

Volume 25 • Number 4 • October 2025

Cilt 25 • Sayı 4 • Ekim 2025

Contents

Analysing the Relationship Among Poverty, Income Inequality, and Environmental Pollution Based on Kuznets Curve Model: Evidence from Developed Countries

Fuat LEBE, Yusuf Ekrem AKBAŞ 627-640 Article Type: Research Article

Central Bank Digital Currencies: Implications for the Turkish Lira

Muhammet DURDU 641-656 Article Type: Research Article

Overview of Economic Relationships between Türkiye and Turkic Republics

Merve Vural ALLAHAM, Cemal ZEHİR 657-678 Article Type: Research Article

How Does Organizational Justice Affect Job Satisfaction? The Mediating Role of Job Involvement

Ozan BÜYÜKYILMAZ, Cihan KARA 679-698 Article Type: Research Article

Underemployment Experiences Among Youth with Higher Education Graduates: A Qualitative Research Study in Istanbul

Halim BAŞ, Yüstra AK, Merve YOSUNKAYA 699-718 Article Type: Research Article

“(IL)Liberal Peace” As a Solution? Rethinking Pitfalls in Post-Gaddafi Libya’s Sociopolitical Transformation

Hikmet MENGÜASLAN 719-734 Article Type: Research Article

Regulations on Covert Advertising: An Analysis of Advertising Board Decisions in Türkiye

Güldane ZENGİN 735-752 Article Type: Research Article

Time-Varying Beta Estimation: A Comparison of DCC-GARCH and Rolling-Window Methods in Turkish Industry Portfolios

Cihan ÇOBANOĞLU 753-768 Article Type: Research Article

A Bibliometric Study of Organizational Attractiveness Using Voswiver

Esra Sipahi DÖNGÜL, Şerife Uğuz ARSU 769-796 Article Type: Research Article

Understanding Suicide in Türkiye: The Role of Income, Unemployment, Consumer Credit, Cost of Living and Health Expenditure

Gökçen AYDINBAŞ, Merve ÜNLÜOĞLU 797-816 Article Type: Research Article

How Does Organizational Justice Affect Job Satisfaction? The Mediating Role of Job Involvement

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ABSTRACT

The current study aims to explore the mediating role of job involvement in the connection between organizational justice and job satisfaction. Data for this research were collected through questionnaires administered to 202 employees in various roles within a production and wholesale enterprise located in Karabuk province, Turkey. The research hypotheses were examined using hierarchical regression analysis. The results revealed that both distributive and interactional justice dimensions of organizational justice positively influence job satisfaction, whereas the procedural justice dimension lacks significant impact. Furthermore, the study identified that job involvement partially mediates the relationship between distributive and interactional justice and job satisfaction. This investigation illuminates the mediating function of job involvement within the framework of organizational justice. The implications of these findings are expected to guide organizations in fostering an engaged and satisfied workforce, thereby enhancing overall organizational effectiveness and well-being.

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Job Satisfaction, Job Involvement.

JEL Classification Codes: D23, M10

Referencing Style: APA 7

INTRODUCTION

Improving employee job satisfaction and engagement is a pivotal objective for contemporary organizations striving to achieve sustainable success and competitive advantage. Research highlights that contented employees who demonstrate loyalty to their organization tend to achieve higher levels of performance, innovation, and loyalty (Dhir, Dutta, & Ghosh, 2020; Judge, Thoresen, Bono, & Patton, 2001; Schleicher, Watt, & Greguras, 2004; Williams & Anderson, 1991). Consequently, understanding the factors that impact job satisfaction and their underlying mechanisms has gained considerable attention among researchers and practitioners.

In organizations, there exist three primary relationships that significantly affect employees' job satisfaction, namely: (1) the employee-organization relationship, (2) the employee-supervisor relationship, and (3) the employee-coworker relationship (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016, p. 1390). However, previous research has thoroughly investigated multiple individual and organizational factors that influence employee job satisfaction. Factors such as personality traits (Judge, Heller, & Mount, 2002; Sudak & Zehir, 2013), salary

structures (Imamoglu, Keskin, & Erat, 2004; Judge, Piccolo, Podsakoff, Shaw, & Rich, 2010), working conditions (Raziq & Maulabakhsh, 2015), organizational culture (Akkoc, Caliskan, & Turunc, 2012; Belias & Koustelios, 2014), work-family conflict (Ernst Kossek & Ozeki, 1998; Ozdevecioglu & Doruk, 2015), perceived organizational support (Donmez & Topaloglu, 2020; Eisenberger, Cummings, Armeli, & Lynch, 1997), leader-member exchange (Eryilmaz, Dirik, & Gulova, 2017; Janssen & Van Yperen, 2004; Kengatharan, 2020), emotional labor (Kinman, Wray, & Strange, 2011), workaholism (Burke, 2001), and workplace friendships (Nielsen, Jex, & Adams, 2000) have been identified as crucial variables that play a significant role in shaping job satisfaction.

One of the key factors that has been extensively studied in relation to job satisfaction is organizational justice. Organizational justice refers to the perceived fairness in the distribution of rewards, resources, and opportunities within an organization, in the processes by which decisions are made, and in the relationships within the organization (Colquitt, Conlon, Wesson, Porter, & Ng, 2001, p. 425; Moorman, 1991, p. 845; Niehoff & Moorman, 1993, p. 528). Research has shown that employees' perceptions of justice play an important role in shaping

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their attitudes, behaviors, and overall job satisfaction (Lam, Schaubroeck, & Aryee, 2002; McFarlin & Sweeney, 1992; Simons & Roberson, 2003; Tekleab, Takeuchi, & Taylor, 2005).

However, the direct relationship between organizational justice and job satisfaction is not always unequivocal. Numerous studies have shown that a variety of mediating factors may have an impact on this relationship. According to these studies, the complex interactions between organizational justice and job satisfaction are mediated by factors including trust (Aryee, Budhwar, & Chen, 2002; Sokmen, 2020), perceived organizational support (Gillet, Colombat, Michinov, Pronost, & Fouquereau, 2013), identification with the organization (Yuan, Jia, & Zhao, 2016), and the quality of work life (Totawar & Nambudiri, 2014). One of the factors believed to facilitate this interaction can be identified as job involvement. Job involvement is an important employee attitude that represents the extent to which employees are psychologically attached to and immersed in their job roles (Kanungo, 1982, p. 342). A high degree of job involvement suggests a strong identification with one's job and a deep willingness to accomplish one's role's obligations (S. P. Brown, 1996).

Job involvement, when considered as a mediating factor, serves as a link connecting the perceived fairness of organizational procedures to employees' satisfaction with their work. When employees perceive their organizations as fair and just, this perception can catalyze a heightened degree of job involvement, subsequently bolstering their overall job satisfaction. Conversely, when perceptions of organizational justice are low, employees' involvement in their work may be weakened, leading to lower levels of job satisfaction.

Despite the potential significance of comprehending the mediating function of job involvement, there exists a scarcity of research in this domain, necessitating more comprehensive empirical investigation. Therefore, this study endeavors to bridge this gap in the existing literature by investigating the mediating impact of job involvement on the relationship between organizational justice and job satisfaction. In this regard, the study aims to contribute to the growing body of knowledge on the antecedents and determinants of employees' job satisfaction. By shedding light on the mediating role of job involvement within the context of organizational justice, it is anticipated that organizations will be better poised to foster an engaged and contented workforce, thereby advancing overall organizational efficacy and well-being.

ORGANIZATIONAL JUSTICE

Organizational justice, also known as workplace justice or organizational equity, is one of the fundamental concepts in the field of organizational behavior and human resource management. Organizational justice is considered to have a significant impact on the overall functioning and success of an organization as it directly affects employee motivation, satisfaction and commitment (Roch & Shanock, 2006).

Organizational justice refers to an individual's perception of the fairness of the processes used to determine outcomes and the fairness of the treatment he/she receives in those processes and the sum of his/her reactions to them. In other words, whether an organization's processes, decisions, and outcomes are perceived as fair, and how these perceptions affect employees' attitudes, behaviors, and overall well-being (Greenberg, 1987, 1990). Colquitt (2001, p. 386) defines organizational justice as employees' perceptions of fairness in the workplace, shaped by the treatment they receive and the outcomes they experience. According to Niehoff and Moorman (1993, p. 528), it encompasses individuals' overall judgments of the fairness of their treatment at work, including both the fairness of decision outcomes and the fairness of decision-making processes.

Generally, the definitions of organizational justice emphasize its multidimensional nature, encompassing distributive, procedural, and interactional justice. Researchers leverage these conceptualizations to explore the impact of organizational justice on various employee attitudes and behaviors. Therefore, organizational justice encompasses several sub-dimensions that pertain to the allocation of outcomes such as opportunities for promotion or financial rewards (distributive justice), the procedures employed for making allocations (procedural justice), and the quality of interpersonal treatment during these proceedings (interactional justice) (Colquitt, 2001; Greenberg, 1990; Niehoff & Moorman, 1993).

Distributive justice refers to the perceived fairness in the allocation and distribution of rewards, resources, and outcomes within an organization (Colquitt et al., 2001, p. 426; Cropanzano, Goldman, & Benson, 2005, p. 64). Within distributive justice, employees evaluate whether the distribution of wages, promotions, bonuses, benefits, and other tangible rewards is fair. When employees perceive these rewards are distributed fairly, they are more likely to be satisfied and motivated. In contrast, perceptions of inequity can lead to feelings of resentment, reduced motivation, and decreased job satisfaction (Aryee et al., 2002).

Procedural justice centers on the perceived fairness of the processes and procedures employed in decision-making within an organization (Greenberg, 1990, p. 402). In essence, it involves evaluating whether the decision-making processes are characterized by transparency, consistency, impartiality, and reliance on accurate information (Colquitt, 2001, p. 388). When employees perceive that decisions are made through fair procedures, they are more likely to accept and be satisfied with the outcomes, even when those outcomes are not in their favor. Conversely, instances of procedural unfairness can undermine trust in management and negatively influence employee attitudes (Tekleab et al., 2005).

Interactional justice is associated with the quality of interpersonal treatment that employees encounter within the decision-making process. This encompasses the manner in which employees are treated, communicated with, and the degree of respect and dignity they encounter during their engagements with supervisors, colleagues, and the organization holistically (Cropanzano et al., 2005, p. 65). Generally, interactional justice is assessed through the consideration of two factors. The first one is related to the respect and dignity exhibited towards employees; while the second one concerns the adequacy and completeness of the information provided to employees (Bies, 1987).

JOB SATISFACTION

Job satisfaction is one of the most widely studied concepts in organizational behavior. It is considered to be an employee's constructive response to his or her work, resulting from a comparison of actual and expected results (Johns, 1981; Rusbult, Farrell, Rogers, & Mainous, 1988). There are several definitions of this concept. Luthans (1995, p. 171) defines job satisfaction as the extent to which the job fulfills the values that are important to him/her as a result of the employee's evaluation of his/her job. On the other hand, Hackman and Oldham (1975, p. 162) describe the concept as the degree of satisfaction and happiness that an employee feels from his/her job. The most widely accepted definition in the literature characterizes job satisfaction as "a pleasurable or positive emotional state resulting from the evaluation of one's job or work experiences" (Locke, 1976, p. 1304). Thus, the concept of job satisfaction can be succinctly defined as the emotional disposition employees have toward their jobs, which encompasses various facets.

Job satisfaction is generally considered to be a universal concept that encompasses several dimensions (Judge et al., 2001). According to the broadest classification, these

dimensions include pay, rewards, supervision, coworkers, and the job itself (Smith, Kendall, & Hulin, 1969). However, studies have examined these five dimensions in relation to both intrinsic and extrinsic factors (Bektas, 2017; Buyukyilmaz & Akyuz, 2015; Calik, Alkan, & Saprak, 2022; Feleki, Karamanis, & Arnis, 2021; Schleicher et al., 2004). In this study, job satisfaction is treated as a unidimensional construct, measured generally rather than focusing on specific motivational factors or dimensions. This approach allows us to capture the overall emotional disposition of employees toward their jobs, providing a broad perspective on how organizational justice and job involvement influence job satisfaction as a whole.

Organizations place a high value on employee job satisfaction for several reasons. First, from a humanitarian perspective, employees deserve to be treated fairly and respectfully, and job satisfaction somewhat reflects such treatment. In addition, job satisfaction can serve as an indicator of emotional well-being and psychological health (Haccoun & Jeanrie, 1995, p. 168). Second, from a utilitarian perspective, job satisfaction leads employees to engage in behaviors that affect organizational performance and effectiveness. Furthermore, differences in job satisfaction among employees may be an indicator of potential problems within the organization that need to be addressed (Rowden, 2002, p. 412).

It has been shown that job satisfaction is of great importance for both employees and organizations. Various research efforts conducted for this purpose have established that when employees are satisfied with their jobs, their commitment to the organization tends to increase (Aksoy & Taskaya, 2022; Buyukyilmaz, Karakulle, & Karatas, 2018; Cini, 2022). In addition, job performance is improved (Cetin, Arslan, & Buyukyilmaz, 2021; Judge et al., 2001; Wright, Cropanzano, & Bonett, 2007), willingness to engage in organizational citizenship behavior is increased (Buyukyilmaz & Yegin, 2017; Moorman, 1993; Williams & Anderson, 1991), and the tendency to seek alternative employment or leave the profession is reduced (Buyukyilmaz, Vargun, & Uygurturk, 2020; Cekmecelioglu, 2006; Cini, 2022; Kengatharan, 2020).

JOB INVOLVEMENT

Job involvement is an important concept that has been studied extensively in the field of organizational behavior and human resource management for many years. It has received considerable attention as a key determinant of employee satisfaction, productivity, and overall organizational success. In general, job involvement

encompasses the emotional connection, commitment, and enthusiasm that an employee invests in his or her job tasks and organizational goals (S. P. Brown, 1996, p. 236). In essence, it encompasses the emotional, cognitive, and behavioral dimensions of an employee's attachment to his or her job and the organization. It embodies a deep sense of purpose and fulfillment that not only enhances job performance, but also motivates employees to go beyond their core responsibilities (Diefendorff, Brown, Kamin, & Lord, 2002).

There are several definitions of the concept in the literature. Kanungo (1982, p. 342), who emphasizes the distinction of the concept from basic work-related attitudes such as job satisfaction and organizational commitment, defines job involvement as "a psychological state in which an individual experiences a strong sense of identification and emotional attachment to his/her job or job tasks". While job involvement focuses on the degree to which an individual identifies with and feels attached to their job, it is also distinct from work engagement. Work engagement, as defined by Schaufeli, Salanova, González-Romá, and Bakker (2002, p. 73), refers to a broader, more dynamic state of mind characterized by vigor, dedication, and absorption in one's work. Unlike job involvement, which centers on emotional attachment to the job itself, work engagement encompasses a more active, energetic, and enthusiastic connection to work tasks and the work environment. Thus, while both concepts reflect an individual's connection to their work, job involvement emphasizes identification with the job, whereas work engagement emphasizes the active and energetic expression of that connection (Hallberg & Schaufeli, 2006).

Building on these distinctions, the concept of job involvement has been further explored and refined by other scholars, who emphasize its multidimensional nature and its role in shaping employees' psychological connection to their work. Lawler and Hall (1970, p. 306) define job involvement as "the psychological state of being actively and emotionally involved in one's job duties and experiencing a deep sense of belonging and commitment to one's job". In the study conducted by Lodahl and Kejnar (1965, p. 25), which presents one of the definitions of job involvement frequently referenced, the concept refers to the degree of an individual's psychological alignment with their job, the significance of perceived performance levels in relation to their self-esteem, and the centrality of their job to their self-concept. Derived from the previously mentioned definitions, the notion of job involvement can be expansively

characterized as a psychological condition that indicates the extent to which an employee associates themselves with their job, experiences a feeling of connection to their role, forms an attachment to their responsibilities, and demonstrates dedication.

In the realm of research, it has been established that an employee's level of job involvement can be influenced by a range of factors. Within this context, the most significant elements among the precursors of job involvement include job meaningfulness, autonomy in decision-making, chances for skill enhancement, a supportive work environment, perceived fair processes, and alignment of personal values with organizational objectives (S. P. Brown, 1996; Lambert & Paoline III, 2012).

Furthermore, research indicates that elevated levels of job involvement are connected with favorable results for both employees and organizations. Engaged and involved employees generally demonstrate increased job satisfaction (Paoline & Lambert, 2011; Zopiatis, Constanti, & Theocharous, 2014), organizational commitment (Zopiatis et al., 2014), enhanced performance (Diefendorff et al., 2002), decreased job stress (Paoline & Lambert, 2011), and reduced turnover intention (Zopiatis et al., 2014). Orpen (1997, pp. 519-520) states that job involvement shares a robust association with intrinsic motivation, as employees who harbor a profound link with their work are more prone to derive gratification and contentment from their job responsibilities. Moreover, job involvement is directly related to psychological well-being and overall job satisfaction (Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016).

Overall, job involvement constitutes a crucial aspect of employee well-being and organizational effectiveness. Organizations that prioritize the enhancement of job involvement among their employees are likely to harvest the advantages of a motivated, committed, and engaged workforce.

HYPOTHESIS DEVELOPMENT

Organizational justice is closely linked to the degree to which an organization treats its employees fairly in decisions pertaining to the distribution and allocation of resources (Colquitt, 2001; Niehoff & Moorman, 1993). In this context, it significantly influences employees' attitudes toward their work. Job satisfaction stands out as one of the primary work-related attitudes that is believed to be directly impacted by the perceived level of justice within the organization. Job satisfaction is defined as an individual's overall positive or negative emotional

evaluation of their job and the experiences related to it (Luthans, 1995). It reflects the extent to which employees find their jobs fulfilling, rewarding, and aligned with their needs and expectations (Locke, 1976).

Studies have consistently demonstrated a positive relationship between organizational justice and job satisfaction (Altintas, 2017; Gori, Topino, Palazzeschi, & Di Fabio, 2020; Lam et al., 2002; Pehlivan Kurnaz & Oruc, 2019; Sokmen, 2020; Totawar & Nambudiri, 2014; Yuan et al., 2016). Therefore, when employees perceive the organization's operations as fair, it enhances job satisfaction, whereas perceptions of injustice diminish job satisfaction. Greenberg (1990) asserts that employee satisfaction is a fundamental necessity for the effective functioning of an organization and is influenced by equitable practices within the organization.

The relationship between organizational justice and job satisfaction can be explored within various theoretical frameworks. One of the theories that provides the most comprehensive explanation of this relationship is the "equity theory" developed by Adams (1965). Equity theory posits that individuals assess their inputs (effort, skill, time) and outputs (wages, recognition, benefits) in comparison to those of their colleagues in their workplace. When individuals perceive an equitable balance between their inputs and outcomes relative to their peers, they experience a sense of fairness and are more likely to find satisfaction in their jobs.

Another theory that can elucidate the relationship between organizational justice and job satisfaction is the 'Social Exchange Theory' (Blau, 1964; Homans, 1958). Social Exchange Theory posits that individuals engage in reciprocal relationships that they perceive as advantageous and believe they can gain from. Within this framework, organizational justice plays a crucial role in fostering a positive social exchange where employees feel valued and respected. This, in turn, leads to heightened job satisfaction and a greater willingness to invest more in their work.

However, it can be argued that the three dimensions of organizational justice (distributive, procedural, and interactional justice) each have an independent influence on job satisfaction.

In terms of distributive justice, employees are more likely to derive job satisfaction when they perceive that outcomes are distributed equitably based on their contributions. This perception fosters a sense of fairness and encourages employees to continue putting in effort

because they believe they will receive appropriate rewards.

Within the realm of procedural justice, employees seek transparency, consistency, and impartiality in decision-making processes. When employees have a voice, are treated with respect, and perceive that they have a fair opportunity to provide input, they are more inclined to embrace and support organizational decisions. This, in turn, nurtures trust and confidence in the organization, contributing to higher job satisfaction.

Regarding interactional justice, employees anticipate being treated with dignity, respect, and consideration by their supervisors and colleagues. When employees perceive that they are treated courteously, respectfully, and honestly, they are more likely to feel valued and respected, resulting in elevated levels of job satisfaction. In light of these findings, the following hypotheses has been formulated;

H1: Organizational justice has a positive and significant impact on job satisfaction.

H1a: Distributive justice has a positive and significant impact on job satisfaction.

H1b: Procedural justice has a positive and significant impact on job satisfaction.

H1c: Interactional justice perception has a positive and significant impact on job satisfaction.

As previously mentioned, employees' perception of justice within an organization can have a positive impact on various attitudes and behaviors. One such outcome of organizational justice is job involvement, which reflects the extent to which employees are committed, dedicated, and engaged in their job roles and responsibilities (Kanungo, 1982).

Organizational justice encompasses employees' perceptions of fairness within the work environment. It is widely held that employees anticipate fair and equitable treatment from their organization. When employees perceive that they are treated fairly in terms of rewards, decision-making processes, and interpersonal interactions, they are more likely to develop a strong commitment and dedication to their jobs. In this regard, van Knippenberg (2000) asserts that when employees perceive positive organizational justice within their organizations, they may internalize the goals and values of their organizations as their own, thereby motivating them to become more engaged in their work. According to Wildermuth and Pauken

(2008), employees' job involvement is influenced by a multitude of personal, occupational, and organizational factors, with organizational justice being one of the most pivotal organizational factors influencing employees' perceptions of job involvement.

In this context, research studies have consistently demonstrated that employees who perceive higher levels of organizational justice tend to exhibit greater job involvement. Saks (2006)0268-3946(Print identified distributive and procedural justice as significant antecedents of employees' job involvement, a finding corroborated by Sharma and Sharma (2021). Malhotra, Sahadev, and Sharom (2022) reported a significant relationship between the dimensions of organizational justice, including distributive, procedural, and interactional justice, and job involvement. Furthermore, in their study involving 174 participants from the Saudi Arabian Postal Authority, Al Naggar and Saad (2019) found that all three dimensions of organizational justice were important factors explaining variations in job involvement. Similarly, the research conducted by Turhan, Erol, Demirkol, and Ozdemir (2019) demonstrated that teachers' perceptions of organizational justice significantly predicted their interest and involvement in their work. In light of these findings, the following hypotheses has been formulated;

H2: Organizational justice has a positive and significant impact on job involvement.

H2a: Distributive justice has a positive and significant impact on job involvement.

H2b: Procedural justice has a positive and significant impact on job involvement.

H2c: Interactional justice perception has a positive and significant impact on job involvement.

Job involvement and job satisfaction are crucial factors that contribute to organizational and individual effectiveness and development. Consequently, extensive research has been conducted to comprehend the nature of the relationship between employees' job involvement and job satisfaction. According to Lawler and Hall (1970), one of the foundational studies in this area, job involvement, as an intrinsic motivator, drives individuals to perform better and leads them to perceive their jobs as more central, valuable, and satisfying. Various empirical studies have also indicated that employees with high levels of job involvement tend to develop a greater sense of responsibility and identification with their roles, resulting in elevated levels of job satisfaction (Paoline & Lambert, 2011; Zopiatis et al., 2014).

Hence, employees' perception of job involvement stands as a significant precursor to heightened job satisfaction. When employees exhibit a high level of involvement in their job, it generally signifies that they perceive their job as meaningful and purposeful. In such cases, employees believe that their contributions are meaningful and have a direct impact on the organization's objectives. This sense of purpose and significance, in turn, leads employees to find intrinsic value in their job, transcending mere material compensation, and subsequently, experience greater job satisfaction (Lodahl & Kejnar, 1965; Orpen, 1997). In light of these findings, the following hypothesis has been formulated;

H3: Job involvement has a positive and significant impact on job satisfaction.

Organizational justice stands as a significant factor influencing job satisfaction. In this context, numerous researchers have explored the relationship between organizational justice and job satisfaction and have affirmed that greater perceived justice within an organization corresponds to higher levels of job satisfaction (Altintas, 2017; Gori et al., 2020; Lam et al., 2002; Sokmen, 2020; Totawar & Nambudiri, 2014; Yuan et al., 2016). However, the impact of organizational justice on job satisfaction is not a fixed condition. In the scope of various studies, it has been established that variables such as organizational trust (Aryee et al., 2002; Sokmen, 2020), organizational support (Gillet et al., 2013), identification with the organization (Yuan et al., 2016), and quality of work life (Totawar & Nambudiri, 2014) mediate the relationship between organizational justice and job satisfaction. In addition to these variables, job involvement can be considered a crucial factor that reflects the significance of employees' connections with their jobs and influences the mechanism through which organizational justice impacts job satisfaction.

For this reason, this study posits that job involvement serves as a mediating mechanism that transforms the effects of organizational justice into job satisfaction. This proposition is grounded in social exchange theory (Blau, 1964; Homans, 1958). According to this theory, individuals engage in social relationships, including their work life, based on the principle of reciprocity. In other words, individuals expect their contributions and efforts to be reciprocated with fair treatment and rewards, leading them to invest more in the relationship. Thus, human relationships are formed through a subjective assessment of costs and benefits and an evaluation of alternative options, with individuals who incur obligations in the context of the relationship responding positively.

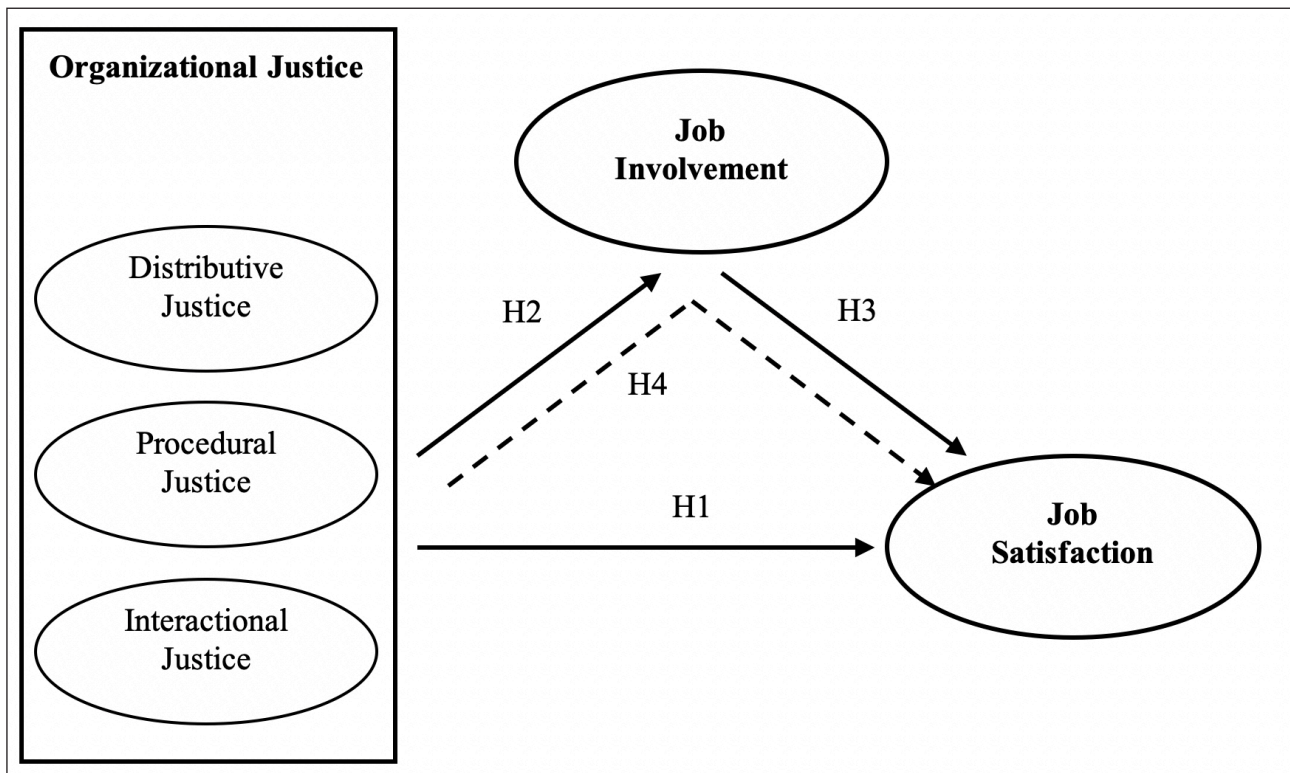


Figure 1: Research model

Social exchange theory elucidates the mediating role of job involvement in the impact of organizational justice on job satisfaction by emphasizing the reciprocal nature of the employee-organization relationship. When employees perceive organizational justice, it initiates a series of psychological and emotional responses that lead to increased job involvement. This heightened involvement, characterized by a high level of engagement, motivation, and a sense of commitment to one's tasks, subsequently contributes to greater job satisfaction. In other words, when employees perceive high levels of organizational justice, they respond with heightened job involvement due to the elevated levels of trust, respect, and reciprocity they receive from the organization, which in turn fosters a stronger sense of satisfaction and contentment with their job roles. In light of these findings, the following hypotheses have been formulated;

H4: Job involvement has a mediating role in the impact of organizational justice on job satisfaction.

H4a: Job involvement has a mediating role in the impact of distributive justice on job satisfaction.

H4b: Job involvement has a mediating role in the impact of procedural justice on job satisfaction.

H4c: Job involvement has a mediating role in the impact of interactional justice on job satisfaction.

METHODOLOGY

Sample and Procedure

The study's population comprises employees occupying various positions within a production and wholesale enterprise located in Karabuk province, Turkey. Information about the population was sourced from the enterprise's human resources department, which indicated that a total of 234 individuals were employed within the organization. Due to the relatively small population size, data collection was accomplished through a census method, without employing any sampling procedures. In this context, questionnaire forms were personally distributed to all employees, resulting in 211 completed questionnaires being returned. During the data entry phase, it was identified that 9 individuals had incompletely or incorrectly filled out the forms. Consequently, the final sample consisted of 202 individuals, and all subsequent analyses were conducted on this sample.

The tabulated data in Table 1 illustrates how the research participants are distributed concerning their gender, age, marital status, educational background, and tenure within the organization.

Drawing conclusions from the data in Table 1, it becomes apparent that most of the participants are male (85.6%), belong to the age bracket of 26-37 (76.3%), and are in a

Table 1: Demographic Characteristics of Participants

Variable	Category	N	%
Gender	Female	29	14.4
	Male	173	85.6
Age	25 and under	10	5.0
	26-31	69	34.2
	32-37	85	42.1
	38-43	33	16.2
	44 and over	5	2.5
Marital Status	Single	36	17.8
	Married	166	82.2
Educational Background	High school or below	172	85.1
	Graduate degree	29	14.4
	Post-graduate degree	1	0.5
Tenure	1 year or less	30	14.9
	2-5 years	64	31.7
	6-10 years	99	49.0
	11 years or over	9	4.4

married status (82.2%). Additionally, a notable portion of the participants holds educational qualifications high school or below level (85.1%). Concerning their length of service within the organization, the data reveals that a significant majority of the participants have been employed by the organization for a period ranging from 2 to 10 years (80.7%).

The research data were collected using a paper-and-pencil questionnaire technique, involving face-to-face participation of the research participants. The questionnaire was divided into two sections. The first part consisted of questions aimed at determining the demographic characteristics of the employees. In the second part, scales measuring the level of organizational justice, job involvement, and job satisfaction among employees were included. A rating scale ranging from 1=Strongly Disagree to 5=Strongly Agree was employed for these scales.

Regarding the questionnaire used in this research, ethical approval was granted by the Karabuk University Social and Human Sciences Research Ethics Committee (Date: 26.09.2023, Decision No: 2023/06-17).

As part of the analyses, the first step involved testing the validity and reliability of the measured variables. The construct validity of the organizational justice scale, job involvement scale, and job satisfaction scale was examined through confirmatory factor analysis.

Confirmatory factor analysis is employed to assess whether the scales, previously identified and combined into fewer factors, exhibit similarity within the sample under investigation (Anderson & Gerbing, 1988, p. 412; Byrne, 2016, p. 6). In this context, a confirmatory factor analysis that included all variables used in the study was conducted.

Following the validity analyses, the reliability of all scales was assessed. Within the framework of reliability analysis, Cronbach's Alpha (α) statistic was utilized to ascertain the internal consistency of the scales. The hypotheses to be tested in the study were then subjected to hierarchical regression analysis.

Measures

The scale developed by Niehoff and Moorman (1993) was employed to assess employees' perceptions of organizational justice. The organizational justice scale comprises three dimensions and a total of 20 statements: 5 statements pertain to distributive justice, 6 statements relate to procedural justice, and 9 statements address interactional justice. The Turkish version of this scale was obtained from a study conducted by Buyukyilmaz and Tuncbiz (2016) and incorporated into the questionnaire. Representative items from each of the dimensions include: for distributive justice "I feel that my job responsibilities are fair", for procedural justice "All job decisions are applied consistently across all affected

employees” and for interactional justice “The general manager offers adequate justification for decisions made about my job”. Notably, there were no reverse-coded statements in this scale.

To gauge the extent of employees’ job involvement, the scale developed by Kanungo (1982) was utilized. The Turkish version of this scale was adapted from a study conducted by Buyukyilmaz and Bicer (2018). The job involvement scale is unidimensional and comprises 10 statements. Sample items from the scale include “I am very much involved personally in my job” and “Usually I feel detached from my job (Reverse Coded)”. Within this scale, two statements were negatively phrased and subsequently reverse coded for analysis.

In the assessment of employees’ job satisfaction, the scale created by Rusbult et al. (1988) was employed. The job satisfaction scale consists of one dimension and incorporates five statements. The Turkish version of this scale was adapted from research conducted by Basaran, Buyukyilmaz, and Cevik (2011) and integrated into the questionnaire. Representative items for the scale include “I would recommend my work to someone else” and “I think I am doing my dream job”. Notably, there were no reverse-coded statements within this scale.

FINDINGS

In the context of the findings, the outcomes of the validity and reliability analysis are initially presented. This is followed by the provision of descriptive statistics, and ultimately, the disclosure of the results of the hypothesis tests.

Validity and Reliability Analysis

Before conducting hypothesis testing, the study assessed the construct validity of the scales employed through confirmatory factor analysis (measurement model). Following this analysis, it became evident that three statements in the job involvement scale and one

statement in the organizational justice scale had adverse effects on the factor structure and the goodness-of-fit statistics. Subsequently, four statements were removed from the analysis, and the analysis was re-executed.

Within the context of confirmatory factor analysis, the model fit was evaluated using various indices, including the chi-square fit test (χ^2/df), goodness of fit index (GFI), normed fit index (NFI), Tucker-Lewis index (TLI), comparative fit index (CFI), and root mean square error of approximation (RMSEA). An acceptable fit is indicated by a χ^2/df value below 5, a GFI value above 0.850, and NFI, TLI, CFI values exceeding 0.900, alongside an RMSEA value below 0.080 (T. A. Brown, 2015, pp. 70-75; Byrne, 2016, pp. 90-102; Hair, Black, Babin, & Anderson, 2019, pp. 636-639; Kline, 2023, pp. 163-170).

This study adopted a five-variable model (distributive justice, procedural justice, interactional justice, job satisfaction, and job involvement). Accordingly, confirmatory factor analysis was conducted with five factors. Furthermore, the five-factor measurement model was compared against alternative models consisting of one, two, three, and four factors. The goodness-of-fit values resulting from the confirmatory factor analyses are presented in Table 2.

Upon scrutinizing the goodness-of-fit values presented in Table 2, it becomes apparent that the five-factor model generally demonstrates a robust fit ($\chi^2/sd=1.524$, RMSEA=0.051, GFI=0.853, NFI=0.855, TLI=0.932, CFI=0.940). Consequently, it can be affirmed that the relationships within the measurement model align well with the sample data, meeting the goodness-of-fit criteria. Furthermore, when comparing the validated five-factor measurement model to alternative models, it was ascertained that the five-factor model exhibited the most favorable fit.

Following the confirmatory factor analysis, Table 3 presents standardized values, standard errors, and

Table 2: Comparison of Measurement Models

Model	χ^2 (df)	$\Delta\chi^2$ (Δdf)	χ^2/df	RMSEA	GFI	NFI	TLI	CFI
Five-Factor	627.691 (412)	-	1.524	0.051	0.853	0.855	0.932	0.940
Four-Factor	747.716 (416)	120.025 (4)	1.797	0.063	0.803	0.815	0.896	0.907
Three-Factor	867.562 (419)	239.871 (7)	2.071	0.073	0.773	0.785	0.861	0.874
Two-Factor	960.939 (421)	333.248 (9)	2.283	0.080	0.746	0.762	0.833	0.849
One-Factor	1189.122 (422)	561.431 (10)	2.818	0.095	0.675	0.706	0.763	0.785

Table 3: Findings of Confirmatory Factor Analysis

Items	Standardized Values	Standard Errors	t-values
Distributive Justice			
DISJUST1	0.564	-	-
DISJUST2	0.661	0.169	6.740
DISJUST3	0.685	0.177	6.978
DISJUST4	0.718	0.171	6.583
DISJUST5	0.622	0.166	6.475
Procedural Justice			
PROJUST1	0.543	-	-
PROJUST2	0.734	0.184	7.444
PROJUST3	0.800	0.185	7.783
PROJUST4	0.855	0.198	7.477
PROJUST5	0.750	0.167	7.530
PROJUST6	0.587	0.146	6.453
Interactional Justice			
INTJUST1	0.812	-	-
INTJUST2	0.882	0.055	19.750
INTJUST3	0.858	0.072	14.506
INTJUST4	0.885	0.067	15.220
INTJUST5	0.831	0.077	13.874
INTJUST6	0.784	0.077	12.763
INTJUST7	0.797	0.073	13.050
INTJUST9	0.814	0.074	13.464
Job Involvement			
JOBINV3	0.565	-	-
JOBINV4	0.694	0.185	7.061
JOBINV5	0.744	0.177	7.383
JOBINV6	0.779	0.185	7.552
JOBINV7	0.499	0.156	5.756
JOBINV9	0.491	0.150	5.056
JOBINV10	0.491	0.159	5.620
Job Satisfaction			
JOBSAT1	0.721	-	-
JOBSAT2	0.788	0.113	10.070
JOBSAT3	0.504	0.094	7.375
JOBSAT4	0.702	0.097	9.082
JOBSAT5	0.731	0.102	9.437

Table 4: Cronbach's Alpha Values

Scale / Sub-Dimension	Number of Items	α
Organizational Justice	19	0.942
Distributive Justice	5	0.766
Procedural Justice	6	0.852
Interactional Justice	8	0.930
Job Involvement	7	0.784
Job Satisfaction	5	0.824

t-values for the organizational justice, job involvement, and job satisfaction scales.

Regarding the findings from the confirmatory factor analysis, it was observed that factor loadings for the organizational justice scale ranged from 0.543 to 0.885, while those for the job involvement scale fell between 0.491 and 0.779, and for the job satisfaction scale, they spanned from 0.504 to 0.788. Furthermore, the analysis indicated that the lowest t-value was 5.056, affirming the

established by Nunnally and Bernstein (1994, p. 265). These results provide confirmation that the organizational justice, job involvement, and job satisfaction scales utilized in this study are indeed valid and dependable instruments.

DESCRIPTIVE STATISTICS

Within the realm of descriptive statistics, the means, standard deviations, and correlation values of the variables employed in the study are examined. The findings are detailed in Table 5.

Table 5: Means, Standard Deviations, and Correlation

Variables	Mean	St.Dev.	1	2	3	4	5	6
1 Distributive Justice	2.849	0.875	-					
2 Procedural Justice	2.841	0.929	0.599**	-				
3 Interactional Justice	3.001	1.034	0.533**	0.706**	-			
4 Organizational Justice	2.911	0.850	0.750**	0.921**	0.935**	-		
5 Job Involvement	2.997	0.810	0.505**	0.455**	0.443**	0.521**	-	
6 Job Satisfaction	2.719	0.922	0.570**	0.526**	0.535**	0.540**	0.610**	-

N=202, *p < 0.05, **p<0.01

significance of the factor loadings at the 0.01 significance level. Consequently, the organizational justice scale was confirmed to have a three-factor structure (comprising distributive justice with 5 statements, procedural justice with 6 statements, and interactional justice with 8 statements), the job involvement scale maintained a one-factor structure (comprising 7 statements), and the job satisfaction scale retained a one-factor structure (comprising 5 statements).

Following the validity assessments, reliability evaluations were conducted by calculating Cronbach's Alpha (α) statistics for both the scales and their sub-dimensions. The obtained reliability values are outlined in Table 4.

As shown in Table 4, the reliability values achieved for both the scales and their respective sub-dimensions exceed the 0.70 threshold, in line with the criteria

After analyzing the averages displayed in Table 5, it's clear that employees tend to perceive higher levels of interactional justice in contrast to distributive and procedural justice. Conversely, the study reveals that employees' perceptions of job satisfaction are relatively lower when compared to their perceptions of job involvement and organizational justice. Additionally, it's evident that there exist significant correlations among all the variables examined in the study ($p < 0.01$). As a result, it can be anticipated meaningful effects between these variables.

Hypotheses Testing

The study's hypotheses were examined using a hierarchical regression analysis, wherein gender, age, marital status, educational background, and tenure were introduced as control variables within the analysis. The findings of the hierarchical regression analysis are outlined in Table 6.

Table 6: Findings of Hierarchical Regression Analysis

	Job Involvement	Job Satisfaction	
	Stage 1	Stage 2	Stage 3
	β	β	β
Control Variables			
Gender	0.018	-0.091	-0.096
Age	0.116	0.120	0.089
Education	0.044	0.046	0.035
Marital Status	-0.003	0.054	0.054
Tenure	-0.003	-0.035	-0.034
Independent Variables			
Distributive Justice	0.347**	0.379**	0.287**
Procedural Justice	0.131	0.099	0.065
Interactional Justice	0.230*	0.229*	0.195*
Mediator Variable			
Job Involvement			0,265**
R²	0.319	0.426	0.473
Adjusted R²	0.291	0.402	0.449
F Value	11.295**	17.869**	17.431

N=202, *p < 0.05, **p<0.01

The initial hypothesis in this study examines how distributive, procedural, and interactional justice influence job satisfaction. After analyzing the results (Stage 2), it's evident that distributive justice (H1a: $\beta=0.379, p<0.01$) and interactional justice (H1c: $\beta=0.229, p<0.05$) have a significant and positive impact on job satisfaction. However, there's no statistically significant effect of procedural justice on job satisfaction (H1b: $\beta=0.099, p>0.05$). As a result, hypotheses H1a and H1c are supported, while hypothesis H1b is not.

The second hypothesis in this study explores the influence of organizational justice dimensions on job involvement. The analysis results (Stage 1) indicate that distributive justice (H2a: $\beta=0.347, p<0.01$) and interactional justice (H2c: $\beta=0.230, p<0.05$) significantly and positively impact job involvement. However, the effect of procedural justice on job involvement is not statistically significant (H2b: $\beta=0.131, p>0.05$). In line with the findings from the first hypothesis, hypotheses H2a and H2c are accepted, while hypothesis H2b is rejected.

The third hypothesis of this study investigates whether job involvement affects job satisfaction. Based on the findings (Stage 3), it is established that job involvement

perceived by employees positively and significantly influences job satisfaction (H3: $\beta=0.265, p<0.01$). Therefore, hypothesis H3 is confirmed.

Table 6- Findings of Hierarchical Regression Analysis

The fourth hypothesis of the study aims to determine whether there is a mediating effect of job involvement on the influence of the three dimensions of organizational justice on job satisfaction. To evaluate the presence of this mediation effect, the three-stage regression process proposed by Baron and Kenny (1986) was utilized. Baron and Kenny (1986, p. 1176) outline three conditions that must be met for a mediation effect to exist:

1st condition: The independent variable (organizational justice dimensions) should significantly impact the mediating variable (job involvement).

2nd condition: The independent variable (organizational justice dimensions) should significantly affect the dependent variable (job satisfaction).

3rd condition: When the mediating variable is introduced into the model in the third stage, the effect of the independent variable on the dependent variable should decrease or become insignificant,

while the mediating variable should significantly influence the independent variable.

In the framework of the third condition, when the impact of the independent variable on the dependent variable becomes statistically insignificant, it indicates a situation where a full mediation effect is likely at play. Conversely, if the influence decreases but remains statistically significant, it suggests the presence of a partial mediation effect (Baron & Kenny, 1986, p. 1177).

From the analysis outcomes, the impacts of distributive justice ($\beta=0.347, p<0.01$) and interactional justice ($\beta=0.230, p<0.05$) on job involvement and distributive justice ($\beta=0.379, p<0.01$) and interactional justice ($\beta=0.229, p<0.05$) on job satisfaction exhibit statistical significance. This indicates the fulfillment of the first and second conditions for these two aspects of organizational justice. Conversely, the effect of procedural justice on both job involvement ($\beta=0.131, p>0.05$) and job satisfaction ($\beta=0.099, p>0.05$) is considered insignificant. Consequently, the analysis results fail to meet the initial two conditions for procedural justice. In light of this discovery, hypothesis H4b is rejected.

To fulfill the third condition required to establish the presence of a mediating effect of job involvement on the relationship between distributive and interactional justice, and job satisfaction, the mediating role of job involvement was incorporated in the model during the third stage of regression analyses. To assess the significance of the mediation effect, the Sobel test was employed (Sobel, 1982).

Upon the inclusion of the mediating factor of job involvement in the model during the third stage, it was observed that the impacts of distributive justice ($\beta=0.379 \rightarrow 0.287$) and interactional justice ($\beta=0.229 \rightarrow 0.195$) on job satisfaction decreased. The Sobel test also indicated that the mediation effect was statistically meaningful. Consequently, the impacts of distributive justice ($Z=3.115, p<0.01$) and interactional justice ($Z=2.220, p<0.01$) on job satisfaction are partially channeled through job involvement. Based on these findings, hypotheses H4a and H4c are partially supported.

DISCUSSION

This research endeavors to provide a distinctive perspective on how organizational justice influences job satisfaction by exploring the relationships between organizational justice, job satisfaction, and job involvement within the framework of equity theory and social exchange theory. Within this context, the study

reveals the significance of organizational justice as a key determinant of job satisfaction. It highlights the potential enhancement of job satisfaction studies through a more pronounced focus on the interplay between job satisfaction and organizational justice. Furthermore, this study contributes to the existing literature by addressing the mediating role of job involvement in the relationship between various dimensions of organizational justice and job satisfaction.

The study's findings indicate that distributive justice and interactional justice have a significantly positive impact on job satisfaction, while procedural justice does not exhibit a significant effect. Consequently, employees' job satisfaction is primarily influenced by the fairness in the allocation of outcomes, such as opportunities for promotions and financial rewards, as well as the quality of interpersonal interactions experienced during decision-making processes. Although the procedures governing organizational decisions and activities are typically regarded as important, the perceived fairness in these processes was not identified by participants as a direct factor influencing job satisfaction. This finding diverges from certain analogous studies in the literature. Some of these studies assert that procedural justice is a critical determinant of job satisfaction, with an even stronger influence compared to other dimensions of organizational justice (Gillet et al., 2013; Gori et al., 2020; Pehlivan Kurnaz & Oruc, 2019).

The insignificance of procedural justice in this context may be attributed to several factors. First, cultural values could play a role. In some cultures, employees may place greater emphasis on tangible outcomes (distributive justice) and interpersonal treatment (interactional justice) rather than the formal processes used to achieve those outcomes. For instance, in cultures like Turkish Culture, with high power distance or collectivist tendencies, employees may prioritize the fairness of outcomes and the respect they receive from supervisors over the fairness of procedures (Hofstede, 2000; Lam et al., 2002). Second, organizational values and practices may also explain this finding. If the organization is more task-oriented and results-driven, employees might focus less on procedural fairness and more on whether they achieve desired outcomes. Conversely, in process-oriented organizations, procedural justice might hold greater significance. Finally, the nature of the tasks themselves could influence perceptions of procedural justice. In highly structured or routine tasks, employees may perceive procedural fairness as less relevant compared to roles requiring creativity or autonomy, where processes are more critical to their work experience.

However, in alignment with the current research findings, there are also studies that suggest distributive justice and/or interactional justice hold a more substantial sway over job satisfaction (Lam et al., 2002; Tekleab et al., 2005). In this context, McFarlin and Sweeney (1992) and Simons and Roberson (2003) observed that distributive and interactional justice serve as more influential predictors of individual outcomes, such as satisfaction with pay and job satisfaction, whereas procedural justice primarily predicts organizational outcomes, such as organizational commitment and a sense of belonging to the organization.

Within the realm of the research findings, it has been established that job involvement plays a partial mediating role in the favorable impact of distributive justice and interactional justice on job satisfaction. The findings indicate that employees' perception of fairness in the allocation of rewards, resources, and outcomes, coupled with their sense of being valued and respected by their managers, fosters a robust sense of connection and dedication to their job responsibilities. Consequently, this heightened involvement translates into an elevated sense of job satisfaction. Thus, employees' interpretation of the organization's distributive and relational processes as unbiased and just instigates a heightened level of job involvement, ultimately leading to increased contentment with their roles. Conversely, a diminished perception of justice diminishes employees' involvement in their duties, consequently dampening their job satisfaction. In existing literature, limited research delves into the variables postulated to mediate the correlation between organizational justice and job satisfaction (Aryee et al., 2002; Sokmen, 2020; Totawar & Nambudiri, 2014; Yuan et al., 2016), and notably absent is any exploration of job involvement's mediating impact. Therefore, this study is important due to its contribution to the existing literature.

The partial mediation role of job involvement suggests that both organizational justice and job involvement are vital for employees to experience satisfaction. While organizational justice (distributive and interactional) directly influences job satisfaction, it also operates indirectly by enhancing employees' psychological attachment to their work. This dual pathway underscores the importance of fostering fair practices and interpersonal treatment in the workplace, as they not only directly improve satisfaction but also strengthen employees' engagement with their tasks, further amplifying their contentment. In other words, organizational justice creates the conditions for employees to feel valued and

motivated, while job involvement channels these feelings into a deeper commitment to their roles, collectively driving job satisfaction.

PRACTICAL IMPLICATIONS

The findings of this study provide valuable insights to assist managers in comprehending how to enhance job satisfaction by bolstering employee involvement through improved decision-making regarding outcomes and procedures. The research findings underscore the significance of both equitable procedure distribution and equitable interpersonal interactions in augmenting job satisfaction. Consequently, these findings aid managers in appreciating how equitable decisions in practices like reward systems and performance evaluations can contribute to effective workforce management.

Although procedural justice did not exhibit a significant impact on job satisfaction or involvement in this study, it is noteworthy that respondents reported similar mean scores for procedural justice and distributive justice. This suggests that employees perceive procedural fairness as equally important in their work environment, even if it does not directly translate into higher satisfaction or involvement in this context. Therefore, managers should not overlook the role of procedural justice, as it may still contribute to a broader sense of organizational fairness and legitimacy. Ensuring transparent, consistent, and participatory decision-making processes can help maintain employees' trust in the organization, which may indirectly support their satisfaction and involvement over time.

Hence, the research findings offer significant practical implications for managers. In order to foster a positive perception of distributive and interactional justice, managers should administer rules impartially and consistently to all employees while recognizing and rewarding performance and merit without any personal bias. This is crucial because the perception of injustice can result in reduced job involvement, thereby diminishing satisfaction with the job tasks and potentially eliciting negative reactions towards the organization.

This study makes significant contributions to the literature on organizational justice and job satisfaction in several ways. Firstly, the study demonstrates that investigating the mediation mechanism within this relationship provides a more nuanced understanding of how organizational justice influences job satisfaction compared to direct studies. In this context, the study furnishes evidence indicating that organizational justice

can impact job satisfaction through various and distinct pathways, notably via job involvement. Consequently, it becomes evident that there is no single definitive answer to the question of how organizational justice affects job satisfaction; rather, it necessitates examination within diverse relational contexts.

Secondly, this study enriches the job satisfaction literature by underscored the significance of organizational justice and job involvement as often overlooked variables in research. Many studies predominantly concentrate on determinants of job satisfaction such as working conditions, organizational culture, work-family conflict, workaholism, workplace friendships, and organizational support (Akkoc et al., 2012; Belias & Koustelios, 2014; Burke, 2001; Eisenberger et al., 1997; Ernst Kossek & Ozeki, 1998; Nielsen et al., 2000; Ozdevecioglu & Doruk, 2015; Raziq & Maulabakhsh, 2015). Nevertheless, the findings of this study clearly emphasize that when examining justice and job satisfaction within the organizational context, researchers should also thoroughly investigate employees' job involvement and related variables.

CONCLUSION, LIMITATIONS AND FUTURE RESEARCH

In addition to its significant contributions, it can be stated that the study has several limitations. Firstly, due to time and budget constraints, the sample used in the research analysis is restricted to a specific group of employees within a production and wholesale enterprise operating solely in Karabuk province, Turkey. Consequently, the findings may not be generalizable to employees in other organizations or regions. Secondly, the research design employed cross-sectional data, collected at a single point in time. This restricts our ability to draw definitive conclusions regarding the causal relationships between variables.

This study was conducted with employees of a private enterprise, where management practices are predominantly focused on employee job performance. However, human resource management systems in public or other not-for-profit organizations may diverge from those in the private sector. Consequently, individual performance may hold less significance in such organizations. Therefore, further research is required to generalize the findings of this study to public and/or not-for-profit organizations. Furthermore, it is recommended that additional research addressing similar issues should be conducted in different regions and within private sector organizations.

Another suggestion for future research is to assess whether the findings remain valid with a larger sample size. Future researchers can enhance the validity of the current study by replicating the results obtained here using different samples and methodologies. Additionally, future research should explore the impacts of organizational justice on various organizational outcomes, such as organizational commitment and turnover intention. It is also advisable for future research to consider adopting an experimental or longitudinal approach.

In conclusion, the findings of this study represent a promising step towards a more comprehensive understanding of the relationship between organizational justice and job satisfaction. The research suggests that employees' perceptions of justice within organizational processes and their involvement to their job can be significant factors in enhancing job satisfaction. This underscores the importance for businesses to prioritize their employees.

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