by the supervisor in an unbiased manner.	3,12	1,28
My supervisor makes sure that all employee concerns are heard before job decisions are made.	3,36	1,32
To make job decisions, my supervisor collects accurate and complete information.	3,41	1,22
My supervisor clarifies decisions and provides additional information when requested by employees.	3,77	1,21
All job decisions are applied consistently across all affected employees.	3,53	1,23
Employees are allowed to challenge or appeal job decisions made the supervisor.	3,86	1,12
Procedural justice	3,45	0,99
When decisions are made about my job, the supervisor treats me with kindness and consideration.	3,93	1,02
When decisions are made about my job, the supervisor treats me with respect and dignity.	3,91	1,00
When decisions are made about my job, the supervisor is sensitive to my personal needs.	3,72	1,08
When decisions are made about my job, the supervisor deals with me in a truthful manner.	3,75	1,04
When decisions are made about my job, the supervisor shows concern for my rights as an employee.	3,55	1,06
Concerning decisions made about my job, the supervisor discusses the implications of the decisions with me.	3,56	1,05
The supervisor offers adequate justification for decisions made.	3,55	1,09
When making decisions about my job, the supervisor offers explanations that make sense to me.	3,57	1,10
My supervisor explains very clearly any decision made about my job.	3,58	1,11
Interactional justice	3,28	0,79
Organizational justice	3,60	0,78

Notes: (i) n= 106. (ii) Cronbach’s Alpha values of the variables are calculated before points related to variables are summed up. The Cronbach’s Alpha value is 0.854 for distributive justice, 0.890 for procedural justice, 0.942 for interactional justice and 0.942 for the whole scale. The Cronbach’s alpha values show that the scale was highly reliable and allows to sum up the related item scores of the variables to generate a total score. (iii) In the scale 1= Strongly disagree and 5= Strongly agree. (iv) According to two ways ANOVA test of Friedman ($\chi^2= 201.938$; $p<0.05$) the results are statistically significant.

In pursuit to analyze the levels of organizational commitment of those participating in the study, the items taking place in Table 3 were asked in the form of 5-point Likert scale. In the scale, this scores vary from 1 meaning “strongly disagree” to 5 meaning “strongly agree”. The results are seen as follows:

Table 3: Participants’ levels of organizational commitment

Scale of Organizational Commitment	Mean	Std. Deviation
I would be very happy to spend the rest of my career in this organization.	3,75	1,00
I really feel as if this organization’s problems are my own.	3,92	1,04
I do not feel like ‘part of the family’ at my organization.	3,62	1,47
I do not feel ‘emotionally attached’ to this organization.	3,28	1,47
This organization has a great deal of personal meaning for me.	3,38	1,66
I do not feel a strong sense of belonging to my organization.	2,96	1,38
Affective commitment	3,49	0,89
It would be very hard for me to leave my organization right now, even if I wanted to.	3,28	1,21

Too much of my life would be disrupted if I decided I wanted to leave my organization right now.	3,09	1,27
Right now, staying with my organization is a matter of necessity as much as desire.	3,58	1,06
I believe that I have too few options to consider leaving this organization.	3,02	1,13
One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	3,01	1,14
If I had not already put so much of myself into this organization, I might consider working elsewhere.	3,25	1,10
Continuance commitment	3,21	0,90
I do not feel any obligation to remain with my current employer	3,11	1,35
Even if it were to my advantage, I do not feel it would be right to leave my organization now.	3,45	1,18
I would feel guilty if I left my organization now.	3,08	1,28
This organization deserves my loyalty.	3,56	1,03
I would not leave my organization right now because I have a sense of obligation to the people in it.	3,53	1,14
I owe a great deal to my organization.	3,28	1,07
Normative commitment	3,34	0,83
Organizational commitment	3,34	0,72

Notes: (i) n= 106. (ii) Cronbach's Alpha values of the variables are calculated before points related to variables are summed up. The Cronbach's Alpha value is 0.726 for affective commitment, 0.867 for continuance commitment, 0.803 for normative commitment and 0.895 for the whole scale. The Cronbach's alpha values show that the scale was highly reliable and allows to sum up the related item scores of the variables to generate a total score. (iii) In the scale 1= Strongly disagree and 5= Strongly agree. (iv) According to two ways ANOVA test of Friedman ($\chi^2= 201.938$; $p<0.05$) the results are statistically significant.

The main purpose of this study is to examine the relationship between the organizational justice perception and organizational commitment levels of the personnel working in Doğuş Otomotiv in Konya - Turkey. In this context, the

relationship between participants' organizational justice perceptions and organizational commitment was examined by conducting a Pearson correlation analysis. The results are given in the table below.

Table 4: The relationship between participants' perception of organizational justice and organizational commitment

	Distributive justice	Procedural justice	Interactional justice	Organizational justice	Affective commitment	Continuance commitment	Normative commitment	Organizational commitment
Distributive justice	1							
Procedural justice	0.472**	1						
Interactional justice	0.488**	0.685**	1					
Organizational justice	0.712**	0.867**	0.910**	1				
Affective commitment	0.202*	0.229*	0.338**	0.317**	1			
Continuance commitment	0.172	0.436**	0.551**	0.490**	0.415**	1		
Normative commitment	0.354**	0.405**	0.588**	0.551**	0.498**	0.700**	1	
Organizational commitment	0.290**	0.428**	0.590**	0.542**	0.771**	0.850**	0.875**	1

Notes: (i) Pearson Correlation coefficient, (ii) *Correlation is significant at the 0.05 level and ** Correlation is significant at the 0.01 level

As seen in the correlation matrix in Table 5, there is a statistically significant relationship ($p < .05$ and $p < .01$) between participants' organizational justice perception and the levels of Organizational Commitment. In addition, there is a statistically significant ($p < .05$ and $p < .01$) relationship between the three sub-dimensions of Organizational Justice scale

and the three sub-dimensions of Organizational Commitment.

After determining the correlation between participants' perceptions of organizational justice and organizational commitment levels, the causal relationship between organizational justice perception and organizational commitment is analyzed.

$$\text{Organizational commitment} = b_0 + b_1 \text{ organizational justice} + \epsilon$$

The above model was proposed and simple regression analysis was carried out. Here, the classic regression assumptions apply to

the error term ϵ . The results of the regression analysis are shown in Table 5.

Table 5: Simple Regression Analysis Results

Dependent Variable	R ²	ΔR ²	Independent Variable	B	Std. Error	t	F
Organizational commitment	0.294	0.287	Constant	1.533	0.282	5.444*	43.301*
			Organizational justice	0.503	0.076	6.580*	

Note: * $p < .001$

The proposed model was statistically significant ($p < .001$). In the regression analysis, the percentage of the variance explained is indicated by R² and the significance level of regression is explained by F. The results of the regression analysis indicated that the level of organizational commitment may be explained by the participants' perceptions of organizational justice. In this context, the results as it is shown in the table 5 and 6 supported the hypothesis that organizational justice has a positive effect on organizational commitment.

Up until now, the correlation between participants' organizational justice perceptions and organizational commitment levels was determined and the causality relationship between these variables was examined. To further investigate the relationship between organizational commitment and sub-dimensions of organizational justice, the below model was proposed and multiple regression analysis was conducted.

$$\text{Organizational commitment} = b_0 + b_1 \text{ distributive justice} + b_2 \text{ Procedural justice} + b_3 \text{ Interactional justice} + \epsilon$$

Here, the classic regression assumptions apply to the error term ϵ . The results of the regression analysis are shown in Table 6.

Table 6: Results of the Multiple Regression Analysis

Dependent Variable	R ²	ΔR ²	Independent Variable	B	Std. Error	t	F
Organizational commitment	0.349	0.330	Constant	1.557	0.277	5.632*	18.231*
			Distributive justice	-0.005	0.074	-0.062	
			Procedural justice	0.034	0.082	0.411	
			Interactional justice	0.514	0.101	4.943*	

Note: * $p < .001$

The proposed model was statistically significant ($p < .001$). According to the results of the regression analysis, R^2 (percentage of variance explained) and F (significance level of regression model) values indicate that the Organizational Commitment levels of Participants can be explained by the sub-dimensions of Organizational Justice scale. However, the t values calculated for distributive justice and procedural justice dimensions are not statistically significant. This shows that the two dimensions don't have a direct effect on organizational commitment, whereas the interactional justice dimension has a very strong influence. The ΔR^2 value in the simple regression analysis was 0.287 while the ΔR^2 value in the multiple regression analysis was 0.330. It is found out that the increase of ΔR^2 is due to the interactional justice. Therefore, for this sample, it is seen that the organizational justice perception is caused by the interactional justice factor and the other two factors have no influence. As a result, for the sample to improve the participants' perceptions of organizational justice, it is necessary for managers of businesses to put into practice the improvements in the items in distributive justice and procedural justice factors.

3. RESULTS AND DISCUSSION

The results of this study totally agree with the hypotheses designed in terms of the effect of organizational justice on organizational commitment. The study showed that there is statistically significant ($p < .05$ and $p < .01$) associations between the three sub-dimensions of Organizational Justice scale and the three sub-dimensions of Organizational Commitment. That is consistent with the prior research that employees' organizational justice perception that had an impact on organizational commitment (Akanbı and Ofoegbu, 2013; Demirel and Yücel, 2013; Gayipov and Bedük, 2014; Jawad et al., 2012; Omid and Omar, 2015; Raja and Krishnan; İ. Yazıcıoğlu and Topaloğlu, 2009).

Using the simple regression analysis, the result supported the hypothesis that employees' organizational justice perception has a positive effect on the level of organizational commitment. According to the findings of the multiple regression analysis, distributive and procedural justices don't have a direct effect on organizational commitment. It may also be concluded that organizational justice influences the employees' commitment and motivates them to develop a sense of well-being and efficiency at work. The results confirm that perceptions of organizational justice play an important role in the process of committing employees at the workplace. The findings also allow us to emphasize that in the automotive sector, interactional justice is the main dimension of organizational justice that influences employees' commitment directly.

The current research has some limitations that should be enumerated. The most important limitation of the study is that research study was conducted only in one sector and on a few number of employees. Another limitation of this research is that the data has been collected with self-report method that may be subject to self-serving bias. To overcome this, in-depth interview method may be used to complement and deepen the results of this study in the future. Time constraints did not allow the researchers to do interviews in this present study. A confrontation of the observed relationships with a discourse of the employees would be of great importance to deepen our results. It would therefore be interesting to do at the same time a qualitative study, even exploratory, to better understand the influence of employees' perceptions of justice on organizational commitment.

For future study purposes, the research may also be conducted to the employees working at different sectors or in the other geographical regions.

The companies need to ensure that organizational justice is practiced in the business settings and is communicated

throughout the employees by creating confidence and loyalty among them. This will then influence employees'

organizational commitment that results in high job satisfaction and thus, high overall performance.

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