

**REPUBLIC OF TURKEY
VAN YUZUNCU YIL UNIVERSITY
SOCIAL SCIENCES INSTITUTE
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS SCIENCE**

**THE MEDIATION EFFECT OF QUALITY OF WORK LIFE IN THE
EFFECT OF ORGANIZATIONAL JUSTICE PERCEPTIONS OF SYRIAN
EMPLOYEES IN TURKEY ON THE LEVEL OF ORGANIZATIONAL
COMMITMENT.**

PhD THESIS

PREPARED BY

AHMET NASEF ALAHMAD

SUPERVISED BY

ASST. PROF. ABDULKADIR GÜMÜŞ

VAN- 2023

T.C
VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
İŞLETME ANA BİLİM DALI

TÜRKİYE'DEKİ SURİYELİ ÇALIŞANLARIN ÖRGÜTSEL ADALET
ALGILARININ ÖRGÜTSEL BAĞLILIK DÜZEYİNDEKİ ETKİSİNDE İŞ HAYATI
KALİTESİNİN ARABULUCULUK ETKİSİ

DOKTORA TEZİ

HAZIRLAYAN

AHMET NASEF ALAHMAD

DANIŞMAN

Doç. Dr. ABDULKADIR GÜMÜŞ

VAN- 2023

KABUL VE ONAY

Ahmet NASEF ALAHMAD tarafından hazırlanan “The Mediation Effect of Quality of Work Life in the Effect of Organizational Justice Perceptions of Syrian Employees in Turkey on the Level of Organizational Commitment” adlı tez çalışması aşağıdaki jüri tarafından OY BİRLİĞİ / OY ÇOKLUĞU ile Van Yüzüncü Yıl Üniversitesi İŞLETME Anabilim Dalında DOKTORA TEZİ olarak kabul edilmiştir.

Danışman: Doç. Dr. Abdulkadir GÜMÜŞ İşletme ABD, Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Doktora Tezi olduğunu onaylıyorum/onaylamıyorum
Başkan: Prof. Dr. Mehmet Akif ARVAS İktisat ABD, Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Doktora Tezi olduğunu onaylıyorum/onaylamıyorum
Üye: Unvanı Doç. Dr. Bulut DÜLEK İşletme ABD, Van Yüzüncü Yıl Üniversitesi Bu tezin, kapsam ve kalite olarak Doktora Tezi olduğunu onaylıyorum/onaylamıyorum
Üye: Unvanı Doç. Dr. Abdullah OĞRAK İşletme ABD, Bursa Teknik Üniversitesi. Bu tezin, kapsam ve kalite olarak Doktora Tezi olduğunu onaylıyorum/onaylamıyorum
Üye: Unvanı Doç. Dr. Erhan EKİNGEN Sağlık Yönetimi ABD, Batman Üniversitesi. Bu tezin, kapsam ve kalite olarak Doktora Tezi olduğunu onaylıyorum/onaylamıyorum
Yedek Üye: Unvanı Adı SOYADI Anabilim Dalı, Üniversite Adı Bu tezin, kapsam ve kalite olarak Doktora Tezi olduğunu onaylıyorum/onaylamıyorum
Yedek Üye: Unvanı Adı SOYADI Anabilim Dalı, Üniversite Adı Bu tezin, kapsam ve kalite olarak Doktora Tezi olduğunu onaylıyorum/onaylamıyorum
Tez Savunma Tarihi:	15/06/2023
Jüri tarafından kabul edilen bu tezin Doktora Tezi olması için gerekli şartları yerine getirdiğini onaylıyorum. Prof. Dr. Bekir KOÇLAR Sosyal Bilimler Enstitüsü Müdürü	

ETİK BEYAN

Van Yüzüncü Yıl Üniversitesi, Sosyal Bilimler Enstitüsü **Tez Yazım Kurallarına uygun olarak hazırladığım bu tez çalışmada;**

- Tez içinde sunduğum verileri, bilgileri ve dokümanları akademik ve etik kurallar çerçevesinde elde ettiğimi,
- Tüm bilgi, belge, değerlendirme ve sonuçları bilimsel etik ve ahlak kurallarına uygun olarak sunduğumu,
- Tez çalışmada yararlandığım eserlerin tümüne uygun atıfta bulunarak kaynak gösterdiğimi,
- Kullanılan verilerde herhangi bir değişiklik yapmadığımı,
- Bu tezde sunduğum çalışmanın özgün olduğunu

bildirir, aksi bir durumda aleyhime doğabilecek tüm hak kayıplarını kabullendiğimi beyan ederim. (15.06.2023)

(İmza)

Ahmet Nasef ALAHMAD

Doktora Tezi

Ahmet NASEF ALAHMAD

VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ
SOSYAL BİLİMLER ENSTİTÜSÜ
Haziran, 2023

TÜRKİYE'DEKİ SURİYELİ ÇALIŞANLARIN ÖRGÜTSEL ADALET ALGILARININ ÖRGÜTSEL BAĞLILIK DÜZEYİNDEKİ ETKİSİNDE İŞ HAYATI KALİTESİNİN ARABULUCULUK ETKİSİ

ÖZET

İş yaşamında adalet algılamalarını inceleyen bir alan olarak örgütsel adalet, aslında genel olarak yaşamın her kesiminde önemli olan adalet konusunun alt başlığı olarak incelenmektedir. Bağlılık, herhangi bir örgüt, bir örgütün alt birimi veya meslek grubu gibi sosyal bir birlikteliğe ya da herhangi bir bireye karşı duyulan sadakattir. Örgütsel bağlılık kavramı ise çalışanların istihdam edildikleri işletmenin karakteristik özelliklerine karşı gösterdikleri, (örgütsel hedefleri ve değerleri uygun bulmasını, örgüt içerisinde üstlendiği rolü kabullenmesini, zorlayıcı faktörlerin etkisinden ziyade kendi iradesiyle örgüte karşı aidiyet duygusu geliştirmesini de kapsayan) olumlu duygusal reaksiyonları ifade etmektedir. Hayatımızın önemli bir bölümünü çalışma hayatı oluşturmaktadır. İnsan, hayatın her alanında olduğu gibi, çalışma yaşamında da hep daha iyinin arayışı içerisinde. İnsan hayatın her alanında olduğu gibi çalışma hayatında da daha kaliteli bir çalışma yaşamını arzulamaktadır. Çalışma yaşamının kalitesi üzerine yapılan araştırmaların çokluğu bu arzunun bir yansımasıdır denilebilir. Bu arayışa ilaveten günümüzde örgütlerin etkili ve verimli bir şekilde amaçlarına ulaşmalarında örgüt çalışanlarının katkılarının önemi her geçen gün daha fazla gündeme taşınmaktadır. Dolayısıyla bu çalışmanın temel amaçları, Örgütsel adalet arasındaki ilişkiyi kendi boyutları ve örgütsel bağlılığı ile Türkiye'deki boyutlarıyla çalışma hayatının kalitesini Suriyeli mülteci işçileri açısından tanımlama, Türkiye'deki örgütsel adalet düzeyini ve örgütsel bağlılık düzeyini, çalışma yaşam kalitesini Suriyeli mülteci işçiler açısından bilme, Örgütsel adaletin Türkiye'deki Suriyeli mülteciler için çalışma yaşamlarının bağlılığı ve kalitesi üzerindeki etkisini gösterme, Türkiye'deki mülteci ve göçmen işçiler arasında düzenleyici bağlılığı, adalet duygusunu ve çalışma yaşam kalitesini karşılayan faktörleri belirlemek, Türkiye'deki mülteci işçilerin örgütlenme bağlılık düzeyi, örgütsel adalet ve çalışma yaşam kalitesindeki en önemli istatistiksel olarak anlamlı farklılıkları, öğrenme evresinin farklı değişkenlerine, sosyal durumuna, yılların deneyimine, Türk diline hakim olma düzeyine ve yaşına göre ortaya koymaktır.

- Anahtar Kelimeler** : Örgütsel Bağlılık, Örgütsel Adalet, Çalışma Yaşamı Kalitesi, Suriyeli İşçiler.
Sayfa Sayısı : IX+144
Tez Danışmanı : Doç. Dr. Abdulkadir GÜMÜŞ

PhD. Thesis

Ahmet NASEF ALAHMAD

YÜZÜNCÜ YIL UNIVERSITY
INSTITUTE OF SOCIAL SCIENCES

June, 2023

THE MEDIATION EFFECT OF QUALITY OF WORK LIFE IN THE EFFECT OF ORGANIZATIONAL JUSTICE PERCEPTIONS OF SYRIAN EMPLOYEES IN TURKEY ON THE LEVEL OF ORGANIZATIONAL COMMITMENT

ABSTRACT

Organizational justice, as a field that examines perceptions of justice in business life, is actually examined as a sub-title of the issue of justice, which is important in all parts of life in general. Loyalty is loyalty to an individual or a social association such as an organization, a sub-unit of an organization, or a professional group. The concept of organizational commitment, on the other hand, refers to the positive emotional reactions that employees show towards the characteristics of the business they are employed (including their finding the organizational goals and values appropriate, accepting the role they have taken in the organization, developing a sense of belonging to the organization by their own will rather than the influence of coercive factors). Working life constitutes an important part of our life. As in all areas of life, people are always in search of the better in their working life. As in all areas of life, people desire a higher quality working life in their working life. It can be said that the abundance of research on the quality of working life is a reflection of this desire. In addition to this search, the importance of the contributions of the employees of the organization in reaching the goals of the organizations in an effective and efficient way is being brought to the agenda more and more every day. Therefore, the main objectives of this study are to define the relationship between organizational justice, its dimensions and organizational commitment and the quality of working life in terms of Syrian refugee workers, to know the level of organizational justice and organizational commitment in Turkey, the quality of working life in terms of Syrian refugee workers, demonstrating the impact of justice on the commitment and quality of working life for Syrian refugees in Turkey, identifying the factors that meet regulatory commitment, sense of justice and working life quality among refugee and migrant workers in Turkey, level of organizational commitment, organizational justice and working life of refugee workers in Turkey It reveals the most important statistically significant differences in quality of life according to different variables of the learning stage, social status, years of experience, level of command of the Turkish language and age.

Key Words : Organizational Commitment, Organizational Justice, Quality of Work Life, Syrian Workers

Quantity of Page : IX+144

Advisor : Asst. Dr. Abdulkadir GÜMÜŞ

TABLE OF CONTENTS

ÖZET.....	i
ABSTRACT.....	ii
TABLE OF CONTENTS.....	iii
LIST OF TABLES	vi
ACKNOWLEDGEMENT	ix
INTRODUCTION.....	1
1. ORGANIZATIONAL JUSTICE.....	6
1.1. The Concept of Organizational Justice	6
1.1.1. The Concept of Justice.....	7
1.1.2. Definition and Scope of the Concept of Organizational Justice.....	7
1.1.3. The Importance of Organizational Justice	9
1.1.4. Organizational Justice Theories.....	10
1.1.5. Dimensions of Organizational Justice	15
1.2. The Relation Between The Concept Of Organizational Justice And Organizational Concepts	19
1.2.1. Organizational Justice and Leadership Relation.....	20
1.2.2. Organizational Justice and Organizational Citizenship Relation	26
1.2.3. Organizational Justice and Job Satisfaction Relation	27
1.3. The Effect of Organizational Justice on Work Motivation	29
2. ORGANIZATIONAL COMMITMENT	32
2.1. Organizational Commitment in General	33
2.2. Definitions Of Organizational Commitment	42
2.3. Organizational Commitment Theories	43
2.3.1. Kanter's Approach	43
2.3.2. Etzioni's Approach.....	44
2.3.3. Katz and Kahn's Approach	45
2.3.4. Mowday's Approach	46
2.3.5. O'Reilly and Chatman's Approach.....	47
2.3.6. Penley and Gould's Approach.....	48
2.3.7. Becker's Side-Betting Approach.....	49
2.4. Meyer And Allen's Three-Component Model of Organizational Commitment	51

2.4.1. Emotional (Affective) Commitment	52
2.4.2. Continuing Commitment	54
2.4.3. Normative Commitment	55
2.5. Factors Affecting Organizational Commitment	57
2.5.1. Personal factors.....	57
2.5.2. Psychological Contract	59
2.5.3. Personal characteristics.....	59
2.5.4. Factors Related to Organizational Structure.....	62
2.5.5 External Factors	64
2.6. The Relation between Organizational Justice and Organizational Commitment	65
2.7. The Concept Of Work Quality Life	67
3. THE MEDIATING EFFECT OF THE QUALITY OF WORK LIFE IN THE EFFECT OF ORGANIZATIONAL JUSTICE PERCEPTIONS OF SYRIAN EMPLOYEES ON THEIR ORGANIZATIONAL COMMITMENT LEVELS IN TURKEY.....	70
3.1 Importance of the Research	70
3.2 Model and Hypotheses of the Research	71
3.3. Research Methodology	72
3.3.1 Method of the Study	72
3.3.2 Research Variables	73
3.3.3 Data Collection Tools and Scales	74
3.3.4 Data Collection Process	77
3.4 Analysis and Findings	81
4. FINDINGS.....	82
4.1. Factor and Reliability Analyzes	86
4.1.1. Organizational Commitment Factor Analysis	89
4.1.2. Quality of Work Life	90
4.2 Validity Test of the Study Tools	92
4.3 Descriptive Statistical Findings of Study Dimensions	103
4.4 Analysis of Syrian Employees' Perceptions of (Organizational Justice, Quality of Work Life, Organizational Commitment) in Turkey According to Their Demographic Characteristics	111

4.5. Discussing the Hypotheses of the Study	121
5. CONCLUSION AND DISCUSSION	127
REFERENCES.....	130
CURRICULUM VITAE (CV)	
THESIS ORIGINALITY REPORT	



LIST OF TABLES

Table No 1. Answer Scale	77
Table No 2. The distribution of the questionnaire form paragraphs.....	77
Table No 3. Distribution of study sample members by gender variable	82
Table No 4. Distribution of study sample members by age variable.....	82
Table No 5. Distribution of study sample members by educational level variable ..	83
Table No 6. Distribution of study sample members according to the institution's field of work variable	83
Table No 7. Distribution of study sample members according to the employer's nationality variable	84
Table No 8. Distribution of the study sample members according to the period of work in the institution	84
Table No 9. Distribution number of the study sample members according to the number of workers in the establishment.....	85
Table No 10. Distribution of study sample members by job position variable	85
Table No 11. Kaiser Meyer Olkin (KMO) Values of Scales	87
Table No 12. Organizational Justice Component Factor Analysis Results	87
Table No 13. Reliability Coefficients of Organizational Justice Dimensions.....	89
Table No 14. Kaiser Meyer Olkin (KMO) Values of Scales.....	89
Table No 15. Organizational Commitment Component Factor Analysis Results....	89
Table No 16. Reliability Coefficients of Organizational Commitment Dimensions.	90
Table No 17. Kaiser Meyer Olkin (KMO) Values of Scales	90
Table No 18. Work Life Quality Component Factor Analysis Results.....	91
Table No 19. Work life quality Reliability Coefficients of Dimensions.....	92

Table No 20. The internal validity of the dimensions of the independent variable (organizational justice).....	94
Table No 21. Internal validity of the dimensions of the mediating variable (quality of work life)	96
Table No 22. Internal validity of the dimensions of the dependent variable (organizational commitment).....	99
Table No 23. The internal validity of the study themes as a whole	101
Table No 24. The stability coefficient of the study themes using the Alpha Cronbach method	103
Table No 25. Answer Scale	105
Table No 26. Arithmetic averages and standard deviations of the dimensions of the organizational justice theme	106
Table No 27. Arithmetic averages and standard deviations of the work life quality theme dimensions	108
Table No 28. Arithmetic averages and standard deviations of the dimensions of the organizational commitment Theme	110
Table No 29. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by gender and T-test.....	111
Table No 30. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by age and (T-test)	113
Table No 31. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by educational level and T-test	114

Table No 32. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment according to the institution's field of work and the (T-test)	115
Table No 33. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by employer variable and (T-test)	116
Table No 34. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment according to variable length of work in the institution and the (T-test)	117
Table No 35. Results related to Syrian employees' perceptions of organizational justice.....	119
Table No 36. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by job title and T-test	120
Table No 37. Results of the first major hypothesis test	122
Table No 38. Results of the second main hypothesis test	123
Table No 39. Results of the third major hypothesis test	123
Table No 40. The fourth main hypothesis	123
Table No 41. Total, Direct and Indirect Effects of organizational justice perception on organizational commitment.....	127

ACKNOWLEDGEMENT

I would like to thank my dear teacher, Assoc. Prof. Dr. Abdulkadir GÜMÜŞ, for sharing his knowledge and experience with me during my doctoral coursework and thesis process, and for being by my side, supporting me and guiding me through all the difficulties I faced. In academic life, a teacher's contributions to their students play a crucial role in their success. By making good use of the opportunities provided by my teacher and developing myself with the knowledge and experience he taught me, I can build a successful career in the future.

I would like to thank my dear family, who have always been by my side in every moment of my life and have always supported me to achieve success.

I also want to thank the faculty members of my department, who never withheld their support from me during my research process. I am grateful for their contributions.

INTRODUCTION

Organizational justice is a “concept that refers to the perception of fairness in the workplace. It is concerned with the distribution of resources, rewards, and punishments within an organization and the procedures and processes that are used to make those decisions. The concept of organizational justice has been studied extensively in organizational behavior and management research, and it is considered to be an important factor in employee motivation, satisfaction, and engagement”.

Organizational justice has been described as having three components. These are “distributive justice, procedural justice, and interactional justice. Distributive justice refers to the fairness of the outcomes that are distributed within an organization. It is concerned with the perceived fairness of the allocation of resources, rewards, and punishments. Distributive justice is influenced by factors such as the perceived effort of employees, their skills, and their contributions to the organization. Procedural justice refers to the fairness of the procedures and processes that are used to make decisions within an organization. It is concerned with the perceived fairness of the decision-making process, such as the use of objective criteria, transparency, and participation in the decision-making process. Interactional justice refers to the fairness of the interpersonal treatment that employees receive from managers and coworkers.” It is concerned with the perceived fairness of the communication and treatment that employees receive when decisions are made, such as respect, politeness, and empathy.

Organizational justice has been found “to have important implications for employee outcomes such as job satisfaction, organizational commitment, and performance. Employees who perceive their organization to be fair are more likely to be satisfied with their job, committed to the organization, and perform at a higher level. On the other hand, employees who perceive their organization to be unfair are more likely to be dissatisfied, disengaged, and perform poorly.”

Therefore, organizational justice is an “important concept that refers to the perceived fairness of the distribution of resources, rewards, and punishments within an organization, as well as the procedures and processes used to make those decisions and the interpersonal treatment that employees receive. It is a crucial factor in

employee motivation, satisfaction, and engagement and can have significant implications” for organizational performance.

On the other hand, “organizational commitment refers to the degree to which an employee identifies with and is committed to the goals, values, and mission of an organization. It is a psychological state that reflects an individual's attachment and loyalty to the organization and their willingness to invest time, effort, and energy into their job and the organization's success. Organizational commitment has been studied extensively in organizational behavior and management research, and it is considered to be an important factor in employee retention, job performance, and overall organizational success. There are three main types of organizational commitment. The first one is affective commitment. This refers to an employee's emotional attachment and identification with the organization. Employees who have high levels of affective commitment feel a strong sense of loyalty and affection towards the organization and are more likely to stay with the organization even in the face of difficulties. The second one is continuance commitment. This refers to an employee's perception of the costs associated with leaving the organization, such as the loss of seniority, benefits, or opportunities. Employees who have high levels of continuance commitment feel that they need to stay with the organization because leaving would be too costly. And the last one is normative commitment. This refers to an employee's sense of obligation to remain with the organization because of a belief in the organization's values or a sense of duty.” Employees who have high levels of normative commitment feel that it is their moral obligation to stay with the organization.

Organizational commitment has been found “to have important implications for employee outcomes such as job satisfaction, job performance, turnover, and absenteeism. Employees who are highly committed to the organization are more likely to be satisfied with their job, perform at a higher level, and stay with the organization for longer periods of time.” On the other hand, employees who have low levels of organizational commitment are more likely to be dissatisfied with their job, perform poorly, and leave the organization.

Therefore, “organizational commitment is an important concept that refers to an employee's psychological attachment and loyalty to the organization. It has

important implications for employee motivation, retention, and job performance and can significantly impact an organization's success.”

Organizational commitment and organizational justice are “closely related concepts in organizational behavior and management research.” Research has found that perceptions of organizational justice have a significant impact on employees' levels of organizational commitment.

When employees perceive that their organization is fair in its treatment of employees, “it can lead to higher levels of affective commitment, which is the emotional attachment and identification with the organization. This is because employees who feel that their organization is fair and just are more likely to feel valued and respected,” which can lead to a sense of loyalty and commitment to the organization.

In contrast, “when employees perceive that their organization is unfair in its treatment of employees, it can lead to lower levels of organizational commitment. This is because employees who feel that they have been treated unfairly are more likely to feel dissatisfied and disengaged,” which can lead to a reduced sense of commitment and loyalty to the organization.

Procedural justice, “which is the perceived fairness of the procedures and processes used to make decisions within an organization, has been found to have a particularly strong impact on organizational commitment.” When employees perceive that the decision-making process is fair and transparent, it can lead to higher levels of organizational commitment.

Interactional justice, “which is the perceived fairness of the interpersonal treatment that employees receive from managers and coworkers, has also been found to have an impact on organizational commitment. When employees feel that they are treated with respect and dignity,” it can lead to a sense of loyalty and commitment to the organization.

Therefore, organizational justice is an important factor in the development of organizational commitment. “When employees perceive that their organization is fair

and just, it can lead to higher levels of affective commitment, which is the emotional attachment and identification with the organization.” This highlights the importance of organizational justice in promoting employee engagement, retention, and organizational success.

The Syrian refugee crisis, which began in 2011, has resulted in millions of Syrians fleeing their homes and seeking refuge in neighboring countries, including Turkey. According to the Turkish government, there are currently over 3.6 million registered Syrian refugees in Turkey, making it the country with the largest number of Syrian refugees in the world.

Many of the Syrian refugees in Turkey have found employment in the country's informal economy, working in industries such as agriculture, construction, and manufacturing. However, due to their refugee status, many of these workers face significant barriers to accessing formal employment opportunities and may be subjected to exploitative working conditions, including low wages, long hours, and unsafe working conditions.

The Turkish government has taken steps to address the challenges facing Syrian refugees in the country's labor market. In 2016, a new regulation was introduced that allows Syrian refugees to obtain work permits, making it easier for them to access formal employment opportunities. However, the implementation of this regulation has been uneven, and many Syrian refugees continue to face challenges in accessing formal employment.

The relationship between “organizational justice perceptions of Syrian employees in Turkey and their level of organizational commitment can be mediated by the quality of work life. Organizational justice refers to the perception of employees about the fairness of the workplace, while organizational commitment is the level of attachment and loyalty that employees have towards the organization. Quality of work life refers to the overall quality of working conditions, including factors such as job satisfaction, work-life balance, and job security.” Research has shown that Syrian refugees in Turkey face significant challenges in the labor market, including discrimination, lack of access to formal employment, and poor working conditions.

These challenges can negatively affect their perceptions of organizational justice, which in turn can impact their level of organizational commitment.

However, the quality of work life can mediate this relationship. If Syrian employees in Turkey perceive that their working conditions are of high quality, including job security, good work-life balance, and opportunities for personal and professional growth, they are more likely to have a higher level of organizational commitment, regardless of their perceptions of organizational justice. In other words, if the quality of work life is high, Syrian employees in Turkey may still feel committed to their organization, even if they perceive that they are not being treated fairly. On the other hand, if the quality of work life is poor, even if the perception of organizational justice is high, it may not lead to a high level of organizational commitment.

Therefore, it is important for organizations to focus on improving the quality of work life for Syrian employees in Turkey, in order to promote a higher level of organizational commitment. This can include providing training and development opportunities, ensuring fair compensation and benefits, promoting work-life balance, and creating a positive and supportive work environment. By doing so, organizations can not only promote the well-being of their Syrian employees in Turkey but also improve their overall performance and productivity.

This thesis, therefore, focused on “The Mediation Effect of Quality of Work Life in the Effect of Organizational Justice Perceptions of Syrian Employees in Turkey on the Level of Organizational Commitment.” The thesis consist of five parts. In this context, the first part of the thesis focused on organizational justice. The organizational justice, therefore, analyzed in details. The second part of the thesis focused on organizational commitment. In this context a conceptual framework of the organizational commitment was presented in details. In the third part of the theisis the material and method used in the work was given and in the fourth part the findings of the work was presented with tables and in the last part of the thesis, the findings were presented and discussed.

1. ORGANIZATIONAL JUSTICE

In a period when new management theories are developing, it can be stated that many concepts in the social field are adapted to the organizational field, and new organizational models, manager-employee relations and employee behaviors are defined in parallel with relations and behavior patterns. The perspective reinforced by the modern organizational theory, especially after the 1980s, has led to the formation of a "concepts" that has been discussed in a short time and adopted by appraising its more pragmatic features. The concept of "organizational justice", which expresses the fair distribution of the gains that arise depending on the relations within the organization, has also taken its place in the heap of these concepts (Shore, 1995: 164).

In general, we evaluate how fair the events going on around us are and try to react in different ways to the injustices we encounter. One of the environments where people evaluate their perceptions of justice in their daily lives is the workplace where they spend most of their time. Employees ask themselves questions about how fair the wages they receive are, whether the managers treat them fairly or whether the awards given in the workplace are distributed fairly, and they develop some behavioral patterns towards their environment due to their perceptions on this issue. Therefore, in this part of the thesis, the issue of organizational justice was tried to be examined by moving from the importance of the issue of justice in the working environment Shore, 1995: 164).

1.1. The Concept of Organizational Justice

Today, developments in technology, a rapidly changing world, and changes in economic and social areas also affect businesses to a great extent. Adapting to the new age is among the main objectives of their businesses. In this sense, managers and business owners have great responsibilities. "In addition to the developments and changes in the internal and external environment of the organization, adapting to this process is an extremely difficult and laborious process for businesses and employees. Undoubtedly, the most important material in this process is humans. Human is the creature that can adapt to change and development the fastest. Human factors begin to gain importance at this point. Some concepts, which were not emphasized much before, came to the fore with the gaining importance of human qualities." These are concepts that can greatly affect human motivation, performance, and productivity,

such as organizational justice, citizenship, commitment, and trust. The concept of organizational justice has thus taken its place in the field of management. Definitions such as the fair distribution of resources, income, and similar value resources among employees, not separating their employees from each other, and treating everyone equally explain organizational justice (Greenberg, 2002: 29).

1.1.1. The Concept of Justice

Since the beginning of humanity, the term "justice" has been discussed and explained with various definitions. This concept took place in the laws of Hammurabi, which is the oldest law of the first ages. The concept of justice, which has many definitions, corresponds to the word "adl", which is the root of the word, that is, the concept of "justice" in English. The root of the word "Just" means doing everything necessary for the regular operation of a system (İçerli, 2010: 68-69). Justice is a lofty and absolute thought that examines whether human behavior is ethical or not, and criticizes it objectively (Cevizci, 1911: 11). First of all, justice requires treating everyone equally. In order to be fair, being impartial, adhering to the rules of law in all circumstances, and being able to change their beliefs and principles according to the situation are the most important necessities of justice (Özkalp and Kirel, 2013: 511).

In short, justice is a concept that requires honesty, impartiality, and making the right decision, treating everyone equally as a lifestyle. When considered in this context, taking into account the rights of individuals is the reward and punishment that everyone deserves.

1.1.2. Definition and Scope of the Concept of Organizational Justice

When the management literature is investigated, it can be seen that the concept of "justice" is a subject on which those interested in philosophy such as Aristotle, Plato, Socrates, Nozick, and Rawls conduct research (Colquitt et al., 2001: 425). For example, John Rawls expressed justice as the first virtue of social institutions (Rawls, 2004: 231).

It can be stated that the “first studies on Social Justice were generally aimed at explaining the principles of justice in social interactions and these studies did not specifically focus on the concept of organizational justice.” However, it is observed

that organizational approaches developed in recent years focus on interpersonal interaction and the problems arising from this interaction. From this point of view, it is seen that the concept of "social justice" has also been adapted to organizations and the concept of "organizational justice", which expresses the fair distribution of the gains that arise depending on the relations within the organization (Moorman and Niehoff, 1993: 216).

Individuals gathered for a specific purpose form an organization. Organizations are the place that prepares a suitable environment for employees and employers, in short, individuals who come together to do business. The expectations, activities, and working conditions of individuals in various positions form the basis of organizational life (Çolak and Erdost: 2004: 53).

Employers are primarily responsible for the duties, working hours, wage expectations, motivation, in other words, all the material and moral activities that their employees are obliged to do. The fact that this responsibility belongs to employers necessitates them to act more sensitively and consciously about fair management. These responsibilities bring together the concept of organizational justice (Colquitt et al., 2001: 425).

There are many definitions of organizational justice in the literature. The concept of justice, which considers it appropriate to treat employees in the same positions equally, can be defined as "the rights and penalties of the employees are in line with the sanctions against the organization" (Konovsky, 2000: 491).

Beugre and Baron define organizational justice as "a social phenomenon that shows how employees' perceptions are shaped in their relations with their colleagues and managers in the institution they work for" (Beugre and Baron, 2001: 326).

“According to Cropanzano, Organizational Justice is a personal evaluation of the ethical and moral aspects of managerial situations. (Cropanzano et al., 2007: 35-36).” The perceptions of the employees within the scope of the concept of organizational justice are focused on how the employee perceives this rather than whether he/she is treated fairly (Beugre and Baron, 2001: 329).

In other words, Taylor defined organizational justice as the sharing of the justice phenomenon within the organization with the personal evaluation degrees of

the employees regarding their own values, and the correct monitoring of the processes while the decision makers share the outputs (Taylor as cited in Taşkıran, 2011: 122).

In the light of these definitions, “organizational justice can be defined as the positive perception of the decisions and practices of the managers about the organization and the employees by the employees. In other words, organizational justice can be defined as the way in which employees perceive how wages, rewards, punishments and promotions are made, how such decisions are made or how these decisions are told to employees. Because although employers think that the system they apply is fair, sometimes this may not be valid for employees.” The fact that the level of perception between employees and employers is close to each other makes the applicability of organizational justice strong.

1.1.3. The Importance of Organizational Justice

Organizational justice is a factor that is effective in every period of the entire organizational life. Employers are responsible for the fair distribution of the duties and responsibilities of all employees in the institution and all the activities they are responsible for (Fernandes and Awamleh, 2006: 706).

Having fairness in an organization motivates employees. In the working environment, when the employees in the organization feel a lack of justice, their morale deteriorates, they avoid work, they do not want to take responsibility, they look for a job, and may even take revenge against the organization.

According to Beugre and Baron, working on organizational justice can be considered important for three reasons;

1) Justice is a social phenomenon and therefore an element that can arise in all kinds of social, organizational, and daily Life.

2) The most important resource of organizations is employees. How employees are treated affects their attitudes and behaviors such as commitment, trust, performance, leaving the job, and being aggressive.

3) There is a transformation towards a more educated workforce. As the employees become more qualified and educated, they not only demand good jobs but also expect respect and sincerity from the workplace (Beugre and Baron, 2001: 324).

Considering all these reasons, the concept of justice is a determining factor in the organization as it is in every field, and it is extremely important for the institution and the employees.

To conclude, based on the view that the issue of organizational justice is important, the perception of a fair situation in organizations can lead to positive attitudes and behaviors; if an unfair situation is perceived; It can be stated that due to reasons such as "my wage is extremely low and I get paid less than most of the other employees", it can lead to negative behaviors that can be described as "employee theft" (Beugre and Baron, 2001: 329). "The fact that the managers behave in a biased way in the promotion or distribution of duties of the employees, the inequalities in the performance evaluation system within the organization, the inability to establish open and honest communication with the employees and the insufficient rewarding of the employees may cause the perception of organizational justice to be damaged in the employees" (Bernardin and Cooke, 1993: 1098).

1.1.4. Organizational Justice Theories

Studies on organizational justice were first made in the field of social psychology. (Şahin, 2007: 184). In the studies on organizational justice, there are two different results about the types of organizational justice. When we look at the first result, it is mentioned that "there are three types of organizational justice. These are distributive justice, procedural justice, and interactional justice." This classification is also found in many sources.

According to the second result, the researchers stated that the factors related to interaction affect procedural justice and therefore these factors cannot be separated from each other, and they examined interactional justice and procedural justice together. Organizational justice is divided into two according to this result (Yean, 2016: 799).

As seen in the studies, there is no consensus on the types of organizational justice, but studies mostly focus on three types.

1.1.4.1. Adam's Equity Theory

The concept of organizational justice is an extension of the "Equity Theory" quoted by Jay Adams (1963). Equity theory forms the basis of distributive justice. According to Adams, high motivation levels of employees are possible if they are appreciated and rewarded, their commitment to the organization is increased (Pritchard, 1969: 177). In this context, "The Equity Theory" is based on four basic assumptions. These are (Taskiran, 2011: 102):

1-Employees will try to increase their earnings continuously,

2-Working groups can develop a system that foresees the equal distribution of rewards and wages.

3- When employees realize that they are moving away from the concept of equality in their working environment, their stress levels may increase. Therefore, it is appropriate for the level of relationship to remain at the level of equality.

4- When employees feel that they are in an unequal relationship, they try to re-establish equality and try to eliminate their stress. Employees have perceptions of what they get from the job (pay level, raises, recognition) and what they give to the job (effort, experience, training, competence), then they compare this output-input ratio with other suitable people.

It is important that the distribution of rewards is fair and that this justice is balanced in order to avoid negative emotions such as ambition, passion, and hatred within the organization. However, since employees show very different and subjective behaviors in terms of both their perceptions and the evaluation of these perceptions, it seems that it will not be possible to establish a balanced justice system (Pitchard, 1969: 179).

1.1.4.2. Deutsch's Distributive Theory

The first element of organizational justice is distributive justice. Distributive justice is the measure of the fairness of what employees get. It refers to how results such as punishments/rewards, promotions, wages, and status are distributed among individuals and how employees perceive this. According to Deutsch, this situation is shaped by seven different elements (Deutsch, 1979: 391-393);

1-The structure of the distributed gains: The distribution affects the perception of justice in terms of quality and quantity,

2- Roles assumed in the distribution process: The presence of unqualified individuals in the distribution process will affect the perception of justice,

3- Time and planning of distribution: Timing and planning related to distribution will affect the perception of justice,

4- The value that forms the basis of distribution: Before making a distribution, making use of processes such as the performance management system and making decisions in this direction will affect the perception of justice,

5- The criteria, rules, and standards used will affect the perception of justice,

6- Measurement systems used to apply the criteria: The application of the rules and criteria adopted to ensure distributive justice will affect the perception of justice.

7- Making and fulfilling decisions for the correct implementation of the above: The ways followed in making decisions will affect the perception of justice.

1.1.4.3. Leventhal's Justice Judgment Model

This theory, developed by Leventhal, focuses on distributive justice in terms of the individual who takes the initiative in obtaining the gains. Leventhal argues that there are six basic rules (Leventhal, 1980: 29-31);

- Consistency: Processes should be applied consistently to time and people. Decisions should be consistent with each other.
- Not being biased: Processes should not be affected by beliefs and prejudices.
- Accuracy: Processes should be based on valid information.
- Rectification: It should be possible for individuals to object to the decisions taken or to correct the decisions.
- Representation: In taking decisions that will affect individuals, representatives should be elected from them and their participation in the decisions should be ensured.
- Ethics: The decisions to be taken, especially the distribution and the processes used, should be in line with the basic ethical values of individuals.

The three basic rules of distributive justice are “equity”, “equality” and "need". The principle of equal-based sharing is the giving of their labor to the employees. In other words, each employee receives a return in proportion to their labor (Ambrose and Arnaud, 2013: 62). The situation is slightly different in the equal sharing rule. Whether all employees gain or not, rights are distributed equally to everyone. In the rule of need, everyone is given their rights in proportion to their needs (Colquitt and Jackson, 2006: 869).

According to Colquitt and Jackson, it is difficult to determine which method is fair and how. It is not always possible to distribute rewards, punishments, promotions, and wages according to authority and responsibilities in the working environment. Lack of resources or the desire to retain resources can also be a reason for this. For this reason, it is necessary to question how fair the distribution is made (Colquitt and Jackson, 2006: 875).

1.1.4.4. Crosby's Relative Deprivation Theory

Another theory included in Equity Theory is Crosby's (1976) Relative Deprivation Theory. This theory is also based on the comparison. Employees at various levels within the organization are compared with each other in terms of their achievements. These inter-level comparisons cause a feeling of deprivation, especially in lower-level employees (Walker and Pettigrew, 1984: 304).

In the equity theory, employees compare themselves with employees at the same level, while in the relative deprivation model; people compare themselves with employees at higher levels. This process consists of three stages. In the first place, employees think that rights are distributed equally to individuals. In the next stage, he chooses a person or people from different classes to compare himself with. Finally, withdrawal syndrome occurs due to the inability to achieve the same gains (Beugre, 1998: 33).

1.1.4.5. Thibaut and Walker's Self-interest Model

This model, developed by Thibaut and Walker, forms the basis of procedural justice. This theory supports that individuals aim to maximize their own values while communicating with other people. Controlling the procedures that affect the results related to them or expressing their opinions and opinions about these procedures will positively affect procedural justice and ensure the desired results. If employees are

given the opportunity to control processes, perceived justice will also be high. In order to achieve the desired result, people must perceive justice at a high rate. This model has been criticized for considering individual attitudes and benefits (Giacobbe, 1995: 117).

1.1.4.6. The Group Value Model

The group value model was developed by Lind and Tyler. This model aims to put the interests of the group before personal interests. Individuals are influenced by the group they belong to. They want to work under a group identity and ensure that they are treated fairly. Accordingly, they act to keep the group together and make an effort to improve their relations with each other. Employees thus want to have a say in their positions and status (Tyler, 1989: 830).

1.1.4.7. The Instrumental and Relational Model

The instrumental model is concerned with the interactional dimension of organizational justice. Employees want to have a say in management decisions. The fact that the employees are in the management, expressing their wishes, in short, playing an active role in the decisions about their own future will ensure that the management activity is perceived as fair. Fairly implemented transactions are more important for employees than the instrumental model because fair transactions allow employees to realize more value. According to the "Relational Model", which is related to the interactional dimension of organizational justice; employees strive to establish long-term relationships with their managers and colleagues. For this reason, intra-group relations are important and studies are carried out to ensure group unity (Lliso, 2022: 319).

1.1.4.8. Moral Virtues Model and Multiple Approaches Model

According to the Moral Virtues Model developed by Robert Folger, employees want justice because they care about their dignity and their own values. If not treated fairly, this phenomenon will not coincide with the personal values of the people and people will react to it. In the multiple approaches model, employees have at least four interrelated psychological needs. These are the need for belonging, the need for control, the need for positive self-esteem, and the need for a meaningful existence. If

the employee is mistreated by other employees, these four requirements conflict (Moors and Wennekers, 2003: 158).

1.1.5. Dimensions of Organizational Justice

Organizational justice is a concept developed to demonstrate impartiality in the workplace. When examining the research phase of Organizational Justice theories, it is seen that researchers initially examined organizational justice in two dimensions as "Distributive Justice" and "Procedural Justice". With the studies carried out in recent years, 'Interactional Justice' has been added to the dimensions of organizational justice and it has begun to be examined in three dimensions (Srivastava, 2015: 666).

1.1.5.1. Distributive Justice

According to the researchers, “the first component of organizational justice is distributive justice because this dimension of justice has achieved results and outcomes that others could not. Distributive justice deals with a different reality, except for a reality that includes the same treatment of all workers, whose outcomes differ by institutions” (Cropanzano et al., 2007: 37).

Historically, equity theory has emphasized distributive justice, the equitable distribution of rewards among individuals. Employees perceive their organizations as fair, depending on the outputs they achieve and the way they achieve them. An important factor of organizational justice is the individual's perception of justice. In other words, justice and equality are subjective, based on our perception. What is unfair to one person may be perfectly appropriate to another (Robbins and Judge, 2013: 224).

Although it is said that all employees are considered equal within the scope of the concept of organizational justice, this situation is not valid in practice. “The positions, performances, and benefits of employees vary. The organization evaluates its employees according to these factors”. This is where distributive justice emerges.

Employees tend to “compare themselves with other employees within the organization they work for. Comparisons made can lead to negative results. Worker; compares the achievements of his colleague (promotion, reward, income, social benefits, bonus, etc.) with his own gains, and when there is a negative situation,

motivation is low. Employees may feel that they have been treated unfairly.” In this, distribution activity should be done within a system.

Morton Deutsch divided the distribution rules into three. These are fairness, equality, and need. The first of these, fairness, argues that the obtained values and gains should be distributed in proportion to the investment of the employees. In the equality rule, the situation is slightly different from the equity rule. This rule argues that the distribution should be even, regardless of the investment of the employees. On the other hand, the need rule aims to distribute the gains, taking into account the happiness of the employees. Morton Deutsch envisages providing economic efficiency as the main objective. However, while the dominant principle in cooperative distributive justice is fairness, in relationships where the establishment and maintenance of recreational-based social relations is the main goal, the principle in which distributive justice is dominant is equality. In relationships where personal development and personal happiness are the main goals, the dominant principle is the needs (Sjahrudin, and Sudiro, 2013: 134).

Within the scope of these rules, there will be positive developments in the motivation and performance of employees who perceive that the distribution of organizational resources is fair. Therefore, it is necessary to ensure that socio-psychological gains are included in this distribution for employees to meet distributive justice with a more positive perspective. As a result of the research carried out in this direction, the procedural dimension of justice was discovered (Robbins and Judge, 2013: 228).

As a result, although the achievements of the employees are made depending on their performance in the organization, the perceptions of the employees vary. The decisions, plans, methods, and practices followed within the organization for these have given birth to the concept of "Procedural Justice".

1.1.5.2. Procedural Justice

Procedural justice refers to the perceived justice regarding the formal procedures used in making decisions (Luo, 2005: 698). The foundations of the procedural justice concept were laid by Thibaut and Walker (1975) in their research on judicial cases. Researchers compared accusation and investigation systems in the

judiciary in terms of their success in laying the groundwork for impartial and fair decisions, and they made contributions that shed light on beyond the field of law with their study findings. According to Konovsky, procedural justice focuses on the processes and methods used in determining achievements and emphasized that it has a deeper and more significant impact on employees compared to the perception of distributive justice. In this context, Konovsky argues that whether the relations formed in the implementation of the procedures include concepts such as impartiality, correct communication, and courtesy for both parties, which indicates how fair these relations are (Konovsky, 2000: 493).

Two important factors of procedural justice are process control and explanations. Process control relates to allowing decision-makers to express their views on expected utility. Disclosures are management's explanations of the reasons for the deliverables. Therefore, for employees to evaluate a process fairly, they should feel that they have partial control over the results and satisfactory explanations as to why the results occur in this way. It is important for managers to be consistent (between people and over time), not be biased, make decisions with the right information, and be open to various opinions (Robins and Judge, 2013: 224-225).

In order to be able to talk about the existence of procedural justice, it should be ensured that managers and employees are not adversely affected by this decision while making decisions and that there is impartiality. At the same time, the fact that employees have a say in the decisions made is an indicator of their freedom within the enterprise. The fact that managers allow employees to contribute to work-related decisions, and the organizational work process and share thoughts in organizational processes helps employees to feel that they are included in the processes, and thus the perception of procedural justice increases. (Konovsky, 2000: 496) In recent years, the interaction dimension of procedural justice has been discussed. The importance of human relations in the organization, especially the bond between the manager and the employee, has increased and interactional justice has emerged as a sub-dimension of procedural justice.

1.1.5.3. Interactional Justice

As studies on distributive justice and procedural justice progress, human behavior, which is a different dimension of organizational justice, came to the fore. Issues such as the effects of these practices on human behavior, the relationship between the manager and the employee, and the justice expectations of the employees began to be discussed, the importance of human relations within the organization was emphasized, and communication-oriented "interactive justice" began to be a research topic (Blodgett, et al., 1997: 189).

Interactional justice, which is considered the third dimension of organizational justice after the distributive and procedural dimensions, is defined as the behavior of the institution towards its employees in practice and the justice perceptions of the employees regarding the quality of this attitude (Buegre and Baron, 2001: 334).

Interactional justice, also called another dimension of procedural justice, reflects the human relations dimension of the work done within the organization. Interactional justice requires managers to present values such as respect, love, and tolerance that employees expect, to provide explanatory information when necessary, and to be understanding at every stage ((Blodgett, et al., 1997: 190).

In one respect, interactional justice is considered the easiest of the organizational justice components. It shows how one person treats another person. If a person shares information appropriately and avoids strict rules or harsh warnings, communication is achieved (Cropanzano et al., 2007: 38).

According to Bies, four conditions must be met in order to ensure interactional justice. These are (Bies, 2013: 86):

Integrity: Managers or decision-makers should be clear and concise in their decisions regarding employees, and should behave honestly towards employees.

Respect: Managers or decision-makers should be sensitive and polite to employees. Criticism should be constructive and positive.

Relevance: Managers or decision-makers should avoid expressions that will distinguish individuals from each other. There should not be situations that will create a feeling of inappropriateness in employees.

Justification: Managers or decision-makers should adequately inform the employees about the decisions taken within the organization.

As a result, interactional justice requires employees to be respectful and courteous. In organizations, the contribution of employees to work is directly proportional to their productivity and work motivation. In order for the employees to use their performance positively, it is necessary to deal with justice in all its dimensions and to apply it most accurately.

1.2. The Relation Between The Concept Of Organizational Justice And Organizational Concepts

All of the concepts used in the organization and recently emphasized are related to organizational justice. “Justice is an indispensable element for an organization. Accordingly, all the concepts discussed will be examined in this section and associated with organizational justice. Many concepts to be associated with the organization such as the structure of the organization, trust, leadership, management style, communication style, organizational culture, and job satisfaction affect organizational justice.” The first condition for the realization of all these concepts is the application of all dimensions of justice (Yean, 2016: 799).

The presence of authority in management negatively affects the commitment of employees to the organization. “As centralization increases, organizational commitment decreases. In other words, organizational structure and management style affect the commitment of employees to the organization. While the commitment of employees is high in organizations that include autonomy in management, commitment is low in management with authority” (Yean, 2016: 800).

Trusting the employees and giving them confidence by prioritizing human feelings affect the commitment of the employees positively. “There is a direct correlation between organizational trust and commitment. Communicating with employees strengthens manager-employee relationships.” As the relationship between them progresses, people learn more about each other and their sense of trust gradually develops (Greenberg and Colquitt, 2013: 71).

One of the important features of organizational behavior is the attitudes and behaviors that an individual develops toward his/her job. These attitudes, which are

also described as job satisfaction, indicate that the satisfaction levels of the employees are high, while the negative ones show that they are low (Yean, 2016: 802).

Organizational justice plays an important role in job satisfaction. “Employees with high perceptions of justice show high performance in their activities and do their jobs better.” With the emergence of the human factor, some terms used in management gained importance and started to be emphasized (Mustafa, 2010: 697).

1.2.1. Organizational Justice and Leadership Relation

The link between the concept of leadership and organizational culture is stronger than the link with other organizational terms. According to modern leadership theories, leadership is a function of the leader, followers, and conditions. In line with this definition, the leader should decide on the continuity of the organizational culture by monitoring the reactions and behaviors of the employees (Mustafa, 2010: 698).

Leadership is used in various meanings in organizational literature. It is used as a personality trait, a quality of a position, or a type of behavior. Leadership means having a certain power and making an impact on the employees. In short, through power, a leader can influence other people. The ability to influence the behavior of others is difficult. The leader, on the other hand, is the person who directs his employees to realize that goal in line with the purpose he has determined (Underdal, 1994: 179).

According to another definition, Leader emphasizes the importance of justice, mentors interpersonal abilities, and can increase the target development, knowledge, abilities, and self-confidence of employees in their profession. The leader is an entrepreneur, likes to take risks, and is fearless. He does not imitate anyone, he has a unique personality. He is patient and helpful. He is ambitious and visionary. He is open to development and adapts to the changing world. He gives confidence and motivates his employees (Rai, 2013: 279).

Every leader is also a manager, but not every manager can be a leader. Being a leader requires keeping many qualities together and being able to execute them in a coordinated manner. To be fair, to create a suitable working environment, to direct the employees to the same goal, to give the group spirit to the employees, and most importantly, to be fair while doing all these (Underdal, 1994: 183).

Human relations, manager-employee relations, and the perceptions of employees about the organization, which have increased in importance recently, have brought the concept of organizational justice back to the agenda. The basic condition for management success is good management of employees. Dale Carnegie said, "The secret of success is to know how to handle people". In this sense, the leader is the person who can get efficiency from his employees, make them work effectively, and achieve success. Adopting a good and successful management style and being able to apply it in the realization of goals is the basic condition of success (Van Wart, 2003: 217).

Fair distribution of rights and duties within the organization is the basis of organizational justice. Based on this, Bligh et al. emphasize the existence of an important relationship between leadership and organizational justice. There is a positive relationship between leadership style and perceived justice. Leaders have great duties in the formation of this perception. When leaders focus on the activities of their employees, employees will participate more in the decisions taken, trust in the leader will increase and this process will be perceived as fairer. (Bligh, et., al., 2011: 1059).

As a result, leaders have a great role in making employees' organizational justice perceptions stronger. Establishing good communication with employees, providing them with equal opportunities, and ensuring that employees approach the organization with a positive perspective are the main duties of the leader. Strengthening intra-organizational justice will increase employees' commitment to the organization and their trust in the system. Organizational justice also has a symbolic significance in that it shows that employees are treated not according to "means" but according to "results".

1.2.1.1. Organizational Justice and Interactional Leadership

Vine et al. argued that the concept of leadership should be handled more comprehensively in today's conditions, should be able to answer all kinds of questions, and should not fall behind. In this context, the concept of interactional leadership has gained importance. A leader who shares the performance and productivity expected

from his employees and explains the gains they will get in return for this performance has been defined as an interactionist leader (Vine et al., 2008: 341).

Interactional leaders prefer to maintain their position over change and development. This shows that interactional leaders do not like to take risks. Interactional leadership is a type of leadership in which both sides are affected by the activities. In this case, employees receive rewards when they reach their goals and are punished when they do not. The leader wants his employees to be committed and willing to work and uses some organizational resources for this. In short, the leader gives a kind of stimulation to keep the attitudes and behaviors of his employees in the organization under control and measures the reactions as a result (Chemers and Ayman, 1993: 71).

While employees are rewarded in line with the achievement of their goals, they are punished as they move away from the target. This brings up the procedural dimension of justice. According to Chemers and Ayman, interactional leaders direct their employees to the goal within the framework of three basic methods. These are Conditional Reward, Management by Exceptions and Recognition of Complete Freedom. In the application of these methods, the relationship between organizational justice and leadership comes to the fore (Chemers and Ayman, 1993: 79).

Conditional rewarding, which is the first of these methods, is based on the principle of rewarding employees. It is based on the principle that employees are rewarded if they reach the determined targets. The main thing here is that this reward is fair. The concept of organizational justice becomes effective here. Satisfying the spiritual needs of the employees will encourage them and enable them to do their jobs better (Vine et al., 2008: 344).

As required by the "management by exception" strategy, interactive leaders are constructive in their relations with their followers and share their expectations with their employees and explain how they will be rewarded. Within the scope of this understanding, the manager keeps the employee under constant observation. He follows his work, directs it, and is in constant communication. The employee who is under follow-up directs his work with the feedback he receives from his manager. The manager's adoption of this behavior creates positive results for both the employee and

the manager. The employee concentrates more on his work with high motivation as he is in constant communication with his manager (Vine et al., 2008: 345).

Leadership that allows total freedom leaves followers with little need for lead management authority to their own devices, avoiding taking responsibility and making decisions. Directing and communicating with the working staff is minimal. Management activity shows its effect at the lowest level. A work plan is created for each employee and the course of the work is left to them. In this case, the perception of organizational justice will be positive because people decide what they do, that is, they manage themselves (Vine et al., 2008: 349).

Organizational justice is tried to be applied by using these three methods. Which method will be applied how or how successful they will be are questions that shape the perception of justice. The decision-makers of these applications are managers, that is, leaders.

1.2.1.2. Organizational Justice and Charismatic Leadership Relation

Charisma, as it is known, expresses attractiveness. It can be said that charisma is an effective power in influencing and directing others. A charismatic leader, on the other hand, can direct others in line with his own wishes, thanks to his charismatic characteristics. In this model, the leader can increase the performance of his followers thanks to his abilities (Pillai, et al., 1999: 764). In other words, a charismatic leader is a leader who arouses a sense of respect in his followers, guides them, encourages them to be positive, guides, inspires and trusts, inspires respect, encourages positive thinking about the future, changes their perspective and adopts the mission of the organization (De Cremer, et al., 2007: 1799).

According to Pillai et al., the characteristics of charismatic leaders can be listed as follows (Pillai, et al., 1999: 764-766);

- Self-confidence: They have full confidence in their judgment and abilities.
- Vision: It is the target set to be in a better position than the current situation.
- Ability to explain your vision clearly: Explaining your vision in a clear and easy-to-understand way.

- They have high faith in their vision: Leaders with charisma are clear in their decisions, take risks, and are willing to sacrifice themselves for their cause if necessary.
- They show unusual behavior: They are open to development and change, they do not repeat themselves.
- They are perceived as the person who makes the change: Their openness to change is clearly seen in their practices.
- Environmental Awareness: They are sensitive to the environment and have the ability to evaluate threats and opportunities.

In the implementation of all these management features, charismatic leaders take fair management as a basis, prioritize human factors, and accordingly work in tolerance and solidarity with people. Regardless of what kind of leadership approach, the leader's influence on the employee depends on his charismatic qualities, because charismatic leader informs their employees or followers what they will gain when they obey their decisions and convinces them (Northouse, 2021: 43).

Ensuring fairness in administration is the main duty of leaders. Failure to do so will result in negative feedback on employees. Employees, whose performance and motivation decrease, in the long run, are out of the influence of their leaders. It is ensured by fair management that the leader influences the employee and has a sanction on the employee. The employee, who trusts the leader and believes in his justice, concentrates on his work and can work efficiently. Thus, the organization healthily achieves its goals.

1.2.1.3. Organizational Justice and Transformational Leadership Relation

Bass (1985) defined transformational leadership as adaptive leadership. Transformational leadership theory supports that transactional leadership and performance are linked to transformational leadership in the literature. For example, the reflective leadership rating is positively correlated with the evaluation and supervision of managerial performance, promotional recommendations, the financial

targets of the research and development team, and the strategic business units achieved (Bass et al., 2003, p.217).

According to another definition, a Transformational Leader is a person who makes a difference in the wishes and needs of his followers, in the formation of their goals and beliefs. The transformational leader knows and evaluates the wants and needs of his followers. Transformational leaders also know what motivates their followers and strive to meet higher-level needs. Making followers good leaders, motivating them, and making them rise is a requirement of transformational leadership (Purwanto, 2020: 90).

Transformational leadership theory is concerned with the transactional dimension of justice. Employees who are candidates for social development tend to exhibit these activities in the presence of a transformational leader. For this, the leader must incorporate leadership factors and have the potential to change his followers.

Pearce et al., explain transformational leadership with four factors (Pearce, et al., 2007: 283) These are:

- **Charisma:** The most important element of the transformational leadership concept is charisma. Bass has called this factor the "idealized effect," which is based on the audience's trust, respect, and admiration for their leader. Charisma is necessary for the concept of transformational leadership, but it is not sufficient on its own.
- **Individual Care:** Leadership requires some sacrifices. One of them is to know their followers well and to pay special attention to their wishes and needs. This can include supporting, encouraging, trusting, and contributing to their development by showing respect and love to their followers.
- **Intellectual Encouragement:** The feature of providing intellectual encouragement, which highlights the ethical and normative dimensions of transformational leadership, is a dynamic process that supports audiences to exhibit their contribution, awareness, and creativity. This feature is based on encouraging the audience to develop new approaches and perspectives toward solving problems.

- **Inspirational Motivation:** This feature is based on communication between leaders and followers. When followers have confidence in the leader's values, goals, and objectives, they are more motivated to work. Thus, the leader motivates his followers by using some symbols and images and directs them to shared goals.

In order for the transformational leader to fulfill these factors, first of all, he must treat his employees fairly. It is possible with justice to gain the trust of its employees and to impose sanctions on them. As soon as the employees think that the working methods and the management styles in the organization are not fair, the leader's efforts to change something will result in negative results. People naturally resist change. The transformational attitude of the leaders affects the organizational justice perceptions of the people. The employee, who does not perceive justice, starts not to recognize the power and authority of the leader after a certain period of time. In such a case, the concept of leadership loses its importance. In an institution where fair management is not provided, it will not be possible to change the needs, beliefs, and goals of the employees.

1.2.2. Organizational Justice and Organizational Citizenship Relation

Organizational citizenship behavior has been defined in many ways. In general terms, it is the individual's work-related behaviors other than the factors included in the job description. Attitudes and behaviors such as providing extra help to individuals working together, volunteering in special work-related activities, taking care of the interests of customers and colleagues, punctuality, and offering solutions when problems arise are included in the concept of citizenship (Karriker and Williams, 2009: 129).

Employees demonstrate organizational citizenship behavior when they trust the organization. Trust in the organization is the thought that no harm will come to itself from the organization. The scope of this damage includes the inability to obtain rights, unfair treatment, and the attitudes and behaviors of the management. The most important of these concepts for an organizational employee is organizational justice. Employees who perceive justice in the institution they work for exhibit positive behaviors, an environment of trust is ensured within the institution and they follow a

successful path in achieving the goals of the organization. When employees perceive that practices are fair, they increase organizational citizenship behavior. On the other hand, the negative perception of organizational justice may decrease loyalty and performance, cause negative behaviors towards colleagues and managers, and employees may move away from displaying citizenship behavior (Walz and Niehoff, 2000: 309).

Some studies have revealed some findings regarding the relationship between organizational justice and organizational citizenship behavior. These findings can be listed as follows (Karikker and Williams, 2009: 124).

1. The lack of organizational justice reduces the extra role of employees in citizenship behavior that serves to increase organizational well-being.
2. Whether employees are treated fairly by their managers affects organizational citizenship behaviors. Employees who find their managers' practices fair play an extra role.
3. The perception of justice affects the altruism dimension more than the other dimensions.
4. The link between the concept of altruism and organizational justice is higher in young workers than in older workers.

To conclude, the bond between the employee and the organization is very important, as organizational citizenship is activities that are carried out outside the job description and are based on volunteerism. Employees with an affect commitment want to work in a fair working environment. When inequality is perceived, this bond gradually weakens and often breaks. People do not even want to do their own work, let alone extra activities, and they tend to run away all the time.

1.2.3. Organizational Justice and Job Satisfaction Relation

Institutions have made an effort to adapt to changing and developing environmental conditions, realize their established goals, and increase efficiency. However, some concepts have started to gain importance within the organization. Job satisfaction, which is one of these concepts, is among the sine qua non of businesses

in the last period. The main purpose of job satisfaction, which is among the primary goals of organizations, is to increase the level of satisfaction (Al-Zu'bi, 2010: 102).

Employees are one of the most important elements of businesses. The basis of the concept of job satisfaction is the personnel in the organization. The concepts that bring the organization closer to its goals of the organization, such as personnel performance, commitment to the organization, and citizenship behavior within the organization, are all possible with the increase in job satisfaction. For example, tourism businesses, which are a labor-intensive sector, have to take care that their employees are satisfied with their jobs. Because both the one who serves and the one who is served are "human". From this point of view, in enterprises operating in the field of service such as tourism enterprises, organizational effectiveness and efficiency can have positive thoughts about the work of employees (Zainalipour, et al., 2010: 1987). According to another definition, job satisfaction is defined as the fulfillment of the expectations and wishes of the employees in the institution where they work. Job satisfaction is divided into two internal job satisfaction and external job satisfaction. Intrinsic job satisfaction is a concept that states that employees have to motivate themselves to do the work they do, that is, the responsibility falls on them (Locke, 1969: 317).

According to these explanations, job satisfaction can be defined as all of the positive feelings and thoughts that a person has about the job as a result of the compatibility of his goals with the institution he works for (Judge, et al., 2020: 209).

External job satisfaction includes external factors independent of the person. These are factors such as internal working conditions, promotions, recognition and self-realization, bonuses that encourage extra work, motivating factors, the attitude of the manager to his employees, and wages. The perception that these exist ensures employee satisfaction. Attitudes and behaviors among these factors play an important role in determining job satisfaction. How employees perceive this is more important than how managers display their attitudes and behaviors. Employees primarily seek justice in their perceived behaviors. They develop certain beliefs about whether the organizations trust them, believe in them, and act fairly. Their behavior towards the

institution is also shaped in this direction. For this reason, the concept of organizational justice has important effects on job satisfaction (Zainalipour, et al., 2010: 1987).

If organizations damage the perception of justice of employees, people will react to this as reducing their commitment to work and reducing job satisfaction. In the research, the dimensions of organizational justice are related to job satisfaction. This relationship is related to two dimensions of justice and there is a different relationship between both of them. While the distributive justice dimension is mostly related to the wage part of the job, the concept of trust in the organization is at the forefront of procedural justice (Pincus, 1986: 399).

Commitment to the organization is also an important factor in wages. Providing material satisfaction will increase job satisfaction. Employees who see their wages as equal to their work will increase their commitment to the organization and their perception of justice will be positive. Likewise, trust is an important element in ensuring organizational commitment. People seek an environment of trust in every activity they do. The employee who trusts the institution he works for will not think about it while supplying labor and will continue to work with commitment. The implementation of both dimensions on employees depends on the managers. Managers who can provide fair management can control employees and increase employee satisfaction. Increasing satisfaction will increase the level of job satisfaction and the goal will be achieved (Pincus, 1986: 399).

1.3. The Effect of Organizational Justice on Work Motivation

Individuals constantly need something from the moment they are born. The hierarchy of needs grows and becomes more diverse. In this context, the satisfaction of all material or moral needs is possible with economic values. The provision of this economic value is realized by working and producing. For this reason, work is an indispensable element of human life. At this stage, the necessity of individuals to obtain economic value, positive or negative developments in daily life, and their integration with their activities will affect their job commitment and feelings of satisfaction. In this sense, the concept of motivation is one of the most important elements of business life (Wolor, et al., 2019: 1279)

According to Purwantoro and Bagyo, “The motivation of individuals in working life, their willingness to do a job, and their consistency in reaching their goals are extremely important in terms of organizational performance. In this context, the concept of motivation is not new, it has started to enter the organization since the industrial revolution. In the first years of the industrial revolution, the multitude of physiological needs of workers and their families attracted the attention of bosses and managers and they tended to meet these needs. Meeting these needs was conditional on being successful in the job, and it was desired to have the unsuccessful people get work done by methods such as coercion and punishment” (Purwantoro and Bagyo, 2019: 198).

In today's global business world, the success of all businesses depends on the commitment of employees to their goals and their efforts toward these goals. Unless the willingness to work is at a sufficient level, it becomes difficult to achieve success and achieve the goals of the organization. Work motivation is one of the policies implemented by managers to increase effective work management among employees in the organization. A motivated employee is sensitive to the goals and objectives he needs to achieve, so he focuses on his work (Manzoor, 2012: 3). Four factors explain employee participation in work activities. These can be listed as the need for income, the desire for welfare, the desire to benefit from advantages, and the desire to work (Rusu and Avasilcai, 2014: 52).

The vast majority of human behavior occurs for these purposes. This purpose activates the person and leads him to his goal. Working individuals aim to do a job they like to do and to earn from it. In this context, the manager needs to provide external motivation as well as internal motivation for the employee. Employees' behavior should be reinforced with motivating factors such as rewards, encouragement, bonuses, and raises. In this context, managers need to know how the staff is motivated, what their needs are, and the reasons behind their behavior, and develop and implement a system accordingly. It is imperative that this process is followed correctly and that the applications are made in this direction. (Ghazi and Jalali, 2017: 43).

The success of all businesses in today's business world depends on the productivity of their employees and their success in reaching their goals. The high performance of the employees plays a major role in the fulfillment of these activities of the enterprises whose main purpose is to grow and ensure continuity. Therefore, the expected high performance gives rise to the concept of motivation. Employees need to be motivated externally and internally to achieve their goals. In this sense, motivation is the willingness of employees to achieve success (Wolor, et al., 2019: 1279).

Although the concept of the needs of the employees was narrower in the previous periods, different needs of the employees have emerged recently. Employees who are not satisfied with just meeting their physiological needs have tended to different needs (Purwantoro, and Bagyo, 2019: 198).

Every individual has different expectations from the institution they work for. It is difficult to motivate them in this sense. However, when looking at the general statistics, employees do not have great expectations from the organization. Rewarding for their efforts (wages), rewarding, and treating everyone equally are practices that all organizations should do anyway. Above all, employees expect justice from the institution. Therefore fair decision-making by managers is extremely important for employees' motivation. For employees who believe that there is justice in the institution they work for, this sense of justice turns into an organizational commitment over time. Thus, organizational commitment is the greatest source of motivation for an employee in doing business and achieving his goals. A positively motivated employee demonstrates high performance. This ensures that both the employee and the organization benefit. In this sense, there is a strong relationship between organizational justice employee performance, and motivation (Wolor, et al., 2019: 1281). When the perception of injustice occurs, the performance gradually decreases. In order to avoid this situation, managers should take precautions and ensure that this perception does not occur.

2. ORGANIZATIONAL COMMITMENT

As a social activity that ensures the continuity of life, work is one of the most central areas of human life, the history of which dates back to the existence of humanity. “As working life forms the center of human life, people are also at the center of working life. The value given to human resources is of great importance for the regular and correct functioning of the human-oriented working life. The ability of a business to be successful in the external environment and to stand out from its competitors primarily depends on its ability to effectively manage the dynamics in its internal environment (Meyer and Allen, 2001: 290). At this point, the most important value in the internal environment of the enterprises is their employees.

Human capital plays a major role in achieving success in today's rapidly changing business environment. Managers should consider that employees are not only an economic entity, but also have a social aspect, and they work in an organization to meet different expectations and needs other than their economic expectations. Regardless of the type, the success of the manager in all businesses depends on the productivity of the employees and their work in line with the organizational goals. For this reason, managers have to motivate their employees to act in a way to achieve organizational goals and to spend their knowledge, talents, and powers exactly in this direction (Ölçer, 2005:1).

Similarly, rapid changes in competition conditions and management paradigms necessitate the restructuring of organizations in a way that increases employees' sense of commitment and loyalty. For this reason, for organizations, ensuring that their employees are satisfied with their work and the organization they work for is as important as producing goods and/or services (Reicher, 1999: 467).

Commitment, which is the other basic concept of the thesis, exists wherever there is a sense of society and is an emotional expression of social instinct. Organizational commitment is the individual's belief in the goals and values of the organization; willingness to exert effort to achieve the organization's objectives. It can be also defined as the desire to remain a member of the organization (Meyer and Allen, 2001: 290). A committed employee strongly believes in the goals and values of the organization, and obeys the orders and expectations wholeheartedly (Liou, 2008: 117).

Every organization wants to increase the organizational commitment of its members. Studies show that employees with high organizational commitment spend more effort in fulfilling their tasks. In addition, it is stated that employees with high organizational commitment stay in the organization longer and maintain a positive relationship with the organization. Due to the increasing interest in organizational commitment in recent years, there have been important developments in both theoretical and empirical research in this field, and it has been revealed that organizational commitment is a multifaceted and complex structure. There are many variables that affect organizational commitment. These are organizational justice, organizational trust, participation in the decision process, recognition in the organization, alienation from the organization, promotion opportunities, rights other than wages, etc. (Reicher, 1999: 469). It is expected that individuals with low or no organizational commitment are more likely to be absent from work, come to work late, and leave because they do not see themselves as a part of the organization (Meyer and Allen, 2001: 291).” On the other hand, some research results have also shown that employees with high commitment have lower intention to leave(Angle and Perry, 1998: 124). Therefore, this part of the thesis focused on the organizational commitment and its dimensions in details.

2.1. Organizational Commitment in General

As a concept and a way of understanding, commitment exists wherever there is a sense of community and is an emotional expression of social instinct (Angle and Perry, 1998: 128). Organizational commitment has been the subject of research in many countries, especially in the United States, in the last 30 years. However, there has not been enough research on this subject in our country until today. With the growing interest in commitment, there have been significant advances in theory and research. For this reason, the concept of commitment has acquired a complex and multifaceted structure (Meyer and Allen, 2001: 293).

Commitment theory and research have been the subject of many studies in recent years (Meyer and Allen, 2001; Mowday, et al., 1995; Steers, 1977). The subject was first discussed by Whyte in 1956, and later developed by many researchers such as Porter, Mowday, Steers, Allen, Meyer, Becker. Various aspects of organizational commitment have been addressed by various researchers. Continuing research since

1956 reveals that there are many and different concepts about commitment (Gül, 2002: 37).

The development process of organizational commitment is as follows (Ernst and Young, 2001):

Year	Researcher	Findings
1956	Whyte	“He defined the person who is too addicted to the organization and worked on the possible harms for the organization.
1958	March, Simon	They adopted the transformational model of organizational commitment.
1958	Morris, Sherman	They also conducted research on the transformational model of organizational commitment.
1960	Gouldner	He found the importance of confusion to strengthen organizational commitment.
1961	Etzio	was the first to categorize commitment.
1964	Lodahi	found that social relationships positively affect organizational commitment.
1964	Katz	found the importance of commitment to a well-functioning organization.
1966	Grusky	studied education, gender, and affiliation relationships. He examined the impact of rewards and expectations on employee engagement.
1967	Downs	described over-affiliated people as "fanatics" and examined the harm to the organization.
1968	Mintzer	found that utilitarian organizations lower the commitment of their employees.

1970	Patchen	He used the word identification with the organization to describe commitment to the organization. Patchen found that group attitudes towards the organization were related to organizational commitment.
1970	Schein	found that organizational commitment is one of the important indicators of organizational efficiency.
1970	Steers	Like Schein, Steers found that organizational commitment is one of the important indicators of organizational efficiency.
1970	Campbell, Dunettle	They found that organizational climate has an independent Lawlerand & Weick effect on organizational commitment.
1971	Lee	Lee found that a positive superior-subordinate relationship increases organizational commitment.
1971	Sheldon	Sheldon stated the impact of goal and value integrity on organizational commitment.
1972	Herbiniak	Herbiniak adopted the Alutto Transformational model of commitment.
1974	Buchanan	Buchanan adopted the attitudinal model of organizational commitment.
1974	Porter	proposed the attitudinal approach model in organizational commitment.
1974	Herbiniac	Herbiniac worked on the relationships of age, seniority and organizational commitment.
1974	Modway, Porter, Dubin	They worked on the relationship between performance and commitment.

1975	Dubin	found that personal interests correlated with organizational commitment.
1975	Etzioni	Etzioni noted the bad effects of utilitarian organizations.
1975	Steers	Steers stated that organizational commitment is one of the indicators of organizational efficiency.
1976	Steers	Examined the relationship between staff turnover and organizational commitment.
1977	Steers	developed a model on organizational commitment.
1977	Steers	found that committed employees provide the organization with a permanent and secure workforce.
1977	Salancik	found that role ambiguity reduces responsibility and hence commitment to the organization.
1977	Salancik	found that the communication process, which informs the employee about the values of the organization, increases the employee's commitment to the organization.
1977	Salancik, Staw	They put forward the behavioral model of commitment.
1978	Salancik, Pfeffer	Salancik and Pfeffer found that the control exercised by the organization over the employee is associated with organizational commitment.
1978	Kidron	found that a strong personal work ethic was associated with organizational commitment.
1978	Koch, Steers	They found that task content, feedback, responsibility, and autonomy were associated with organizational commitment.
1979	Mowday	adapted a psychological approach to organizational commitment.

1979	Bartol	found that role conflict, role ambiguity and heavy role burden were associated with organizational commitment.
1979	Gould	used the word organizational integration to mean organizational commitment.
1979	Morris, Koch	studied role conflict, role ambiguity and the impact of heavy role burden on commitment to the organization.
1980	Morris, Steers	They studied the impact of education on organizational commitment.
1980	Morris, Steers	They found that organizational sizes and areas of control were not associated with organizational commitment.
1980	O'Reilly, Caldwell	They found that choosing that organization to work with was important in determining organizational commitment.
1980	Pfeffer & Lawler	Stated the importance of the existence of job alternatives at the beginning of the career.
1981	Korman	Examined the relationship between commitment and private life.
1981	Rowan	Rowan focused on the harms of too much loyalty to the organization.
1981	Rhodes, Steers	They examined the relationship between perceived pay equity and commitment.
1981	Morris, Sherman	They examined the effect of need for achievement, sense of accomplishment, and higher-order needs on commitment to the organization.
1981	Angle, Perry	They stated that highly committed people are important for innovation and creativity.

1981	Angle, Perry	They examined the effect of age-seniority relationship on organizational commitment.
1981	Scholl	described how commitment arises independently in situations of expectations and equality.
1981	Morris, Sherman	They examined the effect of age and seniority on commitment.
1982	Mowday	developed the process model of organizational commitment.
1982	Morris, Sherman	They adapted the psychological model of organizational commitment.
1983	Morrow	reviewed theories and research on commitment.
1983	Rusbult, Farrell	developed the entitlement model of organizational commitment”

As can be seen in the table Grusky, who is one of those who define organizational commitment, defines commitment as "the strength of the individual's bond to the organization". "According to Kiesler, Sakumura, and Salancik, organizational commitment is explained as behavioral actions that emerge as a result of individuals' commitment attitudes. Penley and Gould states that organizational commitment is "the intention to maintain organizational membership when more attractive alternatives are available" (Penley and Gould, 1988: 46). According to another definition, commitment is a function of perceived harmony between the individual and the organization (Bateman and Strasser, 1984: 95)." Organizational commitment is the most important reason for a person to identify with and stay in the organization.

The common view in different definitions of the concept of organizational commitment is that "commitment is a psychological condition that defines the employee's relationship with the organization, and "leads to the decision to stay in the organization" (Meyer and Allen, 1997:49). Accordingly, in the most general sense,

organizational commitment represents the harmony between the goals of the individual and the organization. In this way, the individual can make an effort for the general goals of the organization and can define himself as a member of the organization” (Çakar and Ceylan, 2005: 52).

In the research conducted within this framework, Morrow states that 30 different definitions have been made. Some of the definitions made are as follows: Organizational commitment is “the degree of strong identity unity established with the organization that the person works for and feeling himself/herself as a part of the organization”. Or “organizational commitment is the desire to remain a member of the organization, the willingness to show a high performance within the organization, the belief in the goals and values of the organization” and, in the most general, “the person's feelings towards the company he works for” (Zain, et al., 2009: 23).

Commitment can be evaluated in a multidimensional structure, firstly as a bond that connects individuals and groups in a workplace, and on the other hand as a motive that leads to the formation of commitment (Beem, 2007: 14). In essence, organizational commitment takes place in the process of mutual exchange between the individual and the organization. If the individual provides certain rewards or outputs from the organization, he or she dedicates himself to the organization in return. In other words, in the exchange between the individual and the organization, the individual expects certain rewards and/or outcomes in return for his dedication to the organization (Zain, et al., 2009: 25).

Organizational commitment is one of the most critical factors in achieving organizational goals. “For this reason, all organizations want to increase the level of commitment of their members. Because organizational commitment turns employees into problem solvers, not problem producers. Studies show that employees with high commitment make an extra effort in fulfilling their duties and achieving organizational goals (Çöl, 2004: 233). While committed employees are less likely to leave for another job, they show higher performance in their work (Stup, 2006: 1). Organizations whose members have a strong commitment have relatively lower levels of absenteeism, delay to work, job turnover, and it is stated that the productivity rate is high” (Angle and Perry, 1981: 2).

In most of the studies on organizational commitment, organizational commitment has been defined as an emotional commitment as Mowday, Steers, and Porter (1979) discussed, and it has been claimed that employees feel committed to the extent that they adopt the values and goals of their organizations. In other studies, organizational commitment is defined as a commitment that develops as a result of the investments made by employees in their organizations (Becker, 1960; Vandenberg and Lance, 1992; Wasti, 2002: 526). According to this approach, organizational commitment is a commitment that is formed by the fear that an employee's gains such as the effort, time, and effort he has gained during his work in the organization, such as status and money, will be lost if he leaves the organization.

Perhaps “the most widely accepted definition in the organizational commitment literature is made by Porter, Steers, and Mowday. According to this definition, commitment emerges when individuals identify with the organization and make efforts towards organizational goals and values. Based on this definition, it is stated that commitment consists of three elements.” These are (Güner and Hasan, 2005: 293);

- Acceptance and strong belief in organizational goals and values,
- Extra effort to achieve organizational goals,
- Strong desire to continue membership in the organization.

Various scales have been developed to measure organizational commitment, but the most frequently used one in the literature is the organizational commitment scale developed by Meyer and Allen. In Meyer and Allen's organizational commitment model, "emotional commitment", "continuance commitment" and "normative commitment", which are the sub-elements of organizational commitment, are measured. In this model, which can be called the "three-dimensional organizational commitment model", organizational commitment is evaluated as a multidimensional concept. According to this model, organizational commitment dimensions that emerge in three different ways, namely “emotional commitment, continuance commitment and normative commitment”, have four common features (Meyer and Allen, 1997, 11-24);

- They reflect the psychological state.
- They show the relationships between the individual and the organization.

- They are concerned with the decision to continue membership in the organization.
- It has effects on reducing labor turnover.

Meyer and Allen provided a better understanding of the subject by considering all three types of commitment together. (Meyer et al., 1993:539). Meyer and Allen (1984) proposed a model that includes two types of organizational commitment, they defined the first type as "affective commitment" and the second type as "continuance commitment". Later, they added a third dimension to this model, which was firstly suggested by Weiner and Vardi (1980), defined as "normative or moral commitment" (Wasti, 2000). Meyer and Allen explained the definition of commitment with three separate themes in their study: These are emotional attachment to the organization (emotional commitment); The perceived cost of leaving the organization (continuance commitment) and the obligation to stay in the organization (normative commitment).

According to Allen and Meyer's organizational commitment model, which is based on three main elements, "affective commitment means the emotional commitment of individuals to the organization and refers to individuals' clinging and identification with organizational objects (Allen and Meyer, 1990: 9). Continuance commitment is used to mean being aware of the costs of leaving the organization. Continuance commitment, which is thought to be based on an "economic logic", is defined as "continuing to work in that organization due to necessity" as a result of employees believing that they will lose their investments and side benefits if they leave the organization, and considering the limited job alternatives (Meyer et al., 1993: 539). Accordingly, as an individual's investments in the organization increase and alternative job opportunities decrease, continuance commitment will increase" (Meyer and Allen, 1991: 72).

Normative commitment, with its most general definition, is "the sense of obligation felt by employees to maintain organizational membership" (Meyer et al., 2000: 320). Normative commitment arises as a result of employees' thinking that it is morally right to stay in the organization, regardless of the status or satisfaction that the organization has provided them over the years. Normative commitment represents a different dimension from the other two types of commitment, as it develops as a result

of the employee's perception of commitment to the organization as a duty and thinking that commitment to the organization is correct (Meyer and Allen, 1991: 66).

Therefore, it is highly desirable for an organization to have a high perception of organizational commitment. Because the increase in organizational commitment is a factor that increases the employee's performance and decreases the intention to leave.

2.2. Definitions Of Organizational Commitment

In recent years, there has been a surge in research on organizational commitment, which has attracted the attention of scholars from various fields, including sociology, psychology, social psychology, and organizational behavior. However, this diversity of perspectives has led to challenges in reaching a consensus on the precise definition of organizational commitment. (Kök, 2006: 297). Although organizational commitment, which is one of the attitudes of the employees towards work, has been a subject that has been emphasized a lot, especially in the last 50 years, there is still no consensus on the definition of this concept yet.

When the organizational commitment literature, which is a concept that has been emphasized much after the 1970s, is examined, it can be seen that there are many different definitions (Kök, 2006: 297). Although there is no consensus in the literature on the definition of organizational commitment, it is considered as “the attitude of employee loyalty to the organization” (Luthans and Yousef, 2007: 326); “the unity and harmony of the aims of the organization and the employee” (Mowday et al., 1982); “employees' identification with their organization and its goals and their desire to continue their membership in the organization” (Robbins and Judge, 2012., “The sum of internalized normative pressures to act in a way that meets organizational goals and interests” (Reicher, 1985: 467.)

In this context, Morrow states that there are 30 different definitions of organizational commitment in the literature (Oliver, 1990:10). In one of these definitions, organizational commitment is expressed as "the united power of identity and commitment that a person enters with a particular organization" (Leong et al., 1996: 1345). Davis and Newstrom, on the other hand, defined commitment as the degree of identity unity with the employee's organization and his willingness to continue to be an active member of the organization. In the definition of Meyer, who

is known for his work on organizational commitment, it is expressed as "acknowledging the goals and values of an organization and making a superior effort to achieve its goals" (Llyash, et al., 2019: 16).

While Özsoy (2004) defines organizational commitment as the individual's seeing the interests of the organization above his own interests, Balay (2000) defines organizational commitment as an individual's investments in the organization, his orientation to behaviors that result in an attitudinal commitment, and identification with the organization's goals and value system. In his studies on organizational commitment, Çöl (2004) defined organizational commitment as "the measure of the employee's identification with the organization to which he belongs, adopting the principles, goals, and values of the organization, striving for organizational gains, and willingness to continue working in the organization." According to Bayram, the concept of organizational commitment is explained as the desire of the employees to stay in the organization, identification with all the effectiveness, interest, and success of the organization, the loyalty attitude of the employee towards the organization, and the interest shown for the organization to be successful (Bayram, 2005: 128).

Becker et al. defined organizational commitment as "the psychological attachment of the employee to the workplace (Becker et al., 1996:464). According to Meyer and Allen, organizational commitment refers to the employee's psychological approach to the organization. It is a psychological state that reflects the relationship between the employee and the organization and leads to the decision to continue membership in the organization" (Meyer and Allen, 1997: 11).

2.3. Organizational Commitment Theories

Under this title, approaches that contribute to the organizational commitment literature were examined.

2.3.1. Kanter's Approach

Kanter defines the basis of this view as the willingness of people to give their energies and loyalty to social systems, to attach their personalities to social relations that will satisfy their wishes and needs (Kanter, 1968).

According to Kanter, commitment consists of three main forms. These are; continuance commitment, clinging commitment, and control commitment. Continuing commitment is costly and difficult for members to leave the organization because they make personal investments in their organizations. Since the individual makes a lot of sacrifices on behalf of his organization, he has to continue his membership. Clinging commitment is a person's commitment to a group or the relationships in the group. Taking care of every member of the group, being in a relationship, and feeling that he belongs to the group will provide emotional satisfaction to the person. Control commitment is the attachment of the members of the organization to the organizational norms in order to shape the behavior of the members in the desired direction. Control commitment exists when members think that the values and norms of the organization are an important guide for appropriate behavior (İlsev, 1997: 10-12).

2.3.2. Etzioni's Approach

One of the first studies on the classification of organizational commitment belongs to Etzioni (Balay, 2000: 19-20). According to him, the authority and power of the organization over employees is the main reason for organizational commitment to employees. According to Etzioni (1961, 9-10), who states that normative power is related to moral commitment, rewarding power is related to calculative commitment, and coercive power is related to alienating commitment people have three types of commitment as moral, self-interested and alienating. Among them, moral and alienating commitment is based on emotional foundations, while self-interested commitment is participation based on exchange, in which the organization is seen as a tool (Penley ve Gould, 1988: 51).

Moral Commitment is based on the internalization of the goals, values and norms of the organization and a positive and intense orientation to the organization. Employees are more committed to their organizations when they follow useful goals for the society. Moral commitment is a highly positive orientation to the organization. Moral commitment can be seen in two ways: pure moral commitment and social commitment. "Pure moral commitment is based on the adoption of the goals, values and norms of the organization and identification with authority. Social commitment, on the other hand, is based on being sensitive to their demands and pressures due to

their desire to be accepted and liked by the natural and primary groups in the organization” (İlsev, 1997: 17).

According to Etzioni, self-interested commitment, which is defined as a positive or negative orientation towards the organization at a low level, is based on the exchange relationship between employees and the organization. Employees here feel loyal to their organizations because of the rewards they will receive in return for their contributions (Doğan and Kılıç, 2007: 42).

Alienating (Compulsive) Commitment refers to a “highly negative orientation to the organization. The behavior of the individual is greatly limited. For example, it was seen that slaves developed similar attitudes towards their work and their masters (İlsev, 1997: 19). It refers to a negative orientation towards the organization that occurs when the behavior of the employees is limited. The employee does not feel psychologically committed to the organization but continues to be a member.”

According to the definitions above, it can be said that the person who is self-interested in the organization will leave the organization when he does not receive the rewards for his efforts, whereas the person with alienating commitment will prefer to stay in the organization because of external pressures such as the absence of alternative job opportunities or thinking that he will incur financial losses by leaving the organization even if he has not been able to obtain these rewards (Leach, 2005: 229).

2.3.3. Katz and Kahn's Approach

Katz and Kahn (1977) argue that organizational commitment is a circuit based on different rewards that lead people in an organizational environment to fulfill the requirements of their roles, that is, to feel committed to the organization. Employees' actions within the system are the result of a combination of both internal rewards and some external rewards. Internal rewards represent the expressive circuit, and external rewards represent the instrumental circuit. The distinction between expressive and instrumental circuits indicates the nature of people's dedication to the system. Where it is intrinsically rewarding, there is the expressive circuit. In cases where similar external rewards are motivating, the instrumental circuit is mentioned (Angle and Lawson, 1994: 1541).

2.3.4. Mowday's Approach

In Mowday's classification, two different definitions of organizational commitment have been proposed which are attitudinal commitment and behavioral commitment. Attitudinal commitment indicates the employee's identification with organizational goals and their willingness to work towards them. Behavioral commitment arises from the employee's commitment to behavioral activities (Doğan and Kılıç, 2007: 40). It is stated that there is a circular relationship between both types of commitment, while the commitment attitude leads to commitment behaviors, and these behaviors strengthen commitment attitudes on return.

It is seen that the areas of expertise of researchers who focus on attitudinal commitment by adopting the attitudinal approach are organizational behavior. "According to this approach, commitment is an emotional reaction that occurs as a result of the individual's evaluation of the work environment and connects the individual to the organization. In other words, commitment is the relative strength of the individual's integration with the organization and participation in the organization (Mowday, et al., 1979: 234)." On the other hand, Staw and Salancik's views on attitudinal and behavioral commitment are as follows: Staw defines attitudinal commitment as the identification of organizational members with the values and goals of the organization and the desire to continue their membership in the organization (Mowday et al., 1982: 24). According to Salancik, organizational commitment is the state of being attached to the behaviors of the employees and to the beliefs that strengthen their activities and interest in the organization through their behavior. The commitment mentioned here is the employee's identification with a certain behavior. Three different characteristics make the employee dependent on the behaviors. These are the visibility feature of the behavior, the immutability feature, the feature of being optional (Liou and Nyhan, 1994: 101).

Mowday's attitudinal and behavioral commitment elements are explained as follows.

2.3.4.1. Attitudinal (Emotional) Commitment

According to this approach," commitment is an emotional reaction that occurs as a result of the employee's evaluation of the work environment and binds the

employee to the organization. In other words, commitment is the relative strength of employees' integration with the organization and their participation in the organization (Doğan, Kılıç, 2007: 42). The conditions of the employee affect his psychological state and this causes the behavior of the employee to become permanent. As a result, the employee is committed to the organization. Attitudinal commitment focuses on employees' relationships with their organizations. In this type of commitment, the employee's own values and goals should be compatible with the values and goals of the organization (Meyer and Allen, 1991: 62). Attitudinal commitment consists of three components. These can be referred to as identification with organizational goals and values, high participation in work-related activities, and loyalty to the organization” (Tran and Pham, 2020: 279).

2.3.4.2. Behavioral Commitment

Behavioral commitment is based on the behavioral perspective. “It is related to the process of becoming committed to the organization according to the past experiences of the employees and their adaptation to the organization. Behavioral commitment is a concept related to the problem of employees staying in a certain organization for too long and how they deal with this problem (Doğan and Kılıç, 2007: 42). According to this approach, the behavior of the employee becomes permanent due to some conditions and makes the employee psychologically dependent on the organization. This psychological state of the employee creates a feedback effect and strengthens the employee's commitment to the organization. Behavioral commitment develops towards the behavior of the employee rather than the organization. For example, after an employee performs a behavior, he continues his behavior due to some factors and after a while, he is connected to this behavior that he continues.” As time passes, attitudes that are suitable for or justify this behavior develop, which increases the probability of the behavior being repeated (Meyer and Allen, 1991: 62).

2.3.5. O'Reilly and Chatman's Approach

The approaches of O'Reilly and Chatman have a special place in examining and revealing the psychological structure that causes the employee's attachment to the organization (Dilek, 2004: 48). O'Reilly and Chatman (1986), who define organizational commitment as the psychological bond that an individual feels for his

organization, divide commitment to an organization into three (Bayram, 2005: 130). These are Compliance commitment, identification commitment, and internalization commitment.

Compliance commitment: Commitment is not for shared values, but for gaining certain rewards. In this commitment, there is the attractiveness of the reward and the repulsion of the punishment.

Identification commitment: Commitment occurs to establish or maintain a satisfying relationship with others. Thus, the individual is proud to be a member of a group. The employee is proud of belonging to the organization and establishes satisfying relationships by accepting the influence of others (Tran and Pham, 2020: 280).

Internalization commitment: It is entirely based on “the harmony between individual and organizational values. Attitudes and behaviors related to this dimension occur when individuals make their inner worlds compatible with the value system of other people in the organization” (Liou and Nyhan, 1994: 111).

These elements represent different and independent dimensions of organizational commitment. “An important point here is that the foundations and dimensions of the psychological bond can change from person to person and from person to person” (İlsev, 1997: 15).

2.3.6. Penley and Gould's Approach

Penley and Gould's classification is an adaptation of Etzioni's (1961) model of organizational participation. The reason why Etzioni is based is that he uses both instrumental and affective forms of commitment together for participation in the organization. Penley and Gould (1988: 45) stated that Etzioni's (1961)'s organizational participation model is quite suitable for conceptualizing organizational commitment, but this model does not attract enough attention in the literature. One of the reasons for this is the complexity of the model. In the model, there are two emotionally based participations, moral and alienating. However, it is not fully understood whether these are independent concepts or contradictory concepts. If these are opposites, the concept of alienating participation will not be necessary; because alienating participation would be negative for moral participation. Penley and Gould (1988: 45) consider these

two forms of participation as independent concepts. In this case, the opposite of moral participation is not alienating participation, but the absence of moral participation (İlsev, 1997: 18).

Another reason why Etzioni's commitment model does not receive enough attention is the macro feature of the model (İlsev, 1997: 19). Etzioni, unlike Kanter, states that a single compliance system and the type of commitment appropriate to this system can be valid in organizations. However, it is possible to see different compliance systems and types of commitment together in organizations. At this point, Penley and Gould argue that more than one compliance system and commitment types can be seen together in organizations (Penley and Gould, 1988: 45-46).

Penley and Gould's commitment approaches are based on the deficiencies in Etzioni's work. Therefore, contrary to Etzioni's work, they claim that three types of commitment can coexist in organizations. In the literature, it is generally accepted that the type of organizational commitment, in which the organization is accepted as a tool, and the type of emotional commitment is considered independently of each other and that the two cannot be realized together. Penley and Gould argue that these two types of commitment can occur together (Penley and Gould, 1988: 52). On the other hand, Penley and Gould (1988: 48-49) state that organizational commitment types have different relationships with different variables. For example, moral commitment is about maintaining membership. It includes behaviors such as being overly fond of one's job, working outside of working hours or on weekends, or carrying work home (Gould and Penley, 1984: 245).

2.3.7. Becker's Side-Betting Approach

Becker defined organizational commitment by associating it with the costs that may occur in case of leaving the job and stated that employees are attached to the organization because of these costs. He considered these costs as the accumulation of the employee's investments in the workplace and used the term "side bets". According to Becker (1960), side betting can occur for many reasons. These reasons include generalizing cultural expectations (for example, violations are punishable), impersonal bureaucratic arrangements (for example, retirement and old age preparations), preparing oneself for social roles (for example, the person may not find himself

suitable for a new job or organization), self-expression, or a concern for achieving a social image. There are non-work concerns (eg family) (Çetinkaya, 2019: 305).

According to Becker, the sources of side bets that cause employees to show commitment are as follows (İlsev, 1997: 31-34). These:

Social expectations: Due to the social and moral sanctions of the expectations of the society to which one belongs, he may enter into some side bets that limit his behavior. It is possible to show such social pressures as an example that people who change jobs frequently are not regarded as reliable in society (Vandenberg and Lance, 1992: 165).

Bureaucratic arrangements: The second source of side bets is bureaucratic arrangements. For example, let's consider a person whose pension is deducted a certain amount each month for his pension. When this person wants to leave the job, he will see that the amount deducted from his salary during his service period has reached a large amount. This bureaucratic arrangement regarding the pension put the person on a side bet. Because if he leaves the organization, he will lose this money, which has been deducted from his pension for years and to which he is entitled, and will not be able to receive a pension (Çetinkaya, 2019: 307).

Social interactions: One of Becker's side bets is social interactions. When a person is in a relationship with others, he establishes an opinion about himself. In order not to spoil this opinion, he has to behave in accordance with it. For example, if the person shows himself to be reliable, he should not lie so that his reliable opinion of his word is not spoiled. In this case, he will develop a commitment to honest behavior (Ainslie, 1982: 739).

Social roles: Side bets may also result from the person getting used to and adapting to the social situation he is in. In such a situation, the person has become so accustomed to fulfilling the requirements of the social role he is in that he will no longer be able to adapt to another role (Çetinkaya, 2019: 309).

According to Becker, side bets and investments made due to the aforementioned resources are increasing over time. For this reason, the age and seniority of the person are accepted as the main indicators of the investments made.

Accordingly, as the age of the person increases and his seniority increases, his investments will increase in parallel and it will be difficult for the person to leave the organization. To summarize, Becker's Side-Betting Approach is considered as the behavioral dimension of commitment to the business and is often referred to as engineered commitment. As Becker states, the basis of this type of commitment is economic and the person feels obliged to join the organization because the financial, social, and psychological aspects of leaving the organization are high. As the number and amount of economic costs increase, the employee's commitment to the organization also increases and he avoids behaviors that will endanger his membership in the organization (Ainslie, 1982: 743)

2.4. Meyer And Allen's Three-Component Model of Organizational Commitment

In most of the studies on organizational commitment, organizational commitment has been defined as an affective commitment as Mowday, Steers, and Porter (1979) discussed, and it has been claimed that employees feel committed to the extent that they adopt the values and goals of their organizations. In other studies, organizational commitment is defined as a commitment that develops as a result of the investments made by employees in their organizations (Becker, 1960; Hrebiniak and Joyce, 1985:339). According to this approach, organizational commitment is a commitment that is formed by the fear that the gains such as the effort, time, and effort that an employee has spent while working in the organization, such as status and money, will be lost if he leaves the organization. Meyer and Allen (1984) proposed a model that includes these two types of organizational commitment, and defined the first type of commitment as "affective commitment" and the second type as "continuance commitment". Later, they added a third dimension to this model, which was firstly suggested by Weiner and Vardi (1980), defined as "normative or moral commitment" (Wasti, 2002: 545).

The common view in these three approaches is that” (a) it is a psychological state that defines the employee's relationship with the organization and (b) includes the decision to continue or not to join the organization. Apart from these elements, it is seen that these three structures are completely different in their psychological nature. Employees with a strong affective commitment stay in the organization because they

want it, employees with a strong continuance commitment stay in the organization because they need it, and employees with a strong normative commitment stay in the organization because they perceive it as a necessity (Meyer and Allen, 1991: 67). According to the model, employees may experience these three dimensions of commitment at varying levels. Meyer and Allen assumed that each element of commitment creates different experiences and outcomes” (Meyer and Allen, 1991: 67).

According to Meyer and Allen (1997;11), “although there are common features among the dimensions of organizational commitment, their psychological structures are different from each other as each one develops depending on different experiences and practices” (Sabuncuoğlu, 2007: 614). In many sources in the literature, it is seen that organizational commitment approaches are based on three basic elements. These items are (Meyer and Allen, 1990: 2):

- Emotional attachment,
- Perceived cost,
- Necessity.

Meyer and Allen (1997b) suggest that affective commitment, continuance commitment, and normative commitment should be considered as components of commitment rather than as types of commitment. Because an employee's relationship with the organization may involve different levels of these three. For example, an employee may feel a high level of commitment to the organization but may feel obliged to stay with the organization. While other employees may enjoy working for the organization, they may not consider the economic implications of leaving the organization. Another employee may simultaneously have feelings of great desire, need, and obligation to continue working with his employer (Meyer & Allen, 1997). As a result, researchers try to understand the employee's relationship with the organization as a combination of these categories, rather than including them in a specific commitment category.

2.4.1. Emotional (Affective) Commitment

According to Meyer and Allen (1991: 82), affective commitment, which reflects the desire to continue membership in the organization, develops to a large

extent as a result of work experiences. Affective commitment is frequently expressed in the literature as the desire of individuals working in the enterprise to stay in the enterprise emotionally and with their own preferences. Having positive feelings about adopting, connecting with, and identifying with organizational goals, affective commitment is a type of commitment that is formed by respect for organizational goals and rules, love and respect for managers, emotional closeness, and sharing the organizational vision and mission (Blingham and Sack, 1997: 64).

The affective attachment item is the commitment item that receives the most attention in the organizational commitment literature. Allen and Meyer named the type of commitment based on this element as affective commitment. Affective commitment is the individual's identification with the organization, participation in the organization, and feeling an emotional connection with the organization. In this type of commitment, the organization has great meaning and importance for the individual as he sees himself as a part of the organization. Therefore, individuals continue to be members of the organization and are happy about it (Meyer and Allen, 1990: 2-6). Individuals who are emotionally attached to the organization they work for continue to stay in the organization because they are willing to continue their membership in the organization. This desire may vary according to the degree of the individual's desire to help the organization in identifying with the organization and achieving organizational goals. Affective commitment, which is based on attitudinal, is the most common type of commitment in the literature. Individuals with strong affective commitment adopt the goals and values of the organization, make more effort than expected for the benefit of the organization and maintain their membership. In this respect, affective commitment is the type of commitment most desired by organizations (Blingham and Sack, 1997: 65).

Individuals with high affective commitment stay in the organization “because they want to” and are willing to make great efforts for the interests of the organization. Therefore, it is the type of commitment that is most desired to be realized in organizations and to be instilled in employees. Work experiences and individual characteristics have a direct effect on emotional commitment (Blingham and Sack, 1997: 69).

Affective commitment is the most important dimension of organizational commitment. It was developed by researchers such as Porter and Mowday. It has been seen as accepting institutional values and norms and having a sincere belief in maintaining institutional continuity. Employees with affective commitment show active and voluntary participation in line with organizational goals and desire this to be continuous. It is not a commitment to organizational goals based on external factors, but a form of commitment based on internal factors (motive/impulse). Employees feel commitment to the extent that they adopt the values and goals of their organizations (Sui and Baloğlu, 2003: 473).

2.4.2. Continuing Commitment

Continuance commitment emerges through the employee's evaluation of the sum of his investments in the organization, the sum of his investments when he leaves the organization, and the limitedness of comparable alternatives (Shahian, et al., 2010: 955). It represents the employee's awareness of the costs associated with leaving the organization. People with a high level of continuance commitment continue to stay in the organization because they think they need it (Meyer, Allen; 1997: 56). “Continuance commitment can occur as a result of any event or activity that increases the costs of leaving the organization. Meyer and Allen (1997) discussed these activities and events with two sets of influencing variables in their three-component model of organizational commitment: investments and alternatives. Thoughts associated with the emergence of continuance commitment differ from those associated with the development of affective commitment. Employees can invest in the organization in many different ways. Examples of investments are moving with the employee's family from one city to another or taking time to develop some organizational-specific skills.” Leaving the organization may also mean giving up the time, money, or effort that the employee has lost or spent (Meyer and Allen, 1997: 56).

The main reason why employees are committed to the organization and want to stay in the organization is that they need to stay in the organization (Meyer and Allen, 1991: 67). In other words, if the employee's investments in an organization, such as seniority and benefits, exceed the cost of leaving the organization, the employee becomes attached to the organization (Balay, 2000: 22). In short, the main

factor in continuance commitment is the need to stay in the organization (Doğan and Kılıç, 2007: 45).

Continuance commitment is a mandatory commitment and occurs depending on material and moral factors. In this type of commitment, the employee believes that he/she will lose the material and moral satisfaction elements such as status, wages, and authority gained in return for the effort, time, and effort he/she spends for the organization, and this belief ensures his/her organizational commitment. Continuance commitment is not an internal commitment, but a commitment based on external factors. In continuance commitment, the person does not identify with the organization (Shahian, et al., 2010: 956).

Individuals with high continuance commitment see it as an obligation to stay in the organization in order to avoid financial or other losses. Due to the scarcity of perceived job alternatives, they continue to be members of the organization "because the conditions require" and they perform at the minimum level of work necessary to maintain their membership in the organization, which is an undesirable type of commitment for organizations. The more the gains (investments) such as labor, time, effort, money, status, etc., spent by an employee during his or her time working in the organization, the more the costs of leaving the organization if he leaves the organization, which increases the individual's commitment to the organization. In addition, if employees believe that there are few suitable job alternatives for them, their commitment to their current job and/or employer will be higher (Allen and Meyer, 1990).

2.4.3. Normative Commitment

Meyer and Allen developed the three-dimensional organizational commitment model by adding the "normative" or "moral" dimension suggested by Vardi (1980) and developed by Weiner (1982) (Gül, 2002: 45). "Allen and Meyer (1990) called this type of commitment, in which the employee remains in the organization based on a sense of obligation, as normative commitment. Normative commitment is expressed as employees' feeling of commitment to the organization with a sense of moral duty and belief that they should not leave the organization (Meyer and Allen, 1997) Normative commitment reflects the employees' sense of obligation to stay in the organization"

(Doğan and Kılıç, 2007: 47). Therefore, employees with high normative commitment continue to work by thinking that it is right and moral to stay in the organization (Meyer & Allen, 1997).

Normative commitment “also makes the employee feel indebted to the organization as a result of the investments and expenditures made by the organization on the employee (payments related to individual development programs, training scholarships given before internship or employment, and other gratuitous payments). This situation forces the employee to stay in the organization and binds the employee to the organization normatively. This type of commitment can only come to an end when the employee pays his debt to the organization” (Meyer and Allen, 1991: 72 cited in Doğan and Kılıç, 2007: 47).

What is at issue with normative commitment is the belief about the appropriateness of being affiliated with an organization. It is also argued that normative commitment develops on the basis of certain investments that the organization makes in the employee. “Normative commitment can also develop based on the psychological agreement between the employee and the organization. Unlike formal agreements, psychological agreements are biased and can be perceived differently by both parties” (Çakar and Ceylan, 2005: 56).

Employees with high normative commitment see working in the organization as a "duty" for themselves, based on individual values or the belief that creates the obligation to stay in the organization. Employees believe that it is "right" to stay in the organization or to show commitment in normative commitment. Normative commitment is a type of commitment based on the individual's belief that he has responsibilities and duties towards the organization, feeling obliged to stay in the organization, and describing staying in the organization as moral and correct (Meyer and Allen, 1997). Normative commitment differs from continuance commitment as it is not affected by affective commitment in terms of seeing working in the organization as a duty for oneself and feeling that it is right to show commitment to the organization, and is not affected by the calculation of the losses that will occur as a result of leaving the organization (Wasti, 2000).

As a result, Meyer et al. (1993;539) argue that all three commitment dimensions should be evaluated together in order to better understand the commitment attitudes of employees because an individual can experience these dimensions at the same time and to different degrees. In this respect, it can be said that the Three-Component Model of Organizational Commitment developed by Meyer and Allen guides the managers in understanding the type and degree of commitment of the employees to their organizations and in gaining the desired behaviors of the employees (Wasti, 2000).

As can be seen, all three types of commitment define commitment as a psychological state that reflects the individual's relationship with the organization and gives information about the continuation and causes of membership in the organization. Another common point of the three types of commitment is that there is a bond that develops between the employee and the organization and reduces the possibility of leaving the organization. However, the nature of this bond differs according to the three approaches described. Those with high affective commitment continue their membership in the organization because they want it, those with continuance commitment require it, and those who have normative commitment believe that it should be so and what they do is right. It is expected that individuals with low or lack of commitment to the organization are more likely to be absent from work, come to work late, and quit because they do not see themselves as a part of the organization (Meyer and Allen, 1997).

2.5. Factors Affecting Organizational Commitment

There are many internal and external factors that affect the employee's commitment to the organization. Therefore, under these title, these factors were explained in details.

2.5.1. Personal factors

One of the main factors affecting a person's commitment to the organization is personal factors. In this context, the personal factor and the organizational factor are interconnected. Therefore, personal factors have an important role in the formation of organizational factors. The personal factors that affect the person's commitment can be regarded as job prospects, the content of the job, skill varieties and autonomy.

2.5.1.1 Job prospects

The reason for the formation of the organization is to meet the needs of human beings. Likewise, human beings have joined the organization to meet their needs and wants. That is to say, organizations are used as tools for employees to meet their needs and wants. The expectation of the employee towards the organization is associated with the commitment. It is thought that the attitude of the organization in meeting the expectation increases the commitment (Holzer, 1996: 91).

2.5.1.2. Job content

Organizations evaluate work areas as a whole, rather than separately. Integrity is called business complexity. It is thought that as the complexity and content of the job increase, the commitment of the employees also increases. As the difficulty of doing the job increases, the challenges of the employees also increase and this affects the level of commitment. The point that should be emphasized in the relationship of factors such as the content of the job and the challenge with the commitment to the organization is the severity of the development motivation of the employees (Steinberg and Figart, 1999: 179).

2.5.1.3. The Varieties of the Skill

There is a moderate relationship between the skill and the organization. According to a study, commitment in skill variety between permanent employees and part-time employees was questioned and the skill type of part-time employee did not have an effect on commitment (Holzer, 1996: 93)

2.5.1.4 Autonomy

Managers expect their employees to do the job they want them to do, as they should and without any problems by developing more knowledge and skills. For this reason, learning occurs while working. Individual learning efforts emerge more in organizations that value individuals who are trying to learn and try to improve themselves. The link between organization and autonomy is thought to be weak (Samadow, 2006: 91).

2.5.2. Psychological Contract

The contract between the organization and the employee is of two types. These are business and psychological contracts. The psychological contract is not a written one, but is all the mandatory behaviors that the employees establish among themselves. The employment contract is a written contract in which the mutual rights and obligations of the employee and the management of the organization are determined (Samadow, 2006: 91).

2.5.2.1. Role-based features

According to Kuhn et. al., the roles that a person has affects it's commitment to the organization. In this contex, there are various roles which are important in the organization (Kuhn, et. al., 2010: 80).

2.5.2.1.1. Role Conflict

Role conflict is due to the fact that the jobs that the employee has to do are different from each other and irrelevant, there is not enough personnel in the institution to complete the work assigned to him, and he sometimes has to follow the rules in order to fulfill some of the duties, he is in contact with different work groups in the workplace, and he receives irrelevant demands while working. Therefore, conflict arises. The relationship between role conflict and organizational commitment is negative (Steinberg and Figart, 1999: 179).

2.5.2.1.2. Role Ambiguity

The fact that the roles of the employees in the organizations are necessary at the same time, and the opposite demands of the individual can lead to role conflict. For example, if the manager expects the employee to speed up production, while others want to slow down production, the person has to enter into a role conflict. It is seen as the main source of role conflict, especially since there are multiple lines of authority in hospitals. The relationship between role ambiguity and organizational commitment is negative (Steinberg and Figart, 1999: 180).

2.5.3. Personal characteristics

One of the effects of people showing their commitment to organizations is the personal characteristics of the person. It is thought that they contribute to the

organization by trying to demonstrate their commitment in every way from the first day in the organization according to their personal characteristics, by taking responsibility as much as they can and aiming to take the success to the highest level. Personal characteristics play an important role in increasing organizational commitment (Tubre and Collins, 2000: 159).

2.5.3.1. Age

The relationship between age and organizational commitment is moderate. Some studies have found that age is associated with compulsive commitment. The reason for this is thought to be limited employment opportunities with increasing age. Meyer and Allen interpreted the relationship between age and obligatory commitment as follows: The longer the employee's working time in the organization, the higher the probability of being in a good position and, accordingly, the desire to stay in the organization. In this way, the employee convinces himself and increases his psychological commitment to the organization (Jaros, 2007: 15).

2.5.3.2. Gender

The relationship between gender and organizational commitment is consistent. According to the researches, it is stated that the commitment of female employees to the organization is higher than the commitment of male employees to the organization. It can be said that the reason for this is that female employees go on a longer and more corrosive path than male employees in gaining status. Mathieu and Zajac concluded that there is no consistent relationship between the organizational commitment of female and male employees and the meta-analysis findings (Mathieu, and Zajac, 1990: 171). According to another study, no conclusion could be drawn about the commitment of men and women in terms of gender factors, and different opinions emerge. It is thought that men who have a better position than women, are paid better, and therefore are more committed to the organization. According to another view, it is seen that women have more roles at home and their work life is secondary, and their commitment to the organization is less than men. It is stated that the level of commitment to organizations may be the same (Loscocco, 1990: 313).

2.5.3.3. Education

There is a weak negative relationship between education and organizational commitment. It is argued that the high expectation of the employee with a high level of education from the organization and the thought that the organization cannot respond to this expectation drags this relationship into negativity. In addition, it is thought that educated individuals are more attached to the profession than to the organization. The fact that individuals with a high level of education have more job opportunities and that they will not have any problems while changing jobs allow them to have less commitment to the organization (Loscocco, 1990: 315).

2.5.3.4. Marital status

According to a study, the relationship between marital status and organizational commitment was examined in several samples:

- It was found that there was a weak relationship between marital status and organizational commitment.
- Whether there is a relationship between marital status and organizational commitment has not been examined institutionally.
- It can be thought that marital status may be related to compulsory commitment. Because it can be said that married individuals have more needs than single individuals (Chen, 2006: 274).

2.5.3.5. Working Duration in the Organization

Working duration is directly proportional to organizational commitment. For the employee, the organization is an investment. Since the employee does not want to lose this investment, the employee becomes more attached to the organization.² As the working time in the organization increases, it can be seen that the investment and effort of the employee increase. In this way, the employee's commitment to the organization also increases (Loscocco, 1990: 316).

In a study, the duration of the employee's stay in the same position and the duration of stay in the organization were examined separately. According to this research, the following findings were determined (Chen, 2006: 276):

- The relationship between working time in the organization and compulsory commitment was more than the duration of staying in the position.
- Findings related to age were the same during the period of stay in the organization.
- As the working time of the employee increases, what he/she gained by staying connected to the organization also increased.
- The employee could gain skills specific to the institution in the institution where he/she works. This can increase commitment.

2.5.3.6. Perceived Competence

There is a strong link between perceived competence and organizational commitment. Studies have shown that employees are committed to organizations to the extent that they complete their motivation for self-development and success. According to Canary and Spitzberg, there is a positive relationship between learning ability and perception ability. They also state that there is a relationship between learning and organizational commitment (Canary and Spitzberg, 1989: 634).

2.5.3.7. Fee

According to a study, the wage of the employee and the commitment of the employee to the organization was consistent with the sample, and a positive but weak result was obtained. The wage of the employee is related to the investment made in the organization, these investments cause an increase of the employee's obligatory commitment (Canary and Spitzberg, 1989: 636). In some studies, the affective commitment scale was used in meta-analysis. As a result of these analyzes, it is argued that the level of wages increases the self-confidence of the employee and with it, the emotional commitment to the organization has increased (Canary and Spitzberg, 1989: 636).

2.5.4. Factors Related to Organizational Structure

There are many organizational structural factors which affect the organizational commitment both positively and negatively. These were examined below.

2.5.4.1. Organization culture

Culture is the way of life of a society. Culture consists of the traditions and customs of a society. Every society has different cultures. Cultures separate societies from one another. Just as every society has its own culture, every organization has its own culture. In this context, organizational culture is the adaptation of the members of the organization, which consists of different cultures, to the culture created by the organization. Organizational culture is the adaptation of the employees of the organization to the basic values and beliefs of the organization. Just as people have personalities, organizations have personalities. Some organizations can be characterized as rigid, flexible, supportive, open to innovation, or closed. These personalities can be explained by the cultural status of the organizations (Ouchi and Wilkins, 1985: 459).

2.5.4.2. Organizational Justice

Justice is the fulfillment of a person's rights and laws in accordance with the law. In the effectiveness of organizational commitment, showing a fair approach towards employees ensures the continuity of commitment to the organization. The employee compares the attitudes and behaviors of the organization he works with another organization. As a result, his commitment to the organization may change. The employee expects from the organization that all employees in the organization benefit from the same rights and laws and exhibit equal behavior and attitude (Cropanzano, et. al., 2005: 64).

Organizational justice is necessary for terms of the working conditions of the employee and the structuring of the organization. The absence of a wage gap, equal leave days, and non-privileged treatment among the employees are effective in increasing the trust in the justice of the organization and the desire to stay in the organization (Greenberg and Colquitt, 2013: 73).

2.5.4.3. Management Style and Participation in Management

The management style of the employees, the attitude of the management, and the way the management applies the rules affect the employee's commitment to the organization. According to, Lu and Wang, managers can manage employees in two ways. The first one is to exchange ideas with employees in decision-making: This

method allows the participant to respect himself, develop the idea that he has a place in the organization, create the idea that he has a place with his colleagues, and stick to the organization, change the goals and objectives of the organization from his own goals and objectives. The second one is being employee-centered: In this method, it is possible to support the employees, lead and help them in their relations. The method aims to increase employee loyalty to the organization (Lu and Wang, 1997: 209).

2.5.4.4. Pay Level and Rewards

Employees want to be rewarded for their hard work. Employees within the organization need to be rewarded either with wages or small rewards. This increases both organizational commitment and motivation (Mulvey et al., 2000:6)

2.5.4.5. Team work

A team is a person who implements and completes the decisions taken by more than one person for a purpose or business. It is thought that individual studies provide less efficiency than team studies. Teamwork instills a sense of both commitment and trust in the employee, such as spending less individual effort and increasing productivity. This plays an important role in increasing motivation (Boaden and Leaviss, 2000: 923).

2.5.5 External Factors

The external factors that affect the person's commitment to the organization are as the follows.

2.5.5.1. Alternative Job Opportunities

Finding a job for an adult is an important factor for the quality of life and survival. After starting a business life, it is important to be connected to the organization in order to continue the business. In the past, only the father's work in family was the source of income for the family, but nowadays, the family cannot make a living despite all the members of the family working. Both the low number of employees in the sector and socio-economic difficulties provided the opportunity to find alternative jobs (Gündoğan, 2009: 41).

2.5.5.2. Professionalism

Professionalism can be defined as one's own rules, his own working style and putting them into practice, and the people he works with know these rules and act accordingly. The concepts of professionalism and organizational commitment are in conflict with each other. In some work areas, both professionalism and organizational commitment can create some contradictions. If the organizations where professionals work support professional changes, their organizational commitment will increase while their professional commitment decreases (Gündoğan, 2009: 43).

2.6. The Relation between Organizational Justice and Organizational Commitment

The concept of commitment means to unite, to bring together. It is derived from a Latin root. An obligation is also defined as the state of being emotionally active. People with commitment feel they belong to something or somebody and this belonging motivates them (Karriker and Williams, 2009: 115). Commitment is a concept that we encounter in many areas of life, as well as in the workplace, that is, within the organization. People want to work under an organization, trust and connected to the organization they work for. Thus, employees are motivated and successful in their activities. There are many definitions of the concept of organizational commitment, which emerged in this context and gained importance recently. Organizational commitment can be defined as the intense desire to work in a certain organization and to be a member of that organization, the desire to operate on behalf of the organization, the adoption of the values of the organization, and acting in line with the goals of the organization (Purwanto, 2020: 91).

Organizational commitment conceptually consists of three components. The three components of the organizational commitment model, which is a newly developed commitment model by Meyer and Allen (1987), are "emotional", "attitudinal, desire to continue", and "normative-obligation" commitment, respectively. Although these approaches are commonly known as a link between the organization and employees that reduce the likelihood of generating turnover, the nature of this link is actually different. There is a strong bond between the employees who have an emotional commitment and the organization. Employees with strong continuance commitment need the organization they work for financially. Employees

with normative commitment are bound to the organization by obligation, they feel obliged to stay in the organization (Allen and Meyer, 1990: 3).

Some concepts related to organizational commitment have started to gain importance recently. These are professional commitment, commitment to the job, career commitment, group or team commitment, community commitment, job focus, lottery question (non-financial commitment), center of control, organizational citizenship behavior, leaving-promise-volunteering-carelessness, specific commitment to a behavior (Jang, et al., 2021: 148).

All these components and concepts reveal the existence of commitment. Engagement is an essential element for an organization. However, these components alone are not sufficient to explain organizational commitment. In order to ensure the existence of organizational commitment, first of all, organizational justice must be provided within the institution. How the benefits that individuals will obtain from the organization are distributed to individuals, and how much is determined by who receives how much, create their perception of justice within the organization. All kinds of benefits, whether distributed on equal terms or not, must be clearly explained to the employees. Otherwise, the individual performance of the employees will decrease, negative motivation will be experienced and motivation will not be provided. It is not possible to keep employees who cannot motivate an organization in the long run ((Jang, et al., 2021: 151). For this reason, as the organizational justice perception of the employees' increases, they will be more closely attached to the institution they work for. They will perform more individually in the achievement of the goals of the institution and will ensure the success of the institution.

Clearly stating the mutual responsibilities and duties of the employees, expressing them to the employees, accepting these voluntarily by the employees, and accepting them as interests in the life of the organization are indicators of justice in that institution (Beem, 2007: 43). Employees who feel the perception of justice in the organization and trust the organization will have a desire to continue, not to leave, and commitment will be ensured.

As a result, employees must respect and value the organization for commitment. An employee who thinks and feels that he is not valued, treated

differently, not treated equally and that the rights and benefits provided are not the same as other employees, will show the same reaction and will not approach the organization with these values. Therefore, these values should be mutually provided between the organization and the employee.

2.7. The Concept Of Work Quality Life

Especially in recent years, with the radical change in business culture, the traditional structure of work that meets the basic needs of people has also changed. Basic needs continue to diversify and change as the work system and the living standards of a workforce evolve. Therefore, Suttle's (1977: 3) definition of quality of work life as "the degree to which the job meets important personal basic needs" has lost its validity today.

According to Schilesinger, the quality of working life includes employees having a say in management, creating a work environment where personal knowledge and skills are developed, increasing the level of responsibility of employees over outputs, creating an atmosphere that supports open communication and trust-based employee success between management and workforce, and information such as product cost-return. sharing, increasing employee motivation, evaluating and analyzing continuous improvement (Schilesinger, 1982: 3-4). Nadler and Lawler (1983: 23) define the quality of work life as "a way of thinking about people, work and organizations". Two characteristic elements of this definition are (1) concern with the effects of work on people as well as on organizational effectiveness, and (2) the idea of participation in organizational problem solving and decision making. The strength of this definition is that it properly brings together three important components of work-life quality.

Kiernan and Knutson (1990: 121) see quality of work life as "the individual's understanding of his role in the workplace and the interaction of this role with the expectations of others". The quality of work life is determined, designed and evaluated individually. The meaning of quality of work life differs according to the individual and may vary according to the age, career status and position of the individual. Similarly, Heskett et al. (1997: 54) define the quality of work life as "employees' feelings towards work, colleagues and the organization". Employees who have good

feelings towards their jobs will be happy to do their jobs and this will result in a productive work environment. This definition is based on the view that a satisfactory work environment will lead to a better quality of work life.

In the 2000s, quality of work life was defined by Sirgy et al. (2001: 241) as “employee satisfaction towards meeting various needs through resources, activities and outputs that are a result of participation in the workplace”. According to Serbest (2000: 31), the quality of work life, which includes the structure and process that transitions from the classical management approach to the contemporary management approach, highlights the employee dimension in the organization, gives importance to the job satisfaction and personal expectations of the employees within the system approach, and focuses on changing people and making them work. It is a technique that aims to increase work efficiency through motivation.

As can be seen, the concept of quality of work life is a comprehensive concept, its boundaries are unclear, its perception and definition can have different content and priorities that change from country to country, from segment to segment in the same country, from person to person (Schulze, 1998: 528). The reason for these differences is, on the one hand, the social structure, philosophy, goals and values, on the other hand, the different needs, wishes and expectations of the employees (İncir, 1991: 231).

Despite the differences in its perception and definition, the understanding of quality in working life is seen as a management philosophy that increases the physical and psychological well-being of employees, creates a change in organizational culture and increases the value of all employees, especially in recent years (Shain and Suurvali, 2001: 38). When considered in this context, it is actually the humanization of work life that is desired to be achieved with the quality of working life. The humanization of working life aims to bring the position of the worker in working life to a level that is suitable for the structure, abilities and expectations of the worker. The humanization of working life includes efforts to integrate the employee with the work he has done (Yüksel, 2004: 48).

There are two important theoretical approaches in the literature regarding the quality of work life. These are needs satisfaction and spillover effect approaches

(Loscocco and Roschelle, 1991: 192). The meeting of needs approach is based on the model of meeting the needs developed by Maslow (Alkan et al., 1989: 94-95). According to this approach, people have basic needs that they want to be fulfilled through work, and employees are satisfied with their jobs to the extent that the work they are doing meets their needs. The spillover effect approach is based on the assumption that satisfaction in one area of life can affect satisfaction in other areas of life. For example, a person's satisfaction at work affects the level of satisfaction in other dimensions of life, such as that person's health, family life, social life, economic status, and leisure activities outside of work.

In the study by Sirgy et al. (2001: 241-245), the measurement of quality of work life was based on these two approaches. It has been revealed that the quality of work life not only affects job satisfaction, but also has an impact on other life dimensions such as family life, leisure time outside of work, social life, and economic situation. Need satisfaction from work life contributes to job satisfaction and satisfaction in other life dimensions. Satisfaction in important life dimensions (work life, family life, leisure life, etc.) also directly contributes to overall life satisfaction. Therefore, the focus of work life quality goes beyond job satisfaction. As can be seen, the quality of work life does not only affect job satisfaction, but also has an impact on other life dimensions such as health, family life, leisure time outside of work, cultural and social life, economic status, education, friendship relations, neighborhood relations, and spirituality. Because, thanks to the spillover effect, satisfaction in one life dimension affects the satisfaction in the other life dimension. Therefore, the quality of working life is important in terms of ensuring the quality of life.

When the literature is examined, there are many studies that examine different dimensions of working life quality. Walton (1992: 91) proposes eight important conceptual categories related to the quality of work life: (1) safe and healthy working conditions, (2) opportunities to develop and use skills, (3) opportunities for continuous development and improvement, (4) social integration into the organization. , (5) laws in the organization, (6) work and private living space, (7) social dimension of working life, (8) adequate and fair remuneration.

3. THE MEDIATING EFFECT OF THE QUALITY OF WORK LIFE IN THE EFFECT OF ORGANIZATIONAL JUSTICE PERCEPTIONS OF SYRIAN EMPLOYEES ON THEIR ORGANIZATIONAL COMMITMENT LEVELS IN TURKEY.

3.1 Importance of the Research

The concepts of organizational commitment and organizational justice affect the attitudes and behaviors of the employees towards the organization they are affiliated with, and also whether they will continue within the organization or not. Organizational commitment is generally defined by how much the employee feels belonging to the organization. While defining organizational commitment, which has many definitions, it can be that it is explained as a situation that led to the decision of the employee or member to continue in the organization. Organizational justice, like organizational commitment, is based on perception and is not something that can be easily measured objectively. Employees make comparisons by observing themselves and their leaders in the organizations they are in. They want the rules in the organization to apply to everyone, as well as equal rewards and punishments. At the same time, they want to be given equal pay in equal job positions and to benefit from the company's social opportunities equally like everyone else. In the opposite case, employees who feel worthless in the organization think that there is no organizational justice, and their commitment to the organization weakens and is negatively affected. This, in turn, may turn into reactions such as loss of performance and motivation in employees and may lead to the decision to leave the job.

The concepts of organizational commitment and organizational justice have a great impact on people who are emotional beings, in decision stages such as continuing their work in the organization they work for or leaving the job. In the past, working life was different from today and employees did not have a say over their jobs and working environments, and with the increasing importance and protection of human rights over time, employees began to have expectations from the organization they work for, as a result, people who are not happy in the organization they work emotionally lose their ties with the institution. It was seen that they started to make the decision to break off. For this reason, the level of organizational commitment and the

perception of organizational justice in a workplace affect the employees considerably and may cause the employee to leave the job.

Intention to quit is not a good idea for both the organization and the members of the organization. Organizations do not want their qualified employees, who they invest in and who have undergone a certain adaptation process, to leave the job, because this process means that they experience problems such as increased employee turnover in addition to financial problems such as compensation payments and the supply of new personnel to replace the employee. This situation damages the credibility of the institution both internally and externally. Likewise for an employee, it is not a pleasant situation for employees to have an intention to quit if they do not quit because they have found a better job or because they have decided not to work. The employee can make this decision only when he cannot bear to stay in the organization. After leaving the job, the employee, who is psychologically worn out until the decision to leave the job, will go through difficulties such as the process of finding a new job, the danger of unemployment, and the process of getting used to and adapting to the new job even if he finds a job. For this reason, this thesis is important in terms of examining how effective and how important organizational commitment and organizational justice are in situations that push the person to this thought, assuming that an employee will not have the intention to quit his job easily.

3.2 Model and Hypotheses of the Research

The study is based on the quantitative research method. The Hypotheses of the Research are:

- There is a relationship between organizational commitment and turnover intention
- Organizational justice have an effect on the level of organizational commitment of employees
- The level of organizational commitment is important for the organization and employees
- Ensuring organizational justice and employees are important in the success of the organization

- The intention to leave the job have negative effects for the organization and the employee.

3.3. Research Methodology

3.3.1 Method of the Study

This requirement focuses on the method used in the field study, in addition to the study variables and the steps for building the study tool “the questionnaire” and presenting the questionnaire in its initial form, in addition to several points that can be noted as follows:

This study aims to know the mediating effect of the quality of working life on the effect of perceptions of organizational justice for Syrian employees on the levels of their organizational commitment in Turkey. An exploratory study of Syrian workers and employees of all job titles in Turkey. “A method of research that deals with existing events, phenomena and practices that are available for study and measurement, as they are, without the researcher’s intervention in their course. And the researcher can interact with them, describe and analyze them” (Ihsan Al-Agha and Majid Al-Deeb, 2000). In this approach, the descriptive statistic represented by extracting arithmetic means and standard deviations was used to find out the mediating effect of the quality of working life on the impact of perceptions of organizational justice for Syrian employees on the levels of their organizational commitment in Turkey through the responses that were obtained from the study tool. The analytical statistic was also used to reach results related to the differences between the average responses of the study sample members according to the study variables (gender, age, educational level, field of work of the institution, employer, years of work in the institution, number of workers), as well as to reach a correlation Between organizational justice, organizational commitment and quality of work life.

The descriptive-analytical approach is based on two complementary types of scientific research studies, which are as follows:

Theoretical rooting: It is the study that the researcher will rely on in collecting the theoretical scientific material, through references, books, university theses,

periodicals and previous studies, related to topics (organizational justice, organizational commitment and quality of work life).

Field studies: In view of the insufficiency of secondary sources to achieve the objectives of the study, and the reality of the mediating effect of the quality of working life on the impact of perceptions of organizational justice for Syrian employees on the levels of their organizational commitment in Turkey, questionnaires were distributed to study some of the study's members and to gather and collect the necessary information on the subject the study. Then data entry is done and the data is analyzed using the SPSS statistical program and the use of appropriate statistical tests in order to reach valuable indications and signs that support the subject of the study.

3.3.2 Research Variables

The study is based on three main variables:

Independent variable: It is the experimental variable that the researcher treats to see its effect on the dependent variable, and to note the results and effects of this change on the dependent variable: the organizational justice.

Intermediate variable: It is the variable that has an unexpected effect (conditional effect) on the relationship of the independent variable to the dependent. The emergence of a third variable (intermediate) leads to the modification of the originally expected relationship. That is, what was expected between the independent and dependent variables. The mediating variable in this study is the quality of work life.

Dependent variable: These are the "normative" variables that are of interest to the researcher. The researcher's goal is to explain the change in the dependent variables or predict their behavior. That is, the dependent variable is the variable that presents itself as a case that can be examined and studied. It is possible to find a solution to the problem by analyzing the dependent variables, such as studying which variables affect it. The researcher is interested in transforming the dependent variables into quantitative variables and measuring their impact, as is the case with the variables affecting them. The dependent variable represents in this, the organizational commitment.

3.3.3 Data Collection Tools and Scales

In this idea, the researcher relied on several points, the most prominent of which were the following: To gather data for the study, the researcher employed a questionnaire as the primary tool. This method is commonly used in descriptive analytical research, which is a scientific research method aimed at obtaining data related to the study. Although questionnaires are sometimes criticized for their cost-effectiveness and efficiency compared to interviews and observations, they are widely recognized as an essential tool for collecting information. The questionnaire used in this study consisted of a variety of questions that were interconnected in a way that would help the researcher achieve the goals of the research problem. The questionnaire was distributed to a selected group of individuals or institutions via mail or other means, and they were asked to complete it and return it to the researcher. The researcher reviews the most important steps for building the study tool, which is to identify the mediating effect of the quality of working life on the impact of perceptions of organizational justice for Syrian employees on the levels of their organizational commitment in Turkey. The study tool was prepared according to the following steps: The purpose of the study tool is the following:

- Identifying the impact of the quality of working life as a mediating variable in the impact of perceptions of organizational justice for Syrian employees on the levels of their organizational commitment in Turkey.
- Identifying the differences between the average responses of the study population according to the study variables: (gender, age, educational level, field of work of the institution, employer, years of work in the institution, number of workers, job position).
- Identify the nature and type of relationship that links organizational justice, quality of work life and organizational commitment.

Drafting the study tool dimensions: To formulate the study tool dimensions, the following was done:

- Reviewing the theoretical literature related to the issue of organizational justice, in addition to the issues of quality of working life and organizational commitment.

- Reviewing the measures of previous studies that were used to identify the mediating effect of the quality of working life on the impact of perceptions of organizational justice for Syrian employees on the levels of their organizational commitment in Turkey.
- Reviewing previous studies and the topics included in them in order to determine the phrases of each of the themes of the study tool and to formulate its dimensions.

The dimensions of the study tool were formulated based on taking into account the following:

- Taking into account that these dimensions serve the objectives to be achieved and that work to attain the purposes of the study.
- The paragraphs of the study tool were formulated to be clear, understandable and appropriate for all study members.
- Diversity was taken into account in the selection of the study tool dimensions, so that each item has a specific goal that measures a specific field in each of the themes of the study tool.
- The questionnaire was then presented in its initial form to the scientific supervisor of this study, and his instructions played a major role in structuring the questionnaire and modifying its formulation.
- After that, the questionnaire was presented to a number of specialists who expressed their observations on it, which were taken into consideration by the researcher.

The primary image of the study tool: As mentioned previously, the questionnaire was used as a tool for collecting the necessary data for the purposes of this study due to its ease of management, organization, low cost, and the ability to collect a large amount of information in a short time and analyze it statistically through the statistical program (SPSS). The study tool was prepared, and it included several main themes, including dimensions and parts, as follows:

The first theme: It contains information related to personal characteristics including (gender, age, educational level, field of work of the institution, employer, years of work in the institution, number of workers, job position).

Each variant was formed from a set of options:

1. Gender: (male, female).
2. Age: (less than 30 years old, 31-40 years old, 41-50 years old, 51 years old and over).
3. Educational level: (basic education, secondary education, institute, university, postgraduate studies).
4. The field of work of the institution: (services, trade, manufacturing, charitable foundation).
5. Employer: (Turkish, foreign, Mixed).
6. Years of work in the institution: (less than 3 years, 3-7 years, more than 7 years).
7. Number of workers: (less than 25 workers, 25-50 workers, 51-100 workers, more than 100 workers).
8. Job position: (worker, administrative employee, head of department, manager).

The second theme: (independent variable) organizational justice

It included (20) dimensions expressing the theme accurately and in detail.

The third axis: (intermediate variable) quality of work life

It includes (30) dimensions expressing the theme accurately and in detail.

The fourth axis: (dependent variable) organizational commitment

It includes (13) dimensions, expressing the theme accurately and in detail.

Thus, the questionnaire that measures the mediating effect of the quality of working life in the impact of perceptions of organizational justice for Syrian employees on the levels of their organizational commitment in Turkey consisted of (63) dimensions. The study dimensions are answered according to the likert-scale, which is "a method for measuring behaviors used in psychological tests, devised by psychologist Renes Likert". It is used in questionnaires, especially in the field of statistics. The scale is based on responses indicating the degree of approval or objection to a formula.

Table No 1. Answer Scale

The scale of the independent, dependent, and median variables				
Strongly agree	Agree	Neutral	Disagree	Strongly Disagree

The following table shows the distribution of the questionnaire dimensions:

Table No 2. The distribution of the questionnaire form paragraphs

Study Themes	Study Dimensions	Number of Paragraphs
Independent Variable	Organizational Justice	20
The Median Variable	Quality of work	30
The Dependent Variable	Organizational Commitment	13
Total dimensions of the questionnaire as a whole	63	

In order to obtain the data in the study, the “Organizational Commitment Scale” consisting of 13 5-point Likert-item questions developed by Meyer and Allen (1984-1997), organizational justice scale consisting of 20 5-point Likert-type questions developed by Niehoff and Moorman (1993), and A job quality scale consisting of 30 questions was used.

3.3.4 Data Collection Process

Preparing the data obtained by means of the questionnaire form for analysis.

1) Procedures for distributing and retrieval of the form:

Studies that use statistical tools to reach scientific results that are characterized by accuracy, must pass through several stages. The first stage begins with defining the problem to be studied and its variables as the first pillar of statistics.

As for the second stage, it is defining the tool that will be used to collect the data of the study, while the third stage is determining the size of the sample from which the data will be collected, while the fourth stage can be considered as coding the obtained

data and converting it into numbers and letters. The fifth stage is related to data entry into the computer, and preparing it for statistical analysis. The stage of conducting statistical analyzes appropriate to the nature of the study data comes at the conclusion of the aforementioned stages.

Also, the data that this study relied on mostly fall within the nominal variables of the measurement, the nominal data are those variables that have a specific number of categories without there being a weight for these categories. And in most of them, indicative numbers are given to these categories in order to facilitate the process of entering that data using approved computer programs for that.

The data of the study was obtained through a questionnaire prepared for this purpose, where the questionnaire form was distributed to the study sample members through Google Forms, which were randomly selected from the original community of the study, and a total of (750) forms were obtained. However, the researcher excluded (10) forms, bringing the number of forms valid for analysis to (740), or (98%) of the total distributed forms, which is a high percentage and valid for conducting the analysis and reaching the results related to the phenomenon under study.

The researcher attributes the reason for excluding (10) forms to several factors, including:

- Some of the important data required in the questionnaire form were not fulfilled.
- Inaccuracy of the data contained in some of them.
- Some of them were returned without answers, which made it difficult to subject them to statistical analysis.

2) The steps for formulating the study data and preparing it for the purpose of analysis:

Before starting the process of statistical analysis of the study data using the statistical program (SPSS), several steps are required to arrange the data and prepare it for the analysis process, and these steps are explained as follows:

❖ Counting the questionnaire forms, and determining the total and final number of them, which will be subject to the statistical analysis process, as their number reached (740) questionnaire form.

❖ Organizing and preparing the data for the analysis process, by conducting the necessary review and audit of the contents of the forms obtained from the study sample dimensions.

❖ Coding the contents of the questionnaire form, from the questions and the dimensions contained therein, by preparing a coding form for the contents of the form to facilitate the process of data entry and then analyzing it.

❖ Carrying out the process of data entry to the contents of the questionnaire, as it became possible to deal with them as numbers and not as dimensions or phrases in the data page of the statistical program (SPSS).

Statistical Methods Used in the Research

In order to achieve the objectives of the study, answer its research questions, and test its hypotheses, the researcher employed several statistical tests to analyze the study data. These statistical methods were used to describe, interpret, and test the hypotheses of the study sample. The specific statistical methods used in the analysis of the data include:

Validity Test of the Study Tool: The Pearson correlation coefficient was employed by the researcher to determine the correlation between each theme of the study and its related parts. This statistical test was used to calculate the strength and direction of the relationship between variables in the study.

Stability Test:

The Cronbach Alpha stability test was utilized by the researcher to assess the degree of stability and reliability of the measurement tool used to measure the study variables. This test was used to evaluate the tool's ability to accurately measure the variables of interest in the study.

Arithmetic Mean: This test was used to find out the average answers of the study sample members about the dimensions mentioned in the questionnaire in order to find out the extent of the increase or decrease in the responses of the study members to each of the statements of the basic study variables, knowing that it is useful to arrange the statements according to the highest arithmetic mean (Amore Hadi Kazem, et al., 2013, p. 91).

Standard Deviation: This test was used to measure the deviations in the trends of the sample members from the parts of the questionnaire, in order to identify the extent of the deviation of the responses of the study members for each of the study variables' expressions and for each of the main themes from their arithmetic mean. It is noted that the standard deviation shows the dispersion in the responses of the study members to each of the phrases of the study variables in addition to the main themes. The closer its value is to zero, the more concentrated the responses and the lower their dispersion between the scale (if the standard deviation One is true and higher, it means that the responses are not focused and dispersed).

Percentages: Percentages are used to find out the relative distribution of the study sample variables according to demographic characteristics to clarify their characteristics. In addition to knowing the relative distribution of the sample variables answers about the dimensions included in the questionnaire form to describe its variables.

Relative weight: The relative weight is used to find out the percentage of each phrase in the theme, and it is useful in arranging the phrases according to importance from the point of view of the study sample members. The relative weight can be found by dividing the arithmetic mean of each expression by the pentatonic scale used, that is, the arithmetic mean divided by (5), which represents the acceptance scores.

Correlation coefficient test: This test was used to determine the relationship between organizational justice as an independent variable and quality of work life as an intermediate variable and their impact on organizational commitment as a dependent variable. If the correlation between the variables is relatively large, the researcher can predict an appropriate degree of significance. And the generalization with regard to this relationship, if there is no correlation between the variables, the value of the correlation is (0), and therefore it measures the strength and direction of the relationship between two variables, (Youssef Abdel Amir Tabaja, 2011: 312).

Test (T), for one sample: (One Sample T-test), used to ensure the positivity of the study themes, meaning that the sample members agree on its content, and the (T) test is also relied upon for the statistical differences in order to test the statistical

hypotheses, in addition to the significance level (0.05), as a basis for accepting or rejecting the hypothesis.

Simple regression analysis: This test is used to determine the effect of the independent variable on the dependent variable.

Multiple linear regression coefficient test: This test is used to determine the effect of several independent variables on the dependent variable.

3.4 Analysis and Findings

After completing the procedure of processing the data obtained through the study tool “questionnaire form” and preparing it for the statistical analysis process, the process of displaying and descriptive analysis of the study data begins by applying some descriptive statistics measures that are commensurate with the nature of that data in order to describe and analyze the characteristics of the study sample individuals, which are numbered (740), individuals in terms of (gender, age, educational level, field of work of the institution, employer, years of work in the institution, number of workers, job position).

Characteristics of the study sample: The study sample was represented by a group of 740 Syrians working in Turkey, in order to know their opinions about the mediating effect of the quality of working life on the effect of the perceptions of organizational justice for employees on the levels of their organizational commitment in Turkey. Accordingly, the study sample size amounted to 740 Syrians working in Turkish institutions. The study sample can be classified according to the following groups: (gender, age, educational level, field of work of the institution, employer, years of work in the institution, number of workers, job position).

4. FINDINGS

In this part of the thesis, the results obtained with statistical program were presented.

Table No 3. Distribution of study sample members by gender variable

	f	%	Valid Percent	Cumulative Percent
Male	694	93,8	93,8	93,8
Female	46	6,2	6,2	100,0
Total	740	100,0	100,0	

Table 3 represents the analysis of the characteristics of the study sample according to the gender variable, we can note that the percentage of males is higher than the percentage of females, as the percentage of males participating in the answer to the study tool dimensions was (93.8%), while the percentage of females was (6.2%).

Table No 4. Distribution of study sample members by age variable

	f	%	Valid Percent
30 Years and Under	394	53,24	53,24
31-40 Years	278	37,57	37,57
41-50 Years	60	8,11	8,11
51 Years and over	8	1,08	1,08
Total	740	100,00	100,00

It is noted from the above table, which shows the frequency distribution of the study sample individuals according to the age variable, that the age groups between (30 years and less) were the most age groups in the study sample participating in answering the questionnaire dimensions with a percentage of (53.2%). While the age groups (31-40 years) came in the second place with a percentage of (37.6%), and therefore it can be said that the age groups (40 years and less) got a percentage of (90%), and this is an indication that the majority of the study sample individuals are of young age groups.

Table No 5. Distribution of study sample members by educational level variable

	f	%	Valid Percent	Cumulative Percent
Basic Education	193	26,1	26,1	26,1
High School	257	34,7	34,7	60,8
Institute	85	11,5	11,5	72,3
University	172	23,2	23,2	95,5
Postgraduate	33	4,5	4,5	100,0
Total	740	100,0	100,0	

Looking at the data in the above table, which deals with the analysis of the characteristics of the study sample members according to the educational level variable, it can be noted that most of the individuals participating in the process of answering the questionnaire paragraphs had a scientific qualification (secondary education) with a percentage of (34.7%), also there is a percentage of (26.1%) have a preparatory qualification, in addition to (23.2%) who hold a university degree, and (11.5%) have an institute, in addition to (4.5%) who hold a graduate degree.

Table No 6. Distribution of study sample members according to the institution's field of work variable

	f	%	Valid Percent	Cumulative Percent
Services	186	25,1	25,1	25,1
Trade	92	12,4	12,4	37,6
Manufacturing	423	57,2	57,2	94,7
Charity	39	5,3	5,3	100,0
Total	740	100,0	100,0	

It is noted from the above table that shows the repetitive distribution of the study sample members according to the field of workers of the institution that individuals who work in the (manufacturing field) were the biggest participating groups in answering the questionnaire dimensions with a percentage of (57.2%). While institutions working in the field of services came in the second place with a percentage of (25.1%), and we note that institutions working in the trade sector were present at a rate of (12.4) and charitable institutions with a percentage of (5.3%).

Table No 7. Distribution of study sample members according to the employer's nationality variable

	f	%	Valid Percent	Cumulative Percent
Turkish	460	62,2	62,2	62,2
Foreigner	208	28,1	28,1	90,3
Mixed	72	9,7	9,7	100,0
Total	740	100,0	100,0	

It is noted from the above table that shows the frequency distribution of the study sample members according to the nationality of the employer that the majority of the individuals participating in the answer to the study paragraphs were working for a (Turkish) owner of an institution at a rate of (62.2%). We also find that a percentage of (28.1%) of the participants answering the study dimensions were working for a (foreign) establishment owner.

Table No 8. Distribution of the study sample members according to the period of work in the institution

	f	%	Valid Percent	Cumulative Percent
Less than 3 Years	371	50,1	50,1	50,1
3-7 Years	286	38,6	38,6	88,8
More than 3 Years	83	11,2	11,2	100,0
Total	740	100,0	100,0	

It can be noted the distribution of the study sample members is according to their years of experience factor (see table 8). When reading the above table data, we note that individuals with years of experience (less than 3 years) were the most participating group in answering the study questions with a percentage of (50.1%), We also note that individuals with years of experience (3-7 years) were in the second place in terms of the categories of years of experience participating in answering the paragraphs of the study sample tool with a rate of (38.6%).

This is consistent with the age factor in the previous table No. (8) considering that the young age groups are the most participating, which gives positivity and more reliability to the data obtained from their answers, (age groups 40 years and less were

approximately 90%), also it can be observed (11.2%) of people who have more than 7 years of experience.

Table No 9. Distribution number of the study sample members according to the number of workers in the establishment

	f	%	Valid Percent	Cumulative Percent
Less than 25 workers	480	64,9	64,9	64,9
25-50 workers	123	16,6	16,6	81,5
51-100 workers	69	9,3	9,3	90,8
More than 100 workers	68	9,2	9,2	100,0
Total	740	100,0	100,0	

The distribution of the members of the study sample can be observed according to the variable number of workers in the institution. When reading the above table data, we note that the institutions that have a number of workers (less than 25 workers) were the most participating group in answering the study questions, with a percentage of (64.9%). We also note that the institutions whose number of workers ranges between (25-50 workers) were in the second place with a rate of (16.6%), also a percentage of (9.3%) of the institutions whose number of workers ranges between (51-100 workers) can be observed from the institutions participating in the survey, we also find a percentage of (9.2%) of the institutions with more than (100 workers).

Table No 10. Distribution of study sample members by job position variable

	f	%	Valid Percent	Cumulative Percent
Worker	521	70,4	70,4	70,4
Administrative Employee	109	14,7	14,7	85,1
Head of Department	58	7,8	7,8	93,0
Manager	52	7,0	7,0	100,0
Total	740	100,0	100,0	

We conclude from the above table, which refers to the analysis of the characteristics of the study sample members according to the job position variable, that

workers are among the most participating groups in the process of answering the paragraphs of the questionnaire, with a percentage of (70.4%), followed by the administrative employee at a rate of (14.7%) and then heads of departments by (7.8%) and finally the managers with a rate of (7.0%).

4.1. Factor and Reliability Analyzes

Factor analysis is often used in cases where it is wondered whether a large number of variables used in research can actually be expressed with a few basic variables. Measurement tools, especially used in research in social sciences, contain questions about different aspects of a subject. In order to be able to apply factor analysis, some prerequisites must be met. These are described below as the assumptions of factor analysis. The assumptions of factor analysis are as follows (Kırbaş and Çevik, 2017):

The measurements of the variables should be at least at the level of the equally spaced scale (Karasar, 2016),

- The relationship between the variables should be linear. In the increase or decrease of any other variable after a certain level of the variables, there should not be an opposite increase or decrease from this level.

- Multivariate normality. There is no guarantee that the composite variable formed by the first variable, both of which are normally distributed, will also be normally distributed. Therefore, the multivariate normal distribution should be tested before applying factor analysis.

- Factors being unrelated to each other, valid only for Factor analysis.

- Having a common dimension under the variables. A factor analysis with variables from subjects that have nothing to do with each other will not be correct.

- Multicollinearity can be tested by testing with the variance increase factor included in the regression analysis, since very high correlations between the variables will create an overlapping situation called multicollinearity.

- Outliers, free from extremes. Extremes affect the correlation matrix, increasing the probability of obtaining an unrealistic result.

- Sufficient sample size. Studies suggest that at least factor analysis should be done with data collected from more samples than the number of variables to be included in factor analysis (Kurtuluş, 2011).

Before performing factor analysis, KMO and Bartlett tests must be done. The KMO test is a criterion and indicates how appropriate the scale is. It is expected to be higher than 0.50. Values below 0.50 indicate that this scale is not suitable for factor analysis and all other analyses.

4.1.1. Organizational Justice Factor Analysis

Table No 11. Kaiser Meyer Olkin (KMO) Values of Scales

KMO ve Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0,963
Bartlett's Test of Sphericity	Approx. Chi-Square	11115
	Sig.	,000

Table No 12. Organizational Justice Component Factor Analysis Results

	Öğe	Component	
		1	2
1	At my workplace, complete and accurate information is collected before business decisions are made.		0.79
2	When requested by the employees at my workplace, an explanation is made about the decisions and additional information is provided.		0.79
3	In general, I think that the monetary and moral rewards offered to me in this workplace are fair.		0.64
4	Every decision made in my workplace is applied consistently to all relevant personnel.		0.60
5	I think my pay level is fair.		0.48
6	At my workplace, he has the right to object to work-related decisions or to demand that they be changed.		0.60
7	I believe that my responsibilities related to my job are fair.		0.55

8	I think my workload is fair.	0.57	
9	I believe that the arrangement regarding my working hours is fair,	0.55	
10	My supervisor shows me respect and dignity when making a decision about my job.	0.81	
11	My supervisor is sensitive to my personal needs when making a decision about my job,	0.80	
12	My supervisor is frank with me when making a decision about my job,	0.77	
13	When making a decision about my job, my supervisor respects my rights as an employee. When making a decision about my job, my supervisor keeps me informed of the consequences and implications.	0.83	
14	When making a decision about my job, my supervisor informs me of the consequences and implications	0.77	
15	My supervisor treats me kindly and thoughtfully when making a decision about my job.	0.81	
16	My supervisor explains every decision regarding my job very clearly and precisely.	0.72	
17	In my workplace, the opinion of all employees is taken before a business decision is made.	0.63	
18	At my workplace, business decisions are made impartially.	0.73	
19	My supervisor provides justification for decisions made in relation to my job.	0.69	
20	My supervisor gives me explanations that I find reasonable and logical when making a decision about my job.	0.74	
Total Variance Explained (%)		62,42	

Tablo No 13. Reliability Coefficients of Organizational Justice Dimensions

Scale	Measurement Interval	Number of Items	Cronbach Alfa coefficient
First Dimension	5-point scale (1–5)	7	0,85
Second Dimension	5-point scale (1–5)	13	0,95
Organizational Justice	5-point scale (1–5)	20	0,95

4.1.1. Organizational Commitment Factor Analysis**Table No 14. Kaiser Meyer Olkin (KMO) Values of Scales**

KMO ve Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.939
Bartlett's Test of Sphericity	Approx. Chi-Square	5437.32
	Sig.	,000

Table No 15. Organizational Commitment Component Factor Analysis Results

	Öge	Component	
		1	2
1	I want to spend the rest of my career in this workplace.	0.78	
2	I feel that the problems of this establishment are part of my own problems.	0.54	
3	I take pride when talking to others about my workplace.	0.82	
4	I see this workplace as a family environment.	0.81	
5	It is very difficult for me to join and belong to a new workplace as in this workplace.	0.67	
6	Even if it is beneficial for me, I think it is wrong to leave the current workplace.	0.66	
7	I will feel guilty if I leave my current job.	0.68	
8	This workplace deserves my loyalty and commitment to it.	0.78	
9	I cannot leave this workplace because I feel indebted to the people in this workplace.	0.77	
10	If I decide to leave this workplace, many things in my life will be affected.		0.70
11	My stay in this workplace is a very necessary issue for now.		0.74
12	I am afraid to leave this company as it is difficult to find a new job.		0.83
13	This workplace offers me significant advantages that other companies do not have.	0.73	
Total Variance Explained (%)		62,20	

Tablo No 16. Reliability Coefficients of Organizational Commitment Dimensions

Scale	Measurement Interval	Number of Items	Cronbach Alfa coefficient
First Dimension	5-point scale (1–5)	10	0.92
Second Dimension	5-point scale (1–5)	3	0.73
Organizational Commitment	5-point scale (1–5)	13	0.91

4.1.2. Quality of Work Life

Table No 17. Kaiser Meyer Olkin (KMO) Values of Scales

KMO ve Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.939
Bartlett's Test of Sphericity	Approx. Chi-Square	5437.32
	Sig.	,000

Table No 18. Work Life Quality Component Factor Analysis Results

	Öğe	Component	
		1	2
1	I feel peaceful and happy while doing my job. one The people I work with do their jobs well	0,73	
2	The people I work with do their jobs well	0,64	
3	I have ample opportunity to participate in the work of the people I work with.	0,71	
4	The level of knowledge and skill I have is sufficient for the job I do.		0,74
5	The quality of the work done in the department where I work is high.		0,69
6	I know the requirements of my job and the expectations from me.		0,83
7	My business is operating at high capacity.		0,64
8	The work I do is important to the success of my business.		0,83
9	The goods and services we produce here are for the benefit of society.		0,73
10	I strive to make the highest contribution to the workplace and do my best.		0,79
11	Working conditions at the workplace where I work are quite suitable	,79	
12	In the workplace, we work in harmony and unity with friends from different departments.	,68	
13	I have good communication with my managers	,73	
14	I have the opportunity to develop new business ideas and contribute with new ideas.	,55	
15	Our leaders are fair to us.	,81	
16	While making decisions about our business, my opinion is asked and my participation is requested.	,80	
17	Our managers have the necessary technical capacity and ability.	,68	
18	Our managers are aware of the needs of employees and strive to meet them.	,85	
19	My work life is in many ways a life close to what I imagined.	,81	
20	The workplace I work in provides me with a very safe work environment.	,73	
21	Managers provide incentives for my professional development.	,76	
22	I often feel pressured at work.		0,48
23	I can receive overtime (overtime) wages at my workplace.	,34	
24	I get equal (same) pay as my co-workers with whom I do the same job.	,53	
25	I am pleased with the career opportunities available at my workplace.	,74	
26	There is discrimination based on ethnicity in my workplace.		0,80
27	My working hours allow me to devote time to my private life.	0,63	
28	Gender discrimination is made in my workplace		0,86
29	I have job security.	0,59	
30	Legal working hours are followed in my workplace.		0,42
Total Variance Explained (%)		62,80	

Tablo No 19. Work life quality Reliability Coefficients of Dimensions

Scale	Measurement Interval	Number of Items	Cronbach Alfa coefficient
First Dimension	5-point scale (1–5)	19	0,95
Second Dimension	5-point scale (1–5)	11	0,82
Work life quality	5-point scale (1–5)	30	0,94

4.2 Validity Test of the Study Tools

After completing the preparation of the study tool represented in the questionnaire form, designing it in its initial form, and starting its modifications step by step until it reaches its final form that will be adopted and used as a tool for collecting data related to this study. And in order to test the study tool so that it has acceptable indications of validity and reliability; that is, ensuring that it will measure what it was designed for, its inclusion for each study variable that must be subject to analysis, and the clarity of its dimensions so that it is understandable to everyone who will use it, it has been tested as follows:

Honesty:

To achieve the validity of the tool, and to ensure the accuracy of the paragraphs of the scale, as well as its consistency, compatibility, suitability of the research environment, and its ability to measure the variables to be measured, the researcher conducted a set of the following judgmental tests:

1) Virtual Honesty:

Which is known as the honesty of the arbitrators, and in order to ensure the validity of the study tool, the researcher consulted with the professor supervising this study, and then the scale (the questionnaire) was presented to a group of academic arbitrators working at the University of Van Yuzuncu Yil. When selecting the arbitrators, the diversity of specialization and experience was taken into account, and they were asked through the “Scale Validity Arbitration Request” to determine the comprehensiveness of the phrases that were formulated for the dimensions of the scale according to the procedural standards and definitions. They were also asked to determine the validity of each statement to measure that dimension, and its suitability for the application, and

to comment whenever necessary. This is in order to ensure the correctness and integrity of the language of the questionnaire, the clarity of the meaning of its phrases and clauses, and that it can measure what it was designed for. The results of the arbitration resulted in most of the paragraphs obtaining a degree of agreement between the arbitrators of more than (85%), and through this it was found that most of the expressions of the scale are good, bearing clear apparent sincerity, and are appropriate for application to the study community. The researcher also responded to the opinions of the arbitrators and made the necessary deletion and modification according to their suggestions.

2) Sincerity of the Internal Consistency:

Internal consistency can be defined as the extent to which statements are consistent with each other, in other words, the extent of the relationship between a single item or parts of the supposed relationship. This is done by calculating the correlations between each statement and the complete theme and seeing the amount, strength and sincerity of the correlation. As for dealing with correlation, the number related to the correlation must be within the range (+1 and up to -1), where (+1) indicates that the two variables are directly related to each other, while (-1) indicates that the two variables are inversely related to each other. And the value indicates (0) shows that there is no correlation between the two variables to be measured, and when the value of (sig) is less than (0.05), that is, the probability of this relationship occurring by chance is less than (5%), and from here we begin to analyze the results. Once the significance is less than (0.05), that is, the statement is acceptable, and it is valid for what it was built for.

And the results are illustrated as follows:

The internal validity of the dimensions of the independent variable (organizational justice)

The correlation coefficient was calculated between each of the terms of this theme with the theme in general, in addition to the level of significance, and the results were as follows:

Table No 20. The internal validity of the dimensions of the independent variable (organizational justice)

Number	Items	r*	p	Acceptance or Rejection
1	At my workplace, complete and accurate information is collected before business decisions are made.	0.47**	0.000	Acceptance
2	When requested by the employees at my workplace, an explanation is made about the decisions and additional information is provided.	0.49**	0.000	Acceptance
3	In general, I think that the monetary and moral rewards offered to me in this workplace are fair.	0.51**	0.000	Acceptance
4	Every decision made in my workplace is applied consistently to all relevant personnel.	0.54**	0.000	Acceptance
5	I think my pay level is fair.	0.55**	0.000	Acceptance
6	At my workplace, he has the right to object to work-related decisions or to demand that they be changed.	0.49**	0.000	Acceptance
7	I believe that my responsibilities related to my job are fair.	0.56**	0.000	Acceptance
8	I think my workload is fair.	0.61**	0.000	Acceptance
9	I believe that the arrangement regarding my working hours is fair,	0.53**	0.000	Acceptance
10	My supervisor shows me respect and dignity when	0.64**	0.000	Acceptance

	making a decision about my job.			
11	My supervisor is sensitive to my personal needs when making a decision about my job,	0.65**	0.000	Acceptance
12	My supervisor is frank with me when making a decision about my job,	0.63**	0.000	Acceptance
13	When making a decision about my job, my supervisor respects my rights as an employee. When making a decision about my job, my supervisor keeps me informed of the consequences and implications.	0.67**	0.000	Acceptance
14	When making a decision about my job, my supervisor informs me of the consequences and implications	0.62**	0.000	Acceptance
15	My supervisor treats me kindly and thoughtfully when making a decision about my job.	0.61**	0.000	Acceptance
16	My supervisor explains every decision regarding my job very clearly and precisely.	0.62**	0.000	Acceptance
17	In my workplace, the opinion of all employees is taken before a business decision is made.	0.60**	0.000	Acceptance
18	At my workplace, business decisions are made impartially.	0.67**	0.000	Acceptance
19	My supervisor provides justification for decisions made in relation to my job.	0.64**	0.000	Acceptance
20	My supervisor gives me explanations that I find reasonable and logical when making a decision about my job.	0.71**	0.000	Acceptance

*Perason Corelation

It can be concluded from the data of the previous table, which refers to the analysis of the correlation between the theme of organizational justice and the phrases belonging to it that the correlational relationships ranged between (0.47** and 0.71**), and this indicates a strong direct correlation with the total sum of the statements related to this theme. It is noted as well that the significance level for each statement is at (0.000), meaning the reliability of the relationship is very high at, (99.99%), as the symbol (**), indicates that the occurrence of this correlation relationship by chance is very low, which indicates the internal homogeneity between the independent variable (organizational justice) and its structural validity, and these statements are true and valid for research field.

Internal validity of the dimensions of the mediating variable (quality of work life)

The correlation coefficient was calculated between each of the terms of this theme with the theme in general, in addition to the level of significance. And the results were as follows:

Table No 21. Internal validity of the dimensions of the mediating variable (quality of work life)

Number	Items	r*	p	Acceptance or Rejection
1	I feel peaceful and happy while doing my job. one The people I work with do their jobs well	0.64**	0.000	Acceptance
2	The people I work with do their jobs well	0.59**	0.000	Acceptance
3	I have ample opportunity to participate in the work of the people I work with.	0.63**	0.000	Acceptance
4	The level of knowledge and skill I have is sufficient for the job I do.	0.28**	0.000	Acceptance
5	The quality of the work done in the department where I work is high.	0.39**	0.000	Acceptance
6	I know the requirements of my job and the expectations from me.	0.30**	0.000	Acceptance
7	My business is operating at high capacity.	0.27**	0.000	Acceptance
8	The work I do is important to the success of my business.	0.27**	0.000	Acceptance

9	The goods and services we produce here are for the benefit of society.	0.31**	0.000	Acceptance
10	I strive to make the highest contribution to the workplace and do my best.	0.31**	0.000	Acceptance
11	Working conditions at the workplace where I work are quite suitable	0.69**	0.000	Acceptance
12	In the workplace, we work in harmony and unity with friends from different departments.	0.60**	0.000	Acceptance
13	I have good communication with my managers	0.67**	0.000	Acceptance
14	I have the opportunity to develop new business ideas and contribute with new ideas.	0.41**	0.000	Acceptance
15	Our leaders are fair to us.	0.75**	0.000	Acceptance
16	While making decisions about our business, my opinion is asked and my participation is requested.	0.67**	0.000	Acceptance
17	Our managers have the necessary technical capacity and ability.	0.64**	0.000	Acceptance
18	Our managers are aware of the needs of employees and strive to meet them.	0.76**	0.000	Acceptance
19	My work life is in many ways a life close to what I imagined.	0.67**	0.000	Acceptance
20	The workplace I work in provides me with a very safe work environment.	0.69**	0.000	Acceptance
21	Managers provide incentives for my professional development.	0.64**	0.000	Acceptance
22	I often feel pressured at work.	0.12**	0.000	Acceptance
23	I can receive overtime (overtime) wages at my workplace.	0.43**	0.000	Acceptance

24	I get equal (same) pay as my co-workers with whom I do the same job.	0.52**	0.000	Acceptance
25	I am pleased with the career opportunities available at my workplace.	0.70**	0.000	Acceptance
26	There is discrimination based on ethnicity in my workplace.	0.75**	0.000	Acceptance
27	My working hours allow me to devote time to my private life.	0.61**	0.000	Acceptance
28	Gender discrimination is made in my workplace	0.51**	0.000	Acceptance
29	I have job security.	0.74**	0.000	Acceptance
30	Legal working hours are followed in my workplace.	0.68**	0.000	Acceptance

*Perason Corelation

It can be concluded from the data of the previous table, which refers to the analysis of the correlation between the theme of quality of work life and its statements, that the correlations ranged between (0.12** and 0.76**), and this indicates that there is a strong direct correlation with the total number of phrases related to this theme. It is also noted that the significance level for each phrase is at (0.000); that is, the reliability of the relationship is very high at (99.99%), as the symbol (**) indicates that the occurrence of this correlation relationship by chance is very low, which indicates the internal homogeneity between the mediating variable (the quality of work life) and the achievement of its structural validity. Moreover, these statements are true and valid for field research. What was also observed from the above table data is that some of the dimensions affiliated with this theme had a low correlation with the theme as a whole, and this could affect the rest of the dimensions, but we find that the level of reliability of the relationship of these item is high, and therefore it will be preserved and not deleted from the theme.

Internal validity of the dimensions of the dependent variable (organizational commitment)

The correlation coefficient was calculated between each of the terms of this theme with the theme in general, in addition to the level of significance, and the results were as follows:

Table No 22. Internal validity of the dimensions of the dependent variable (organizational commitment)

Number	Items	r*	p	Acceptance or Rejection
1	I want to spend the rest of my career in this workplace.	0.56**	0.000	Acceptance
2	I feel that the problems of this establishment are part of my own problems.	0.57**	0.000	Acceptance
3	I take pride when talking to others about my workplace.	0.75**	0.000	Acceptance
4	I see this workplace as a family environment.	0.72**	0.000	Acceptance
5	It is very difficult for me to join and belong to a new workplace as in this workplace.	0.74**	0.000	Acceptance
6	Even if it is beneficial for me, I think it is wrong to leave the current workplace.	0.77**	0.000	Acceptance
7	I will feel guilty if I leave my current job.	0.80**	0.000	Acceptance
8	This workplace deserves my loyalty and commitment to it.	0.81**	0.000	Acceptance

9	I cannot leave this workplace because I feel indebted to the people in this workplace.	0.81**	0.000	Acceptance
10	If I decide to leave this workplace, many things in my life will be affected.	0.69**	0.000	Acceptance
11	My stay in this workplace is a very necessary issue for now.	0.60**	0.000	Acceptance
12	I am afraid to leave this company as it is difficult to find a new job.	0.41**	0.000	Acceptance
13	This workplace offers me significant advantages that other companies do not have.	0.73**	0.000	Acceptance

*Perason Corelation

It can be concluded from the data of the previous table, which refers to the analysis of the correlation between the theme of organizational commitment and its dependent phrases, that the correlations ranged between (0.41** and 0.81**), and this indicates a strong direct correlation with the total number of statements related to this theme, as it is noted that the significance level for each phrase is at (0.000); That is, the reliability of the relationship is very high at (99.99%), as the symbol (**) indicates that the occurrence of this correlation relationship by chance is very low, which indicates the internal homogeneity between the dependent variable (organizational commitment) and the achievement of its structural validity. These statements are true and valid for field research.

The internal validity of the study themes as a whole

The correlation coefficient between each theme of the study with the other themes, in addition to the level of significance, was calculated. We also conducted normalty test by Skewness and Kurtosis velues and the results were as follows:

Table No 23. The internal validity of the study themes as a whole

Scales	1	2	3	Skewness	Kurtosis
Organizational Justice (1)	1			0,384	0,796
Organizational Commitment (2)	,725**	1		0,322	0,723
Quality of work Life (3)	,801**	,776**	1	0,121	0,010

** . Correlation is significant at the 0.01 level (2-tailed); ($p < 0.01$), $N = 740$

When see the previous table, we find that the relationship between the independent variable (organizational justice) with the rest of the study variables was a very strong positive relationship, as the table data indicate that the relationship between the independent variable (organizational justice) and the dependent variable (organizational commitment) was (0.77), which is a positive, direct and strong relationship between the two variables, as it is noted that the level of significance of the relationship between the variables is at (0.000), that is, the reliability of the relationship is very high at (99.99%).

We also find that the relationship between the independent variable (organizational justice) and the mediating variable (quality of work life) was (0.80), which is a strong positive direct relationship between the two variables. It is also noted that the significance level of the relationship between the variables is at (0.000), meaning the reliability of the relationship is very high at (99.99%).

Based on the skewness and kurtosis values, we can easily say the data of the research normally distributed which means parametric tests such as Pearson Correlation Test, Linear Regression Test, T Test, Anova Test could be used in the research.

At the same time, we note that the relationship between the mediating variable (quality of work life) and the dependent variable (organizational commitment) was (0.72) which is a strong positive direct relationship between the two variables. It is also noted that the significance level of the relationship between the variables is at (0.000), meaning the reliability of the relationship is very high at (99.99%), as the symbol (**) indicates that the occurrence of this correlation by chance is very low Reliability Test "Means Stability" (The Stability of the Study Dimensions).

Reliability:

Credibility and reliability are among the most important topics of interest to researchers in terms of their great impact on the importance of research results and its ability to generalize the results. Credibility and reliability are related to the tools used in the research, their ability to measure what is to be measured, and the accuracy of the readings taken from those tools.

At the outset, it can be said that honesty refers to the degree of independence of the answers from the accidental conditions of the research, and then to the extent of the validity of the data collection tool to measure what it was designed to measure. Because honesty is mainly related to the reproducibility of scientific experiments and discoveries, and it will only come with inspection, data collection tools and appropriate statistical treatment; As for reliability, it refers to the regularity or the extent to which the results of the scale are correctly understood. That is, the accuracy of the results and the high degree of agreement in the case of repetition, at another time by another researcher, and then its generalizability.

And stability in most of its cases is a correlation coefficient, which means the extent to which the readings of the repeated measurement results are related. In many researches in which a measurement tool is used for the first time, it is tested on specific people and then it is tried on the same people again, and then a correlation coefficient is calculated between the measurement results in the first time with the next time around. It is obvious that if the tool has high credibility, the results of the following times will be the same or consistent with the results of the first measurement. In addition, reliability depends on internal consistency, which means that the questions all have a general purpose to be measured.

There are a number of statistical methods for measuring reliability, the most common of which is the Alpha Cronbach method, which depends on internal consistency and gives an idea of the consistency of questions with each other and with all questions in general. There is also a method of splitting the test into two halves (Split half method). The Cronbach method is the most widely used when compared to splitting into two halves, because the Cronbach method depends on splitting more than one part and repeatedly and measuring the correlations between those parts instead of just measuring the correlation between two halves. In general, the judgment of

reliability depends on the amount of correlation coefficient resulting from the statistical analysis. Many researchers consider that a correlation coefficient that exceeds 0.80 is sufficient for the tendency towards the stability of the instrument used (Leo Fidel, 2014, pp. 1-10).

Sekaran also indicated that the stability test (Cronbach's Alpha) is considered weak if its results are less than (60%), and it is considered acceptable if its results are between (60% to 70%), and it is considered good if it was between (70% to 80%), but if it exceeds that, it is considered excellent.

After applying the Cronbach's Alpha indicator to all the questions, which amounted to (63), the result of the Cronbach's Alpha coefficient was (0.97), which indicates the high ability of the study tool to measure what it was designed for, and the answers of the sample members (The respondents), have a high degree of reliability as shown in the following table:

Table No 24. The stability coefficient of the study themes using the Alpha Cronbach method

Study Themes	Study Dimensions	Item Numbers	Stability coefficient
Independent Variable	Organizational Justice	20	0.95
The Median Variable	Quality of Work Life	30	0.94
Dependent Variable	Organizational Commitment	13	0.91
The Total of the Questionnaire dimensions		63	0.97

4.3 Descriptive Statistical Findings of Study Dimensions

This topic focuses on analyzing the dimensions of the field study, analyzing the study themes, and analyzing the study dimensions by using the arithmetic mean and standard deviation tests. In addition to the relative weight, as well as clarifying the frequency of the respondents' answers and the percentage of answers in order to know the view of the study sample members towards the axes. The hypotheses of the study are also discussed and tested at the end of this research. These tests are distributed as follows:

To determine the responses of the study sample members to the main themes phrases included in the study tool, percentages, frequencies, and arithmetic mean were used, as follows:

- **Arithmetic Mean:** It is in order to know the extent to which the study members' responses rise or fall to each of the statements of the basic study variables, knowing that it is useful for arranging the statements according to the highest arithmetic mean.

- **Standard Deviation:** To identify the extent of the deviation of the study members' responses to each of the study variables' expressions and each of the main themes from their arithmetic mean. It is noted that the standard deviation shows the dispersion in the responses of the study members to each of the phrases of the study variables in addition to the main themes. The closer its value is to zero, the more focused the responses are and the lower their dispersion between the scale is; (if one is the standard deviation true or higher, it means that the responses are not focused and dispersed).

- The One Sample T test was also used for one sample, and perhaps it is one of the difficulties that the researcher may face, when wanting to present the metadata analysis using the arithmetic mean and standard deviation values is his ability to determine definite values, then he can say that the sample dimensions tend to agree or strongly agree with a statement. Perhaps the correct way is for the researcher to take the following steps:

- ✓ Calculating the range, which in this case is (the largest value - the smallest value), in Likert scale ($5-1 = 4$).

- ✓ Then the cell length is determined by (dividing the range by the number of Likert scale cells), ie: ($4/5=0.80$).

- ✓ After that, the cell length is added to the smallest value in the scale, which is (1) to get the upper limit of the cell (strongly disagree) and so on until we reach the lower and upper limits of each cell and it will be as follows:

- ✓ Any medium whose value is between (1 - 1.79) is classified in the cell (strongly disagree). Which is less than (20%).

✓ Any medium whose value is between (1.80 - 2.59) is classified in the cell (strongly agree). Which constitutes a percentage from (20%) to (40%).

✓ Any medium whose value is between (2.60 - 3.39) is classified in the cell (neutral). This is from (40%) to less than (60%).

✓ Any medium whose value is between (3.40 - 4.19) is classified in the cell (Agree). Which constitutes a percentage ranging from (60%) to less than (80%).

✓ Any medium whose value is between (4.20 - 5.00) is classified in the cell (strongly agree). Which constitutes more than (80%).

Table No 25. Answer Scale

Degree	1	2	3	4	5
Category	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Range	1-1.79	1.80-2.59	2.60-3.39	3.40-4.19	4.20-5
Percentage	20%	20-40%	40-60%	60-80%	80-100%

Findings on Organizational Justice Perceptions of Syrian Employees in Turkey

The arithmetic means, standard deviations, and the relative weight of the paragraphs of the first theme (organizational justice) were calculated. The paragraphs of this theme were also arranged according to the highest arithmetic average, by adding the rank column, which is useful in arranging the dimensions according to the arithmetic mean and the relative weight higher and higher, and the results were as follows:

Table No 26. Arithmetic averages and standard deviations of the dimensions of the organizational justice theme.

No.	First Theme Dimensions	Arithmetic Mean	Standard Deviation	Relative Weight
1	In my workplace, complete and accurate information is collected before business decisions are made.	3.14	1.49	0.62
2	Requested by employees at my workplace When the decision is made an explanation is made about the decisions and additional information is presented.	3.01	1.49	0.60
3	In general, I consider that the monetary and moral rewards offered to me in this workplace are fair.	2.26	1.52	0.52
4	Every decision made at my workplace is applied consistently to all relevant personnel.	2.72	1.58	0.54
5	I think my pay level is fair.	1.93	1.27	0.38
6	I have the right to oppose the decisions taken in my workplace or to demand that they be changed.	2.62	1.58	0.52
7	I believe that my responsibilities related to my job are fair.	2.85	1.50	0.5
8	I think my work load is fair.	2.52	1.40	0.50
9	I believe that the arrangement regarding my working hours is fair.	2.45	1.52	0.49
10	My supervisor shows me respect and dignity when making a decision about my job.	2.95	1.51	0.59
11	My supervisor is sensitive to my personal needs when making a decision about my job.	2.80	1.51	0.56
12	My supervisor is frank with me when making a decision about my job	2.97	1.55	0.59
13	When making a decision about my job, my supervisor respects my rights as an employee. When making a decision about my job, my supervisor informs me of the consequences and implications	2.65	1.56	0.53
14	When making a decision about my job, my supervisor keeps me informed of the consequences and implications.	2.83	1.53	0.56
15	My supervisor treats me kindly and thoughtfully when making a decision about my job.	3.10	1.49	0.62
16	My supervisor explains every decision regarding my job very clearly and precisely.	3.04	1.51	0.60
17	In my workplace, the opinion of all employees is taken before a business decision is made.	2.22	1.48	0.44
18	At my workplace, business decisions are made impartially.	2.52	1.48	0.50
19	My supervisor provides justification for decisions made regarding my job	2.64	1.47	0.52
20	My supervisor gives me explanations that I find reasonable and logical when making a decision about my job.	2.61	1.43	0.52
The general arithmetic average of the dimensions of the first theme		3.16	0.89	0.63

Looking at the above table, which refers to the analysis of the dimensions of organizational justice as an independent variable, where the data in the previous table

indicate that the arithmetic averages ranged between (3.14 - 1.93). Item No. (2) came in first place, which indicates that before making work-related decisions in the workplace, complete and accurate information is collected with a mean of (3.14) and a relative weight of (62%). While paragraph No. (5), which states, “I think my salary level is fair,” came in the last rank, with an average of (1.93) and a relative weight of (38%). Accordingly, the general arithmetic average for the theme of organizational justice was (3.16), with a relative weight for the theme as a whole (63%).

This is an indication that the Syrian workers in Turkey feel, through their answers obtained through the questions directed to them, that the issue of organizational justice needs to be reconsidered, as their answers were generally neutral. It is from a point of view that it can be considered negative, as they do not agree at all with organizational justice in Turkey, due to several reasons, including (the salary scale and wages), they are fully confident that the salary system followed is unfair. Thus, there is a breach in one of the pillars of organizational justice. Also, what made Syrian workers in Turkey disagree with the issue of organizational justice is that the working hours they spend are unfair, and therefore we find that there are many reasons that prompted Syrian workers to reach a conclusion that is the lack of organizational justice at work.

Syrian Employees’ Perceptions of the Quality of Working Life in Turkey

The arithmetic averages, standard deviations, and the relative weight of the dimensions of the second theme were calculated (Quality of Work Life) The dimensions of this theme were also arranged according to the highest arithmetic average, by adding the rank column, which is useful in arranging the dimensions according to the arithmetic mean and the relative weight higher and higher, and the results were as follows:

Table No 27. Arithmetic averages and standard deviations of the work life quality theme dimensions.

No.	Second Theme Dimensions	Arithmetic Mean	Standard Deviation
1	I feel peaceful and happy while doing my job.	3.08	1.49
2	The people I work with do their jobs well.	3.11	1.42
3	I have ample opportunity to participate in the work of the people I work with.	3.05	1.47
4	The level of knowledge and skill I have is sufficient for the job I do.	4.16	1.20
5	The quality of the work done in the department where I work is high.	3.86	1.30
6	I know the requirements of my job and the expectations from me.	4.28	1.14
7	My business is operating at high capacity.	3.74	1.29
8	The work I do is important to the success of my business.	4.15	1.16
9	The goods and services we produce here are for the benefit of society.	4.11	1.21
10	I strive to make the highest contribution to the workplace and do my best.	4.23	1.10
11	The working conditions at the workplace where I work are quite suitable.	2.92	1.42
12	In the workplace, we work in harmony and unity with friends from different departments.	3.26	1.44
13	I have good communication with my managers.	3.22	1.51
14	I have the opportunity to develop new business ideas and contribute with new ideas.	3.42	1.52
15	Our leaders are fair to us.	2.73	1.49
16	While making decisions about our business, my opinion is asked and my participation is requested.	2.75	1.55
17	Our managers have the necessary technical capacity and ability.	3.19	1.50
18	Our managers are aware of the needs of employees and strive to meet them.	2.61	1.50
19	My work life is in many ways a life close to what I imagined.	2.52	1.47
20	The workplace I work in provides me with a very safe work environment.	2.82	1.47
21	Managers provide incentives for my professional development.	2.21	1.48
22	I often feel pressured at work.	3.88	1.35
23	I can receive overtime (overtime) wages at my workplace.	2.88	1.63
24	I get equal (same) pay as my co-workers with whom I do the same job.	2.56	1.56
25	I am pleased with the career opportunities available at my workplace.	2.58	1.48
26	There is discrimination based on ethnicity in my workplace.	3.01	1.68
27	My working hours allow me to devote time to my private life.	2.25	1.48
28	Gender discrimination is made in my workplace	2.80	1.66
29	I have job security.	2.40	1.52

30	Legal working hours are followed in my workplace.	3.05	1.69
The general arithmetic average of the dimensions of the second theme		2.69	1.11

Looking at the above table, which refers to the analysis of the quality of work life dimensions as an intermediary variable in the statement of the impact of the quality of work life as a mediating variable in the relationship between organizational justice and organizational commitment. The data of the previous table indicates that the arithmetic averages ranged between (2.21 - 4.28), where item No. (6) came in the first place, which indicates that the employee knows his work requirements and expectations from him, with an arithmetic average of (4.28). While item No. (21) states that managers provide incentives for my professional development which ranked last with a mean of (2.21). Accordingly, the general arithmetic mean of the quality of work life theme was (2.69).

As an overview of the theme of quality of work life and the Syrian workers' perspectives on the quality of working life in Turkey, we note that there was a discrepancy in their answers, as some of the phrases got high arithmetic averages (strongly agree) Phrases No. (6-10). Also, some of the phrases got a degree of agreement, such as phrases No. (4-8-9), while the rest of the study phrases got degrees ranging from (neutral - disagree). Looking at the content of these statements as a whole, we note that the dimensions that talk about the worker's person and his dedication to his work or his positivity, we find that they have obtained a high degree of approval, but if the content of the phrase talks about the employer's dealings or refers in one way or another to the employer, there is a lack of approval by the worker, which resulted in a disapproval of the quality of working life in Turkey.

Syrian Employees' Perceptions of the Organizational Commitment in Turkey

The arithmetic averages, standard deviations and the relative weight of the paragraphs of the third theme (organizational commitment) were calculated. The dimensions of this theme were also arranged according to the highest arithmetic average, by adding the rank column, which is useful in arranging the paragraphs according to the arithmetic mean and the relative weight higher and higher, and the results were as follows:

Table No 28. Arithmetic averages and standard deviations of the dimensions of the organizational commitment Theme

No.	Third Theme Dimensions	Arithmetic Mean	Standard Deviation
1	I want to spend the rest of my career in this workplace.	2.02	1.46
2	I feel that the problems of this establishment are part of my own problems.	2.90	1.55
3	I take pride when talking to others about my workplace.	2.88	1.56
4	I see this workplace as a family environment.	2.80	1.54
5	It is very difficult for me to join and belong to a new workplace as in this workplace.	2.93	1.60
6	Even if it is beneficial for me, I think it is wrong to leave the current workplace.	2.98	1.3
7	I will feel guilty if I leave my current job.	2.78	1.59
8	This workplace deserves my loyalty and commitment to it.	2.82	1.54
9	I cannot leave this workplace because I feel indebted to the people in this workplace.	2.51	1.52
10	If I decide to leave this workplace, many things in my life will be affected.	3.12	1.57
11	My stay in this workplace is a very necessary issue for now.	3.35	1.59
12	I am afraid to leave this company as it is difficult to find a new job.	3.54	1.57
13	This workplace offers me significant advantages that other companies do not have.	2.30	1.46
	The general arithmetic average of the dimensions of the first theme	2.84	1.09

Looking at the above table, which refers to the analysis of organizational commitment as a dependent variable in the study, where the data in the previous table indicate that the arithmetic averages ranged between (2.02-3.54). Paragraph No. (12) came in the first place, which indicates that the worker is afraid to leave the company he works for because it is difficult to find a new job, with a mean of 3.54. Here we can conclude that the worker's commitment to work does not stem from the values of organizational loyalty, organizational commitment, or the spirit of dedication to work, but rather from fear of losing his job. Whereas Paragraph No. 1 states that I want to spend the rest of my career in this workplace ranked last with a mean of (2.02). Consequently, the employees' answers fluctuate between their fear of not getting a job opportunity and their leaving work in this company, and at the same time they are not among the people who prefer to continue working in the same company, and all this is an indication that the organizational commitment is not available to the workers or that their view of it was incomplete and stemmed from not getting future job opportunities.

4.4 Analysis of Syrian Employees' Perceptions of (Organizational Justice, Quality of Work Life, Organizational Commitment) in Turkey According to Their Demographic Characteristics

Gender

The results related to the levels of organizational justice, quality of work life and perceived organizational commitment of employees according to the gender variable are presented in the following table:

Table No 29. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by gender and T-test

	Gender	N	\bar{X}	SD	t	df	P
Quality of Work Life	Male	694	3.16	0.89	6.968	738	0.93
	Female	46	3.23	0.92	7.624		
Organizational Justice	Male	694	2.68	1.10	5.794	738	0.17
	Female	46	2.93	1.23	6.084		
Organizational Commitment	Male	694	2.83	1.08	.910	738	0.62
	Female	46	2.99	1.14	.977		

Also, based on the results of the (T-Test), which was conducted regarding the significant differences by gender in the levels of quality of work life, it was found that there are differences in the averages, but these differences are not statistically significant (Table 29).

Whereas, the average of males' perceptions of the quality of work life were ($\bar{X}=3.16$) which is lower than the average of female perceptions ($\bar{X} = 3.23$), but looking at the value of significance (p), we find that it is greater than 0.05, which indicates that there are no statistically significant differences in the perceptions of Syrian employees of the level of quality of work life in Turkey due to the gender variable.

Based on the results of the (T-Test), which was conducted regarding the significant differences by gender in the levels of organizational justice, it was found that there are differences in the averages, but these differences are not statistically significant. Whereas, the average male perceptions of organizational justice were ($\bar{X}=2.68$) which is lower than the level of female perceptions ($\bar{X} = 2.93$), but by looking at the value of p, we find that it is greater than (0.05), which indicates that there are no

statistically significant differences in Syrian employee perceptions to the level of organizational justice in Turkey due to the gender variable.

In the same context, when looking at the results of the T-test, which was conducted regarding the important differences by gender in the levels of organizational commitment, it was found that there are differences in the averages, but these differences are not statistically significant.

Whereas, the average males' perceptions of organizational commitment were ($\bar{X} = 2.83$) which is lower than the average of females' perceptions ($\bar{X} = 2.99$), but by looking at the value of significance (p), we find that it is greater than 0.05, which indicates that there are no statistically significant differences in the employees' perceptions Syrians to the level of organizational commitment in Turkey due to the gender variable.

Age

The results related to levels of organizational justice, quality of work life and perceived organizational commitment of employees according to the age variable are presented in the following table:

Table No 30. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by age (One Way Anova-test)

	Groups	N	Mean	SD	F	p	Tukey
Organizational Justice	1 Less than 30 years	394	2,73	1,07	2,89	0,03	2-3
	2 31-40 years	278	2,58	1,13			
	3 41-50 years	60	3,02	1,14			
	4 51 years and above	8	2,79	1,72			
Quality of Work Life	1 Less than 30 years	394	3,16	0,86	1,21	0,303	-
	2 31-40 years	278	3,15	0,91			
	3 41-50 years	60	3,36	0,93			
	4 51 years and above	8	2,91	1,62			
Organizational Commitment	1 Less than 30 years	394	2,80	1,06	2,04	0,106	-
	2 31-40 years	278	2,84	1,10			
	3 41-50 years	60	3,14	1,16			
	4 51 years and above	8	3,21	1,82			

Table 30, which indicates the difference between the answers of the sample members about the perceptions of the sample members towards the variables of the study according to the age variable, we find that there are no significant differences with statistical significance in both quality of work life and organizational commitment, where the sig value was greater than 0.05 Which indicates acceptance of the hypothesis that there are no major differences with statistical significance at the level of significance ($p < 0.05$) due to the level of awareness of the study sample members of the concept of organizational justice and organizational commitment among Syrians in Turkey. However, we find that there are statistically significant differences at the level of significance ($p < 0.05$) about the organizational justice, where the sig value was less than ($p < 0.05$). It should be noted that these differences are between individuals aged (31-40 years) and individuals who Their ages range from

(41-50 years). Mean scores of participants 41-50 years was more than participants who 31-40 years.

Educational Level

The results related to levels of organizational justice, quality of work life and perceived organizational commitment of employees according to the educational level variable are presented in the following table:

Table No 31. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by educational level (One Way Anova-test)

		Groups	N	Mean	SD	F	p	Tukey
Organizational Justice	1	Primary	193	2,82	1,16	1,78	0,129	-
	2	High School	257	2,73	1,10			
	3	Institute	85	2,48	0,99			
	4	University	172	2,60	1,14			
	5	Postgraduate	33	2,80	1,02			
Quality of Work Life	1	Primary	193	3,22	0,99	0,93	0,445	-
	2	High School	257	3,20	0,84			
	3	Institute	85	3,01	0,80			
	4	University	172	3,15	0,90			
	5	Postgraduate	33	3,13	0,87			
Organizational Commitment	1	Primary	193	3,01	1,19	2,28	0,064	-
	2	High School	257	2,85	1,08			
	3	Institute	85	2,61	1,04			
	4	University	172	2,78	1,03			
	5	Postgraduate	33	2,82	1,04			

Looking at Table No 31, which indicates the difference between the answers of the sample members about their perceptions towards the variables of the study according to the age variable, we find that there are no significant differences with statistical significance in each of organizational justice, organizational commitment and quality of work life. Where the sig value was greater than 0.05, which indicates acceptance of the hypothesis that there are no substantial statistically major differences at the level of significance ($p < 0.05$) due to the level of awareness of the study sample members of the concept of organizational justice, organizational commitment and quality of work life among Syrians in Turkey.

The Company's Field of Work:

The results related to the levels of organizational justice, quality of work life and perceived organizational commitment of employees according to the organization's field of work variable are presented in the following table:

Table No 32. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment according to the institution's field of work (One Way Anova-test)

		Groups	N	Mean	SD	F	p	Tukey
Organizational Justice	1	Services	186	2,70	1,17	5,53	0,001	1-2, 2-3, 3-4
	2	Trade	92	3,10	1,12			
	3	Manufacturing	423	2,59	1,07			
	4	Charity	39	2,85	1,06			
Quality of Work Life	1	Services	186	3,15	1,00	3,75	0,018	1-2, 2-3
	2	Trade	92	3,44	0,84			
	3	Manufacturing	423	3,11	0,85			
	4	Charity	39	3,17	0,88			
Organizational Commitment	1	Services	186	2,89	1,14	3,96	0,008	2-3
	2	Trade	92	3,15	1,06			
	3	Manufacturing	423	2,75	1,08			
	4	Charity	39	3,00	0,99			

According to the results shown in Table 32, which indicates the difference between the answers of the sample members about the perceptions of the sample members towards the variables of the study according to the variable of the institution's field of work, we find that there are substantial differences with statistical significance in the respondents' perceptions of the subject of organizational justice, quality of work life, and organizational commitment, where the sig value was less than 0.05 in all variables which indicates acceptance of the hypothesis that there are substantial differences with statistical significance at the level of significance ($p < 0.05$) due to the level of awareness of the study sample members of the concept of organizational justice and organizational commitment in addition to the quality of work life for Syrians in Turkey. Mean scores of group called "trade" was higher in all scales.

The source of difference in organizational justice in Services ($\bar{X} = 2.70$) and Trade ($\bar{X} = 3.10$), Trade ($\bar{X} = 3.10$) and Manufacturing ($\bar{X} = 2.59$), Manufacturing ($\bar{X} = 2.59$) and Charity ($\bar{X} = 2.85$).

The source of difference in quality of work life in services ($\bar{X} = 3.15$) and trade ($\bar{X} = 3.44$), Trade ($\bar{X} = 3.44$) and Manufacturing ($\bar{X} = 3.11$).

The source of difference in organizational commitment was between groups trade ($\bar{X} = 3.15$) and manufacturing ($\bar{X} = 2.75$).

The Employer

The results related to levels of organizational justice, quality of work life and perceived organizational commitment of employees according to the employer variable are presented in the following table:

Table No 33. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by employer variable (One Way Anova-test)

		Groups	N	Mean	SD	F	p	Tukey
Organizational Justice	1	Turkish	460	2,58	1,08	6,78	0,001	1-2
	2	Foreigner	208	2,92	1,14			
	3	Mixed	72	2,78	1,17			
Quality of Work Life	1	Turkish	460	3,10	0,87	3,73	0,024	1-2, 1-3
	2	Foreigner	208	3,26	0,95			
	3	Mixed	72	3,32	0,87			
Organizational Commitment	1	Turkish	460	2,73	1,06	6,91	0,001	1-2, 1-3
	2	Foreigner	208	3,02	1,13			
	3	Mixed	72	3,08	1,09			

Table 33 indicates the difference between the answers of the sample members about their perceptions towards the variables of the study according to the variable of the employer, we find that there are substantial differences with statistical significance in the respondents' perceptions of the subject of organizational justice, quality of work life and organizational commitment, where the sig value was less than 0.05 in all variables, which indicates acceptance of the hypothesis that there are substantial differences with statistical significance at the level of significance ($p = 0.05$) due to the level of awareness of the sample study members of the concept of organizational

justice and organizational commitment in addition to the quality of work life for Syrians in Turkey.

Based on the organizational justice scale the differences were between Turkish ($\bar{X} = 2.58$) and foreigner ($\bar{X} = 2.92$) participants in favor of foreigner participants.

Based on the quality of work life scale the differences were between Turkish ($\bar{X} = 3.10$) and foreigner ($\bar{X} = 3.26$), Turkish ($\bar{X} = 3.10$) and Mixed ($\bar{X} = 3.22$), participants in favor of foreigner and mixed participants.

Based on the organizational commitment scale the differences were between Turkish ($\bar{X} = 2.73$) and foreigner ($\bar{X} = 3.02$), Turkish ($\bar{X} = 3.02$) and Mixed ($\bar{X} = 3.08$), participants in favor of foreigner and mixed participants.

Duration of work in the Institution:

The results related to the levels of organizational justice, quality of work life and perceived organizational commitment of employees according to the variable length of work in the organization are presented in the following table:

Table No 34. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment according to variable length of work in the institution (One Way Anova-test)

		Groups	N	Mean	SD	F	p	Tukey
Organizational Justice	1	Less than 3 years	371	2,64	1,09	2,38	0,093	
	2	3-7 years	286	2,70	1,10			
	3	More than 7 years	83	2,93	1,23			
Quality of Work Life	1	Less than 3 years	371	3,09	0,85	4,10	0,07	1-3
	2	3-7 years	286	3,20	0,87			
	3	More than 7 years	83	3,38	1,07			
Organizational Commitment	1	Less than 3 years	371	2,72	1,06	5,42	0,05	1-2, 1-3
	2	3-7 years	286	2,95	1,09			
	3	More than 7 years	83	3,06	1,19			

Based on the results shown in Table 34 the difference between the answers of the sample members about their perceptions towards the variables of the study according to the variable period of work in the institution, we find that there are substantial differences with statistical significance in the respondents' perceptions of the subject of quality of work life and organizational commitment, where the sig value was less than 0.05; which indicates acceptance of the hypothesis that there are substantial differences with statistical significance at the level of significance ($p < 0.05$) due to the level of awareness of the study sample members of the concept of quality of work life and organizational commitment among Syrians in Turkey. However, we find that there are no statistically major differences at the level of significance ($p > 0.05$) about the organizational justice, where the sig value was greater than (0.05).

Source of difference in quality of work life was between participants who were working less than 3 years ($\bar{X} = 3.09$) and more than 7 years ($\bar{X} = 3.38$) in favor of participants who were working 7 years and more.

Source of difference in organizational commitment was between participants who were working less than 3 years ($\bar{X} = 2.72$) and 3-7 years working ($\bar{X} = 2.95$) participants in favor of 3-7 years working participants. Moreover there was significant difference between participants who working less than 3 years ($\bar{X} = 2.72$) and more than 7 years worker ($\bar{X} = 3.06$) in favor of participants who were working 7 years and more.

Number of Workers in the Enterprise:

The results related to levels of organizational justice, quality of work life and organizational commitment perceived by employees according to the variable number of workers in the organization are presented in the Table 35.

Table No 35. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment according to the number of workers in the organization (One Way Anova-test)

	Groups	N	Mean	SD	F	p	Tukey
Organizational Justice	1 Less than 25 workers	480	2,78	1,14	2,85	0,036	1-2, 1-4
	2 25-50 workers	123	2,52	1,03			
	3 51-100 workers	69	2,70	1,06			
	4 More than 100 workers	68	2,46	1,04			
Quality of Work Life	1 Less than 25 workers	480	3,19	0,94	0,42	0,737	
	2 25-50 workers	123	3,10	0,83			
	3 51-100 workers	69	3,20	0,75			
	4 More than 100 workers	68	3,10	0,81			
Organizational Commitment	1 Less than 25 workers	480	2,88	1,13	1,21	0,302	
	2 25-50 workers	123	2,68	0,98			
	3 51-100 workers	69	2,90	1,01			
	4 More than 100 workers	68	2,84	1,12			

Results of One Way Anova Test indicates the difference between the answers of the sample members about their perceptions towards the variables of the study according to the variable number of workers in the institution, we find that there were substantial differences with statistical significance in the respondents' perceptions of the issue of organizational justice where the sig value was less than 0.05, which indicates acceptance of the hypothesis that there are substantial statistically major differences at the level of significance ($p < 0.05$) due to the level of awareness of the study sample members of the concept of organizational justice among Syrians in Turkey. However, we find that there are no major statistically significant differences at the level of significance ($p = 0.05$) about the quality of work life and organizational commitment, where the sig value was greater than (0.05).

Statistically significant differences in organizational justice was between groups less than 25-50 workers ($\bar{X} = 2.78$) and 25-50 workers ($\bar{X} = 2.52$) in favor of less than 25-50 workers; less than 25-50 workers ($\bar{X} = 2.78$) and more than 100 workers ($\bar{X} = 2.46$) in favor of less than 25-50 workers.

Job Title

The results related to the levels of organizational justice, quality of work life and organizational commitment perceived by employees according to the job title variable are presented in the following table:

Table No 36. Results related to Syrian employees' perceptions of organizational justice, quality of work life and organizational commitment by job title (One Way Anova-test)

		Groups	N	Mean	SD	F	p	Tukey
Organizational Justice	1	Worker	521	2,55	1,08	12,71	0,000	1-2; 1-3; 1-4; 2-4
	2	Administrative	109	2,88	1,10			
	3	Head of Department	58	3,07	1,03			
	4	Manager	52	3,35	1,23			
Quality of Work Life	1	Worker	521	3,06	0,89	10,56	0,000	1-3; 1-4
	2	Administrative	109	3,29	0,76			
	3	Head of Department	58	3,46	0,82			
	4	Manager	52	3,64	1,02			
Organizational Commitment	1	Worker	521	2,71	1,07	12,56	0,000	1-2; 1-3; 1-4; 2-4
	2	Administrative	109	3,04	1,02			
	3	Head of Department	58	3,11	0,96			
	54	Manager	52	3,54	1,23			

Table 36, which indicates the difference between the answers of the sample members about their perceptions towards the study variables according to the variable of the job title, we find that there are substantial differences with statistical significance in the respondents' perceptions of organizational justice, quality of work life and organizational commitment. Where the sig value was less than 0.05 in all variables,

which indicates acceptance of the hypothesis that there are substantial differences with statistical significance at the level of significance ($p = 0.05$) due to the level of awareness of the study sample members of the concept of organizational justice and organizational commitment in addition to the quality of work life among Syrians in Turkish.

Based on the organizational justice, statistically significant differences found between worker ($\bar{X} = 2.55$) and administrative ($\bar{X} = 2.88$), worker and head of department ($\bar{X} = 3.07$), worker and manager ($\bar{X} = 3.35$) against workers; additionally between administrative ($\bar{X} = 2.88$), and manager ($\bar{X} = 3.35$) in favor of managers.

Differences according to quality of work life were found between worker ($\bar{X} = 2,55$) and head of department ($\bar{X} = 3,07$); worker ($\bar{X} = 2.55$) and manager ($\bar{X} = 3,35$) against workers.

In terms of organizational commitment, statistically significant differences were found between groups which are worker ($\bar{X} = 2.71$) and administrative ($\bar{X} = 3.04$), worker and head of department ($\bar{X} = 3.11$), worker and manager ($\bar{X} = 3.54$) against workers; additionally between administrative ($\bar{X} = 3.04$), and manager ($\bar{X} = 3.54$) in favor of managers.

4.5. Discussing the Hypotheses of the Study

The First Main Premise

In the simple linear regression analysis conducted to examine the effect of organizational justice on organizational commitment, it was determined that the organizational justice variable positively predicted the organizational commitment variable ($F= 816,253$; $p=0.000$). The 52.5% change in the organizational commitment variable is explained by organizational justice ($R^2=0.525$). A 1-unit increase in the organizational justice variable increases the organizational commitment level by 0.71 points.

Table No 37. Results of the first major hypothesis test

Değişken	β	SE	R	R^2	t	F	p
Constant	0,927	0,073	<u>0,725</u>	<u>0,525</u>	12,757	<u>816,253</u>	0.000

Organizational Justice	0,712	0,025	28,57	0.000
------------------------	-------	-------	-------	-------

Dependent Variable: Organizational Commitment

The Second Main Premise

In the simple linear regression analysis in which the effect of organizational justice on quality of work life was investigated, it was determined that the organizational justice variable positively affected the quality of work life statistically significant ($F=1320,348$; $p=0.000$). The 64% change in the quality of work life variable is explained by the organizational justice variable ($R^2=0.641$). A one-unit increase in the organizational justice variable increases the organizational commitment level by 0.64 points.

Table No 38. Results of the second main hypothesis test

Değişken	β	SE	R	R^2	t	F	p
Sabit	1,434	0,052			27,795		0.000
Organizational Justice	0,642	0,018	0,801	0,641	36,337	1320,348	0.000

Dependent Variable: Quality of work life

The Third Main Premise:

In the simple linear regression analysis in which the effect of quality of work life on organizational commitment was investigated, it was determined that the Quality of life variable positively affected the organizational commitment statistically significant ($F=1114,801$; $p=0.000$). The 60% change in the organizational commitment variable is explained by the quality of work life ($R^2=0.602$). A one-unit increase in the quality of work life variable increases the organizational commitment level by 0.95 points (Table 39).

Table No 39. Results of the third major hypothesis test

Değişken	β	SE	R	R^2	t	F	p
----------	---------	----	---	-------	---	---	---

Sabit	-0,161	0,094	0,766	0,602	-1,717	1114,801	0,086
Quality of life	0,95	0,028			33,389		0,000

Dependent Variable: Organizational commitment

In the simple linear regression analysis in which the effect of quality of work life on organizational commitment was investigated, it was determined that the quality of life and organizational justice variables positively affected the organizational commitment statistically significant ($F=631.535$; $p=0.000$). The 63% change in the organizational commitment variable is explained by the quality of work life and organizational justice variables ($R^2=0.632$). A one-unit increase in the quality of work life variable increases the organizational commitment level by 0.667 points. Additionally, a one-unit increase in the organizational justice perception variable increases the organizational commitment level by 0.283 points.

Table No 40: Effect of organizational justice and quality of life on organizational commitment

Variable	β	SE	R	R^2	t	F	p
Constant	-0,29	0,092			-0,317		0,751
Organizational Justice	0,283	0,037	0,795	0,632	7,726	631,565	0,000
Quality of work Life	0,667	0,046			14,585		0,000

Dependent Variable: Organizational commitment

To control the availability of mediator role of quality of work life one more test should be checked. In the regression analysis (see Table 40) two variables (justice and quality of work life as the independent variable in the regression analysis must have a significant impact on the organizational commitment.

This study aimed to identify the mediating effect of quality of work life in knowing the relationship between organizational justice and organizational commitment of Syrian workers in Turkey. In order to reach the objectives of the study and to address its questions and hypotheses, the study was divided into two main parts.

The first section is theoretical, and deals with the issue of organizational justice, quality of work life and organizational commitment. The second section is an applied

section that focuses on studying the mediating effect of quality of work life in knowing the relationship between organizational justice and organizational commitment for Syrian workers in Turkey. Where a sample of (740) Syrians working in Turkey was taken, in order to address the main objective of the study, which is to know the impact of the quality of work life as an intermediary variable in knowing the relationship between organizational justice and organizational commitment for Syrian workers in Turkey. By developing a set of questions that cover the subject of organizational justice as an independent variable and the quality of work life as an intermediary variable and the impact of this on organizational commitment as a dependent variable. Accordingly, the study reached a number of results and recommendations that will be addressed according to the following context:

Fourth Main Hypothesis

There is a mediating role for the quality of work life in the impact of organizational justice on organizational commitment at the level of significance ($P = 0.05$).

The method was followed using SPSS (Baron and Kenny, 1986) to analyzing this hypothesis, there are several steps of mediation assumed by the approach (Steps to verify mediation).

Step 1: We make sure that the causal variable X is the independent variable related to the dependent variable Z (so we use (Z) as the dependent variable in the regression equation. This step proves that an effect can be mediated.

Step 2: We make sure that the causal variable X is the independent variable related to the mediating variable Y so we use (Y) the mediating variable as the dependent variable in the regression equation and the variable X is the mediating variable.

Step 3: We make sure that the intermediate variable Y affects the dependent variable Z (so we use (Z) as the dependent variable in the regression equation and the variable (X, Y) as independent variables.

Step 4: Prove that (Y) exactly mediates the relationship between (X, Z) so that the effect of X on the Z controlled by Y is zero.

If the above three conditions (steps) are met, it can be said that there is a partial mediation of the mediating variable in the relationship between the independent variable and the dependent variable, that is, it can be said that the quality of work life has a partial mediating role in the relationship between organizational justice and organizational commitment. But if the fourth step is achieved, it can be said that there is a total mediation of the role of the mediating variable in the influence of the independent variable on the dependent variable, that is, when the effect between the independent and dependent variable becomes not statistically significant, then it can be said that there is total mediation through the quality of work life in organizational justice on commitment organizational. But if the relationship between the independent variable and the dependent variable with the presence of the mediating variable remains a statistically significant relationship, then it can be said that there is a partial mediation of the quality of work life in organizational justice over organizational commitment. According to the results it can be easily said there is a partial mediation of the quality of work life in organizational justice over organizational commitment.

The previous steps (the relationship between the independent, dependent and median variables) were verified by simple and multiple linear regression equation via SPSS statistical software.

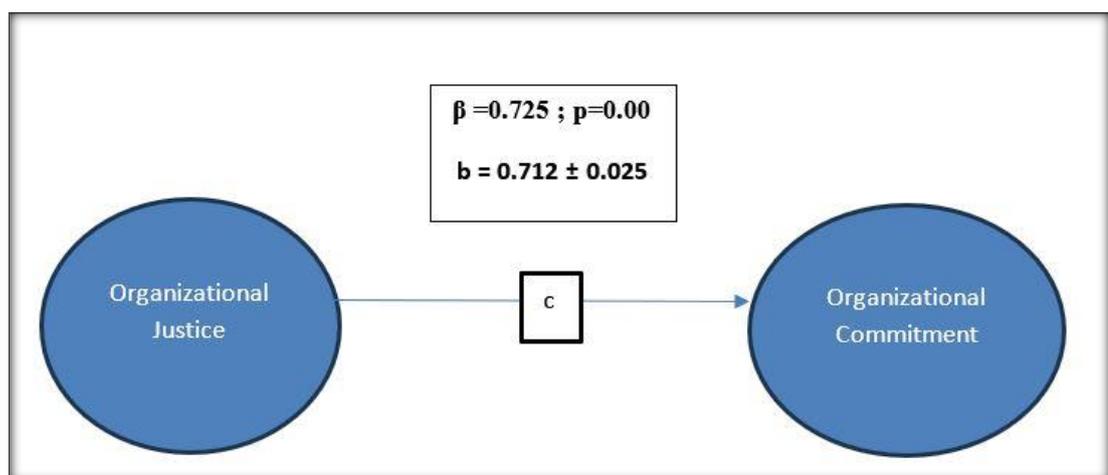


Figure 1. Total effect of independent variable on dependant variable

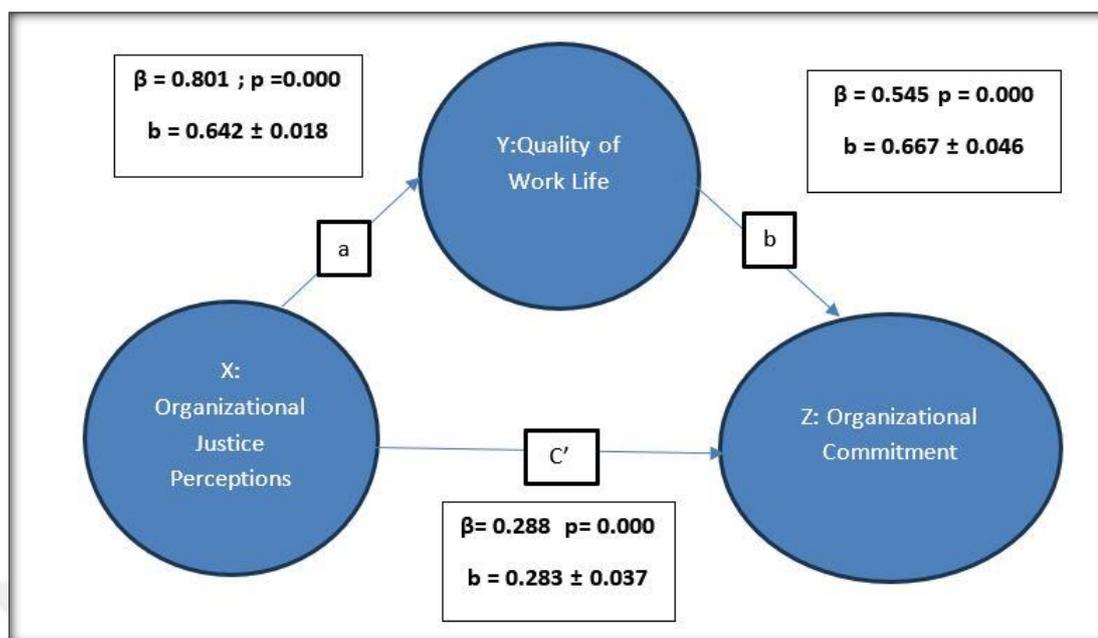


Figure 2. Mediation role of quality of work life on effect of organizational justice perception on organizational commitment

In Figure 2 indirect effect calculated with this formula: $a*b$ and in the symbol “c” represents direct effect of organizational justice perceptions on organizational commitment. Overall, The sum of the direct and indirect effect is equal to the total effect indicated in Figure 1.

Table No: 41. Total, Direct and Indirect Effects of organizational justice perception on organizational commitment

				Unstd. Effect	SE	LLCI	ULCI	
Total effects of organizational justice perception on organizational commitment				0.7118	0.024	0.760	0.724	
Direct effect of organizational justice perception on organizational commitment				0.2834	0.036	0.211	0.355	
Indirect effect of organizational justice perception on organizational commitment via quality of work life								
Independent		Mediator	Dependent					
organizational justice	>	quality of work life	>	organizational commitment	0.4285	0.037	0.356	0.288

For the mediation analysis Sobel Test was conducted on SPSS Process V4.2. In order to reach the results of the mediation analysis in the study, first of all, linear regression analyzes were performed between the variables to test significant effects. Accordingly, the effect of organizational justice perception on organizational commitment and the impact of quality of work life on organizational commitment are statistically significant (Table 41). These effects were also expressed in simple linear regression analyzes that were performed in detail (Table 37-40).



5. CONCLUSION AND DISCUSSION

Today's technological developments and the innovations it adds to our lives show that information has become an important power in all areas of life. Reasons such as the need for talented and rapidly adapting people and the increase in the value given to people point out that the most important competitive tool in the business world is knowledge and people. All these show that there is a demographic transformation in the world when looked at in terms of people.

No matter how much technology develops, when it is thought that the creator of technology is human, it is understood that the most important input of the information economy is human, and companies should never forget that human is not a resource but an asset.

A business may be in very good shape, both in terms of money and technology, or may have the highest quality raw materials and capital. However, if the business in question lacks the human resources to use all these resources effectively and

efficiently, it really faces a problem. What is worse is that the business has a human resource that is qualified but not motivated enough and therefore does not feel enough commitment to the organization it works for. Human resources have now become the most important capital of organizations, and this has begun to be understood by employers.

The success of the managers in the enterprises depends on the productivity of the employees and their work in line with the organizational goals. For this reason, managers need to meet the motivation they need in order to keep their employees in the organization and to ensure efficient work.

Employees exhibit behaviors that reflect different emotions and thoughts while doing their jobs in the organization. These behaviors may be related to anger, dissatisfaction, joy of work, or power struggle. Whatever happens, it all affects organizational goals and objectives. People who are not satisfied with their jobs and are not committed to their organization may not be productive, efficient, effective and high-performing. These people can negatively affect not only the organization but also their colleagues. Attitudes and behaviors of employees are closely related to their commitment to their job and the organization they work for. The relationship between employees' intention to stay in the organization and organizational justice and organizational commitment is undeniable. Employees leaving the job for these reasons is not a good thing for the corporate identity, and at the same time, the personnel turnover rate of the workplace increases. Increasing the staff turnover rate has many disadvantages for the organization. For example; Problems such as increase in labor costs, the costs of finding new personnel to replace those who left the job, loss of investments in the personnel who left the job, and the adaptation process of the new personnel arise.

Human capital is the real wealth for businesses, and businesses do not want to lose this capital they own and invest. Dismissal occurs in two ways; the company's dismissal of staff and the dismissal of staff. People don't always leave because they have found another job or because of wage dissatisfaction. Even though the perception created is like this, people do not want to leave their jobs easily in a country like

Turkey, where there is an unemployment problem. There are many reasons for the intention to leave the job.

Intention to quit is not a good phenomenon both for the organization and for the employees who are members of the organization. Organizations do not want their qualified employees, whom they have invested in and have undergone a certain adaptation process, to leave the job, because this process not only causes financial problems such as compensation payments and the supply of new personnel to replace the workers, but also increases the employee turnover rate, which damages the credibility of the institution both internally and externally. In the same way, if the person does not quit the job because of the decision to find a better job or not to work, it is not a pleasant situation for the employees to leave the job because the employee can make this decision only when he or she cannot bear to stay in the organization. The employee, who is psychologically worn out until the decision to leave the job, will go through difficulties such as the process of finding a new job, the danger of unemployment, and the process of getting used to and adapting to the new job even if he finds a job.

Accordingly, the fourth main hypothesis is accepted, which indicates the existence of a mediating role for the quality of work life in the impact of organizational justice on organizational commitment at the level of significance ($p = 0.05$). It is the role of a partial mediator (partial mediation), for the quality of work life in the impact of organizational justice on organizational commitment.

Through the field study of the issue of the role of organizational justice, quality of work life and organizational commitment, a number of conclusions were reached, which can be summarized as follows:

The results of the study revealed that there is a statistically significant relationship at a level of significance ($P = 0.05$) between organizational justice and organizational commitment, organizational justice and quality of work life, quality of work life and organizational commitment. Additionally, results show that quality of work life is a mediator variable in the effect of organizational justice perception on organizational commitment.



REFERENCES

- Ainslie, G. (1982). A behavioral economic approach to the defense mechanisms: Freud's energy theory revisited. *Social Science Information*, 21(6), 735-779.
- Allen, N. J., and Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18.
- Al-Zu'bi, H. A. (2010). A study of relationship between organizational justice and job satisfaction. *International journal of business and management*, 5(12), 102.
- Ambrose, M. L., and Arnaud, A. (2013). Are procedural justice and distributive justice conceptually distinct?. In *Handbook of organizational justice* (pp. 59-84). Psychology Press.

- Angle, H. L., and Lawson, M. B. (1994). Organizational commitment and employees' performance ratings: Both type of commitment and type of performance count. *Psychological reports*, 75, 1539-1551.
- Angle, H. L., and Perry, J. L. (1998). Organizational commitment: Individual and organizational influences. *Work and occupations*, 10(2), 123-146.
- Bakhshi, A., Kumar, K., & Rani, E. (2009). Organizational justice perceptions as predictor of job satisfaction and organization commitment. *International journal of Business and Management*, 4(9), 145-154.
- Balay, R. (2000). *Yönetici ve öğretmenlerde: örgütsel bağlılık*. İstanbul: Nobel Yayınları
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of applied psychology*, 88(2), 207-220
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of management journal*, 27(1), 95-112.
- Bayram, L. (2005). Yönetimde yeni bir paradigma: Örgütsel bağlılık. *Sayıştay dergisi*, (59), 125-139.
- Beugre, C. D., and Baron, R. A. (2001). Perceptions of systemic justice: The effects of distributive, procedural, and interactional justice. *Journal of Applied Social Psychology*, 31(2), 324-339.
- Bernardin, H. J., & Cooke, D. K. (1993). Validity of an honesty test in predicting theft among convenience store employees. *Academy of management journal*, 36(5), 1097-1108.
- Bies, R. J. (2013). 3 Are Procedural Justice and Interactional Justice Conceptually Distinct?. *Handbook of organizational justice*, 85-112.
- Bligh, M. C., Kohles, J. C., and Pillai, R. (2011). Romancing leadership: Past, present, and future. *The Leadership Quarterly*, 22(6), 1058-1077.
- Billingham, R. E., and Sack, A. R. (1987). Conflict tactics and the level of emotional commitment among unmarrieds. *Human Relations*, 40(1), 59-74.

- Blodgett, J. G., Hill, D. J., & Tax, S. S. (1997). The effects of distributive, procedural, and interactional justice on postcomplaint behavior. *Journal of retailing*, 73(2), 185-210.
- Boaden, N., and Leaviss, J. (2000). Putting teamwork in context. *Medical Education*, 34(11), 921-927.
- Canary, D. J., & Spitzberg, B. H. (1989). A model of the perceived competence of conflict strategies. *Human Communication Research*, 15(4), 630-649.
- Cevizci, A. (1996). *Felsefe Sözlüğü*, Ankara: Ekin Yayınları.
- Chemers, M. And Ayman, R. E. (1993). *Leadership theory and research: Perspectives and directions*. Academic Press.
- Chen, C. F. (2006). Job satisfaction, organizational commitment, and flight attendants' turnover intentions: A note. *Journal of Air Transport Management*, 12(5), 274-276.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: a meta-analytic review of 25 years of organizational justice research. *Journal of applied psychology*, 86(3), 425.
- Colquitt, J. A., and Jackson, C. L. (2006). Justice in teams: The context sensitivity of justice rules across individual and team contexts 1. *Journal of Applied Social Psychology*, 36(4), 868-899.
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: a construct validation of a measure. *Journal of applied psychology*, 86(3), 386-400.
- Cropanzano, R., Goldman, B. M., & Benson III, L. (2005). Organizational justice. *Handbook of work stress*, 63, 87.
- Çakar, N. D., and Yildiz, S. (2009). Örgütsel Adaletin İş Tatmini Üzerindeki Etkisi: "Algılanan Örgütsel Destek" Bir Ara Değişken Mi?. *Elektronik Sosyal Bilimler Dergisi*, 8(28), 68-90.
- Çakar, N. D., and Ceylan, A. (2005). İş Motivasyonunun Çalışan Bağlılığı Ve İşten Ayrılma Eğilimi Üzerindeki Etkileri. *Doğuş Üniversitesi Dergisi*, 6(1), 52-66.

- Çetinkaya, A. S. (2019). The Impact of Conflict on Organizational Commitment. *Co-Editors*, 305-316.
- Çolak, M., and Erdost Ç.H.E. (2004). Organizational justice: A review of the literature and some suggestions for future research. *Hacettepe Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 22(2), 51-84.
- De Cremer, D., Van Dijke, M., & Bos, A. E. (2007). When Leaders Are Seen as Transformational: The Effects of Organizational Justice 1. *Journal of Applied Social Psychology*, 37(8), 1797-1816.
- Deutsch, M. (1979). Education and distributive justice: Some reflections on grading systems. *American Psychologist*, 34(5), 391-398
- Dilek, U. (2004). Örgütsel adalet algılamaları ve örgütsel bağlılık ile ilişkisi. *Yayınlanmamış Yüksek Lisans) Kara Harp Okulu Komutanlığı Savunma Bilimleri Enstitüsü*.
- Doğan, S., and Kılıç, S. (2007). Örgütsel Bağlılığın Sağlanmasında Personel Güçlendirmenin Yeri ve Önemi. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 29, 37-61.
- Eren, E. (2006). *Örgütsel davranış ve yönetim psikolojisi*. Beta Basım Yayım Dağıtım.
- Fernandes, C., and Awamleh, R. (2006). Impact of organisational justice in an expatriate work environment. *Management research news*, 29(11), 701-712.
- Ghazi, M., and Jalali, S. M. (2017). The effects of organizational justice and job motivation on organizational citizenship behavior and its impact on taxpayers. *Revista Administração em Diálogo-RAD*, 19, 39-61.
- Giacobbe, M J. (1995). A test of the group values and control models of procedural justice from the competing perspectives of labor and management. *Personnel Psychology*, 48(1), 115-142.
- Greenberg, J. (2002). *Advances in organizational justice*. Stanford University Press.
- Greenberg, J., & Colquitt, J. A. (2013). *Handbook of organizational justice*. Psychology Press.

- Gunz, H. P., and Gunz, S. P. (1994). Professional/organizational commitment and job satisfaction for employed lawyers. *Human Relations*, 47(7), 801-828.
- Gündođan, T., (2009). Örgütsel Bağlılık: Türkiye Cumhuriyet Merkez Bankası Uygulaması. *Türkiye Cumhuriyet Merkez Bankası İnsan Kaynakları Genel Müdürlüğü*, 31-61.
- Güner, Ç., and Hasan, G. (2005). Kişisel özelliklerin örgütsel bağlılık üzerine etkileri ve kamu üniversitelerinde bir uygulama. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 19(1), 291-306.
- Güner, Ç. Ö. L., and Hasan, G. Ü. L. (2005). Kişisel özelliklerin örgütsel bağlılık üzerine etkileri ve kamu üniversitelerinde bir uygulama. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 19(1), 291-306.
- Hasan, G. (2002). Örgütsel Bağlılık Yaklaşımlarının Mukayesesi Ve Değerlendirmesi. *Ege Academic Review*, 2(1), 37-56.
- Holzer, H. J. (1996). *What employers want: Job prospects for less-educated workers*. Russell Sage Foundation.
- Hrebiniak, L. G., and Joyce, W. F. (1985). Organizational adaptation: Strategic choice and environmental determinism. *Administrative science quarterly*, 336-349.
- İçerli, L. (2010). Örgütsel adalet: Kuramsal bir yaklaşım. *Girişimcilik ve Kalkınma Dergisi*, 5(1), 68-69.
- İlsev, A. (1997). Örgütsel bağlılık: Hizmet sektöründe bir araştırma. *Yayımlanmamış Yüksek Lisans Tezi, Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü, Ankara*.
- İncir, G. (1991). Çalışma yaşamının kalitesinin geliştirilmesi: Bir örnekçe, 3. Ergonomi Kongresi. *ODTÜ-MPM, Ankara (MPM Yayınları, 441: 230-243)*.
- Jang, J., Lee, D. W., and Kwon, G. (2021). An analysis of the influence of organizational justice on organizational commitment. *International Journal of Public Administration*, 44(2), 146-154.
- Jaros, S. (2007). Meyer and Allen model of organizational commitment: Measurement issues. *The Icfai Journal of Organizational Behavior*, 6(4), 7-25.

- Judge, T. A., Zhang, S. C., and Glerum, D. R. (2020). Job satisfaction. *Essentials of job attitudes and other workplace psychological constructs*, 207-241.
- Karriker, J. H., and Williams, M. L. (2009). Organizational justice and organizational citizenship behavior: A mediated multifoci model. *Journal of management*, 35(1), 112-135.
- Konovsky, M. A. (2000). Understanding procedural justice and its impact on business organizations. *Journal of management*, 26(3), 489-511.
- Kök, S. B. (2006). İş tatmini ve örgütsel bağlılığın incelenmesine yönelik bir araştırma. *Atatürk Üniversitesi İktisadi ve İdari Bilimler Dergisi*, 20(1), 291-317.
- Kuhn, D. R., Coyne, E. J., & Weil, T. R. (2010). Adding attributes to role-based access control. *Computer*, 43(6), 79-81.
- Leach, L. S. (2005). Nurse executive transformational leadership and organizational commitment. *JONA: The Journal of Nursing Administration*, 35(5), 228-237.
- Leong, C. S., Furnham, A., & Cooper, C. L. (1996). The moderating effect of organizational commitment on the occupational stress outcome relationship. *Human relations*, 49(10), 1345-1363.
- Leventhal, G. S. (1980). What should be done with equity theory?. *In Social exchange (pp. 27-55)*. Springer, Boston, MA.
- Liou, K. T., and Nyhan, R. C. (1994). Dimensions of organizational commitment in the public sector: An empirical assessment. *Public Administration Quarterly*, 99-118.
- Liou, S. R. (2008). An analysis of the concept of organizational commitment. *In Nursing forum* (Vol. 43, No. 3, pp. 116-125). Malden, USA: Blackwell Publishing Inc.
- Lliso, B., Arias-Arévalo, P., Maca-Millán, S., Engel, S., & Pascual, U. (2022). Motivational crowding effects in payments for ecosystem services: exploring

- the role of instrumental and relational values. *People and Nature*, 4(2), 312-329.
- Locke, E. A. (1969). What is job satisfaction?. *Organizational behavior and human performance*, 4(4), 309-336.
- Loscocco, K. A. (1990). Reactions to blue-collar work: A comparison of women and men. *Work and Occupations*, 17(2), 152-177.
- Loscocco, K. A., and Spitze, G. (1990). Working conditions, social support, and the well-being of female and male factory workers. *Journal of health and social behavior*, 313-327.
- Loscocco, K.A. and Roschelle A.R. (1991). Influences on the quality of work and nonwork life: Two decades in review. *Journal of Vocational Behavior*, 39, 182–225.
- Luo, Y. (2005). How important are shared perceptions of procedural justice in cooperative alliances?. *Academy of Management Journal*, 48(4), 695-709.
- Luthans, F., and Youssef, C. M. (2007). Emerging positive organizational behavior. *Journal of management*, 33(3), 321-349.
- Mandle, J. (2009). *Rawls's' A theory of justice': An introduction*. Cambridge University Press.
- Manzoor, Q. A. (2012). Impact of employees motivation on organizational effectiveness. *Business management and strategy*, 3(1), 1-12.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological bulletin*, 108(2), 171.
- Meyer, J. P., and Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage publications.
- Meyer, J. P., and Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human resource management review*, 1(1), 61-89.

- Meyer, J. P., and Allen, N. J. (2001). Organizational commitment. *Personnel psychology and human resource management: A reader for students and practitioners*, 289-342.
- Mowday, R. T., Steers, R. M., and Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.
- Mowday, R. T., Porter, L. W., & Steers, R. (1982). Organizational linkages: The psychology of commitment, absenteeism, and turnover.
- Moorman, R. H., Niehoff, B. P., & Organ, D. W. (1993). Treating employees fairly and organizational citizenship behavior: Sorting the effects of job satisfaction, organizational commitment, and procedural justice. *Employee responsibilities and rights journal*, 6(3), 209-225.
- Moors, G., and Wennekers, C. (2003). Comparing moral values in Western European countries between 1981 and 1999. A multiple group latent-class factor approach. *International Journal of Comparative Sociology*, 44(2), 155-172.
- Mulvey, P. W., Ledford Jr, G. E., and LeBlanc, P. V. (2000). Rewards of work. *The Journal of Total Rewards*, 9(3), 6.
- Mustafa, Y. (2010). The effects of teachers' perception of organizational justice and culture on organizational commitment. *African Journal of Business Management*, 4(5), 695-701.
- Niehoff, B. P., and Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, 36(3), 527-556.
- Northouse, P. G. (2021). *Leadership: Theory and practice*. Sage publications.
- Oliver, N. (1990). Rewards, investments, alternatives and organizational commitment: Empirical evidence and theoretical development. *Journal of Occupational Psychology*, 63(1), 19-31
- Ouchi, W. G., and Wilkins, A. L. (1985). Organizational culture. *Annual review of sociology*, 457-483.

- Ölçer, F. (2005). Departmanlı Mağazalarda Motivasyon Üzerine Bir Araştırma. *Erciyes Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, (25), 1-26.
- Özkalp, E., and Kirel, Ç. (2013). *Örgütsel Davranış*, Bursa: Ekin Yayınevi.
- Pearce, C. L., Conger, J. A., and Locke, E. A. (2007). Shared leadership theory. *The Leadership Quarterly*, 18(3), 281-288.
- Penley, L. E., and Gould, S. (1988). Etzioni's model of organizational involvement: A perspective for understanding commitment to organizations. *Journal of organizational Behavior*, 9(1), 43-59.
- Pillai, R., Scandura, T. A., & Williams, E. A. (1999). Leadership and organizational justice: Similarities and differences across cultures. *Journal of international business studies*, 30(4), 763-779.
- Pincus, J. D. (1986). Communication satisfaction, job satisfaction, and job performance. *Human communication research*, 12(3), 395-419.
- Pritchard, R. D. (1969). Equity theory: A review and critique. *Organizational behavior and human performance*, 4(2), 176-211.
- Purwanto, A. (2020). The Relationship of Transformational Leadership, Organizational Justice and Organizational Commitment: a Mediation Effect of Job Satisfaction. *Journal of Critical Reviews*. 89-108
- Purwanto, H., and Bagyo, Y. (2019). Citizenship organizational behavior ability to increase the effect of organizational climate, work motivation, and organizational justice on employee performance. *MEC-J (Management and Economics Journal)*, 3(2), 195-218.
- Rai, G. S. (2013). Impact of organizational justice on satisfaction, commitment and turnover intention: Can fair treatment by organizations make a difference in their workers' attitudes and behaviors?. *Journal of Human Sciences*, 10(2), 260-284.
- Rawls, J. (2004). A theory of justice. In *Ethics* (pp. 229-234). Routledge.

- Reichers, A. E. (1985). A review and reconceptualization of organizational commitment. *Academy of management review*, 10(3), 465-476.
- Robbins, S. P., and Judge, T. A. (2012). *Organizational behavior* (Örgütsel davranış). Çeviri Editörü: İnci Erdem, İstanbul: Nobel Akademik Yayıncılık.
- Rusu, G., and Avasilcai, S. (2014). Linking human resources motivation to organizational climate, *Social and Behavioral Sciences*, 124, 51-58.
- Samadov, S. (2006). *İş Doyumu ve Örgütsel Bağlılık: Özel Sektörde Bir Uygulama*, İzmir: DEÜ.
- Schlesinger, L. A. (1982). *Quality of work life and the supervisor*. Greenwood.
- Serbest, F. (2000). İş yaşamı niteliği. *Verimlilik Dergisi*, 2, 27-40.
- Shain, M. and Suurvali, H. (2001). *Investing in comprehensive workplace health promotion*. National Quality Institute
- Shahian, D. M., Edwards, F., Grover, F. L., Jacobs, J. P., Wright, C. D., Prager, R. L., ... & Mathisen, D. J. (2010). The society of thoracic surgeons national adult cardiac database: A continuing commitment to excellence. *The Journal of Thoracic and Cardiovascular Surgery*, 140(5), 955-959.
- Shore, L. M., (1995). Perceived organizational support and organizational justice. *Organizational politics, justice, and support: Managing the social climate of the workplace*, 149, 164.
- Sirgy, M.J., Efraty, D., Siegel, P. and Lee, D. (2001). A new measure of quality of work life: Based on need satisfaction and spillover theories. *Social Indicators Research*. 55, 241-302.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative science quarterly*, 46-56.
- Steinberg, R. J., and Figart, D. M. (1999). Emotional demands at work: A job content analysis. *The Annals of the American Academy of Political and Social Science*, 561(1), 177-191.
- Sjahrudin, H., and Sudiro, A. A. (2013). Organizational justice, organizational commitment and trust in manager as predictor of organizational citizenship

- behavior. *Interdisciplinary J. of contemporary Res. Bus.(IJCRB)*, 4(12), 133-141.
- Srivastava, U. R. (2015). Multiple dimensions of organizational justice and work-related outcomes among health-care professionals. *American Journal of Industrial and Business Management*, 5(11), 666.
- Sui, J. J., and Baloglu, S. (2003). The role of emotional commitment in relationship marketing: An empirical investigation of a loyalty model for casinos. *Journal of Hospitality & Tourism Research*, 27(4), 470-489.
- Şahin, D. N. (2007). Örgütsel adalet ve kültür. *Kültürel Bağlamda Yönetişel-Örgütsel Davranışın içinde (ss. 184)*. Ankara: Türk Psikoloji Derneği Yayın.
- Taşkıran, E. (2011). *Liderlik ve Örgütsel Sessizlik Arasındaki Etkileşim, Örgütsel Adaletin Rolü*. İstanbul: Beta Basım Yayım.
- Tran, T. and Pham, T. N. (2020). Mediation role of satisfaction and trust on attitudinal commitment and relationship quality. *The Journal of Asian Finance, Economics and Business*, 7(10), 275-281.
- Tubre, T. C., & Collins, J. M. (2000). Jackson and Schuler (1985) revisited: A meta-analysis of the relationships between role ambiguity, role conflict, and job performance. *Journal of management*, 26(1), 155-169.
- Tyler, T. R. (1989). The psychology of procedural justice: A test of the group-value model. *Journal of personality and social psychology*, 57(5), 830-838
- Underdal, A. (1994). Leadership theory. *International Multilateral Negotiation—Approaches to the Management of Complexity.-San Francisco*, 178-197.
- Walker, I., and Pettigrew, T. F. (1984). Relative deprivation theory: An overview and conceptual critique. *British journal of social psychology*, 23(4), 301-310.
- Walton, R.E. (1992). Criteria for quality of worklife. *Quality of Worklife*, 1, 91-104
- Walz, S. M., and Niehoff, B. P. (2000). Organizational citizenship behaviors: Their relationship to organizational effectiveness. *Journal of Hospitality & Tourism Research*, 24(3), 301-319.

- Wasti, S. A. (2002). Affective and continuance commitment to the organization: Test of an integrated model in the Turkish context. *International Journal of Intercultural Relations*, 26(5), 525-550.
- Wolor, C. W., Supriyat, Y., and Purwana, D. (2019). Effect of organizational justice conflict management compensation work stress work motivation on Employee Performance Sales People. *Humanities and Social Sciences Reviews*, 7(4), 1277-1284.
- Vandenberg, R. J., & Lance, C. E. (1992). Examining the causal order of job satisfaction and organizational commitment. *Journal of management*, 18(1), 153-167.
- Van Sell, M., Brief, A. P., & Schuler, R. S. (2011). Role conflict and role ambiguity: Integration of the literature and directions for future research. *Human relations*, 34(1), 43-71.
- Van Wart, M. (2003). Public-sector leadership theory: An assessment. *Public administration review*, 214-228.
- Vine, B., Holmes, J., Marra, M., Pfeifer, D., & Jackson, B. (2008). Exploring co-leadership talk through interactional sociolinguistics. *Leadership*, 4(3), 339-360.
- Yalçın, A., & İplik, N. F. (2005). Beş yıldızlı otellerde çalışanların demografik özellikleri ile örgütsel bağlılıkları arasındaki ilişkiyi belirlemeye yönelik bir araştırma: Adana örneği. *Çukurova Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 14(1), 395-412.
- Yean, T. F. (2016). Organizational justice: A conceptual discussion. *Procedia-Social and Behavioral Sciences*, 219, 798-803.
- Yüksel, İ. (2004). Çalışma yaşamı kalitesinin tipik ve atipik istihdam açısından incelenmesi. *Doğuş Üniversitesi Dergisi*, 5(1), 47-58.
- Zain, Z. M., Ishak, R., & Ghani, E. K. (2009). The influence of corporate culture on organisational commitment: A study on a Malaysian listed company. *European Journal of Economics, Finance and Administrative Sciences*, 17(17), 16-26.

Zainalipour, H., Fini, A. A. S., and Mirkamali, S. M. (2010). A study of relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school. *Procedia-Social and Behavioral Sciences*, 5, 1986-1990.



CURRICULUM VITAE (CV)

Personal Information

Surname, First Name : Ahmet Nasef ALAHMAD
Nationality :
Birth Date and Place :
Telephone :
E-mail :

Education

Level	Institution	Graduation Date
Doctorate degree	Van Yüzüncü Yıl University (Business Administration)	2023
Master	Jinan University Tripoli, Lebanon (Business Administration)	2009
Bachelor	Aleppo University, Aleppo - Syria (Economy)	2005

Work Experience

Year	Location	Task	Workplace
2008-2010	Aleppo- Syria	Arabic and Turkish	Al Rahmou Factory (Furnishings)
2010-2023	Lebanon & Turkey	Arabic and Turkish	ZACA International

Foreign Language

Arabic: Very good level
Turkish: Very good level
English: Good level

Publications

- 1- - Implement disclosure standards to enhance transparency in civil society organizations "Applied Study on Syrian Civil Society Organizations in Turkey, Gaziantep, 2021.
- 2- Effect of using information systems on the performance of commercial companies "An empirical study of the Syrian commercial companies in Turkey-Gaziantep"
- 3- The role of civil society networks in capacity building of NGOs "Analytical Study of the Syrian civil society networks in Gaziantep"
- 4- The Impact of Organizational Confidence in Achieving the Obligation Among Workers in Civil Society Organizations "Practical Study for Syrian Civil Defense Organization ((White Helmets Model))"
- 5- Accounting disclosure standards on the real gains tax and ways to apply them.
- 6- Occupational stress in the Syrian NGOs and the most important consequences on the individual and organizational level ((An applied study on workers in Syrian NGOs working from Turkey))
- 7- Working Remotely and Switching to Electronic Management in Syrian Civil Society Organizations under Corona (COVID-19)
- 8- The efficacy of distance education as an alternative to traditional education in Syria.
- 9- The role of learning organizations in promoting organizational citizenship behavior

Hobbies

Visiting historical places

Meet new people

Engaging in volunteer activities

THESIS ORIGINALITY REPORT



T.C
VAN YÜZÜNCÜ YIL ÜNİVERSİTESİ
SOSYAL BİLİMLERİ ENSTİTÜSÜ
LİSANSÜSTÜ TEZ ORJİNALLİK RAPORU

15/06/2023

Tez Başlığı / Konusu:

“The Mediation Effect Of Quality Of Work Life In The Effect Of Organizational Justice Perceptions Of Syrian Employees In Turkey On The Level Of Organizational Commitment”

Yukarıda başlığı/konusu belirlenen tez çalışmamın Kapak sayfası, Giriş, Ana bölümler ve Sonuç bölümlerinden oluşan toplam 398 sayfalık kısmına ilişkin, 12/5/2023 tarihinde şahsım/tez danışmanım tarafından Turnitin intihal tespit programından aşağıda belirtilen filtreleme uygulanarak alınmış olan orijinallik raporuna göre, tezimin benzerlik oranı % 19 (Ondokuz) dır.

Uygulanan Filtreler Aşağıda Verilmiştir:

- Kabul ve onay sayfası hariç,
- Teşekkür hariç,
- İçindekiler hariç,
- Simge ve kısaltmalar hariç,
- Gereç ve yöntemler hariç,
- Kaynakça hariç,
- Alıntılar hariç,
- Tezden çıkan yayınlar hariç,
- 7 kelimeden daha az örtüşme içeren metin kısımları hariç (Limit match size to 7 words)

Yüzüncü Yıl Üniversitesi Lisansüstü Tez Orijinallik Raporu Alınması ve Kullanılmasına İlişkin Yönergeyi İnceledim ve bu yönergede belirtilen azami benzerlik oranlarına göre tez çalışmamın herhangi bir intihal İçemediğini; aksinin tespit edileceği muhtemel durumda doğabilecek her türlü hukuki sorumluluğu kabul ettiğimi ve yukarıda vermiş olduğum bilgilerin doğru olduğunu beyan ederim.

Ahmet Nasef Alahmad

Adı Soyadı : AHMET NASEF ALAHMAD

Öğrenci No : 179213131

Anabilim Dalı: İşletme Ana Bilim Dalı

Programı : Doktora

Statüsü : Y. Lisans Doktora X

DANIŞMAN ONAYI

UYGUNDUR

Doç. Dr. Abdulkadir GÜMÜŞ

...../...../2023

ENSTİTÜ ONAYI

UYGUNDUR

15./06/2023

Prof. Dr. Bekir KOÇLAR

Enstitü Müdürü