

Research Article

The Role of Perceived Organizational Justice and Job Stress on the Relationship between Job Satisfaction and Organizational Commitment

İş Tatmini ve Örgütsel Bağlılık Arasındaki İlişkide Algılanan Örgütsel Adalet ve İş Stresinin Rolü

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Abstract

Job satisfaction and organizational commitment are two important concepts for businesses and there is a close relationship between these two concepts. The purpose of this study is to search the influence of two variables (work stress and organizational justice) which are thought to affect this relationship. The data of the study were collected using online survey method and were analyzed using structural equation modeling. The results of the analyses confirm that job satisfaction strongly affects organizational commitment. While job stress has a moderating effect on the relationship between job satisfaction and organizational commitment, perceived organizational justice doesn't affect this relationship significantly. The results show that stress has a significant effect on the relationship between job satisfaction and organizational commitment. Managers who try to increase the organizational commitment of their employees should firstly increase the job satisfaction of their employees, but in doing so, they should keep the stress that may arise in the work environment to a minimum.

Keywords: Job Satisfaction, Organizational Commitment, Perceived Organizational Justice, Job Stress, Structural Equation Modeling.

Öz

İş tatmini ve örgütsel bağlılık, işletmeler için önemli iki kavramdır ve bu iki kavram arasında yakın bir ilişki söz konusudur. Bu çalışmanın amacı da, iş tatmini ve örgütsel bağlılık arasındaki ilişkiyi etkilediği düşünülen iki değişkenin (iş stresi ve örgütsel adalet) etkilerini araştırmaktır. Araştırmanın verileri, internet üzerinden yapılan anket ile toplanmış ve yapısal eşitlik modellemesi kullanılarak analiz edilmiştir. Analiz sonuçları, iş tatmininin örgütsel bağlılığı güçlü bir şekilde etkilediğini doğrulamıştır. İş stresi, iş tatmini ve örgütsel bağlılık arasındaki ilişki üzerinde moderatör etkiye sahipken, algılanan örgütsel adalet bu ilişkiyi önemli ölçüde etkilememiştir. Sonuçlar, stresin, iş tatmini ve örgütsel bağlılık arasındaki ilişki üzerinde önemli bir etkisi olduğunu göstermektedir. Dolayısıyla, çalışanlarının örgütsel bağlılığını artırmayı hedefleyen bir yönetici, öncelikle çalışanlarının iş tatminini artırmalıdır, ancak bunu yaparken çalışma ortamında ortaya çıkabilecek stresi de minimum da tutmaya çalışmalıdır.

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Introduction

Human being is the most significant part of the organization. It is because human being refers to one of the inputs required by the organization to achieve its objectives: Labor. Therefore, besides planning, selection, training and evaluation of the human resource, it is also significant to retain them. Employees without organizational commitment are estimated to cause a productivity loss of 450-550 billion dollars each year in the US (Gallup, 2013, p. 12). Organizational commitment, which means that the employees are retained and perceive that they belong to the organization and are a part of the organization, is only to be established when the employee is satisfied with his/her work. That is why it is essential for the efficiency of the organization to ensure that the employee is satisfied with his/her job and says “I’m satisfied with my job and it satisfies me” (Hoppock, 1937). Factors such as wage-benefit relationship, fairness of promotion system, quality of working conditions, culture of organization, level of authorization, management and leadership style and social relations affect job satisfaction (Parvin and Kabir, 2011).

According to Gallup (2013, p. 50), there is also a close relationship between the physical well-being of the employee and their commitment to the organization. Because stress, which has negative effects on the health of the individuals, is also relevant to their concentration, efficiency, absenteeism and quitting the job (Chandola, 2010).

In this study, the effects of the organizational justice and work stress on the relationship between job satisfaction and organizational commitment will be examined. For this purpose, each variable was briefly discussed and hypotheses were formed firstly, and then the relationships between variables were analyzed.

1. Literature Review

1.1. Job Satisfaction

Job satisfaction can be defined as the emotional reactions of employees about their jobs. Thoughts and beliefs about their jobs influence the satisfaction level of employees (Ilies and Judge, 2004, p. 367). Spector (1997, p. 3) states that “job satisfaction is an expression of how employees feel about their jobs and different aspects of their work in relation to personal attitude”. Although there is no generally agreed definition of job satisfaction, Locke's (Locke, 1970, pp. 485; Locke, 1969, pp. 316-318) definition is widely used in academic articles. According to Locke, “job satisfaction is a positive or negative emotional state resulting from the employees’ appraisal of their job based on their own standards”. The degree of satisfaction and dissatisfaction from a job is decided by the perceived relationship between the expectations from a job and what it actually offers (Locke, 1970, p. 485; Locke, 1969, pp. 316-318).

There are three basic theories about what affects employees' satisfaction levels: Job characteristics theory, dispositional theory and interactive theory (Judge and Klinger, 2007, pp. 398-402). According to the job characteristics theory, certain characteristics of the job such as job identity, importance, diversity of the required skills, autonomy granted to the employee and feedback to the employee determine the degree of employee’s job satisfaction (Hackman and Oldham, 1976, pp. 257-258). For example, the wages and promotion opportunities provided by the work affect the degree of satisfaction (Koustelios, 2001). The dispositional theory suggests that the personal characteristics of the employee influence the degree of satisfaction from work. For example, among big five personality traits, emotional balance and responsibility significantly influence job satisfaction while the trait of extraversion influences it partially (Judge, Heller and Mount, 2002). In addition, self-esteem, self-efficacy and focus of control is expressed to be effective on job satisfaction (Judge and Bono, 2001). The interactive theory argues that both the work-related characteristics and the employee's personality traits are effective on employee satisfaction. As a result of the work of Agho, Mueller and Price (1993), it has been concluded that the characteristics of the environment, job and person affect their love of their job.

Although Maslow's hierarchy of needs is generally regarded as one of the motivation theories, it is also mentioned in the literature as a theory of job satisfaction to emphasize that the needs of the employees differentiate the ways of satisfaction. As it is known, Maslow's hierarchy of needs pyramid consists of steps from bottom to top, physiological needs, safety need, the need for love and belonging, the need for esteem and the need for self-actualization. According to this theory, the means of ensuring job satisfaction in each step will be different. For example, while an employee at the level of physiological needs is satisfied by the conditions of wage, heating and ventilation; an employee at the level of need of safety will be satisfied by insurance, retirement plans and safe physical conditions. While unions, colleagues and employee-oriented management are important for the employee in need of love and belonging; for an employee at the step of need of esteem, the position and title will be of importance. An employee at the stage of self-actualization, however, will be satisfied by the challenge of overcoming complicated tasks and using his/her skills (Lewis, 2006, p. 14).

1.2. Organizational Commitment

Organizational commitment consists of three main components: Strong acceptance, participation and loyalty (Ghosh and Swamy, 2014, p. 5). Therefore, organizational commitment is a strong desire by the employee to strongly believe in the goals and values of the organization, to make an extraordinary effort for the realization and protection of these goals and values, and to have a firm desire to maintain its organizational membership (Porter, Steers and Boulian, 1973).

Organizational commitment has been discussed in two aspects in the literature. Behavioral commitment where employees integrate themselves with the organization, and attitudinal commitment where individual and organizational goals are increasingly integrated. While in behavioral commitment, the behavior is affected by the surrounding conditions which results in a behavior and psychological state; according to attitudinal approach the conditions affect the psychological state which results in a behavior (Meyer and Allen, 1991, p. 63; Mowday, Steers and Porter, 1978). Meyer and Allen (1991) stated that organizational commitment has a psychological dimension as well as behavioral and attitudinal dimensions. According to them, psychological commitment has the components of affective commitment, continuance commitment and normative commitment. An individual with an affective commitment continues to work in an organization out of his/her own desire. In continuance commitment, the individual is aware of the costs of leaving the job and continues to work in his/her current job in order not to bear these costs. In normative commitment, the individual feels obliged to continue working in their current job due to familial and/or cultural socialization in the workplace or until he/she feels convinced that their debt has been paid because they feel in debt due to the fact that they received payments, training by the organization. It is not possible to distinguish the types of organizational commitment from each other by certain lines (Allen and Meyer, 1990; Meyer and Allen, 1991, p. 82). For this reason, what is important is the degree of commitment rather than the type of commitment that the employee shows because high commitment plays a major role in achieving the competitive advantage of the organization (Meyer and Parfyonova, 2010, p. 283).

The level of commitment shown has many positive and negative consequences for the organization. While high organizational commitment results in high efficiency (McNeese-Smith, 1995; Shahid and Azhar, 2013), high motivation and high performance (Fornes and Rocco, 2004); the increase in absenteeism and employee turnover (Fornes and Rocco, 2004) is among the consequences of low organizational commitment.

There is a very close relationship between the employee satisfaction and his/her commitment to the organization. Studies also support the positive relationship between these two variables (Ahmad, Iqbal, Javed and Hamad, 2014; Harun et al., 2014; Hoş and Oksay, 2015; Martin and Kaufman, 2013; Sikorska-Simmons, 2005; Srivastava, 2013; Urhan, 2014). The first hypothesis of this study is that job satisfaction has a positive effect on organizational commitment.

H₁: Job satisfaction has a positive and significant effect on organizational commitment.

1.3. Perceived Organizational Justice

Justice is defined as “giving everyone to his/her own right, righteousness” (TDK, 2019). From an organizational point of view, there are three different types of perceived organizational justice: Distributive justice, procedural justice and interactional justice. On the studies about justice and equality at work, distributive justice is deal with in the first place. Distributive justice focuses on the employee's perception of equality or inequality that he/she creates by comparing with an employee on the same level, in terms of the contributions they provide and the results they obtain. The best example for an organization is the wage. If different wages are paid to employees who are equally contributing to the organization, organizational injustice will occur, which will lead to changes in job satisfaction and/or performance (Greenberg, 1987). Theorists, who argue that organizational justice cannot be based solely on input-output equality, have also proposed the notion of procedural justice (Greenberg, 1990, p. 402). Procedural justice, rather than the perceived justice of decisions, suggests that the existence of fair processes will have more positive results (Korsgaard and Roberson, 1995, p. 657). Thus, while distributive justice means fair results, the procedural justice is the fair procedure and processes (Folger, 1977; Greenberg, 1990, p. 402). Interactional justice is a more comprehensive form of procedural justice and takes into account the quality of interpersonal behavior encountered when implementing organizational procedures (Bies and Moag, 1986 see Bies, 2001, p. 93). Interactional justice focuses on the human aspect of organizational practices and emphasizes respect in relationships (being polite), propriety (avoiding prejudice and inappropriate questions), truthfulness (fair communication) and justification (making sufficient and clear explanations for decisions) (Bies and Moag, 1986 see Çolak and Erdost, 2004, p. 60; Cohen-Charash and Spector, 2001, p. 281).

Regardless of the perspective taken into account, the perceived organizational justice is primarily related to trust (Aryee, Budhwar and Chen, 2002), motivation, performance (Sökmen, Bilsel and Erbil, 2013), organizational citizenship behavior, anti-production behavior, withdrawal behavior (Cohen-Charash and Spector, 2001), job satisfaction and organizational commitment.

When one looks at the relationship between perceived organizational justice and job satisfaction and organizational commitment, it is seen that there are many studies that find a positive relationship between organizational justice and job satisfaction (Elamin, 2012; İşcan and Sayın, 2010; Karavardar, 2015; Lotfi and Pour, 2013) and a positive relationship between organizational justice and organizational commitment (Akanbi and Ofoegbu, 2013; Büyükyılmaz and Tunçbiz, 2016; Cohen-Charash and Spector, 2001; Elamin, 2012; Karavardar, 2015; Rahman, Shahzad, Mustafa, Khan and Qurashi, 2016). In this study, whether perceived organizational justice affects the relationship between job satisfaction and organizational commitment is investigated.

H₂: Perceived organizational justice has a moderating effect on the effect of job satisfaction on organizational commitment.

1.4. Work Stress

Selye (1976) describes stress as “non-specific response of the body to any request”. Stress is the result of the interaction between the individual and the source of a demand. If the individual thinks that the demands exceed their own abilities and capabilities, the stress arises (Long, 1995, p. 1).

World Health Organization defines work-related stress as “the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope”. Stress at work can occur in various situations. The lack of support or little support from colleagues and/or managers and the fact that the person has little or no preference in his/her work processes are among the factors that increase stress. Monotony of jobs, too much or too little workload, lack of job security, shift work, long working hours, lack of job security, lack of promotion opportunities, role ambiguities, role conflict and poor communication are other organizational factors that increase the level of stress (Leka, Griffiths and Cox, 2004, pp. 5-7). High stress levels in an organization results in increase in employee turnover rate, absenteeism, disease rates and occupational accidents and decrease in organizational commitment, performance, efficiency and motivation. The consequences of the

negative effects of stress on the organization are reflected in their relations with other partners. The decrease in the applications made to the job postings of the organization and the increase in the complaints from the customers and consumers show that the stress harms not only the image inside the organization but also the image outside the organization (Leka, Griffiths and Cox, 2004, pp. 8-9; Long, 1995, p. 1).

It would be wrong to say that work stress has only negative effects on employee and organizational aspects. In some studies, stress is classified as good stress - bad stress or challenge related stress – hindrance related stress. Stress that gives the sense of fulfillment or success is defined as challenge-related stress and the stress related to work demands or job conditions that interfere with, block, or restrict a business, is called hindrance-related stress. Good/Challenging stress has a positive effect on organizational satisfaction, job commitment, motivation and performance while bad/inhibitory stress has been found to affect these variables negatively (Cavanaugh, Boswell, Roehling and Boudreau, 2000; Lepine, Podsakoff and Lepine, 2005). Therefore, the relationship between these three variables has emerged in different ways in different studies examining the relationship between work stress, job satisfaction and organizational commitment. While there are studies that discovered a negative relationship between the work stress and job satisfaction (Ahsan, Abdullah, Fie and Alam, 2009; Harun et al., 2014; Lin, Lin and Cheng, 2013;) and organizational commitment (Ahmad and Roslan, 2016; Alipour and Monfared, 2015; Harun et al., 2014; Lin, Lin and Cheng, 2013), there are also studies in the literature that have discovered no relationship between job satisfaction and organizational commitment and work stress (Agarwal, 2015). Some researchers also admit that there is a relationship between these three variables, but it does not always indicate that satisfied and committed employees have low stress or vice versa (Bytyqi, Reshani and Hasani, 2010). In this study, the effect of job stress on the relationship between job satisfaction and organizational commitment was investigated.

H₃: Work stress has a moderating effect on the effect of job satisfaction on organizational commitment.

The model formed according to the hypotheses is shown in Figure 1.

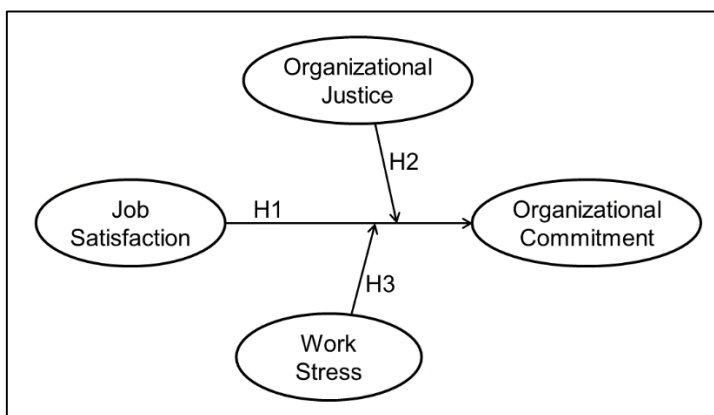


Figure 1. The Proposed Model

2. Data and Methodology

2.1. Data Collection and Analysis

The application part of the study consists of a data collection stage and an analysis stage. One of the quantitative analysis techniques, survey method, was used in the study. By adapting and using the scales stated in Table 1, a fully-structured online survey form was prepared and published using Google Forms.

Table 1. Adapted Scales

Adapted Scale	Source of the Scale
Job Satisfaction	MSQ (1977); Spector (1994)
Organizational Commitment	Meyer, Allen, and Smith (1993); Mowday, Steers, and Porter (1978)
Work Stress	Aktaş (2001) adapted from Dr. Suzanne Haynes
Organizational Justice	Neihoff and Moorman (1993); Wasti (2001)

The survey has 53 items in total. 50 items were put for measuring the 4 variables stated above, where the 3 items were put for demographics (gender, age, experience). All the items (except demographics) were measured the 5-Likert scale. Convenience sampling was employed as the sampling technique and the link of the survey was shared with the people in Turkey. 222 valid responses were collected and included to the analysis stage, which was fully conducted in IBM SPSS 24 and IBM AMOS 23 software packages.

Structural Equation Modeling (SEM) was used to identify the relationships between latent variables, which were measured by the items (observed variables) in the survey. SEM is a common technique used for analyzing the existence and magnitude of such relationships by using regression and correlation. SEM is selected because it shows the relations between the latent variables, even they are very hard to see in other techniques such as multiple-regression, and it easily tests harder and complex models (Yu, 2004). In SEM, there are many strategies. However, confirmatory model strategy was used, since a model had been designed by the help of the relevant scientific literature and it's tested to confirm the relationships if they are coherent or not. During the analysis, Maximum Likelihood was employed as the parameter estimation method. The Confidence Interval (CI) levels used in this study were %90 and %95, which corresponds to $\alpha=0,10$ and $\alpha=0,05$ consecutively. Additionally, in Confirmatory Factor Analysis (CFA) stage of SEM, the standards for the goodness-of-fit values and the minimal requirements were taken from Schermelleh-Engel et al (2003) and Schumacker and Lomax (2004) (Table 2).

Table 2. Standards For Goodness-of-Fit

Fit Index	Good Fit	Acceptable Fit
χ^2/df	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 5$
TLI	$0,97 \leq TLI \leq 1,00$	$0,95 \leq TLI < 0,97$
CFI	$0,97 \leq CFI \leq 1,00$	$0,95 \leq CFI < 0,97$
RMSEA	$0 \leq RMSEA \leq 0,05$	$0,05 < RMSEA \leq 0,08$
SRMR	$0 \leq SRMR \leq 0,05$	$0,05 < SRMR \leq 0,10$
NFI	$0,95 \leq NFI \leq 1,00$	$0,90 \leq NFI < 0,95$
GFI	$0,95 \leq GFI \leq 1,00$	$0,90 \leq GFI < 0,95$

There is an ongoing debate about the precedence and importance of the index parameters (Hu and Bentler, 1998; Jaccard and Wan, 1996; Kline, 2015; Schumacker and Lomax, 2004). In this study, the most commonly considered index value χ^2/df will be used in addition to Hu and Bentler's (1998) view, which consists of RMSEA and SRMR indexes should be primarily considered for acceptance.

2.2. Findings and Discussion

Firstly, the demographics of the sampled group were depicted using frequency analysis (Table 3). It's seen that the demographic variables represent a pretty much balanced distribution in the sample of 222 people.

Table 3. Frequencies and Percentages of Demographics

Demographic	Variable	Frequency	Percentage
Gender	Male	128	57,7%
	Female	94	42,3%
Age Group	19-25	5	2,3%
	26-32	74	33,3%
	33-39	92	41,4%
	40-46	29	13,1%
	47-53	16	7,2%
	54-60	6	2,7%
Experience	0-5 Years	45	20,3%
	6-10 Years	92	41,4%
	11-15 Years	47	21,2%
	15-20 Years	22	9,9%
	21+ Years	16	7,2%

Secondly, a normality check was made for the items used to measure the latent variables. The normality check consisted of examining the skewness and kurtosis values of each of the 50 items. In order to come up with an assumption of normality for a variable's distribution, skewness and kurtosis values may be checked if they are between -3 and +3 or not (Shao, 2002, pp. 424-426). All the skewness and kurtosis values are in the proper range. Thus, they can be assumed to be distributed normally.

Thirdly, the sampling adequacy level was checked with Kaiser-Meyer-Olkin (KMO) test and data convenience level for factor analysis checked with Bartlett's Sphericity (BS) test. According to Field's (2013) study, KMO value greater than 0,5 is enough to decide the adequacy. KMO value had been calculated as 0,852. Additionally, p-value of BS test was below 0,05, which presents a significance.

Fourthly, an Exploratory Factor Analysis (EFA) was made on the pool of all 50 items. In this stage, Principle Component Analysis (PCA) was employed as an extraction method to group the items according to the responses of the sample group (the threshold for the eigenvalue was assumed as 1). Moreover, Varimax rotations (Kaiser, 1958) were used to come up with a better distribution. However, during the analysis process, 26 of 50 items were removed since they didn't have enough factor loadings (items with a factor loading less than 0,400) or have nearly same factor loadings for more than one factor. The factor loadings of each item and 6 factors after EFA are shown in Table 4. Total variance extracted was 68,45%.

Table 4. Factor Loadings, Factor Names, Variances And Eigenvalues After EFA

Item	Factor Loading	Factor Name	Variance Extracted	Eigenvalue
Q9	0,709			
Q10	0,731			
Q11	0,813	Job Satisfaction (JS)	14,79%	3,548
Q12	0,837			
Q14	0,596			

Item	Factor Loading	Factor Name		Variance Extracted	Eigenvalue
Q15	0,724	Organizational Commitment (OC)		15,27%	3,665
Q17	0,582				
Q18	0,703				
Q20	0,726				
Q24	0,764				
Q25	0,683				
Q28	0,870	Work Stress (WS)		10,50%	2,519
Q29	0,635				
Q32	0,823				
Q33	0,631				
Q38	0,884	Distributive Justice (DJ) (of Organizational Justice (OJ))		9,16%	2,199
Q40	0,851				
Q41	0,456				
Q42	0,732	Procedural Justice (DJ) (of OJ)		10,52%	2,526
Q43	0,545				
Q44	0,749				
Q45	0,579				
Q46	0,861	Interactional Justice (of OJ)		8,22%	1,973
Q50	0,812				

Fifthly, some reliability and validity test were made to ensure that if the factors after EFA represent reliable/valid variables and if they can be used together in a model or not. For reliability, two commonly checked values (Cronbach's Alpha > 0,70 and Composite Reliability (CR) > 0,70) were calculated (Bagozzi and Yi, 2012; Field, 2009, p.675). Both values for each factor were in the acceptable ranges (Table 5). On the other hand, convergent validity (Average Variance Extracted (AVE) > 0,50 and CR > AVE) and discriminant validity (Square root of AVE > Maximum of Pearson Correlation Value) were tested (Hair et al, 2014, p.103). In this stage, all the constraints for each of the factors were satisfied, but PJ. Because PJ's AVE value is less than 0,50. Thus, it was excluded from the following analyses.

Table 5. Validity And Reliability Tests

Factor	Cr's Alpha	CR	AVE	Sqrt (AVE)	Pearson Correlations					
					JS	OC	WS	DJ	PJ	IJ
JS	0,855	0,858	0,551	0,742		0,482	-0,211	0,305	0,507	0,370
OC	0,837	0,851	0,500	0,699	0,482		-0,100	0,313	0,475	0,425
WS	0,751	0,832	0,559	0,748	-0,211	-0,100		-0,270	-0,184	-0,194
DJ	0,763	0,789	0,571	0,756	0,305	0,313	-0,270		0,558	0,301
PJ	0,866	0,749	0,432	0,657	0,507	0,475	-0,184	0,558		0,480
IJ	0,862	0,824	0,700	0,837	0,370	0,425	-0,194	0,301	0,480	

Sixthly, 1st degree and 2nd degree Confirmatory Factor Analysis (CFA) were made to test the construct validity of the proposed model (2nd degree CFA was made because DJ, PJ and IJ are the

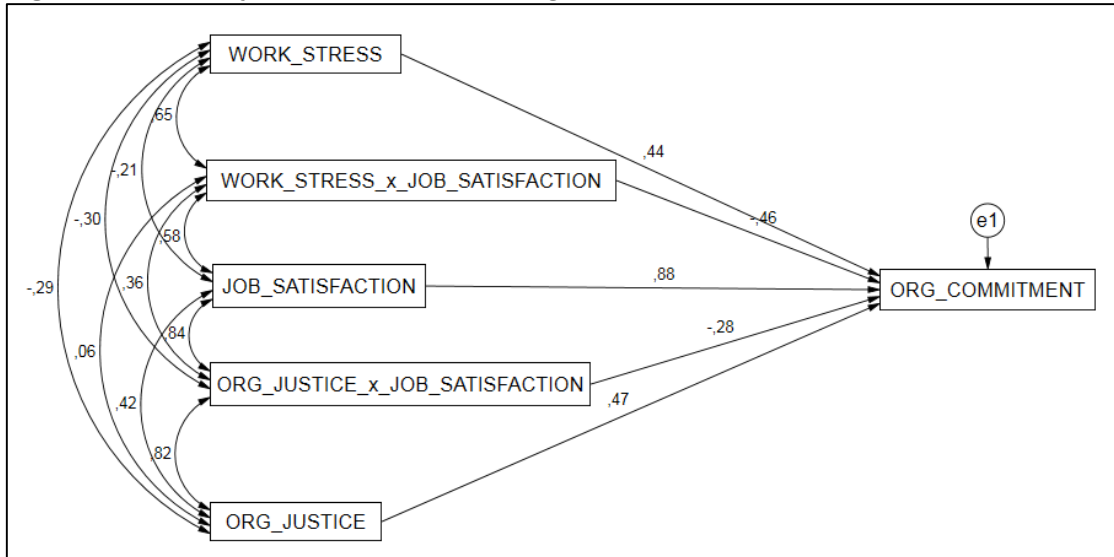
factors of OJ). The goodness-of-fit indexes were depicted in Table 6. The acceptability of each value was decided due to Table 2. Since χ^2/df , RMSEA and SRMR index values were in the acceptable range, it was concluded that the dataset fits the model with an acceptable degree.

Table 6. Goodness-of-Fit Indexes

Index	1.CFA		2.CFA	
χ^2/df	2,295	Acceptable	2,270	Acceptable
TLI	0,879	Not Acceptable	0,882	Not Acceptable
CFI	0,902	Not Acceptable	0,902	Not Acceptable
RMSEA	0,077	Acceptable	0,076	Acceptable
SRMR	0,086	Acceptable	0,870	Acceptable
NFI	0,840	Not Acceptable	0,840	Not Acceptable
GFI	0,867	Not Acceptable	0,867	Not Acceptable

Seventhly, the model was tested using Path Analysis (PA), which is the final stage of SEM. Results of PA was shown in Figure 2. The moderating effects were tested by multiplying the moderator with the independent variable.

Figure 2. Path Analysis with Standardized Regression Coefficients



However, some relations were not significant in any of the CIs used in the study (%90 and %95). In other words, some p-values were higher than 0,05 or 0,10. All the coefficients and p-values were listed in Table 7.

Table 7. Findings of Path Analysis

Independent Variable	Dependent Variable	Coefficient	p-value
WORK_STRESS	ORG_COMMITMENT	0,385	0,047*
JOB_SATISFACTION	ORG_COMMITMENT	0,762	0,012*
ORG_JUSTICE	ORG_COMMITMENT	0,468	0,021*
WORK_STRESS_x_JOB_SATISFACTION	ORG_COMMITMENT	-0,098	0,083**
ORG_JUSTICE_x_JOB_SATISFACTION	ORG_COMMITMENT	-0,047	0,422

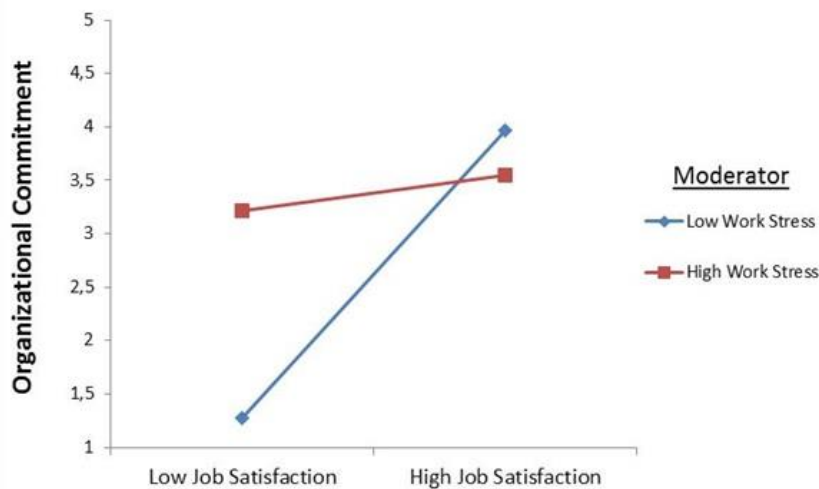
* Significant for $\alpha=0,05$ (CI:%95)

** Significant for $\alpha=0,10$ (CI:%90)

The findings of the path analysis indicate that job satisfaction has a significant positive effect on organizational commitment (H_1 is accepted). Additionally, organizational justice dampens the

positive relationship between job satisfaction and organizational commitment, but it is not significant (H_2 is rejected). Finally, work stress dampens the positive relationship between job satisfaction and organizational commitment and this relation is significant (H_3 is accepted). The moderating effect of work stress can be seen in Figure 3.

Figure 3. The Moderating Effect of Work Stress



3. Conclusion

The aim of the study is to examine whether perceived organizational justice and job stress change the magnitude of the effect of job satisfaction on organizational commitment. For this purpose, three hypotheses have been developed and tested.

The results of the study support the hypothesis formulated in terms of the impact of job satisfaction on organizational commitment (H_1). This is coherent with the literature. According to Spector (1997, p. 2), job satisfaction has a great importance for an organization both in humanist and beneficiary terms. From a humanitarian point of view, the basic factor of an organization is human, and human deserves to be treated in a fair and respectful manner. In this respect, job satisfaction is an indication that employees are treated well and the employee is emotionally and psychologically well. Organizations should give importance to the satisfaction of their employees from the beneficial approach as well. This is because the level of satisfaction of the employees affects the degree of achievement of organizational activities. While the motivations and performances of the employees who are satisfied with their job improve; absenteeism, quitting work and error rate increase and productivity decreases for the employees who are dissatisfied (Robinson and Judge, 2013, p. 83). Job satisfaction is an essential component for ensuring the organizational commitment of employees. Employees who are satisfied with his/her job and think that there is a balance between his/her contribution and the results of his/her work, will increase his/her commitment. Shortly, the satisfied employees tend to be more loyal to their organizations.

According to Cropanzano, Bowen, and Gilliland (2007), organizational justice is “the glue that allows people to work together effectively”. This “glue” plays an active role not only in building of organizational trust of employees, in increasing their organizational performance or in fostering organizational citizenship behaviors, but also in the satisfaction of customers and their loyalty to the organization. These characteristics make organizational justice important for an organization. The second hypothesis tests whether organizational justice, which strongly affects both job satisfaction and organizational commitment separately, affects the relationship between these two variables. In Hypothesis 2, it is seen that the perception of organizational justice has no moderating effect on the relationship between job satisfaction and organizational commitment.

Therefore, H₂ is rejected. However, it should be noted that perceived organizational justice has a significant positive effect on organizational commitment (Table 7), just doesn't have a moderating effect on the relation between two variables.

The findings indicated that job stress has the power to influence the relationship between job satisfaction and organizational commitment. Work stress has a moderating effect on the magnitude of the effect of job satisfaction on organizational commitment. So, H₃ is accepted. This is the most important result of the study. According to this result, when job satisfaction increases, commitment increases, but the effect of this increase cannot be seen sufficiently in a stressful working environment. Therefore, eliminating or at least reducing stress factors such as work overload, time pressure, role conflict, under promotion, poor relations in the work environment will strengthen the relationship between job satisfaction and organizational commitment. For example, suppose there are two businesses that want to increase the organizational commitment of their employees. Both businesses are aware of the positive impact of job satisfaction on organizational commitment. Both offer equally appropriate working environment, participation in decisions, empowerment, promotion opportunities, etc. for employees to increase job satisfaction. The only difference between these two businesses is the level of stress on employees due to workload. In this case, the business which creates less stress on its employees, will come closer to the goal of achieving organizational commitment. For this reason, it should be ensured that the stress level of the employees remains at a reasonable level. In order to keep work-related stress under control, International Labour Organization (ILO, 2012, pp. 50-51) has suggested the following strategies: Giving employees more control over their job; encouraging good relations both among employees and between employees and employers; matching the job and the employee; providing adequate training and education; ensuring transparency and fairness in all aspects of the job; providing appropriate physical working environment.

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Araştırma Makalesi

The Role of Perceived Organizational Justice and Job Stress on the Relationship between Job Satisfaction and Organizational Commitment

İş Tatmini ve Örgütsel Bağlılık Arasındaki İlişkide Algılanan Örgütsel Adalet ve İş Stresinin Rolü

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Genişletilmiş Özet

Giriş

İnsan, örgütün en önemli unsurudur. Çünkü örgütün amaçlarına ulaşması için gerekli olan girdilerden birini ifade etmektedir: Emek. Bu nedenledir ki, ihtiyaç duyulan insan kaynağının planlanması, seçimi, eğitimi ve değerlendirilmesinin yanı sıra, elde tutulması da büyük önem taşımaktadır. Çalışanın elde tutulması, kendisini örgüte ait hissetmesi, örgütün bir parçası olarak görmesi anlamına gelen örgütsel bağlılık da ancak çalışanın işinden tatmin olmasıyla ortaya çıkmaktadır. Bu çalışmada da çalışanın örgüte kattıkları ile örgütten aldıkları arasındaki ilişkide algılanan adaletin ve iş stresinin, iş tatmini ve örgütsel bağlılık arasındaki ilişkiye etkisi incelenmiştir.

İş tatmini, çalışanın işini, kendi standartları doğrultusunda, değerlendirmesi sonucunda ortaya çıkan, işiyle ilgili olumlu veya olumsuz duygusal durumdur. Çalışanın işinden tatmin olma veya olmama derecesini, işinden ne beklediği ve işinin ona ne sunduğu ile ilgili olarak algıladığı ilişki belirlemektedir (Locke, 1970: 485; Locke, 1969: 316-318). Çalışanların tatmin düzeyi de, örgüt faaliyetlerinin başarıma derecesini etkilemektedir. İşinden tatmin olan çalışanların motivasyonları ve performansları artarken, tatmin olmayan çalışanlarda, devamsızlık, işten ayrılma, hata oranında artma ve verimlilikte azalma görülmektedir (Robinson ve Judge, 2013: 83).

Örgütsel bağlılık ise, üç temel bileşenden oluşmaktadır: Güçlü bir kabul, katılım ve sadakat (Ghosh ve Swamy, 2014: 5). Dolayısıyla, örgütsel bağlılık, çalışanın örgütün amaç ve değerlerine güçlü bir şekilde inanması ve kabul etmesi, bu amaç ve değerlerin gerçekleştirilmesi ve korunması için olağanüstü bir çaba sarf etmesi ve örgütsel üyeliğini sürdürmek için kesin bir istek duymasıdır (Porter, Steers ve Boulian, 1973).

Çalışanın yaptığı işten tatmin olması ile örgüte bağlılık duyması arasında da çok yakın bir ilişki vardır. Yapılan çalışmalar da bu iki değişken arasında pozitif ilişkiyi desteklemektedir (Hoş ve Oksay, 2015; Harun vd. 2014; Ahmad, Iqbal, Javed, Hamad, 2014; Urhan, 2014; Martin ve Kaufman, 2013; Srivastava, 2013; Sikorska-Simmons, 2005). Bu çalışmanın ilk hipotezi de iş tatmininin, örgütsel bağlılık üzerinde pozitif bir etkisi olduğudur.

H₁: İş tatmininin örgütsel bağlılık üzerinde pozitif yönlü ve anlamlı bir etkisi vardır.

Adalet, “Herkes kendine uygun düşeni, kendi hakkı olanı verme, doğruluk.” şeklinde tanımlanmaktadır (TDK, 2019). Algılanan örgütsel adalet, öncelikle, tabi ki güven (Aryee,

Budhwar ve Chen, 2002), daha sonra motivasyon, performans (Sökmen, Bilisel ve Erbil, 2013) örgütsel vatandaşlık davranışı, üretim karşıtı davranış, çekilme davranışı (Cohen-Charash ve Spector, 2001), iş tatmini ve örgütsel bağlılık ile yakından ilişkilidir.

Algılanan örgütsel adaletin, iş tatmini ve örgütsel bağlılık ile ilişkisine tek tek bakıldığında, örgütsel adalet ile iş tatmini arasında pozitif ilişki bulan (Karavardar, 2015; Lotfi ve Pour, 2013; Elamin, 2012; İşcan ve Sayın, 2010) ve örgütsel adalet ile örgütsel bağlılık arasında pozitif ilişki bulan (Büyükyılmaz ve Tunçbiz, 2016; Rahman, Shahzad, Mustafa, Khan ve Qurashi, 2016; Karavardar, 2015; Akanbi ve Ofoegbu, 2013; Elamin, 2012; Cohen-Charash ve Spector, 2001) birçok çalışma olduğu görülmektedir. Bu çalışmada ise, algılanan örgütsel adaletin, iş tatmini ve örgütsel bağlılık arasındaki ilişki üzerinde etkili olup olmadığı araştırılmaktadır.

H₂: Algılanan örgütsel adaletin, iş tatmininin örgütsel bağlılık üzerindeki etkisinin büyüklüğü üzerinde yönetici bir etkiye sahiptir.

Çalışmadaki son değişken de iş stresidir. Stres, birey ile çevresindeki bir talep kaynağı arasındaki etkileşimin sonucudur. Eğer, birey taleplerin kendi yetenek ve kabiliyetlerini aştığını düşünürse, stres ortaya çıkmaktadır (Long, 1995: 1).

İş stresi, iş tatmini ve örgütsel bağlılık arasındaki ilişkiyi inceleyen farklı çalışmalarda da bu üç değişken arasındaki ilişki farklı şekillerde ortaya çıkmıştır. İş tatmini ile iş stresi (Harun vd., 2014; Lin, Lin ve Cheng, 2013; Ahsan, Abdullah, Fie ve Alam, 2009) ve örgütsel bağlılık ile iş stresi arasında negatif ilişki bulan çalışmaların (Ahmad ve Roslan, 2016; Alipour ve Monfared, 2015; Harun vd., 2014; Lin, Lin ve Cheng, 2013) yanı sıra; iş tatmini ve örgütsel bağlılık ile iş stresi arasında ilişki bulamayan (Agarwal, 2015) veya iş tatmini ve örgütsel bağlılık ile iş stresi arasında ilişki olduğunu ama bu ilişkinin her zaman tatmin olmuş ve örgüte bağlı çalışanların düşük stresli olduğunu veya tam tersinin ileri sürülemeyeceğini savunan çalışmalar (Bytyqi, Reshani ve Hasani, 2010) literatürde yer almaktadır. Bu çalışmada ise, iş stresinin, iş tatmini ve örgütsel bağlılık arasındaki ilişki üzerindeki etkisi araştırılmıştır.

H₃: İş stresi, iş tatmininin örgütsel bağlılık üzerindeki etkisinin büyüklüğü üzerinde yönetici bir etkiye sahiptir.

Metod

Çalışmanın uygulama kısmında, anket yoluyla 222 kişiden toplanan veriler, yapısal eşitlik modeli ile analiz edilmiştir. SEM, regresyon ve korelasyon yardımıyla, değişkenler arasındaki ilişkilerin varlığını ve büyüklüğünü analiz etmek için kullanılan, doğrudan ve dolaylı etkileri göz önünde bulunduran yaygın bir tekniktir.

İlk olarak, örneklem grubunun demografik yapısı frekans analizi kullanılarak, belirlenmiştir. İkinci olarak, gizli değişkenleri ölçmek için, kullanılan maddeler için bir normallik kontrolü yapılmıştır. Üçüncü olarak, örnekleme yeterlilik düzeyi Kaiser-Meyer-Olkin (KMO) testi ve Bartlett Sphericity (BS) testi ile faktör analizi için veri uygunluk seviyesi kontrol edilmiştir. Dördüncü olarak, 50 maddenin yer aldığı havuzda Açıklayıcı Faktör Analizi (AFA) yapılmıştır. Yeterli faktör yüküne sahip olmayan veya birden fazla faktöre birlikte yüklenen 26 madde, analizden çıkarılmıştır. Beşinci olarak, güvenilirlik ve geçerlilik testleri yapılmıştır. Altıncı olarak, önerilen modelin yapı geçerliliğini test etmek için 1. derece ve 2. derece Doğrulamalı Faktör Analizi (DFA) yapılmıştır. Son olarak, hipotezlerin test edilmesi için, SEM'in son aşaması olan Yol Analizi (YA) kullanılmıştır.

Bulgular ve Sonuç

Çalışmanın amacı, algılanan örgütsel adalet ve iş stresinin, iş tatmininin örgütsel bağlılık üzerindeki etkisinin büyüklüğünü değiştirip değiştirmediğini incelemektir. Bu amaçla üç hipotez geliştirilmiş ve bu hipotezler test edilmiştir.

Analiz sonucunda ortaya çıkan bulgular, iş tatmininin örgütsel bağlılık üzerinde anlamlı ve pozitif bir etkisi olduğunu ileri süren hipotezi (H₁) desteklemektedir. Bu, literatürle uyumludur ve örgüte

katkısı ile yaptığı işin sonuçları arasında bir denge olduğunu düşünen çalışanın, örgütüne bağlılığının artacağını ifade etmektedir.

Hipotez 2'de örgütsel adalet algısının, iş tatmini ve örgütsel bağlılık arasındaki ilişki üzerinde bir etkisinin olmadığı görülmektedir. Bu nedenle, H₂ reddedilmiştir. Ancak algılanan örgütsel adaletin örgütsel bağlılık üzerinde anlamlı bir etkiye sahip olduğunu, sadece iş tatmini ve örgütsel bağlılık değişkenleri arasındaki ilişki üzerinde bir etkiye sahip olmadığını belirtmek gerekir.

Bulgular, iş stresinin, iş tatmini ve örgütsel bağlılık arasındaki ilişkiyi etkileme gücüne sahip olduğunu göstermiştir. Yani, H₃ kabul edilmiştir. Bu sonuca göre, iş tatmini arttığında, bağlılık artar, ancak bu artışın etkisi stresli bir çalışma ortamında yeterince görülmez. Bu nedenle, iş yükü, zaman baskısı, rol çatışması, iş ortamındaki zayıf ilişkiler gibi stres faktörlerini ortadan kaldırmak veya en azından azaltmak, iş tatmini ve örgütsel bağlılık arasındaki ilişkiyi güçlendirecektir. Bu nedenle çalışanların stres düzeyinin makul düzeyde kalması sağlanmalıdır.