International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2015, 5(3), 180-194.

The Effect of the Leadership Perception and Organizational Justice on Organizational Commitment: A Research in a State University

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ABSTRACT

Each individual is directly or indirectly in the position of being a member of the organization. At this point, carrying on their activities successfully and reaching their determined goals will probably bring about some gains both for the organizations and the employees. It is stated that employees' high level of organizational commitment is related to the managers who take people into consideration, have a supportive and participative leadership approach, agree with the decisions taken and who is fair in the distribution of gains. The purpose of this study is to determine the interaction between leadership perception, organizational justice and commitment. Questionnaire method was used for data collection. The collected data was analyzed with the statistical methods. The sample of this study consists of 683 academic and administrative staff personel.

Keywords: Leadership, Organizational Justice and Commitment, Structural Equation Model
JEL Classifications: M100, M120

1. INTRODUCTION

The history of management is as old as the history of humanity. People from past to present, have consciously and systematically come together in order to achieve a common goal. As a result, they have discovered cooperation and division of labor. Organizations have been consisted of this cooperation and division of labor. Organizations have always been irrevocable elements of life. Every individual has to be directly or indirectly a member of it. People might fulfill either their psychological or social needs as a member of the organization. Leadership occurs to be one of the most important components of the relationship between organization and organizational behavior.

Leaders of the organization provide the opportunity to come together for a common vision and lead the members to overcome obstructions to reach the common goal. At this point, the leadership style of administrators has a critical importance for the success of organizational activities.

Leaders need to have technical abilities to efficiently allocate the resources of the companies while discovering the factors to motivate employees in order to achieve a more efficient and effective organization.

Leaders make use of human factor (organization's members at subordinate positions) the most, among other factors to reach common organizational goals and to provide for the sustainability of the organization. Commitment of members to the organization plays a critical role for productivity and efficiency for organizations' survival.

Organizational commitment can be defined as the acceptance of organization's goals by employees to voluntarily cooperate

(Subramaniam et al., 2002) Moreover, Shore and Martin (1989) imply that employees accomplishing the organizational commitment have higher productivity rates while facing less stress and turnover levels. Therefore, managing human resources in an efficient and productive way while reaching high levels of motivation of employees is believed to be reached by the leader.

Furthermore, organizational justice, which infers to unbias, consistent and right information in organizational process can be considered as a fundamental factor to reach organizational success. It has been observed that the research on organizational justice has dramatically increased in the last 15 years. Positive correlation between perception of equitable behavior and positive outcomes of employees might be taken into account as a leading factor for this situation. In other words, it is believed that high levels of contribution of employees' to organization can be provided by focusing on better understanding and analyzing the concept of organizational justice. Social scientists stress that organizational justice is the essential factor that evokes to efficient operation of organizations and self-satisfaction of employees (Greenberg, 1990).

2. SCOPE AND AIM OF THE RESEARCH

Managers are main decision maker in an organizations. At this point, aim of the leader is to constitute positive attitudes of employees towards the organization. Creation of the perception of organizational justice can be addressed as the key factor to lead to this situation. Correlation between leadership style and organizational justice puts forward that leadership style plays an important role on the perception of organizational justice.

Organizational justice can be explained as the reaction of employees against allocation and allocation methods of organizations' resources (Meyer and Herscovitch, 2001). Moreover, organizational justice and organizational commitment entails the perception of fair payment and fair promotion opportunities for employees.

The aim of this research is to identify the interactions of the perception of leadership, organizational commitment and organizational justice among academic and administrative personnel of a State University.

3. THEORETICAL BACKGROUND AND DEFINITION OF VARIABLES

3.1. Leadership

Leadership which has been investigated by many researchers and philosophers might be defined as the ability to influence the groups to successfully reach to pre-specified goals or visions (Robbins, 1997).

Research on leadership conducted in 1950s and 1960s have focused on the reasons that cause effective behaviors of leaders. In this context, two dimensions of basic leadership behavior have been expressed to reach effective leadership as initiating structure and consideration (Knight and Hanges, 2004).

Initiating structure that embodies production-focused leadership behavior which originates from psychologically supportive, welcoming and reachable environment provided to employees to constitute their welfare and happiness (House, 1971). In this context, appreciation of workers when they are successful and defending the rights of followers is given as examples to consideration dimension of leadership behavior (Knight and Hanges, 2004). However, some researchers have exerted that focusing on a single behavior to identify the efficiency of leadership appears to be inadequate. On the other hand, some researchers stressed that initiation structure of leadership behavior have occasionally been observed for its positive effects on employees' performance, while other researchers mention exactly the opposite.

Path-Goal leadership theory is based on the factors that how followers are affected, how goals of the company are perceived and types of alternatives to reach company goals. Moreover, reaching organizational goals, constituting employees' job satisfaction and motivating employees are considered as the key roles that leader needs to have (transmitting Eren, 2010).

Path-goal theory asserts that there is an interaction between both the leadership style and subordinates and job regulations and subordinates' motivation. It has also been stressed that in either case, the most efficient leadership behavior depends both on the type of situation being involved and the characteristics of the followers. Thus, efficiency of the leader is affected both by the characteristics of subordinates and type of situation being involved (Mathieu, 1990).

Theory, in practice, provides job satisfaction for subordinates by constituting the necessary working conditions. In addition, theory is based on a leadership style that ensures a job meeting the subordinates' needs during working hours (Northouse, 2010).

Prominent leadership behaviors according to House, within the scope of path-goal theory are as follows:

3.1.1. Instrumental leadership

This type of leadership involves actions to establish the psychological structure to guide subordinates' behaviors. In other words, it is intended to establish coordination of working programs and reconciliation on expectations from subordinates while constituting a structural environment through organizational procedures, rules and policies. Psychological structure, in other words, contains specific plans and guiding information about preparation and completion of jobs and expectations from leaders' followers (House, 1996).

3.1.2. Supportive leadership

In this type of leadership subordinates' needs are taken into consideration by the leader. Moreover, supportive leader pays attention to welfare and happiness of employees in parallel with comprising friendly and psychologically supportive environment. Thus, this type of behavior leads to subordinates constituting trust, decreasing the level of stress and creating social satisfaction. As a result, in supportive leadership, it is possible to increase the level

of employees' performance due to the target oriented efforts of the leader (House, 1996).

3.1.3. Participative leadership

Participative leadership is based on encouraging employees in participating in decision-making process of organization. Therefore, aims (to be reached by Path-goal theory) and prize would be defined (House, 1996).

3.2. Organizational Commitment

Human resources have been one of the most important factors on the success of organizations. Efficiency of managing this resource by managers depends on the constitution of organizational commitment. It has been observed that there is a positive correlation between productivity level and organizational commitment of employees (Shore and Martin, 1989).

Becker defines commitment of employees as the integration of numerous alternatives and among those alternatives, selection of the one providing maximum utility to reach the goal (Becker, 1960).

Organizational commitment can also be described as the interaction of relations that depends on readiness to perform actions that organization will utilize. The term readiness refers not to a specific behavior but any kind of implementation that is beneficial for the organization (Roe et al., 2009).

Organizational commitment model in this research is based on the model improved by Allen and Meyer. Allen and Meyer undertake organizational commitment as a psychological concept characterized by the relation of employee with organization and the decision about the membership of the employee.

According to Meyer and Allen, organizational commitment is consists of affective commitment, continuance commitment and normative commitment. Moreover, researchers have considered the causes and results of organizational commitment in separate dimensions in order to observe the relations (Meyer and Allen, 1991). By this way;

3.2.1. Affective commitment

This term is denoted as the employees' participation to organizational process and identification of employees with organization. Employees having higher levels of affective commitment sustain their organizational membership by "expressing their willingness to keep on working" (Meyer and Allen, 1991). In addition, according to Sheldon, affective commitment is described as the connection of a person with the organization and identification of himself with the organization. Therefore, employees with stronger affective commitment defend organizational values and participate in organizational process to reach the targets (Boylu et al., 2007).

3.2.2. Continuance commitment

Continuance commitment is illustrated as the awareness of employees against costs in case they quit working for the organization. Employees have commitment to their organization due to lack of other alternatives (Meyer and Allen, 1991). Level and number of investments made by employees to the organization and the lack of perceived alternatives have been fundamental elements of continuance commitment (Allen and Meyer, 1990).

3.2.3. Normative commitment

This type of commitment results from the conviction of responsibility of employees for their organization. Normative commitment, in other words, defines perceived obligation for continuance of organizational membership. Employees reveal appropriate behaviors in accordance with organizational aim and target because of their belief about obligation for "this behavior as a necessity."

Normative commitment, has been affected by societal and organizational socialization factors (Allen and Meyer, 1990). Identification of a person with familial-societal and organizational rules in addition to division of common goals and values infer exhibition of behavior for the benefit of both society and the organization (transmitting Çerik and Bozkurt, 2010).

3.3. Concept of Organizational Justice

Concept of organizational justice has been identified and explained by Greenberg as a factor that describes implementations and regulations about justice for employees'' at working environment Interorganizational implementations, dissemination of prize and penalty, organizational rules and interpersonal interactions have formed the basis of organizational justice (Greenberg and Bies, 1992).

Organizational justice in other words, can be described as a result of impacts of employees' perceptions on organizational implementations and decision process. Prize mechanism, delegation of authority and responsibility, involvement of employees in decision-making process might be specified as examples to organizational decision-making process and implementations (transmitting İçerli, 2010).

The most common way in the literature to classify organizational justice is consisted of distributive justice, procedural justice and interactional justice. This research examines the dimensions of organizational justice as of distributive justice, procedural justice and interactional justice. Organizational justice models and dimensions of organizational justice are as follows.

3.3.1. Distributive justice

The concept of distributive justice can be called as the determination of whether the allocation of organizational resources has been fairly distributed (Andrews and Kacmar, 2001; Melkonian et al., 2011). In addition, distributive justice is based on evaluations about fairness of group's or individuals' rewards or outcomes In this context, wages, promotions, bonuses and rewards can be defined as examples to distributive justice (Younts and Mueller, 2001).

3.3.2. Procedural justice

the concept of procedural justice is based on the theory of allocation preferences revealed by Thibaut and Walker and Leventhal, Karuza and Fry. Procedural justice focuses on the

perception of fairness of decision-making process by employees (Charash and Spector, 2001). In other words, procedural justice is connected with the fairness of decision-making process on allocation of rewards (such as wage and promotion) or penalties (Rousseau et al., 2009).

3.3.3. Interactional justice

Interactional justice has been introduced to literature by Bies and Moag in 1986. Interactional justice basically focuses on the quality of the exposed behaviors occurred from the interactions after the implementation of organizational procedure (Bies, 2001; Colquitt et al., 2001).

Fundamental characteristics of interactional justice can be stated as the quality of behaviors against organizational procedures and constituting a polite environment during interpersonal interactions while sharing information (Cropanzana et al., 2007).

4. DEVELOPMENT OF HYPOTHESES

The aim of this section is to identify the impacts of leadership style and organizational justice on organizational commitment. Therefore, information about research hypotheses, research modeling, sampling and data collecting method will be given. Figure 1 indicates the variables concerning a research model designed for a State University example.

Leadership style plays an important role to reach organizational goals defined by managers. Employees emerge as the key factor to the success of the organization. In this context, employees are of vital importance for successful sustainability of the organization.

According to research findings on the relation of leadership style and organizational commitment, it has been observed that organizational commitment level is higher over employees working under the managers that exposed supportive leadership style and focused on human relations (Güçlü, 2006). Moreover, organizational commitment has been positively affected by clearness of defined goals, delegation of power and preparation of appropriate working environment for employees to reach these goals (Bakan, 2011). In this context, hypotheses are developed to investigate the relationship between leadership perception and organizational commitment.

4.1. Development of Hypotheses on Leadership Perception and Organizational Commitment

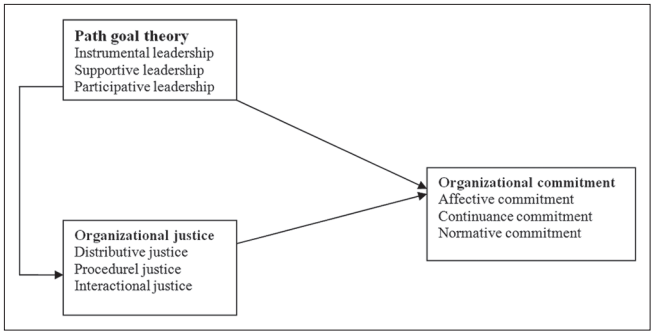
H1: There is a positive relationship between leadership perception and organizational commitment.

H_{11}: There is a negative relationship between instrumental leadership perception and affective commitment.

H_{12}: There is a negative relationship between instrumental leadership perception and continuance commitment.

H_{13}: There is a negative relationship between instrumental leadership perception and normative commitment.

Figure 1: Research model



H_{14}: There is a positive relationship between participative leadership perception and affective commitment.

H_{15}: There is a positive relationship between participative leadership perception and continuance commitment.

H_{16}: There is a positive relationship between participative leadership perception and normative commitment.

H_{17}: There is a positive relationship between supportive leadership perception and affective commitment.

H_{18}: There is a positive relationship between supportive leadership perception and continuance commitment.

H_{19}: There is a positive relationship between supportive leadership perception and normative commitment.

4.2. Development of Hypotheses on Leadership Perception and Organizational Justice

Managers are in charge of implementation of organizational process. At this point, main aim of the leader is to provide positive attitudes of employees towards their organization. The key factor to constitute this situation is the creation of organizational justice. Inadequate approach of leader against organizational process is believed to negatively affect the perception of organizational justice of employees. Furthermore, it might also prompt a reconsideration of leader's authority. On the other hand, a fair leadership style is submitted to constitute integration among employees. Thus, fair perception of employees of leaders' behaviors and decisions is expected to provide for strong perception of employees' on interorganizational justice (Pillai et al., 1999).

In this context, following are the hypotheses developed to investigate the relationship between leadership perception and organizational justice.

H_2: There is a significant relationship between leadership perception and organizational justice.

H_{21}: There is a negative relationship between instrumental leadership perception and distributive justice.

H_{22}: There is a negative relationship between instrumental leadership perception and procedural justice.

H_{23}: There is a negative relationship between instrumental leadership perception and interactional justice.

H_{24}: There is a positive relationship between participative leadership perception and distributive justice.

H_{25}: There is a positive relationship between participative leadership perception and procedural justice.

H_{26}: There is a positive relationship between participative leadership perception and interactional justice.

H_{27}: There is a positive relationship between supportive leadership perception and distributive justice.

H_{28}: There is a positive relationship between supportive leadership perception and procedural justice.

H_{29}: There is a positive relationship between supportive leadership perception and interactional justice.

4.3. Development of Hypotheses on Organizational Justice Perception and Organizational Commitment

Organizational justice will increase organizational commitment and trust to managers through the perception of fair organizational implementations in conjunction with employees (Stecher and Rosse, 2005). It has been stated that procedural justice and interactional justice strengthens the connections between employees and organizations while providing an increase in performance in addition to creating citizenship behaviors (Kickul et al., 2002). Moreover, it has also been expressed that there is a relationship among distributive justice, procedural justice and normative commitment. Besides, with the absence of procedural justice many researches have put forward that uncertainty on employees' social and economic outputs causes stress over employees resulting in psychological problems (Rousseau et al., 2009). In this context, hypotheses developed to investigate the relationship between organizational justice and organizational commitment is mentioned below.

H_3: There is a significant relationship between organizational justice perception and organizational commitment.

H_{31}: There is a positive relationship between distributive justice perception and affective commitment.

H_{32}: There is a positive relationship between distributive justice perception and continuance commitment.

H_{33}: There is a positive relationship between distributive justice perception and normative commitment.

H_{34}: There is a positive relationship between procedural justice perception and affective commitment.

H_{35}: There is a positive relationship between procedural justice perception and continuance commitment.

H_{36}: There is a positive relationship between procedural justice perception and normative commitment.

H_{37}: There is a positive relationship between interactional justice perception and affective commitment.

H_{38}: There is a positive relationship between interactional justice perception and continuance commitment.

H_{39}: There is a positive relationship between interactional justice perception and normative commitment.

5. RESEARCH METHODOLOGY

The aim of this research is to display the effects of leadership style and organizational justice on organizational commitment. Therefore, independent variables have been identified as leadership style perception of employees and organizational justice perception of employees while organizational commitment has been determined as dependent variable of the model.

5.1. Research Population and Sampling Method

Academic and administrative personnel of State University have been identified as research population. Stratified sampling method has been chosen in order to increase the power of representation of sample by protecting the variability of factor groups in the sample. Personnel with every title have been included in the scope of this research. After determining the quantity of academic and administrative personel, the sample size was calculated among the university staff according to their titles as "academic" and "administrative," by using stratified sampling method. The participants of the study were selected by using the accidental sampling method which is one of the non-probabilty sampling methods. In this context, distribution of academic and administrative personnel has been indicated in Table 1.

5.2. Data Collection and Analysis

The survey data had been acquired by the scales whose reliability and validity values tested in other studies. Survey has been chosen as data collection method for dependent and independent variables.

Perceived leadership behavior scale, as a part of the model introduced by House and Dessler (1974), developed by House and Robert (1993) and adobted by Karayel (1999), Sökmen and Boylu (2009), has been used in this research to measure employees' leadership perception. 22 questions in total have been asked to determine perceived leadership behavior. Questions with number 1, 2, 3, 4, 5, 6, 7 and 22 measure instrumental leadership, 8, 9, 10, 18, 19, 20 and 21 measure participative leadership style and 11, 12, 13, 14, 15, 16 and 17 measure supportive leadership style.

Organizational Justice Scale developed by Moorman (1991), Niehoff and Moorman (1993) and Folger and Konovsky and adopted by Topaloğlu (2010), has been used in order to measure organizational justice perception of employees. 20 questions in total have been asked to determine organizational justice. Questions between 1 and 5 measure distributive justice, 6-11 measure procedural justice and 12-20 measure interactional justice dimension.

Organizational Commitment Scale developed by Meyer and Allen in 1990 and 1991 with 3 components and revised by Meyer et al. (1993) and adopted by Eğilmezkol (2011) has been used to measure employees' organizational commitment. Questions with number 1, 2, 3, 15, 16, 17 measure affective commitment, 4, 5, 6, 7, 8 and 9 measure continuance commitment and 10, 11, 12, 13, 14 and 18 measure normative commitment. The 15, 16, 17, 18. Items in the scale have negative statements.

Survey study was applied on 683 participants to calculate the exact sample size required and to get about the reliability and the validity of the scale items.

According to the results acquired from the analysis, the Cronbach alpha reliability coefficients were; 0,888 for Instrumental Leadership, 0,929 Participative Leadership, 0,897 Supportive Leadership 0,845 Distributive Justice, 0,905 Procedural Justice, 0,950 Interactional Justice, 0,82 Affective Commitment, 0,76 Continuance Commitment and 0,78 Normative Commitment. All these reliability results were at high reliable value interval.

The Questionnaire method was used to get questionnaire data from 720 participants and a total of 683 participant data (364: academic; 319; administrative) was considered as relevant among the whole number (720)

The questionnaire data from the survey study were coded, controlled and analyzed in SPSS 12.0 for WindowsBefore the application of factor analysis, applicability of the scale has been determined with (0,961) KMO test result. KMO test result has been indicated in Table 2.

Total variance explained has been figured out on Table 3. According to Table 3 of total variance explained, it has been determined that leadership scale in this research with three sudimensions explains 70% of the total variance. In addition, the necessity of at least three dimensions has emerged due to inadequacy of one dimension to explain the change in total variance.

Rotation results of subdimensions of leadership has been figured out on Table 4. Leadership scale has 3 subdimensions and all statements to be involved in each dimension has been categorized as it is suggested in Table 4 of explained total variance. Thus, statements with number 1-2-3-4-5-6-7, statements with number 8-9-10-12 and statements with number 11-13-14-15-16-17-18-19-20-21-22 have been categorized among each other to form subdimensions of leadership scale. The structural equation modeling with LISREL program was used to evaluate the factor analysis supports the following models of data. The results are given in Figure 2.

The results of the RMSEA test (0.072) and the GIF test (0.91) show that, there is a high consistency between the sub-dimensions of the leadership scale used in this study and the ones defined in the original study.

The results of the factor analysis, reliability and validity tests for organizational justice scale is given below in Table 5. Before the application of factor analysis for organizational justice, applicability of the scale has been determined with (0.960) KMO test result.

According to Table 6, it has been determined that organizational justice scale in this research with 3 sub-dimensions explains 72% of the total variance. In addition, the necessity of at least three dimensions has emerged due to inadequacy of one dimension to explain the change in total variance for Organizational Justice Scale.

Rotation results of sub-dimensions of organizational justice has been figured out in Table 7. Organizational Justice Scale has 3 sub-dimensions and all statements to be involved in each dimension has been categorized as it is suggested in Table 7 of explained total variance. Thus, statements with number 1-2-3-4-5, statements with number 6-7-8-9-10 and statements with number 11-12-13-14-15-16-17-18-19-20 have been categorized among each other to form subdimensions of Organizational Justice Scale.

The structural equation modeling with LISREL program was used to evaluate the factor analysis supports the following models of data. The results are given in Figure 3.

The results of the RMSEA test (0.097) and the GIF test (0.96) show that, there is a high consistency between the sub-dimensions

Table 1: Distribution of personnel according to title

Title	Frequency	Percent
Valid		
Professor	33	4.8
Associate professor	51	7.5
Assistant professor	80	11.7
Teaching assistant	56	8.2
Lecturer	33	4.8
Specialist	30	4.4
Research assistant	86	12.6
Head of department	8	1.2
Secretary	26	3.8
Branch director	9	1.3
Chief	27	4.0
Officer	244	35.7
Total	683	100.0

Table 2: KMO_Bartlett test results

KMO measure of sampling adequacy	0.961
Bartlett's test of sphericity	
Approximately Chi-square	12608.485
Df	231
Significant	0

Extraction method: Principal component analysis, KMO: Kaiser-Meyer-Olkin

Table 3: Total variance explained for the sub dimensions of leadership scale

Total variance explained			
Component	Initial eigenvalues		
	Total	% of variance	Cumulative %
1	11.689	53.133	53.133
2	2.578	11.719	64.851
3	1.081	4.913	69.764

Table 4: Rotation results of sub-dimensions of leadership

Rotated component matrix[a]	Component		
	1	2	3
1. My superior lets group members know what is expected of them		0.748	
2.My superior what shall be done and how it shall be done		0.786	
3. My superior sure that his part in the group is understood		0.729	
4. My superior schedules the work to be done		0.757	
5. My superior maintains definite standards of performance		0.748	
6. My superior asks that the group members follow standard rules and regulations		0.766	
7. My superior explains the way any tasks should be carried out		0.723	
8. My superior is friendly and polite			0.718
9. My superior puts suggestions made by group into operation			0.556
10. My superior treats all group members as his equals			0.735
11. My superior gives advance notice of changes	0.583		
12. My superior keeps to himself			0.821
13. My superior looks out for the personal welfare of group members	0.698		
14. My superior is willing to make changes	0.689		
15. My superior helps me overcome problems which stop me from carrying out my task	0.704		
16. My superior helps me make working on my tasks more pleasant	0.726		
17. My superior does little things to make it pleasant to be a member of the group	0.722		
18. When faced with a problem, my superior consults with his subordinates	0.798		
19. Before making decisions my superior gives serious consideration to what his subordinates have to say	0.827		
20. My superior asks subordinates for their suggestions concerning how to carry out assingmnets	0.809		
21. Before taking action my superior consults with his subordinates	0.820		
22. My superior asks subordinates for suggestions on what assignments should be made	0.745		

Extraction method: Principal component analysis, rotation method: Equamax with Kaiser normalization, [a]Rotation converged in 6 iterations

Table 5: KMO-Bartlett test results

KMO and Bartlett's test	
KMO measure of sampling adequacy	0.960
Bartlett's test of sphericity	
Approximately Chi-square	11911.170
Df	190
Significant	0

KMO: Kaiser-Meyer-Olkin

Table 6: Total variance explained for the sub-dimensions of organizational justice scale

Total variance explained			
Component	Initial eigenvalues		
	Total	% of variance	Cumulative %
1	11.506	57.532	57.532
2	1.771	8.857	66.389
3	0.972	4.859	71.248

Extraction method: Principal component analysis

of the Organizational Justice Scale used in this study and the ones defined in the original study.

The results of the factor analysis, reliability and validity tests for are given below for Organizational Commitment Scale.

Before the application of factor analysis for organizational commitment, applicability of the scale has been determined with (0.872) KMO test result. These results show that, the organizational commitment scale used in this study, can be considered as appropriate, according to the sample size and the sphericity assumption. The results are given in Table 8.

According to Table 9, it has been determined that organizational commitment scale in this research with 3 sub-dimensions explains

Figure 2: Structural equation model path schema results of sub-dimensions of leadership, LİÖ: Leadership scale

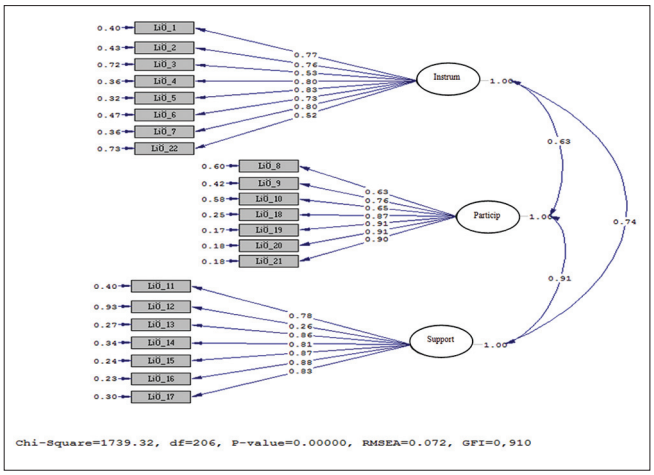


Figure 3: Structural equation model path schema results of sub-dimensions of organizational Justice, AÖ: Organizational justice scale

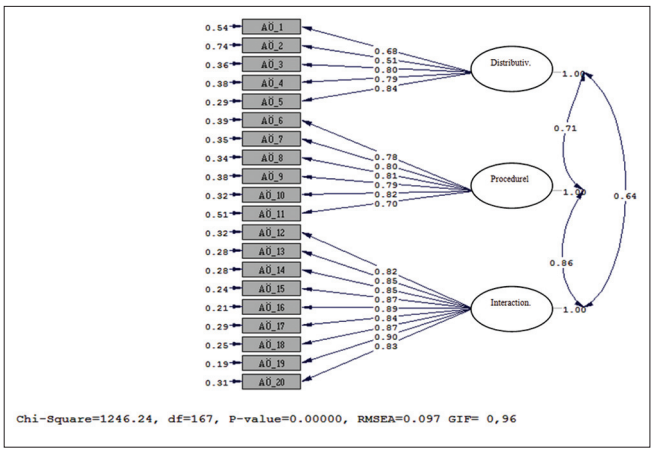


Table 7: Rotation results of sub-dimensions of organizational justice

Rotated component matrix[a]	Component		
	1	2	3
1. My work schedule is fair			0.612
2. I think that my pay is fair			0.709
3. I consider my work load to be quite fair			0.825
4. Overall the rewards I receive are quite fair			0.749
5. I feel that my job responsibilities are quite fair			0.730
6. Job decisions are made by my supervisor in a unbiased manner		0.576	
7. My supervisor makes sure that all employee concerns are heard before job decisions are made		0.771	
8. To make job decisions, my supervisor collects accurate and complete information		0.795	
9. My supervisor clarifies decisions and provides additional information when requested by employees		0.699	
10. All job-related decisions are applied consistently to all affected employees		0.631	
11. Employees are allowed to challenge or appeal job decisions made by their supervisors	0.536		
12. When decisions are made about my job, the manager treats me with kindness and consideration	0.805		
13. When decisions are made about my job, the manager treats me with respect and dignity	0.833		
14. When decisions are made about my job, the manager is sensitive to my personal needs	0.789		
15. When decisions are made about my job, the manager deals with me in a truthful manner	0.811		
16. When decisions are made about my job, the manager shows concern for my rights as an employee	0.783		
17. Concerning decisions made about my job, the manager discusses with me the implications of the decisions	0.750		
18. The manager offers adequate justification for decisions made about my job	0.772		
19. When making decisions about my job, the manager offers explanations that make sense to me	0.805		
20. My manager explains very clearly any decisions made about my job	0.723		

Extraction method: Principal component analysis, rotation method: Varimax with Kaiser normalization, [a]Rotation converged in 5 iterations

Table 8: KMO-Bartlett test results

KMO and Bartlett's test	
KMO measure of sampling adequacy	0.872
Bartlett's test of sphericity	
Approximately Chi-square	5158.588
Df	153
Significant	0

KMO: Kaiser-Meyer-Olkin

Table 9: Total variance explained for the sub-dimensions of organizational commitment scale

Total variance explained			
Component	Initial eigenvalues		
	Total	% of variance	Cumulative %
1	5.630	31.280	31.280
2	2.867	15.927	47.207
3	1.519	8.439	55.647

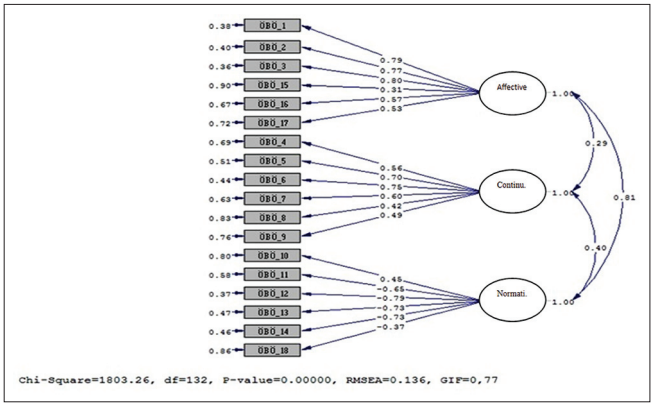
Extraction method: Principal component analysis

56% of the total variance. In addition, the necessity of at least three dimensions has emerged due to inadequacy of one dimension to explain the change in total variance for organizational commitment scale.

Organizational commitment scale has 3 sub-dimensions and all statements to be involved in each dimension has been categorized as it is suggested in Table 10. Thus, statements with number 1-2-3-11-12-13-14, statements with number 4-5-6-7-8-9-10- and statements with number 15-16-17-18-19-20 have been categorized among each other to form sub-dimensions of organizational commitment scale.

Structural equation model path schema results of subdimensions of organizatioanl conmmitment has been figured out in Figure 4. The results of the RMSEA test (0.136) and the GIF test (0.77).

Figure 4: Structural equation model path schema results of sub-dimensions of organizational conmmitment, ÖBÖ: Organizational commitment scale



6. RESEARCH FINDINGS AND DISCUSSION

Correlation analyses have been conducted in this research in order to determine the level and direction of relationship between two variables for testing hypotheses. Table 11 indicates the correlation with level and direction of relationship among sub-dimensions of the scale.

H_1: There is a positive relationship between leadership perception and organizational commitment.

H_{11}: There is a negative relationship between instrumental leadership behavior and affective commitment.

There is a weak linearity and statistically significant positive correlation (r=0.268; P<0.001) between instrumental leadership perception and affective commitment. Therefore, H_{11} hypothesis is rejected.

Table 10: Rotation results of sub-dimensions of organizational commitment

Rotated component matrix[a]	Component		
	1	2	3
1. I would be very happy to spend the rest of my career with this organization	0.740		
2. I really feel as if this organization's problems are my own	0.784		
3. This organization has a great deal of personal meaning for me	0.803		
4. Right now, staying with my organization is a matter of necessity as much as desire		0.506	
5. It would be very hard for me to leave my organization right now, even if I wanted to		0.619	
6. Too much in my life would be disrupted if I decided I wanted to leave my organization now		0.741	
7. I feel that I have too few options to consider leaving this organization		0.811	
8. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice - another organization may not match the overall benefits I have here		0.396	
9. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives		0.752	
10. Even if it were to my advantage, I do not feel it would be rigth to leave my organization now		0.351	
11. I would feel guilty if I left my organization now	0.609		
12. This organization deserves my loyalty	0.718		
13. I would not leave my organization right now because I have a sense of obligation to the people in it	0.692		
14. I owe a great deal to my organization	0.700		
15. I do not feel a strong sense of belonging to my organization			0.785
16. I do not feel "emotionally attached" to this organization			0.805
17. I do not feel like "part of the family" at my organization			0.828
18. I do not feel any obligation to remain with my current employer			0.675

Extraction method: Principal component analysis, rotation method: Varimax with Kaiser normalization, [a]Rotation converged in 6 iterations

H_{12}: There is a negative relationship between instrumental leadership perception and continuance commitment.

There is a weak linearity and statistically significant positive correlation (r=0.170; P<0.001) between instrumental leadership perception and continuance commitment. Therefore, H_{12} hypothesis is rejected.

H_{13}: There is a negative relationship between instrumental leadership perception and normative commitment.

There is a weak linearity and statistically significant positive correlation (r=0.275; P<0.001) between instrumental leadership perception and normative commitment. Therefore, H_{13} hypothesis is rejected.

H_{14}: There is a positive relationship between participative leadership perception and affective commitment.

There is a weak linearity and statistically significant positive correlation (r=0.296; P<0.001) between participative leadership perception and affective commitment. Therefore, H_{14} hypothesis is accepted.

H_{15}: There is a positive relationship between participative leadership perception and continuance commitment.

There is a weak linearity and statistically insignificant positive correlation (r=0.017; P=0.665) between participative leadership perception and continuance commitment. Therefore, H_{15} hypothesis is rejected.

H_{16}: There is a positive relationship between participative leadership perception and normative commitment.

There is a weak linearity and statistically significant positive correlation (r=0.303; P<0.001) between participative leadership perception and normative commitment. Therefore, H_{16} hypothesis is accepted.

H_{17}: There is a positive relationship between supportive leadership perception and affective commitment.

There is a weak linearity and statistically significant positive correlation (r=0.318; P<0.001) between supportive leadership perception and affective commitment. Therefore, H_{17} hypothesis is accepted.

H_{18}: There is a positive relationship between supportive leadership perception and continuance commitment.

There is a weak linearity and statistically insignificant positive correlation (r=0.037; P=0.335) between participative leadership perception and continuance commitment. Therefore, H_{18} hypothesis is rejected.

H_{19}: There is a positive relationship between supportive leadership perception and normative commitment.

There is a weak linearity and statistically significant positive correlation (r=0.280; P<0.001) between participative leadership perception and normative commitment. Therefore, H_{19} hypothesis is accepted.

The results of regression analysis conducted to identify the level of effects of leadership style on dimensions of organizational commitment are shown in Table 12.

Table 12 indicates the results of the regression analysis conducted to evaluate the interactions among the dimensions of leadership style and organizational commitment. According to the table above, supportive (β=0.183; P=0.015) and participative (β=0.060; P=0.049) leadership styles are having an effect on affective commitment. Effect of supportive leadership on

Table 11: Correlations among sub dimensions of the scale

Sub-dimensions	Instrumental leadership	Participative leadership	Supportive leadership	Distributive justice	Procedural justice	Interactional justice	Affective commitment	Continuance commitment	Normative commitment
Instrumental leadership									
Pearson correlation	1	0.620	0.682	0.341	0.447	0.499	0.268	0.170	0.275
Signıficant (two-tailed)		P<0.001	P<0.001	P<00.01	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001
Participative leadership									
Pearson correlation	0.620	1	0.871	0.370	0.551	0.623	0.296	0.017	0.303
Signıficant (two-tailed)	P<0.01		P<0.001	P<0.001	P<0.001	P<0.001	P<0.001	0.665	P<0.001
Supportive leadership									
Pearson correlation	0.682	0.871	1	0.357	0.498	0.596	0.318	0.037	0.280
Signıficant (two-tailed)	P<0.001	P<0.001		P<0.001	P<0.001	P<0.001	P<0.001	0.335	P<0.001
Distributive justice									
Pearson correlation	0.341	0.370	0.357	1	0.618	0.583	0.393	0.077	0.418
Signıficant (two-tailed)	P<0.001	P<0.001	P<0.001		P<0.001	P<0.001	P<0.001	0.043	P<0.001
Procedural justice									
Pearson correlation	0.447	0.551	0.498	0.618	1	0.802	0.404	0.087	0.464
Signıficant (two-tailed)	P<0.001	P<0.001	P<0.001	P<0.001		P<0.001	P<0.001	0.023	P<0.001
Interactional justice									
Pearson correlation	0.499	0.623	0.596	0.583	0.802	1	0.440	0.094	0.501
Signıficant (two-tailed)	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001		P<0.001	0.014	P<0.001
Affective commitment									
Pearson correlation	0.268	0.296	0.318	0.393	0.404	0.440	1	0.147	0.654
Signıficant (two-tailed)	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001		P<0.001	P<0.001
Continuance commitment									
Pearson correlation	0.170	0.017	0.037	0.077	0.087	0.094	0.147	1	0.358
Signıficant (two-tailed)	P<0.001	0.665	0.335	0.043	0.023	0.014	P<0.001		P<0.001
Normative commitment									
Pearson correlation	0.275	0.303	0.280	0.418	0.464	0.501	0.654	0.358	1
Signıficant (two-tailed)	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001	P<0.001	

affective commitment is higher than the effect of participative leadership. Instrumental leadership affects continuance commitment (β=0.274; P=0.000) while participative leadership (β=0.186; P=0.002) and instrumental leadership (β=0.145; P=0.004) affect normative commitment. Effect of participative leadership on normative commitment is higher than the effect of instrumental leadership. Result of the regression test changes in the variable of affective commitment through leadership variable,

Table 12: Results of regression analysis among dimensions of leadership and organizational commitment

Models	Unstandardized coefficients		Standardized coefficients	Significant
	B	Standard error	Beta	
Model 1				
Constant	1.961	0.148		0.000
Instrumental leadership	0.100	0.053	0.094	0.061
Participative leadership	0.060	0.065	0.069	0.049
Supportive leadership	0.183	0.075	0.194	0.015
Model 2				
Constant	2.699	0.142		0.000
Instrumental leadership	0.274	0.051	0.276	0.000
Participative leadership	−0.077	0.062	−0.094	0.219
Supportive leadership	−0.061	0.072	−0.069	0.403
Model 3				
Constant	1.882	0.138		0.000
Instrumental leadership	0.145	0.050	0.146	0.004
Participative leadership	0.186	0.061	0.228	0.002
Supportive leadership	−0.016	0.070	−0.018	0.823

Model 1 - Dependent variable: Affective commitment, Model 2 - Dependent variable: Continuance commitment, Model 3 - Dependent variable: Normative commitment

R^2: 0.107/Significant: 0.00. Changes in the variable of continuance commitment through leadership variable, R^2: 0.043/significant: 0.00 and changes in the variable of normative commitment through leadership variable, R^2: 0.104/Significant 0.00 showed that these variables can be predictors of commitment.

H_2: There is a significant relationship between leadership perception and organizational justice.

H_{21}: There is a negative relationship between instrumental leadership perception and distributive justice.

There is a weak linearity and statistically significant positive correlation (r=0.341; P<0.001) between instrumental leadership perception and distributive justice. Therefore, H_{21} hypothesis is rejected.

H_{22}: There is a negative relationship between instrumental leadership perception and procedural justice.

There is a moderate linearity and statistically significant positive correlation (r=0.447; P<0.001) between instrumental leadership perception and procedural justice. Therefore, H_{22} hypothesis is rejected.

H_{23}: There is a negative relationship between instrumental leadership perception and interactional justice.

There is a moderate linearity and statistically significant positive correlation (r=0.499; P<0.001) between instrumental leadership perception and interactional justice. Therefore, H_{23} hypothesis is rejected.

H_{24}: There is a positive relationship between participative leadership perception and distributive justice.

There is a weak linearity and statistically significant positive correlation (r=0.370; P<0.001) between participative leadership perception and distributive justice. Therefore, H_{24} hypothesis is accepted.

H_{25}: There is a positive relationship between participative leadership perception and procedural justice.

There is a moderate linearity and statistically significant positive correlation (r=0.551; P<0.001) between participative leadership perception and procedural justice. Therefore, H_{25} hypothesis is accepted.

H_{26}: There is a positive relationship between participative leadership perception and interactional justice.

There is a high linearity and statistically significant positive correlation (r=0.623; P<0.001) between participative leadership perception and interactional justice. Therefore, H_{26} hypothesis is accepted.

H_{27}: There is a positive relationship between supportive leadership perception and distributive justice.

There is a weak linearity and statistically significant positive correlation (r=0.357; P<0.001) between supportive leadership perception and distributive justice. Therefore, H_{27} hypothesis is accepted.

H_{28}: There is a positive relationship between supportive leadership perception and procedural justice.

There is a moderate linearity and statistically significant positive correlation (r=0.498; P<0.001) between supportive leadership perception and procedural justice. Therefore, H_{28} hypothesis is accepted.

H_{29}: There is a positive relationship between supportive leadership perception and interactional justice.

There is a moderate linearity and statistically significant positive correlation (r=0.596; P<0.001) between supportive leadership perception and interactional justice. Therefore, H_{29} hypothesis is accepted.

The results of regression analysis conducted to identify the level of effects of leadership style on dimensions of organizational justice are shown below.

Table 13 indicates the results of the regression analysis conducted to evaluate the interactions among the dimensions of leadership style and organizational justice. According to Table 13, instrumental (β=0.197; P=0.000) and participative (β=0.216; P=0.000) leadership styles are affecting distributive justice. Effect of participative leadership on distributive justice is higher than the effect of instrumental leadership. On the other hand, participative (β=0.459; P=0.000) and instrumental (β=0.215; P=0.000) leadership style affect procedural justice

Table 13: Results of regression analysis among dimensions of leadership and organizational justice

Models	Unstandardized coefficients		Standardized coefficients	t	Significant
	B	Standard error	Beta		
Model 1					
Constant	1.222	0.155		7.860	0
Instrumental leadership	0.197	0.056	0.170	3.528	0
Participative leadership	0.216	0.068	0.228	3.162	0.002
Supportive leadership	0.044	0.079	0.043	0.551	0.582
Model 2					
Constant	0.629	0.145		4.340	0
Instrumental leadership	0.215	0.052	0.179	4.129	0
Participative leadership	0.459	0.064	0.466	7.206	0
Supportive leadership	−0.032	0.074	−0.030	−0.432	0.666
Model 3					
Constant	0.671	0.134		5.008	0
Instrumental leadership	0.183	0.048	0.153	3.801	0
Participative leadership	0.408	0.059	0.417	6.934	0
Supportive leadership	0.135	0.068	0.128	1.980	0.048

Model 1 - Dependent variable: Distributive justice, Model 2 - Dependent variable: Procedural justice, Model 3 - Dependent variable: Interactional justice

perception. The effect of participative leadership style is higher than the effect of instrumental leadership. Moreover, interactional justice is affected respectively by pariticipative (β=0,408; P=0.000), instrumental (β=0.183; P=0.000) and supportive (β=0.135; P=0.048) leadership styles. Result of the regression test changes in the variable of distributive justice through leadership variable, $R^{2:}$ 0.158/significant: 0.00. Changes in the variable of procedurel justice through leadership variable, R^2: 0.321/significant: 0.00 and changes in the interactional justice through leadership variable, R^2: 0.412/Significant 0.00 showed that these variables can be significant predictors of justice.

H_3: There is a positive relationship between organizational justice perception and organizational commitment.

H_{31}: There is a positive relationship between distributive justice perception and affective commitment.

There is a weak linearity and statistically significant positive correlation (r=0.393; P<0.001) between distributive justice perception and affective commitment. Therefore, H_{31} hypothesis is accepted.

H_{32}: There is a positive relationship between distributive justice perception and continuance commitment.

There is a very weak linearity and statistically significant positive correlation (r=0.077; P=0.043) between distributive justice perception and continuance commitment. Therefore, H_{32} hypothesis is accepted.

H_{33}: There is a positive relationship between distributive justice perception and normative commitment.

There is a moderate linearity and statistically significant positive correlation (r=0.418; P<0.001) between distributive justice perception and normative commitment. Therefore, H_{33} hypothesis is accepted.

H_{34}: There is a positive relationship between procedural justice perception and affective commitment.

There is a moderate linearity and statistically significant positive correlation (r=0.404; P<0.001) between procedural justice perception and affective commitment. Therefore, H_{34} hypothesis is accepted.

H_{35}: There is a positive relationship between procedural justice perception and continuance commitment.

There is a very weak linearity and statistically significant positive correlation (r=0.087; P=0.023) between procedural justice perception and continuance commitment. Therefore, H_{35} hypothesis is accepted.

H_{36}: There is a positive relationship between procedural justice perception and normative commitment.

There is a moderate linearity and statistically significant positive correlation (r=0.464; P<0.001) between procedural justice perception and normative commitment. Therefore, H_{36} hypothesis is accepted.

H_{37}: There is a positive relationship between interactional justice perception and affective commitment.

There is a moderate linearity and statistically significant positive correlation (r=0.440; P<0.001) between interactional justice perception and affective commitment. Therefore, H_{37} hypothesis is accepted.

H_{38}: There is a positive relationship between interactional justice perception and continuance commitment.

There is a very weak linearity and statistically significant positive correlation (r=0.094; P=0.014) between interactional justice perception and continuance commitment. Therefore, H_{38} hypothesis is accepted.

H_{39}: There is a positive relationship between interactional justice perception and normative commitment.

There is a moderate linearity and statistically significant positive correlation (r=0.501; P<0.001) between interactional justice perception and normative commitment. Therefore, H_{39} hypothesis is accepted.

Table 14 indicates the results of the regression analysis conducted to evaluate the interactions among the dimensions of organizational justice and organizational commitment. According to Table 14, interactional (β=0.248; P=0.000) and distributive (β=0.177; P=0.000) justice are effecting affective commitment. Effect of interactional justice on affective commitment is higher than the effect of distributive justice. On the other hand, there is no effect of the dimensions of justice perception on continuance commitment.

When the interaction among normative commitment and subdimensions of organizational justice, it is observed the effect of interactional justice (β=0.268; P=0.000) is higher than the effect of distributive justice (β=0.144; P=0.000) on normative commitment.

Result of the regression test changes in the variable of affective commitment through justice variable, $R^{2:}$ 0.223/Significant 0.00. Changes in the variable of continuance commitment through justice variable, $R^{2:}$ 0.099/Significant: 0.00 and changes in the variable of normative commitment through justice variable, $R^{2:}$ 0.279/Significant: 0.00 showed that these variables can be predictors of commitment.

7. CONCLUSION AND SUGGESTIONS

Desired dimensions of commitment for organizations can be expressed as affective, normative and continuance commitments. According to the results of research analyses, supportive and participative leadership styles have the highest effect on affective commitment.

It has also been observed that employees with higher affective commitment levels stick to the organizational values and assist to reach organizational targets in order to sustain their existence. Therefore, managers during the implementation of organizational activities, embrace human-focused leadership style rather than mission-focused leadership style. At this point, managers need to be more sensitive and friendly towards the needs of their employees. Furthermore, taking into consideration of the opinions of employees and providing the perception of their involvement into decision-making process are believed to be useful to establish the affective commitment to their organization.

Normative commitment refers to behavioral and attitudinal situations to reach organizational goals that occur from the feeling of responsibility of employees for their organization. In this context, research results indicate that participative leadership and instrumental leadership affect normative commitment. Therefore, participation and encouragement of employees in the decision-making process in addition to the clarification of organizational goals and expectation from employees by managers.

On the other hand, the effect instrumental leadership style on continuance commitment is higher when compared to other leadership styles. In addition, continuance commitment that emerges as an obligation for employees is desired to be at the minimum level when compared to other subdimensions of commitment. Research analyses indicate that instrumental leadership affects continuance commitment. Therefore, providing fort he participation of employees in decision-making process and meeting their needs will be useful for increasing the affective commitment levels of employees with high level of continuance commitment.

Organizational justice can be explained as the reaction of employees against allocation and allocation methods of organizations' resources, after the implementation of organizational activities. According to research results there is a high and positive statistical relationship between leadership style and organizational justice.

Distributive justice can be expressed as the determination of whether the allocation of organizational resources such as prize, reward and promotion has been fairly distributed. Distributive

Table 14: Results of regression analysis among dimensions of organizational justice and organizational commitment

Models	Unstandardized coefficients		Standardized coefficients	t	Significant
	B	Standard error	Beta		
Model 1					
Constant	1.709	0.108		15.817	0
Instrumental leadership	0.177	0.40	0.192	4.394	0
Participative leadership	0.055	0.053	0.062	1.044	0.297
Supportive leadership	0.248	0.052	0.277	4.812	0
Model 2					
Constant	2.951	0.113		26.004	0
Instrumental leadership	0.025	0.042	0.029	0.594	0.553
Participative leadership	0.016	0.056	0.019	0.289	0.773
Supportive leadership	0.051	0.054	0.062	0.948	0.344
Model 3					
Constant	1.485	0.097		15.302	0
Instrumental leadership	0.144	0.036	0.168	3.980	0
Participative leadership	0.085	0.048	0.102	1.782	0.075
Supportive leadership	0.268	0.046	0.321	5.782	0

Model 1 - Dependent variable: Affective commitment, Model 2 - Dependent variable: Continuance commitment, Model 3 - Dependent variable: Normative commitment

justice develops from consistency and clearness while excluding prejudice. Research results figure out that participative and instrumental leadership styles affect distributive justice. Thus, establishing the distributive justice depends on the success on taking employees' advice for the allocation of resources, clarifying organizational goals and defining the types of behavior.

Procedural justice can be explained as the perception of fairness of decision-making process on allocation of rewards or penalties by employees. According to research findings, participative leadership and instrumental leadership affect procedural justice. Participative leadership style which involves the participation of employees in decision-making process should be taken into consideration for the perception of procedural justice among employees.

Fundamental characteristics of interactional justice can be stated as the quality of behaviors against organizational procedures and constituting a polite environment during interpersonal interactions while sharing information. Participative leadership, instrumental leadership and supportive leadership affect interactional justice as indicated in the research results. In this context, recognizing employees' considerations and defining specific organizational goals while meeting employees' needs will contribute to the development of interactional justice.

It is vital for managers to focus on needs and happiness of employees during the implementation of organizational activities. Thus, taking action towards accomplishing the organizational goals will be easier. Moreover, increasing the participation of employees in organizational decision-making process and encouraging them to state their opinions will positively affect their perception on organizational justice.

It is understood from research findings that distributive justice and interactional justice are effecting affective and normative commitments of employees. Therefore, politeness of managers against employees plays a key role for constituting affective and normative commitments.

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