

# INVESTIGATION OF THE EFFECTS OF JUSTICE AND TRUST PERCEPTION OF HEALTH WORKERS ON JOB SATISFACTION AND ORGANISATIONAL COMMITMENT\*

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## Abstract

The aim this study is to investigate the effects of perception of organisational justice and trust of health workers on their organisational commitment and job satisfaction. The study was carried out with 283 health workers working at Meram Medical Faculty Research Hospital of Selçuk University in Konya, Turkey. The data were evaluated by the packet programme of SPSS 10.0; The Descriptive Statistics, t test, ANOVA, Factor Analysis, Regression and Correlation Analyses were also carried out. As a result of the study, it was found that there was a significant relation between the perception of justice with trust and job satisfaction and commitment. The only difference is that there is no significant relation between interaction justice and continuance commitment. It was found that the trust is a factor that affects both commitment and job satisfaction. The procedural justice determines the affective commitment, continuance commitment, and job satisfaction. Furthermore, the interaction justice affects affective commitment, whereas distributive justice affects the normative commitment, and job satisfaction affects the distributive justice in reverse direction. Regarding organisational commitment, justice, trust, and job satisfaction; there were some differences in demographic variables.

**Keywords:** Commitment (affective, continuance, normative), Justice (distributive, procedural, interactional), Trust, Job Satisfaction.

## INTRODUCTION

The organisational justice and trust have been the substantial interest among management researches. The researches have proved that there is strong relation between the individuals' perception of justice and their behaviours such as job satisfaction and commitment (Ambrose et al., 2007:1; Cohen et al. 2001). Besides, it has been proved that the trust is the most important indicator of organisational results such as organisational commitment. In fact, there is strong relations between the interrelated organisational justice, trust, and commitment

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(Wong et al. 2006:344). It is stated that trust is effective in many areas such as communication, leadership, the management suitable for the aims, performance evaluation, relations between the staff and management, and organising the teams administering themselves (Mayer et al., 1995:709). The health staffs mostly carry out team work in accordance with their job. The team in health service consists of people educated in various areas having various skills, so the whole of the health service comes into being when the services the members of the team are unified (Hojat and Herman, 1985). As the process of care is patient-centred, it concerns a great number of professionals interacting and cooperating with each other who have different skills and work in different units. Among the personal properties of the members of the effective health workers; assistance, trust, open-mindedness, and mutual understanding that supports the primary goals of the team are especially important for the team in the clinic.

Trust is compulsory for a healthy team work. It is important to support the team and put the idea of "we" instead of "I" into effect among the members in order to develop the trust in the organisation (Aslan et al., 2004: 17). Owing to the difficulty for the high manager to observe the workers directly and continuously, it is imperative that the control be replaced with trust (Mayer et al., 1995: 710). Trust has an important role in establishing an effective cooperation (Lewicki et al., 1998: 438). Establishing the relationship based on trust in the team and providing a cultural atmosphere about the presence of justice in the organisation will provide the organisation with workers commitment to the organisation and satisfied with their jobs. Commitment to the organisation means being a member believing in the aims and values of the organisation and working eagerly for it (Drummond, 2000: 70).

## **1. LITERATURE REVIEW**

The studies on equity are based on Adams's work on equity theory (Adams, 1963; Lee et al., 1999: 854). According to Adams's equity theory, people compare their contribution and the results they get, for instance, the rewards with their co-workers. If the rate is not equal, the group that get higher feel guilty, and get lower feel angry. If the rate is equal, the workers will be satisfied with their job (Greenberg, 1990: 400). This theory accentuates the distributive equity connected with the perception of the output. Organisational justice consists of the workers' perception that the behaviours caused by workers' reactions are equal. Organisational justice is an evaluation about the suitability of the condition and behaviour of the individuals by the others. (Lee et al., 1999: 854).

Organisational justice was initially evaluated in two dimensions. One of them was the distributive justice, defined as the perception of the workers that the output are distributed equally (Ambrose et al., 2007: 2). This concept generally concerns with a specific event such as wage, promotion or

performance (Ambrose et al., 2007: 2). As the distributive justice is focused on the results, it includes some cognitive, emotional, and behavioural results connected with certain results. The perception of injustice about certain results affects the individual's feelings such as anger, guiltiness. Comparing cognitively what he contributes and he gets with the others, he may get different results. As a behavioural result, he may show withdrawal or low performance (Cohen, et al., 2001: 280).

The second sub-dimension of justice, procedural justice, is related with the justice in the decisions about the results the workers get. In other words, it is the perception of justice about the process through which the decisions are taken. Procedural justice is multidimensional, and it consists of formal procedures (that is, the rate of justice in the procedures) (Pillai et al., 1999: 901). Procedural justice is the perception of justice that informs about the rules of the relations in the organisation. It is related with the institution and organisation rather than a specific event. It determines the organisational commitment, trust, and job satisfaction. It consists of long term evaluation of the individuals in the group. This perception of justice provides with the information about the quality of long term relations (Ambrose et al., 2007: 2). Procedural justice is the perception of justice in the procedures. It takes effect in the absence of the procedures including of normatively accepted rules (Cohen et al., 2001: 280).

The recent researchers have suggested interactional justice as the third dimension of justice (Pillai et al., 1999: 901). The method in following the procedure in the perception of justice is also important. The recent studies have shown that the interactional justice is more important than the formal procedures that decide on the behaviours of the workers in the organisation (Barling and Philips, 1993: 650). Interactional justice has the same form with larger dimension as procedural justice. It is the dimension of organisational practice concerning human. It is behaviour of management connected with administration of the sources and rewards to the workers. It is related with behaviours related with communication process such as courtesy, honesty, and respect between the source and the receiver (Cohen et al., 2001: 280). Interactional justice is the perception of justice related with individuals' behaviour (such as sensitivity between the individuals and explanation) during the administration of the procedures (Ambrose et al., 2007: 2). In another classification related with interactional justice, it is determined that there are two other subdimensions: "informative justice," and "interpersonal justice." Informative justice provides us with knowledge about the procedures that demonstrate regards for people's concerns while interpersonal justice shows concern for individuals regarding the distributive outcome they receive (Greenberg, 1993: 84-85).

Another concept related with organisational justice is trust. In the first studies it was defined as the workers' trust in the intention, sincerity, and motive of the other people in the organisation (Lewicki et al., 1998: 439). Lack

of trust in the work place causes harm both to the workers and the organisation. It is likely that the workers who trust less contribute less to the business and aims of the organisation than the ones who trust more (Laschinger and Finegan, 2005: 6). Trust is defined as the basis to ensure stable social interaction (Hosmer, 1995: 379). Trust is to feel sure that the other people's behaviours will develop in the way that provides the person with what he expects without the enforcement of control (Mayer et al. 1995: 712). Although it consists of complex psychological statements in different dimensions, there is another definition for trust that a great number of views agree on: Trust is to rely on the behaviours and statements of another person or to believe that he has good intention for him (Cook and Wall, 1980: 39; Dirks and Ferrin, 2001, 451). Trust consists of five elements: integrity, competence, consistency, loyalty, openness (Hosmer, 1995, 379). The real effects of trust are seen as more positive behaviours, cooperation in a higher level, and more performance (Dirks and Ferrin, 2001: 450). Trust provides with cooperation, lessens the disagreement, and lowers the cost (Wong et al. 2006: 344). There is a strong relation between trust and justice (Konovsky and Pugh, 1994: 664; Pillai et al., 1999: 915; Brockner et al 1997: 563; Laschinger and Finegan, 2005: 11).

Another organisational behaviour that relates with organisational justice and trust is commitment behaviour. A high level positive relation is found between organisational trust and organisational commitment (Cook and Wall, 1980: 48; Pillai et al., 1995: 915) and between the organisational commitment and justice (Pillai et al., 1999: 915). It is said that the pleased working groups are the groups that the money is justly distributed to (Cherniss, 2000: 7). In most of the studies on organizational commitment, commitment is defined as a psychological statement and it is thought to be related with individual's continuance in the job (Allen and Griffeth, 2001: 211). Mowday, Porter, and Steers state that the organizational commitment is a concept related with the individuals' identification of their aims with the aims of the organization (Brooks and Zeitz, 1999: 70; Becker, 1992: 233). Porter and others define the organizational commitment as the hearty acceptance of the aims and values of the organization, a strong belief in them, eagerness to put forth an effort for the benefits of the organization, and strong desire to continue as a member of the organization (Meyer and Allen, 1984: 372). Buchanan (1974) establishes that the elements of organizational commitment are the internalization of the organization's goals and values in short pride in the organization; psychological absorption in the activities of one's role; adopting his behaviours to the principles of the organization, feeling loyalty, and eagerness to the organization; and a desire to stay in the organization (Cook and Wall, 1980: 40). There have been different ideas about the quality of the psychological behaviours that connect the individual to the organization, and organizational commitment has been tackled with in multidimensional aspect. Allen and Mayer (1990) and Mayer and Allen's (1991 and 1997) three dimensional approach is a model that is handled in a great number of studies. In this approach, the relations of the

workers with the organization are studied with three elements different from each other. The first is affective commitment. Affective commitment is the commitment that displays the worker's emotional interest (Powel and Meyer 2002: 157). In Allen and Meyer's study, it is defined as the individual's feeling of commitment to the organization and his identification himself with his organization. The reason why the ones with higher feeling of commitment go on working is that they want to stay in the organization. The second type commitment is the continuance commitment. It is a kind of commitment that relates with the perception that the cost of leaving the organization will be higher. The members with higher continuance commitment intend to go on working for the organization owing to the fact that they have to stay in the organization. The third dimension, the normative commitment, is caused by the fact that the workers feel ethical obliged to stay in the organization for consideration to get benefits from organization. The reasons why they go on working is that they think that it is the right (best) thing to do (Allen and Grisaffe, 2001: 212; Jenkins, 2005: 16). Continuance commitment is also explained with Side-bet theory. In side-bet theory, Becker relates the commitment with the cost of leaving the organization (Shore et al., 2000: 429). According to Becker, commitment comes into being depending on side-bets such as effort, time, and money spent earlier in case of leaving the organization, and it develops depending on the lack of alternatives (Meyer and Allen, 1984: 373).

The last dimension of research is job satisfaction. The job satisfaction, a concept that is related with the pleasure the workers feel in the work places, is one of the subjects studied most, and it is also one of the oldest concepts of industrial psychology (Parsons, 1998: 18; Bell and Weaver, 1987: 147). Job satisfaction is an emotional focusing directed to the job, and when the worker has positive feeling, he is considered as satisfied with the job; when he has negative feeling, he is considered as unsatisfied with his job (Zondag, 2004, 254). In the studies carried out so far, it has been determined that there is a positive relation between procedural and distributive dimensions of organisational justice and job satisfaction (Pillai et al., 1999: 915). Furthermore, it has been concluded that the organizational commitment increases job satisfaction (Brooks and Zeits, 1999: 70; Becker, 1992: 233). Becker (1992: 240) found that normative commitment to the organization is related with job satisfaction. In the studies carried out so far it has been found that there is highly positive relation between organizational trust and job satisfaction (Cook and Wall, 1980: 48, Driscol, 1978: 598), and organizational commitment and job satisfaction (Pillai et al. 1999: 915; Laschinger and Finegan, 2005: 11). It was found that there is a high relation between the perception of justice and job satisfaction (Lee et al., 1999: 868).

In last phase of the study, it was investigated if there is any difference between perception of trust, justice and commitment in demographic differences. It was determined that the level of income positively affects

affective commitment (Wallece, 1997, 740). Age, gender, race, education, and tenure were not strongly related to justice perceptions. Salary was related to procedural justice to a significantly larger extent than to distributive justice (Cohen et al. 2001: 293). Depending on these studies, the relation between internal dimension of justice perception and trust, and three dimensions of commitment and job satisfaction has been investigated. The model of study is shown in Figure 1.

**The following hypothesis were investigated in the study:**

Hypothesis 1. Organizational justice (distributive-procedural- interactional) is positively related with (affective-continuance-normative) commitment

Hypothesis 2. Organizational justice (distributive-procedural- interactional) is positively related with job satisfaction.

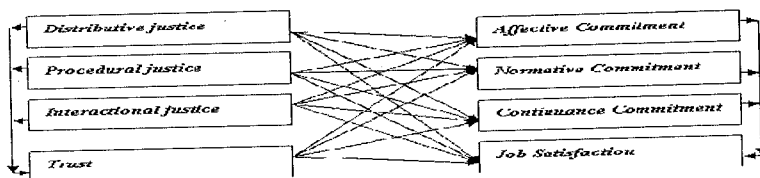
Hypothesis 3. Organizational trust and organizational justice (distributive-procedural- interactional) are positively related.

Hypothesis 4. Organisational trust is positively related with commitment (affective-continuance-normative).

Hypothesis 5. Job satisfaction is positively related with organizational trust.

Hypothesis 6. Organizational commitment, trust, justice, and job satisfaction may display difference depending on age, gender, education, kind of work, civil status, income level, tenure, the time spent working in the job, social security and whether the worker has experienced problems with the management.

**Figure 1. The Research Model**



**2. METHOD**

**2.1. Procedure and Sample**

The scope of the study consists of 283 health personnel working in Selcuk University Meram Faculty of Medicine in the province of Konya, Turkey. The data were evaluated by the packet programme of SPSS 10.0; The Descriptive Statistics, T test, ANOVA, Factor Analysis, Regression and Correlation Analyses were also carried out. 73.5% of the subjects were female, and 26.5 % were male. The majority of the scope (52.7%) is made up of single

employees. 45.9% of the subjects in the scope were married and 1.4% were the nurses who divorced or lost her spouse. In terms the subjects' age categories, 18-24 age group is 38.2%, 24-31 age group is 43.8%, 32-38 age group is 14.5% and 39-45 age group is 3.5%. In terms of education level, 18% of the subjects were graduates of elementary school, 61.1% high school, 31.4% higher education, 3.9% faculty and 1.8% were post-graduate.

According to the job variable, 0.4% of the subjects were composed of expert doctors, 1.1% were managers, 2.5% were vice managers, 69.3% were nurses, 0.7% were midwives, 21.6% were health civil servants, 0.7% were laboratory technicians, 1.1% were X-ray technicians, 2.8% were health services unit such as technologist, pharmacist and dietician). According to the income levels, 55.8% of the subjects earn between 400-690 YTL and 21.6% of them earn between 1000-1290 YTL. Those who earn between 700-990 YTL were 13.4%, having 1300-1690 YTL income level were 8.5% and having 1700-2500 YTL income level were 0.7%.

According to the social security of the subjects, 42.8% of them were associated with retirement fund and 56.5% of them were associated with SSK. In terms of the year of working in the institution, 68.2% of the subjects have worked for 1-5 years, 17% of them for 6-10 years, 10.2% have worked for 12-17 years, 4.2% have worked for 18-23 years and 0.4% of them have worked for 24-29 years. As far as the working year of the subjects in their jobs, the biggest part (55.8%) is composed of the employees working between 1-5 years. The next group (25.4%) is the group working between 6-10 years. While the rate of those who work between 12-17 years is 13.1%, the rate of those who work between 18-23 years were 5.3% and the rate of those who work between 24-29 years were 0.42%. When asked about the problems about the management, 6.72% of the subjects accepted that they encountered problems, 46.6% said they sometimes encounter problems and 46.6% stated that they have never encountered problems.

## 2.2 Measures

Distributive Justice Questions; The questions about Distributive Justice are made up of 7 questions. 5 of these questions have been taken from the inventories developed by DeConink and Bachman (2005), and 2 of them have been taken from Brashear et al. (2005) DeConink and Bachman's (2005) Alpha reliability quotient is 0.93 and Brashear et al.'s (2005) Alpha reliability quotient is 0.86.

Procedural Justice; In the study of De Conink and Bachman (2005) the inventory with 5 has been graded. Interactional Justice have been taken from Niehoff, Moorman's (1993:541) study. The inventory is composed of 9 questions. Trust questions has been taken from Brashear et al's (2005:337)

study. The inventory is composed of 5 questions. It has been graded with 7 likert.

Job satisfaction questions have been taken from Warr, Cook and Wall's study. It has been graded with 7 likert.

Organizational commitment questions; 12 questions have been taken from Meyer and Allen's (1997:118-119) study. It has been graded with 7 likert. In order to determine the main components of the measurement, Component Factor Analysis was done. In order to determine whether the data are suitable for factor analysis, KMO (Kaiser-Meyer-Olkin) and Barlett tests were applied. Since the results of KMO and Barlett tests can be used for factor analysing, factor analysis was done. KMO values of the measurements were close to 1, and Barlett tests were close to 0. Eigen values 1 were used in calculating the factors. Cronbach Alpha Coefficient was considered in reliability check. The internal reliability coefficients of the measurements are given in Table 1. In tables 2.1-2-3 below, factor caharges related with the measurements are shown. The declared variances of the measurements vary between 0.50 and 0.80. The intersection point of factor charges was taken as 0.50 in the measurements.

**Table 1. The Number of Questions and The Reliability of The Measurements**

	N	Cronbach Alpha
Affective commitment	4	0.6677
Continuance commitment	3	0.7021
Normative commitment	5	0.7737
Trust	5	0.8560
Distributive Justice	7	0.9509
Procedural justice	7	0.9146
Interactional justice	9	0.9705
Job Satisfaction	12	0.9078



**Table 2.1. Results of Factor Analysis Related with Organizational Commitment and Organizational Trust.**

Commitment to the Organization	Affective commitment to the organization	Continuance commitment to the Organization	Normative commitment to the Organization
It pleases me to spend the remaining part of my professional life in this organization.	.736		
I consider the problems of the organization as my own problem.	.714		
This organization has a unique speciality for me	.698		
I like talking with people about the organization	.692		
I feel that I have only a few choices besides this organization if I leave it.		.843	
One of the negative results of my leaving this organization is lack of alternatives.		.824	
It is an obligation for me to stay in this organization rather than being voluntary.		.706	
This organization deserves my loyalty.			.781
I feel guilty if I leave the organization now.			.761
I do not want to leave the organization because I have some responsibilities to other people.			.742
I owe a great number of things to this organization			.686
I think that it is not right to leave the organization now although it is an advantage for me.			.653
<b>Trust</b>			
My seniors are honest.	.874		
My seniors are trustable.	.852		
I am sure that the managers do their best for me whenever they advise me,	.799		
I am sure that the managers tell the truth even if they say something I do not like.	.742		
My seniors are trustable.	.722		

Extraction Method: Principal Component Analysis Rotation Method: Varimax with Kaiser Normalisation.

### 3. RESULTS

In order to determine the direction and power of the relation between the variables, we benefitted from the Pearson correlation analysis. The correlation matrix was given in Table 1. As seen in Table 1, there is significantly positive relation between affective commitment and justice perceptions. While continuance of commitment and justice have a positive and high relation, justice of interactional doesn't have a positive but meaningful relation. Normative commitment has a positive and high relation with the perceptions of justice. Hypothesis 1 can be accepted. There isn't positive and significant relation between the justice of interaction and continuance of commitment. Job satisfaction has a positive and meaningful relation with the perceptions of justice. Hypothesis 2 can be accepted. Organizational trust and organizational justice (distributive-procedural-interactional) have positive relations. Hypothesis 3 can be accepted. Organizational trust and commitments (affective, continuance, normative) have positive relations. Hypothesis 4 can be

accepted. Organizational trust and job satisfaction have positive relations. Hypothesis 5 can be accepted.

**Table 2.2 Factor Analysis Results of Organizational Justice**

	Distributive justice	Procedural justice	Interactional justice
How just do you think is your organization in the rewards considering the efforts you spend?	.916		
How just do you think is your organization in the rewards considering the work that you have done well?	.911		
How just do you think is your institution in the rewards considering the role of yours in the institution?	.908		
How just do you think is your organization in the rewards considering the stress and tension in you?	.900		
How just do you think is your organization in the rewards considering the time and energy you spend?	.889		
How just do you think is your organization in the rewards considering the educational level and education of yours?	.831		
How just do you think is your organization in the rewards considering the responsibilities of yours?	.809		
My manager share their plans and aims to increase my performance.		.865	
My manager is completely sincere and candid with me.		.862	
My manager is just and effective regarding my behaviors.		.823	
My manager provides feedback (information) whether my work is good or not.		.819	
My manager and I look for solutions regarding the difficulties of mine and my responsibilities.		.817	
My manager use consistent standards in the evaluation of my performance.		.793	
My manager make use of different rules for different employees (R)		.715	
My manager is candid and honest when decisions regarding my job are taken.			.916
My manager show respect and consideration when decisions regarding my job are taken.			.908
My manager discusses my opinions while making decisions regarding my job.			.905
My manager is interested in my rights as an employee when decisions affecting my job are taken.			.903
When some decisions are taken about my work, my manager tretat me politely and lm minded by them.			.901
My manager provides explanations to make me understand the decisions taken regarding my job.			.894
My manager explains the decisions regarding my job with very clearly.			.894
In the decisions regarding my job my manager makes sufficiently just propositions.			.888
When decisions regarding my job are taken. they are sensitive to personal needs.			.888

Extraction Method: Principal Component Analysis, Rotation Method: Warimax with Kaiser Normalization R: reversed coded

**Table 2.3 Factor Analysis Results of Job Satisfaction**

The management structure of the organization	,844
The importance given to your proposals	,812
The Freedom to choose your own methods at work	,780
The relations between the employees and the administration	,755
The rewards that are taken for good jobs	,754
Your feelings on your job if you consider everything, your job as a whole	,714
Your present manager	,713
Career opportunities	,704
Options to use your skills	,686
Physical work conditions (hygiene, ventilation, sufficient tools and devices, etc.)	,592
Payment level	,585
Work hours	,519

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization R: reversed coded

In Table 3 in order to evaluate the effects of justice perception and trust on emotional loyalty together, the multiple regression analysis was determined to be statistically significant ( $p < .01$ ). If all the variables are subjected to multiple regression analysis, the variables make up 35,4% of affective commitment. Trust ( $\beta = 0.41$ ) and procedural justice ( $\beta = 0.23$ ) effect affective commitment. The effects other variables on affective commitment to the organization were not found statistically significant.

**Table 3. Multiple Regression Analysis: Affective Commitment to the Organization**

Variables	R2	B	Standard error	$\beta$	T	F
	35.4					38,025
Trust		,442	,064	,410	6,948	
Distributive justice		,116	,087	,079	1,338	
Procedural justice		,355	,136	,237	2,610	
Interactional justice		,004	,120	-,035	-,398	

Dependent variable: Affective Commitment

In table 4 the multiple regression analysis on the effects of the perception of justice and trust to continuance commitment has been determined to be statistically significant ( $p < .01$ ). If all the variables are conducted to multiple regression analysis, the variables explain 10.3% of continuance commitment. The continuance commitment is effected by trust ( $\beta = 0.26$ ), and by procedural justice ( $\beta = 0.26$ ) and interaction justice ( $\beta = -0.25$ ) oppositely directed. The effects other variables on continuance commitment to the organization were not found statistically significant.

**Table 4. Multiple Regression Analysis: Continuance Commitment to the Organization**

Variables	R2	B	Standard error	$\beta$	T	F
	10.3					8,008
Trust		,299	,079	,264	3,797	
Distributive justice		,002	,107	,016	,230	
Procedural justice		,413	,168	,263	2,461	
Interactional justice		-,359	,149	-,250	-2,416	

Dependent variable: Continuance Commitment

In Table 5 the multiple regression analysis on the effects of the perception of justice to normative commitment has been determined to be statistically significant ( $p < .01$ ). If all the variables are conducted to multiple regression analysis, the variables explain 28.6% of normative commitment. The normative commitment is affected by trust ( $\beta = 0.23$ ) and by distributive justice ( $\beta = 0.18$ ). The effects other variables on normative commitment to the organization were not found statistically significant.

**Table 5. Multiple Regression Analysis: Normative Commitment to the Organization**

Variables	R2	B	Standard error	B	T	F
	28.6					27,873
Trust		,246	,066	,232	3,738	
Distributive justice		,267	,090	,185	2,972	
Procedural justice		,218	,141	,148	1,553	
Interactional justice		,126	,124	,094	1,014	

Dependent variable: Normative Commitment

In table 6 the multiple regression analysis on the effects of the perception of justice and trust to job satisfaction has been determined to be statistically significant ( $p < .01$ ). If all the variables are conducted to multiple regression analysis, the variables explain 55.5% of job satisfaction. Job satisfaction is effected by trust ( $\beta = 0.16$ ), by distributive justice ( $\beta = 0.42$ ), and procedural justice ( $\beta = 0.21$ ). The effect of the other variable on job satisfaction was not found statistically significant.

**Table 6. Multiple Regression Analysis: Job Satisfaction**

Variables: justice, trust	R2	B	Standart hata	$\beta$	T	F
Trust	55.5					86,743
Distributive justice		,163	,050	,162	3,297	
Procedural justice		,585	,068	,424	8,633	
Interactional justice		,304	,106	,216	2,870	
Trust		,129	,094	,100	1,374	

Dependent variable: Job Satisfaction

The variables are investigated from demographic point of view. As seen in table 1, there are counter-direction relations between age and interactional justice. There are counter-direction relations between income level, affective commitment, normative commitment, procedural justice, and interactional justice and trust variables. A counter-direction relation was found between the working periods in the organization and interactional justice. A counter relation was found between working periods and procedural justice and interactional justice.

The gender variable investigation was done with t test. As seen in Table 7, there is difference regarding the gender. The rate in males (M:5.23) is higher than females (M:4.38) regarding the affective commitment. Males (M:4.11) are higher than females (M:3.65) regarding continuance commitment. Males (M:4.68) are higher than females (M:3.99) regarding normative commitment. Males (M:3.45) are higher than females (M:2.93) regarding procedural justice. Males (M:3.52) are higher than females (M:2.92) regarding interactional justice. In trust dimension, males (M:5.13) are higher than females (M:4:68). Whether there was any difference regarding the education level was analysed through one-way variance analysis (ANOVA), and it was found that affective commitment, normative commitment, procedural justice, and interactional justice were different. In Scheffe test, through which the source of difference was investigated, only the interactional justice was considered significant. Thus, perception of interactional justice of high school graduates (M:3.20) was higher than college graduates (M:2.78).

Civil status variable was not significantly different ( $P<.05$ ) among other variables according to one-way variance analysis.

With regard to social security variables investigation, the average of affective commitment of the members of the Retirement Fund (M:4.18) was lower than the members of Social Security Organization (M:3.21). The normative comitment average of the Retirement Fund members (M:3.82) was lower than Social Security Organization members (M:4.43). Procedural justice perception in the members of the Retirement Fund (M:2.88) was lower than Social Security Organization members (M:3.25), and perception of trust in the

Retirement Fund members (M:4.52) was lower than the Social Security Organization members (M:5.03).

With regard to the problems with the management, the average of affective commitment perception of the workers who have never had any problems with the management (M:5.07) is higher than those who often have (M:3.58) and who rarely have (M:4.30). The normative commitment of the workers who have problems with the management (M:2.89) is lower than those who never have (M:4.58) and who rarely have (M:3.95). The average of distributive justice perception of the workers who have problems with the management (M:1.74) is lower than those who never have (M:2.45) and who rarely have (M:2.02). The average of interactional justice perception of the workers who have never had any problems with the management (M:3.39) is higher than those who often have (M:2.21) and who rarely have (M:2.89). The trust average of the workers who have problems with the management (M:3.42) is lower than those who never have (M:5.24) and who rarely have (M:4.56). The average of job satisfaction of the workers who have problems with the management (M:2.58) is higher than those who never have (M:4.34) and who rarely have (M:3.61). According to these differences seen from demographic point of view, hypothesis 6 can be accepted.

**Table 7. Demographic Variables Differences**

Measurement	Gender t	Education F	Civil status F	Social security F	Problems with management F
Affective Commitment	4,508*	2,567*	,800	9,926*	16,462*
Continuance Commitment	2,275*	1,627	,107	,127	1,943
Normative Commitment	3,736*	3,148*	,262	7,001*	16,488*
Distributive justice	1,193	,516	1,749	2,264	22,055*
Procedural justice	4,151*	3,194*	2,790	4,568*	9,341*
Interactional justice	4,395*	3,068*	1,134	5,130*	18,174*
Trust	2,540*	2,204	,245	5,488*	15,719*
Job satisfaction	1,478	1,345	,107	1,425	22,670*

P<0.5.

#### 4. DISCUSSIONS AND CONCLUSION

As a result of the study, it was found that there was high relation between justice perceptions and commitments. The only difference was that there was no positive but significant relation between interactional justice and continuance commitment. It was found that job satisfaction was positively related with justice perception, organizational trust was related with

organizational justice, organizational trust was related with commitments, and organizational trust was related with job satisfaction. As a result of multiple regression analysis made to evaluate the effects of justice perception and trust on commitments together, it was found that trust affected both commitments and job satisfaction, and procedural justice determined affective commitment, continuance commitment, and job satisfaction. It was also found that interaction justice determined continuance commitment cross directionally, distributive justice affected normative commitment, and distributive justice affected job satisfaction.

As the age increases, interactional justice perception negatively develops. As the income level increases; affective and normative commitment, procedural and interactional justice, and trust decrease. As tenure increase, interaction justice perception negatively increases. As the working period in the job increases, procedural justice and interaction justice perceptions develop positively. In the three types of commitment, it was found that males were higher than females in procedural justice, interactional justice and trust dimensions. With regard to education level, justice perception of high school graduates was higher than college graduates. With regard to social security variables; affective commitment, normative commitment, procedural justice, interactional justice, and trust perception were lower in the members of Retirement Fund than the members of Social Security Organization.

It was found that the average of affective commitment and interactional justice was higher in the workers who never have problems with the management than the workers who usually or seldom have problems. The normative commitment, distributive justice, trust, and job satisfaction averages of the workers who have problems with the management were lower than the workers who never or seldom have problems.

Table 8. Arithmetical Average, Standard Deviation and The Matrix of Correlation Analysis

	M	SD	Age	Income level	Tenure	Periods spent in the	Affective Commitment	Continuance Commitment	Normative Commitment	Distributive justice	Procedural justice	Interactional justice	Trust	Job satisfaction
Age	26,72	5,65												
Income level	807,05	298,78	,580**											
Tenure	5,13	5,26	,778**	,499**										
Periods spent in the job	6,37	5,38	,831**	,568**	,866**									
Affective Commitment	4,61	1,43	-,065	-,160**	-,028	-,074	0,6677							
Continuance Commitment	3,77	1,50	,019	-,034	,034	,008	,155**	0,7021						
Normative Commitment	4,17	1,41	-,068	-,166**	-,028	-,081	,562**	,274**	0,7737					
Distributive justice	2,20	,98	-,075	-,107	-,073	-,078	,377**	,153**	,418**	0,9509				
Procedural justice	3,07	,96	-,103	-,139*	-,110	-,119*	,467**	,203**	,448**	,535**	0,9146			
Interactional justice	3,08	1,05	-,121*	-,187**	-,145*	-,155**	,409**	,110	,427**	,501**	,831**	0,9705		
Trust	4,80	1,33	-,069	-,153**	-,057	-,079	,554**	,284**	,443**	,461**	,529**	,507**	0,8560	
Job satisfaction	3,88	1,35	-,009	-,076	,005	-,014	,428**	,207**	,473**	,664**	,612**	,574**	,522**	0,9078



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