Investigation on the Relationship Between Job Satisfaction, Organizational Commitment, Organizational Justice and Supervisor Support: an Application in the Health Sector

Cenk Aksoy

PhD, Dicle University, Department of Aviation Management

E-mail: cenkaksoy10@gmail.com

Ayhan Yalçınsoy

PhD, Dicle University, Department of Business Administration

E-mail: ayhanyalcinsoy@gmail.com

Abstract

The research is conducted for health sector workers. The research is carried out to examine the relationship between job satisfaction, organizational commitment, organizational justice and supervisor support concepts.The survey was delivered to health sector employeesand a total of 432 completed questionnaires were used for analysis. The observation period took place between May and July 2017.Correlation, regression, T test and Anova analyzes were applied to the research data that obtained by the questionnaire. At the end of the research, positive linear relationship is find between job satisfaction, organizational commitment, organizational justice and supervisor support. The differences in some demographic variables are also find out in the research.

Keywords: Job Satisfaction, Organizational Commitment, Organizational Justice, Supervisor Support, Health Sector

1. Introduction

In today's conditions where constant change is experienced, it is seen that the fact that the businesses can continue their existence by providing a competitive advantage depends on gaining a human resources structure that adapts to change by following the developments related to human resources management. The developments experienced in this rapid change process also affect the health sector, as well as all businesses.

Health Organizations should develop themselves and have a human resources structure that is appropriate for change to be able to increase their effectiveness and efficiency. Depending on the change taking place along with the restructuring in human resources structures of health businesses that have great importance in terms of the service sector, such a study was carried out in order to emphasize that important studies should be carried out on organizational justice, supervisor support, job satisfaction and organizational commitment.

The concepts of justice, supervisor support, job satisfaction and commitment, that are included in organizational behavior issues, are among the key concepts used in recent years, and their contributions to the productivity of the organization are accepted in the science world. It was seen that these concepts began to be used more as their benefits on the effectiveness of organizational activities were noticed. When these concepts are discussed together by taking into account the relationships between each other, they are seen as triggering factors in terms of organizational productivity. Justice perception reinforces employees' supervisor support perception, and the employees who satisfy in their job and get supports from their managers in all issues are willingly committed to their organizations.

The concept of supervisor support stands out as a concept which has been newly discussed in researches compared to the concepts of justice, job satisfaction and commitment in the literature. It has become necessary to examine the concept of supervisor support, which is usually, restrictively expressed as a sub-variable of organizational support, more comprehensively as a variable by itself. In this context, in this study, the concept of supervisor support was addressed and discussed and its relationship with some other organizational behavior issues was investigated.

It is thought that this study, in which the concepts of justice, job satisfaction, commitment and supervisor support were addressed together, will contribute to the literature of organizational behavior.

Although the concepts of supervisor support, organizational justice, job satisfaction and organizational commitment have been examined in different combinations in different areas, the examination of these four concepts together and the application of these concepts in the health sector have been scarcely encountered. The study was considered necessary due to the fact that the health sector has an intensive working environment and that the concepts discussed in the research have not been adequately investigated in this sector.

The literature summaries on the concepts of organizational justice, supervisor support, job satisfaction and organizational commitment were firstly mentioned in the study. Then, within the scope of field research, the relationship between these concepts was examined in the health

sector and it was aimed to reach the outputs related to the functions that were considered necessary to be developed.

This is the first study to examine the relationship between related concepts together. However, it has been seen that these four concepts are associated with each other in different combinations and that these concepts have been frequently used together in various researches. So it is anticipated that a model in which the relation between all of the concepts can be evaluated and that there is a relation between these concepts.

According to this aim, surveys were sent to 600 health sector employees working in hospitals in the Southeastern Anatolia Region of Turkey, such as doctor, nurse, laboratory assistant / technician, health officer, patient caregiver etc. and a total of 432 completed questionnaires were used for analysis. The observation period took place between May and July 2017. Correlation, regression, T test and Anova analyzes were applied to the research data that obtained by the questionnaire.

The data obtained were thought to be useful to managers, employees and academicians especially in the health sector. The research question of this study is as follows: Do organizational justice and supervisor support perceptions of health employees have an effect on their job satisfaction and organizational commitment levels?It is aimed to answer the research question through regression analysis.

2. Literature Review

2.1 Organizational Justice

It is unthinkable that the concept of justice, which is very important in all social environments, is neglected in organizations. However, the investigation of justice as a concept which is cared in organizations is a relatively new issue compared to the investigation of it in the fields of law and social sciences (Çakmak, 2005: 19).

The efforts to explain and define justice as an issue which has been cared and considered important in the business environment since the 1960-1970s have led to the development of a new literature called organizational justice (Greenberg, 1990: 400).

Organizational justice is explained as a set of rules and social norms about how the distribution of organizational resources (awards and penalties), the procedures used in the determination of these distribution decisions, and the inter-personal behaviors taking place during the execution of these procedures should be (Folger and Cropanzono, 1998: 110-111).

Due to intense competition in our day, the survival of organizations depends on the fact that they get the productivity they expect from their employees. The fact that the organizations get the productivity they expect from their employees depends on employees' job satisfaction, motivation and performance levels. The concept of organizational justice which is thought to affect all these factors is a very important issue in determining employees' thoughts about their organization and what kind of attitudes and behaviors they have towards their organizations in accordance with these thoughts (Cohen-Charash and Spector, 2001: 278-279).

Accordingly, it has been observed that there are decreases in employees' job satisfaction, motivation and performance levels, that are important factors affecting their productivity, if they do not find their organizations fair. In addition, it has been determined that employees' discontinuances and intention to leave work have increased and that the stress and tension experienced in organizations have reached the highest level (Schminke et al., 2000: 294; Çakmak, 2005: 21).

When the concept of organizational justice is investigated, it is seen that it has been generally examined in three main dimensions in the literature. The first one of these dimensions is the distributive justice, the second one is the procedural justice and the third one is the interactional justice. While distributive justice is related to the gains and distributions acquired by the employee, procedural justice is mostly about the procedures used to make distribution decisions. In the third dimension, interactional justice, the nature of the relationships between employees is at the forefront (Aktaş, 2010: 80).

2.2 Supervisor Support

Supervisor support is expressed as the support that the employees receive from their managers at the first level (Yoon and Lim, 1999). By definition, supervisor support is employees' perception that their managers support, encourage and care about them (Burke, Borucki and Hurley, 1992). According to another expression, organizational support of the manager to the employee and the positive business relationship between manager and employee are expressed as supervisor support (Bhanthumnavin, 2003). According to Powell (2011), supervisor support is the fact that the manager observes the contributions of the employees and cares about their wellbeing. According to another definition, supervisor support is to encourage employees, to support them and to deal with their problems (Babin and Boles, 1996).

When the definitions in the literature are generally evaluated, we can express supervisor support as the employees' level of getting help and support from their managers in all matters related to business in terms of employee perceptions in determining the level of interaction between employees and managers.

Supervisor support is a very important factor for the employees who want to be respected and valued by their top executives and to be appreciated by what they do. People form and develop their behaviors according to their surroundings and those around them. Based on this fact, a manager represents the organization in the eyes of the employee, and to be supported by the manager in his/her eyes means to be supported by the organization (Tongur, 2011).

Bhanthumnavin (2000) suggested that supervisor support, which is discussed as one-dimensional, is composed of three dimensions, informational, material and emotional. The informational dimension of supervisor support is defined as the awards, penalties, feedback, knowledge and skills which are necessary to increase the productivity of employees, in which job related issues are focused. The materials, equipment, time, services, finance and human resources which are required for employees to reach their goals constitute the material dimension of supervisor support. The emotional dimension of supervisor support is explained as appreciating, caring, loving and respecting the employees, and supporting them by helping

them deal with difficulties, stress, and conflict resolution. In a similar research, it was also stated that trust, respect, and the manager's effort to help his/her employee are among the supervisor support components, which are thought to be important (Gagnon and Michael, 2004; Giray, 2013).

2.3 Organizational Commitment

Organizational commitment, which is seen as a frequently used concept especially in the field of organizational behavior, has become a focus on which researches have been carried out by academicians for many years. The studies carried out merge on a common point that the concept of organizational commitment expresses a psychological state that characterizes the relationships of employees with the organization (Güçlü, 2006: 8, Varol, 2010: 3). According to Meyer and Allen, who are believed to have made the most significant contributions to the studies carried out in this field, the concept of organizational commitment is defined as "a psychological state that ensures individual's commitment to the organization" (Meyer and Allen, 1991). In other descriptions made about the concept of organizational commitment, organizational commitment (Bakan, 2011: 8-10):

• is the process of integration and harmonization of the purposes and values of the organization with the purposes and values of the individual (Hall et al., 1970: 176).

• is the relative degree of an individual's interest in a particular organization and his/her self-identification with the organization (Mowday et al., 1979: 224).

• is the internalization of the organizational purposes and characteristics by the individual and the psychological interest and commitment to the organization that enable him/her to adapt to the organization (O'Reilly and Chatman, 1986: 492).

• is the fact that employees want to continue to work, regularly come to the workplace, protect their organizations' assets and integrate them with their purposes (Meyer and Allen, 1997).

In the definitions made on organizational commitment, it has been determined that the concepts such as identification, integration, psychological bond, volunteering, harmony, adaptation, participation power etc. have been used frequently.

When the definitions in the literature are examined in general, organizational commitment can be defined as "the relative psychological bond that describes the employees' level of making a sacrifice for their organizations to become compliant by being identified with the organizational purposes and values in the mutual interaction process".

Meyer and Allen, (1991) state that organizational commitment consists of three components including affective commitment, continuance commitment and normative commitment. Affective commitment is the desire of an individual working in a business to stay in the business emotionally by his/her own preference (want to stay). Continuance commitment is that the employee feels obligated to stay in the organization (must to stay). Normative commitment is a type of commitment in which the employee feels that he/she is obliged to maintain the membership to the organization because he/she feels responsible for the

organization to which he/she feels belonged and he/she thinks that he/she has duties that should be carried out within these responsibilities (ought to stay) (İnce and Gül, 2005: 68; Kaya and Selçuk, 2007: 180).

2.4 Job Satisfaction

Job satisfaction is one of the most important and most studied organizational behavior issues examined. According to Spector (1997), job satisfaction is the positive feelings that people feel towards their jobs.Locke, one of the most cited writers on job satisfaction, defines this term as: The happy mood that comes after employees' self-evaluation of their work (Locke, 1976). Job satisfaction according to Weiss (2002); is the emotional reaction that employees receive from their business environment (from colleagues, customers, managers, and others).

The fact that the individual is pleased with the job he/she does is related to job satisfaction. The fact that employees are satisfied with their job is very important both for themselves and for their organization. Job satisfaction refers to the levels of satisfaction of the physical, mental and social needs of employees in line with their expectations and is one of the most important conditions for them to be successful, happy and productive (Hoş and Oksay, 2015, 9). While job satisfaction provides positive effects such as being efficient and productive, job dissatisfaction causes employees to have negative effects such as withdrawing from the job, lack of continuity or leaving work (Greenberg and Baron, 1995).

2.5 The Relationship Between Supervisor Support, Organizational Justice, Job Satisfaction and Organizational Commitment

It is very important for today's organizations to ensure the psychological and social satisfaction of employees. In addition, organizations have to improve the commitment of their employees with high satisfaction and efficiency to the organization to ensure that they stay in the organization and to increase their efficiency. It is very important that employees are satisfied with their work so that they can be committed to their organizations. Employees can work more efficiently in the atmosphere of satisfaction to be created, and this will also lead to increased profitability of the organization. Therefore, employees' commitment to their organization and satisfaction with their work are among the concepts that may be perhaps the most basic building blocks in the formation of a productive working environment. The motivations of employees increase in an organization with a high level of commitment and satisfaction while the motivations of employees decrease in an environment without them. The commitment of employees who are not satisfied with their jobs to the organization becomes weaker, such a situation can cause workers to leave their organizations, lack of continuity, and decrease in efficiency and performance.

Employees' justice perception towards their organizations and support from their managers are also very important for them to be able to become committed and satisfy their organizations. Employees will be able to work more efficiently and effectively in a fair working environment, and this will also help the organization to increase its profitability. The concept that could be the most basic building block in the formation of employees who are committed to the workplace and satisfy in it emerges as the justice perception. The motivation of employees

increases in an organization where there are fair practices that are performed in the organizational sense and by managers sensitively, whereas the commitment and satisfaction of the employees who encounter unfair practices to their organizations are decreased. The satisfy of employees, whose sense of justice has been damaged and who are deprived of supervisor support, in their organization is decreased, and this situation may lead to the fact that the employees with low commitment leave their organizations, discontinue or have decreases in their performance.

From this point of view, we can develop the hypotheses of the research as the following;

H$_1$: There is a positive relationship between the organizational justice, supervisor support, job satisfaction and organizational commitment perceptions of the employees working in organizations.

H$_2$: Organizational justice and supervisor support have an effect on organizational commitment.

H$_3$: Organizational justice and supervisor support have an effect on job satisfaction.

In the literature review performed, no scientific study has been found regarding the presence of a direct relationship between organizational commitment, job satisfaction, supervisor support and justice. However, it has been seen that these four concepts are associated with each other in different combinations and that these concepts have been frequently used together in various researches. The concepts of commitment, job satisfaction and justice are among the concepts that have been found to have linear relationships among them in the literature. It has been assumed that the perception of supervisor support, which is one of the premises of organizational support which is seen to be associated with the organizational commitment, job satisfaction and justice perceptions, is indirectly associated with these three concepts. In this context, a hypothesis model in which all variables can be addressed together was developed to test the examined concepts with hypotheses. The model showing the linear relationship among the concepts developed by using the literature is presented in Figure 1.
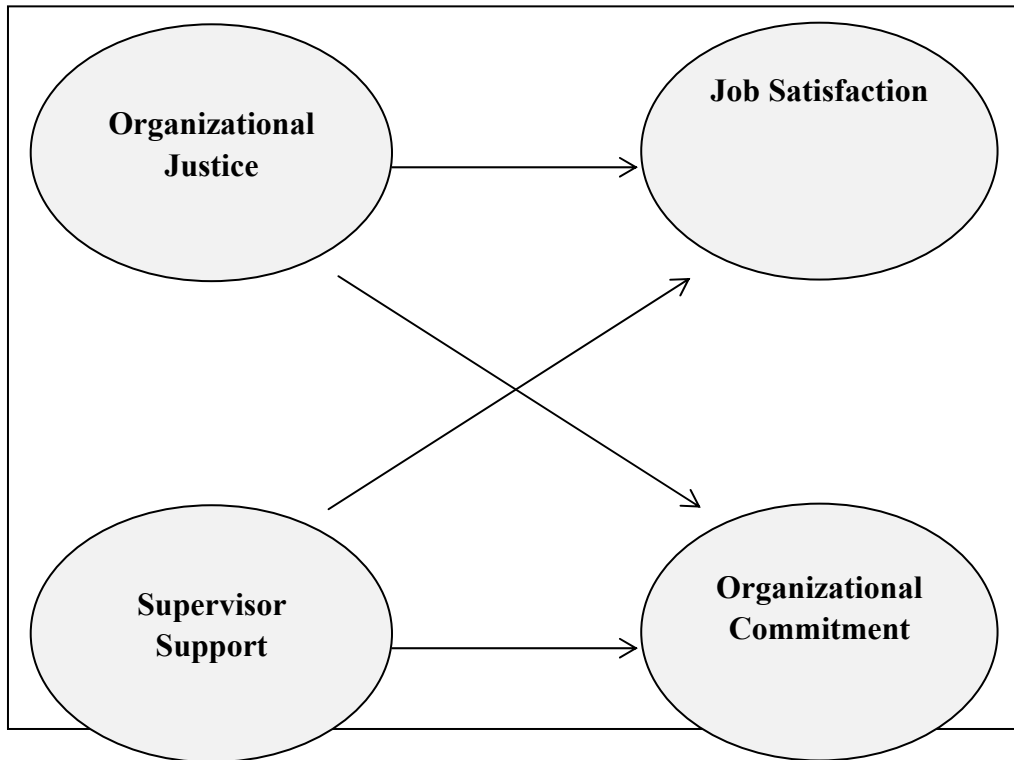
Figure 1. Research Model

3. Research Method

Population and Sample of the Research: A questionnaire consisting of 27 questions was used except demographic variables to test the hypotheses and the model. These scales were distributed randomly to the employees of hospitals operating in the southeastern provinces of Turkey, and a total of 432 scales were used for the analyses.

Data Collection Tools: The demographic information form, organizational justice, supervisor support, job satisfaction and organizational commitment scales were used in the collection of the data. The reliability analyses of the scales were performed and they were found to be at a high level. The skewness and kurtosis values were found between -2 and +2 and their distributions were normal.

A 5-point Likert scale was used to determine to what extent the participants agreed the statements included in the questionnaire. Accordingly, the statements were listed as "Strongly Disagree (1)", "Disagree (2)", "Partially Agree (3)", "Agree (4)" and "Totally Agree (5)".

a) Demographic Information Form: This questionnaire, which is aimed at collecting demographic information of the employees of the organization, includes characteristics such as age, gender, educational status, marital status, work experience and title.

b) Organizational Justice: This scale was developed by Niehoff and Moorman (1993) to measure employees' justice perception levels. The Cronbach's Alpha coefficient was found as 0.81 in the reliability analysis performed for this scale consisting of 6 questions.

c) Supervisor Support: This scale was developed by Karasek (1985) and adapted by Kula (2011) to measure employees' supervisor support perception levels. The Cronbach's Alpha coefficient was found as 0.85 in the reliability analysis performed for this scale consisting of 7 questions.

d) Job Satisfaction: The scale prepared by Spector (1985) and adapted by Kula (2011) was used to measure the job satisfaction. Corrections were made in the statements of the scale consisting of 9 questions which was adapted to Turkish. The Cronbach's Alpha coefficient was found as 0.84 in the reliability analysis performed.

e) Organizational Commitment: This scale was developed by Nyhan (2000) ve Porter-Smith (1970) and adapted by Bakiev (2011) to measure employees' organizational commitment perception levels. The Cronbach's Alpha coefficient was found as 0.80 in the reliability analysis performed for this scale consisting of 5 questions.

Analysis of Data: SPSS 18.0 statistical program was used in the evaluation of the data. The t-test, Anova, correlation and regression were used in the analysis of the obtained data. The evaluation of the data was performed based on the total scores of the answers the participants gave to each question. The statistical significance level was accepted as $p < 0.05$.

4. Results

Correlation and regression analyses were used to test the research hypotheses. Information about the people who participated in the research are presented in the following tables. As it is seen in this table, 432 people from among the employees working in health businesses participated in the research.

Table 1. Demographic variables

Variables	Frequency	Percentage (%)	Variables	Frequency	Percentage (%)
Gender			**Marital Status**		
Men	174	40,3	Married	291	67,4
Women	258	59,7	Single	141	32,6
Age			**Work Experience**		
20-30	174	40,3	5 years and less than 5 years	143	33,1
31-40	200	46,3	6-10 years	129	29,9
41-50	51	11,8	11-15 years	69	16
51 and over	7	1,6	16-20 years	59	13,7
Title			21 years and over	32	7,4
Doctor	52	12	**Educational Status**		
Nurse	214	49,5	Primary School	24	5,6
Laboratory Assistant / Technician	68	15,7	High School	90	20,8
Health Officer	43	10	Undergraduate	259	60
Patient Caregiver	12	2,8	Postgraduate	59	13,7
Other Staff	43	10	**Total**	432	100

When the distribution of health sector employees according to age groups is examined, it is seen that 40,3% (174 people) of the employees are between the ages of 20-30, 46.3% of them (200 people) are between the ages of 31-40, 11.8% of them (51 people) are between the ages of 41-50, and 1.6% (7 people) of them are aged 51 and above; when their distribution according to their gender is examined, it is seen that 40.3% (174 people) of the employees are male and 59.7% (258 people) of them are female; when their distribution according to their marital status is examined, it is seen that 67.4% (291 people) of the employees are married and 32.6% (141 people) of them are single; when their distribution according to their educational status is examined, it is seen that 60% (259 people) of the employees have undergraduates, 20.8% (90 people) of them are high school graduates, 5.6% (24 people) of them are primary school graduates, and 13.7% (59 people) of them are postgraduates; when their distribution according to their work experiences is examined, it is seen that 33.1% (143 people) of the employees have a work experience 5 years and less than 5 years, 29.9% (129 people) of them have a work experience between 6-10 years, 16% (69 people) of them have a work experience between 11-15 years, 13.7% (59 people) of them have a work experience between 16-20 years, and 7.4% (32 people) of them have a work experience of 21 years and above; it is seen that 12% (52 people) of the employees are doctors, 49.5% (214 people) of them are nurses, 15.7% (68 people)

of them are Laboratory Assistant or Technician, 10% (43 people) of them are health officers, 2.8% (12 people) of them are Patient Caregiver, 10% (43 people) of them are other staff; it is sean that % 66.4 (287 people) of the employees are public staff, % 33.6 (145 people) of the employees are private sector staff, and all these above mentioned information are presented in Table 1.

The correlation analysis was performed to investigate whether there was a statistical relationship between the concepts, which were discussed in the research.

Table 2. Correlation between supervisor support, job satisfaction, organizational justice and commitment

		1	2	3	4
1. Job Satisfaction		1	0,679**	0,654**	0,579**
2. Organizational Commitment	Correlation Coefficient		1	0,573**	0,438**
3. Organizational Justice				1	0,513**
4. Supervisor Support					1

**Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that the relationship between organizational justice and supervisor support was determined as 51%, the relationship between organizational justice and job satisfaction was determined as 65%, the relationship between organizational justice and organizational commitment was determined as 57%, the relationship between supervisor support and job satisfaction was determined as 58%, the relationship between supervisor support and organizational commitment was determined as 44%, and the relationship between organizational commitment and job satisfaction was determined as 68%. As it is seen in this table, there is a positive linear relationship between organizational justice, supervisor support, job satisfaction and organizational commitment ($p<0.001$). Therefore, the first hypothesis (H_1) of the research was accepted.

Within the scope of the research model, the regression analysis was performed to show in what ratio the dependent variable was dependent on the independent variable.

Table 3. Regression between organizational commitment, supervisor support and organizational justice

Dependent Variable	R^2	Independent Variable	B	Beta	t	p
Organizational Commitment	0,376	Organizational Justice	0,435	0,488	10,633	0,000
		Supervisor Support	0,122	0,189	4,129	0,000

In this study, it was aimed to determine in what ratio the dependent variable of "organizational commitment" was dependent on the independent variables of "organizational justice" and "supervisor support", and how effective the variables of organizational justice, supervisor support were on the organizational commitment variable was also determined.

According to the linear regression results in Table 3, the variables of "organizational justice", "supervisor support "have a statistically significant (p<0.001) effect on the variable of "organizational commitment".

The level of the variables of organizational justice and supervisor support explaining the variable of organizational commitment was determined as (R^2 = 0.376).

It is understood from the values in column R^2 in Table 3 that "organizational justice" and "supervisor support" explained 38% of the variance of the dependent variable "organizational commitment", in other words, the organizational commitment perceptions of employees were shaped depending on their justice and supervisor support perceptions by 38%. Therefore, the first hypothesis (H_2) of the research was also accepted.

In this model, there is no auto-correlationDurbin Watson1.5<**d=1.84**<4.

Table 4. Regression between job satisfaction, supervisor support and organizational justice

Dependent Variable	R^2	Independent Variable	B	Beta	t	p
Job Satisfaction	0,542	Organizational Justice	0,587	0,528	13,436	0,000
		Supervisor Support	0,240	0,297	7,564	0,000

In this study, it was aimed to determine in what ratio the dependent variable of "job satisfaction" was dependent on the independent variables of "organizational justice" and "supervisor support", and how effective the variables of organizational justice and supervisor support were on the job satisfaction variable was also determined.

According to the linear regression results in Table 4, the variables of "organizational justice", "supervisor support" have a statistically significant (p<0.001) effect on the variable of "job satisfaction".

The level of the variables of organizational justice and supervisor support explaining the variable of job satisfaction was determined as (R^2 = 0.542).

It is understood from the values in column R^2 in Table 4 that "organizational justice" and "supervisor support" explained 54% of the variance of the dependent variable "organizational commitment", in other words, the organizational commitment perceptions of employees were shaped depending on their justice and supervisor support perceptions by 54%. Therefore, the first hypothesis (H_3) of the research was also accepted.

In this model, there is no auto-correlation for Durbin Watson: 1.5 <d = 1.6 <4.

T test and Anova analysis results according to some demographic variables:

• Male employees have higher levels of job satisfaction and organizational commitment than women (t: -1.74, p<0.001; t: -2.49, p<0.001).

• Job satisfaction, organizational commitment and organizational justice perceptions were found to be higher among the age group 20-30 than the other age groups (F: 6.29, P<0.05; F:6.80, P<0.005, F:3.34, P<0.005).

• Higher education health workers have higher levels of job satisfaction, organizational commitment, organizational justice and supervisor support than others (F: 22.57, P<0.005, F: 12.70, P<0.005, F: 14.41, P<0.005, F: 8.70, P<0.005).

• Laboratory Assistant / Technician workers were found to have higher levels of job satisfaction, organizational commitment, organizational justice and supervisor support than other workers (F: 18.75, P<0.005, F: 12.62, P<0.005, F: 14.93, P<0.005, F: 9.58, P<0.005).

• Public employees' organizational justice and supervisor support scores were found to be higher than private hospital workers (t: -8.32, p<0.001; t: -5.68, p<0.001).

5. Conclusion

In the study, relationships between the concepts of organizational justice, supervisor support, job satisfaction and organizational commitment were investigated. The results supporting research problem were obtained as a result of the research. The results obtained within the scope of the tests and analyses performed in the research are stated below.

In the research carried out, as it is seen in Tables 2, 3 and 4 it was concluded that the relationships between organizational justice, supervisor support, job satisfaction and organizational commitment were statistically significant. In the analysis performed, it was concluded that the significance of the correlation coefficient indicating the strength (degree) of the relationship between binary variables was high, in other words, there was a positive, high relationship between variables.

When the effects of the concepts on each other were examined in the study, it was observed by the regression analysis performed that the variables of organizational justice, supervisor support and job satisfaction had a statistically significant effect on the variable of organizational commitment.

When these results and the studies examining the relationships between these concepts were compared, it was seen that the results supported each other and two hypotheses of study were accepted.

When the bilateral relationships between the variables were examined in the study;

It was seen that there was a positive relationship between employees' supervisor support perceptions and justice perceptions, and it was assumed that this situation was due to the strong effect of justice perception on supervisor support perception. Fair behaviors shown towards employees enable them to be pleased with their managers. Thus, their supervisor

support perceptions are reinforced in the positive sense. To support this, Alexander and Ruderman (1987) indicated in their study that employees' perceptions towards distributive and procedural justice affect the trust in senior managers.

It was seen that there was a positive relationship between employees' job satisfaction perceptions and justice perceptions, and it can be said that this was due to the fact that the concept of justice is a basic building block in the formation of employees' job satisfaction perceptions. Organizations with high levels of justice perception have been found to be associated with many positive work outcomes in organizational terms such as job satisfaction at a high level, life satisfaction, organizational norms and willingness to comply with regulations (Lambert et al., 2007). The low perception of justice has been found to be related to negative job results such as low job satisfaction, intent to leave work, absenteeism, burnout (Lambert, et al., 2007; Lindquist and Whitehead, 1986). On the other hand, in studies examining the relationship between organizational justice dimensions and job satisfaction, (suggest that the distribution justice perception is a significant measure of job satisfaction (McFarlin and Sweeney, 1992; Çınar Altıntaş, 2017: 333).

In the study, it was observed that there was a positive relationship between job satisfaction perceptions and supervisor support perceptions.A strong relationship between supervisor support and employee job satisfaction has been observed in studies (Perrewe and Carlson, 2002). Employees are found to be satisfy with their work when there is a high level of supervisor support in a workplace (Baloyi, Van Waveren and Chan, 2014).

It was seen that there was a positive relationship between employees' organizational commitment and justice perceptions. In many studies, it has been revealed that there is a positive relationship between organizational justice and organizational commitment (Dailey and Kirk, 1992: 305; Sweeney and Mcfarlin, 1993: 23). The distributive justice, which includes the distribution of organizational benefit to human resources in a fair way, has an effect to increase the commitment of human resources to the organization (Brewer, 1996: 24; Özler, 2010: 52). The organizational commitment of the individuals, who have a perception that organizational rewards and resources are not distributed fairly, will be negatively affected (Organ, 1988: 547). Employees want to complete their tasks more successfully and also want to take advantage of the emerging results to the extent of their performance by benefiting from the resources of the organization equally (Bakan, 2011: 194). When employees perceive that organizations provide fair and objective outputs in return of their performance, they tend to become more committed to the organization. Cropanzano and Folger (1991) indicate that explicit and clear procedural behaviors have an effect on organizational commitment. Orpen (1994) indicates that human resources will exhibit a high level of organizational commitment when distributive justice is provided within the organization. The fact that distributive justice is not implemented effectively causes people to think that they cannot receive a recompense for their works in human resources and negatively affects their commitment to the organization (Özler, 2010: 52).

It was seen that there was a positive relationship between employees' organizational commitment and supervisor support perceptions. In the studies examining the relationship

between the dimensions of organizational commitment (affective, continuance and normative commitment), which is an important concept in organizational behavior literature, and supervisor support, significant relationships were found between supervisor support and affective commitment and normative commitment (Casper, Harris, Taylor-Bianco and Holliday Wayne, 2011; Çakmak-Otluoğlu, 2012; Gagnon and Michael, 2004; Ng and Sorenson, 2008; Dawley, Andrews and Bucklew, 2008; Giray, 2013).

It was seen that there was a positive relationship between employees' organizational commitment and job satisfaction perceptions. There are many studies regarding the presence of a positive relationship between organizational commitment and job satisfaction. In the researches carried out, job satisfaction and organizational commitment have effects enhancing each other. However, there are also studies reaching different results (Dağdeviren Gözen, 2007, 86; Örücü et al., 2010, 4). Four models were developed to examine the relationship between organizational commitment and job satisfaction. These can be expressed as "job satisfaction leads to organizational commitment", "organizational commitment leads to job satisfaction", "job satisfaction and organizational commitment mutually affect each other" and "organizational commitment and job satisfaction are independent" (Bayrak Kök, 2006, 300). While job satisfaction is related to the job-related feelings and attitudes of employees in their organizations, organizational commitment deals with the feelings and attitudes of employees towards the organization in general (Çetinkanat, 2002: 2-3; Yenihan, 2014, 175).

It has been observed that male employees have higher levels of job satisfaction and organizational commitment than women.

Job satisfaction, organizational commitment and organizational justice sentiments of those aged between 20-30 were higher in the survey than the other age groups. This can be explained by the fact that the young age group newly started to work has a tendency to feel themselves part of the work and the institution, to effortnot to lose the job, and to emerge from the competitive sentiments. Administrators should provide more managerial support for this age group in terms of organizational productivity.

It was found that the level of job satisfaction, organizational commitment, organizational justice and supervisor support were higher in the surveyed according tohealth workers which are higher education level than the others. This can be explained by the fact that highly educated employees perceive work-related activities in every sense better in proportion to their education level. In other words, it can not be ruled out that the level of the relationship of educated people with each other, both with the work and with the managers, is higher in absolute terms than the ones with lower levels of education.

It was found that the Laboratory Assistant / Technician employees had higher levels of job satisfaction, organizational commitment, organizational justice and supervisor support than the other job titles. This may be due to the fact that the work done by the laboratories or technicians is a guaranteed profession in the sense of sectoral need. Or it may be because the relationships with other employees are low or restricted in their business.

According to another result of the research, it is seen that the employees of the public sector have higher organizational justice and supervisor support scores than private hospital employees. This may be due to a periodic difference in the appearance of the expected otherwise. From the perspective of private sector employees, this may be due to their low level of confidence in each other and their managers.

More effective results can be achieved if the research is done in different sectors as well as in a more comprehensive way.

References

Aktaş, E. (2010). Performans Değerlendirme Sistemlerinin Örgütsel Adalet Algısı Üzerine Etkisi, Dokuz Eylül Üniversitesi, Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, İzmir.

Alexander, S.,& Ruderman. M. (1987). The Role of Procedural and Distributive Justice in Organizational Behavior. *Social Justice Research*, *1,* 177–198.https://doi.org/10.1007/BF01048015

Babin, B. J.,& Boles, J. S. (1996). The Effects of Perceived Co-Worker Involvement and Supervisor Support on Service Provider Role Stress, Performance and Job Satisfaction. *Journal of Retailing*, *72*(1), 57-75. https://doi.org/10.1016/S0022-4359(96)90005-6

Bakan, İ. (2011). *Örgütsel stratejilerin temeli örgütsel bağlilik kavram, kuram, sebep ve sonuçlar*, Ankara: Gazi Kitabevi.

Bakiev, E. (2011). Determinants of Interpersonal Trust, Organizational Commitment for Performance within Kyrgyz National Police, University of Central Florida, (Unpublished Dissertation), Orlando.

Baloyi, S., Van Waveren, C.C.,& Chan, K.Y. (2014). The Role of Supervisor Support in Predicting Employee Job Satisfaction from Their Perception of the Performance Management System: A Test of Competing Models in Engineering Environments. *South African Journal of Industrial Engineering*, *25*(1), 85-95. https://doi.org/10.7166/25-1-739

Bayrak Kök, S. (2006). İş Tatmini ve Örgütsel Bağlılığın İncelenmesine Yönelik Bir Araştırma, *İktisadi ve İdari Bilimler Dergisi*, Cilt: 20 Nisan 2006, *20*(1), 291-318.

Bhanthumnavin D. (2003). Perceived Social Support From Supervisor and Group Members' Psychological and Situational Characteristics As Predictors of Subordinate Performance in Thai Work Units. *Human Resource Development Quarterly*, *14,* 74-97. https://doi.org/10.1002/hrdq.1051

Bhanthumnavin, D. (2000). Importance of Supervisory Social Support and Its Implications For HRD in Thailand. *Psychology and Developing Societies*, *12,* 155-166. https://doi.org/10.1177/097133360001200203

Brewer, A. M. (1996). Developing Commitment Between Managers and Employees, *Journal of Managerial Psychology*, *11*(4), 24-34. https://doi.org/10.1108/02683949610117599

Burke, M. J., Borucki, C. C.,& Hurley, A. E. (1992). Reconceptualizing Psychological Climate in a Retail Service Environment: A Multiple Stakeholder Perspective. *Journal of Applied Psychology*, *77*(5), 717-729. https://doi.org/10.1037/0021-9010.77.5.717

Casper, J. W., Harris, C., Taylor-Bianco, A., & Holliday W. J. (2011). Work-Family Conflict, Perceived Supervisor Supportand Organizational Commitment Among Brazilian Professionals. *Journal of Vocational Behavior*, *79,* 640-652. https://doi.org/10.1016/j.jvb.2011.04.011

Çetinkanat, C. (2000). Örgütlerde Güdüleme ve İş Doyumu, Ankara: Anı Yayıncılık.

Çınar Altıntaş, F. (2017). Örgütsel Adalet ile İş Tatmini Arasındaki İlişki Üzerine Bir Meta-Analiz Çalışması. *International Journal of Academic Value Studies*, *3*(9), 332-343.

Cohen-Charash, Y.,& Spector, P. E. (2001). The Role of Justice in Organizations: A Meta-Analysis. *Organizational Behavior and Human Decision Process*, *86*(2). https://doi.org/10.1006/obhd.2001.2958

Cropanzano, R.,& Folger, R. (1991). *Procedural justice and worker motivation*. In R. M. Steers, L. W. Porter (Eds.), Motivation and Work Behavior (5th ed.). New York: McGraw-Hill.pp. 131 – 143.

Çakmak K. Ö. (2005). *Performans Değerlendirme Sistemlerinde Örgütsel Adalet Algısı ve Bir Örnek Olay Çalışması*, İstanbul Üniversitesi, Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, İstanbul.

Çakmak-Otluoğlu, K. Övgü. (2012). Protean and Boundaryless Career Attitudes and Organizational Commitment: The Effects of Perceived Support. *Journal of Vocational Behavior*, *80*, 638-646. https://doi.org/10.1016/j.jvb.2012.03.001

Dağdeviren Gözen, E. (2007). İş Tatmini ve Örgütsel Bağlılık Sigorta Şirketleri Üzerine Bir Uygulama, Atılım Üniversitesi, Sosyal Bilimler Enstitüsü Yayınlanmamış Yüksek Lisans Tezi, Ankara.

Dailey, R. C.,& Kirk, D. J. (1992). Distributive and Procedurel Justice as Antecedents of Job Dissatisfaction and Intent to Turnover. *Human Relations*, *45*(3). https://doi.org/10.1177/001872679204500306

Dawley, D. D., Andrews, M. C., & Bucklew, N. S. (2008). Mentoring, Supervisor Support, and Perceived Organizational Support: What Matters Most? *Leadership and Organization Development Journal*, *29*, 235-247. https://doi.org/10.1108/01437730810861290

Folger, R.,& Cropanzono R. (1998). *Organizational justice and human resource management*.London: Sage Publications.

Gagnon, M. A.,& Michael, J. H. (2004). Outcomes of Perceived Supervisor Support For Wood Production Employees. *Forest Products Journal*, *54*, 172-177.

Giray, M. D. (2013). İş Yeri Desteği: Örgüt, Yönetici ve Çalışma Arkadaşları Desteğine Genel Bir Bakış. *İş, Güç Endüstri İlişkileri ve İnsan Kaynakları Dergisi*, 15。

Greenberg, J. (1990). Organizational Justice: Yesterday, Today and Tomorrow. *Journal of Management*, *16*(2). https://doi.org/10.1177/014920639001600208

Greenberg, J.,& Baron, R. A. (1995). *Behavior in organizations: understanding and managing the human side of work*. (5th ed.). New Jersey: Prentice-Hall International Inc.

Güçlü, H. (2006). *Turizm sektöründe durumsal faktörlerin örgütsel bağlılık üzerindeki etkisi*, Anadolu Üniversitesi Yayınları, Eskişehir.

Hall, D. T., Schneider, B.,& Nygren, H. T. (1970). Personel Factors in Organizational Identification. *Administrative Science Quarterly*, 15. https://doi.org/10.2307/2391488

Hoş, C., & Oksay, A. (2015). Hemşirelerde Örgütsel Bağlılık ile İş Tatmini İlişkisi, *Süleyman Demirel Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, *20*(4), 1-24.

İnce M.,& Gül H. (2005). *Yönetimde yeni bir paradigma: örgütsel bağlılık*. Konya: Çizgi Kitabevi.

Karasek, R. A. (1985). *Job content questionnaire and user's guide*. Lowell: University of Massachusetts.

Kaya N.,& Selçuk S. (2007). Bireysel Başarı Güdüsü Organizasyonel Bağlılığı Nasıl Etkiler?, *Doğuş Üniversitesi Dergisi*, *8*(2).

Kula, S. (2011), Occupational Stress and Work-Related Wellbeing of Turkish National Police (TNP) Members, University of Central Florida, Orlando (unpublished dissertation).

Lambert, E. G., Hogan, N. L., & Griffin, M. L. (2007). The Impact of Distributive and Procedural Justice on Correctional Staff Job Stress, Job Satisfaction, and Organizational Commitment. *Journal of Criminal Justice,* *35*(6), 644-656. https://doi.org/10.1016/j.jcrimjus.2007.09.001

Lindquist, C. A., & Whitehead, J. T. (1986). Burnout, Job Stress and Job Satisfaction among Southern Correctional Officers: Perceptions and Causal Factors.*Journal of Offender Counseling Services Rehabilitation*, *10*(4), 5-26. http://dx.doi.org/10.1080/10509674.1986.9963833

Locke, E. (1976). *The nature and causes of job satisfaction*. In M. D. Dunnette (Ed.). Handbook of Industrial and Organizational Psychology,pp.1297–1349). Chicago: Rand McNally.

McFarlin, D. B., & Sweeney, P. D. (1992). Research Notes. Distributive and Procedural Justice as Predictors of Satisfaction with Personal and Organizational Outcomes, *Academy of Management Journal*, *35*(3), 626-637.

Meyer, J. P.,& Allen, N. J. (1991). A Three-component Conceptualization of Organizational Commitment. *Human Resource Management Review*, *7,* 61-89.https://doi.org/10.1016/1053-4822(91)90011-Z

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the Workplace: Theory, Research and Application*, Tousand Ouks, Ca: Sage Publications.

Mowday, R.T., Steers, R. M., & Porter, L. W. (1979). The Measurement of Organizational Commitment, *Journal of Vocational Behavior*, 14. https://doi.org/10.1016/0001-8791(79)90072-1

Ng, T. W. H., & Sorenson, K. L. (2008). Toward a Further Understanding of The Relationships Between Perceptions of Support and Work Attitudes: A Meta-Analysis. *Group and Organization Management*, *33*, 243-268. https://doi.org/10.1177/1059601107313307

Niehoff, B. P., & 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. https://doi.org/10.2307/256591

Nyhan, R. C. (2000). Changing The Paradigm: Trust and Its Role in Public Sector Organizations. *American Review of Public Administration, 30*(1), 87-109. https://doi.org/10.1177/02750740022064560

O'Reilly, C. A.,& Chatman, J. (1986). Organizational Commitment and Psychological Attachment: The Effects of Compliance, Identification and Internalization on Prosocial Behaviour, *Journal of Applied Psychology*, 71. https://doi.org/10.1037//0021-9010.71.3.492

Organ, D. W. (1988). A Restatement of the Satisfaction-Performance Hypothesis. *Journal of Management*, *14*. https://doi.org/10.1177/014920638801400405

Orpen, C. (1994). The Effects of Organizational and Individual Career Management on Career Success. *International Journal of Manpower*, *15*(1), 27-37. https://doi.org/10.1108/01437729410053617

Örücü, E., Kılıç, R., & Şimşir, S. (2010). Organizasyonlarda İş Tatmini Uygulamaları ve Örgütsel Bağlılığa Etkisi Üzerine Bir Araştırma, *Yönetim ve Ekonomi Araştırmaları Dergisi*, pp. 1-14, p. 13.

Özler, D. E. (2010). *Örgütsel davranışta güncel konular*. Bursa: Ekin Basım Yayın Dağıtım.

Perrewe, P.L.,& Carlson, D.S. (2002). Do Men And Women Benefit From Social Support Equally? Results From A Field Examination Within The Work and Family Context. (Eds.) Nelson, D. L. and Burke, D. S. Gender, *Work, Stress and Health: Current Research Issues,* Washington, DC: American Psychological Association. https://doi.org/10.1037/10467-007

Porter, L. W., Steers, R. M., Mowday, R. T.,& Boulian, P. V. (1974). Organazitional Commitment, Job Satisfaction and Turnover Among Psychiatric Technicians, *Journal of Applied Psychology*, 59. https://doi.org/10.1037/h0037335

Porter, L. W., & Smith, F. J. (1970). The Etiology of Organizational Commitment, Unpublished Paper, University of California, Irvine, CA.

Powell, T. C. (2011). Behaviour Strategy. *Journal of Strategic Management*, *32*(13), 1369-1366.https://doi.org/10.1002/smj.968

Schminke, M., Ambrose, M. L.,& Cropanzano, R. S. (2000). The Effect of Organizational Structure on Perceptions of Procedural Fairness, *Journal of Applied Psychology*, *85*(2). https://doi.org/10.1037//0021-9010.85.2.294

Spector, P. E. (1985). Measurement of Human Service Staff Satisfaction: Development of the Job Satisfaction Survey. *American journal of community psychology, 13*(6), 693-713.https://doi.org/10.1007/BF00929796

Spector, P. E. (1997). *Job satisfaction: application, assessment, causes, and consequences.*(3rd ed.). Sage publications.

Sweeney, P. D.,& Mcfarlin, D. B. (1993). Workers Evaluations of the Ends and the Means: An Examination of Four Models Distributive and Procedurel Justice, *Organizational Behaviour and Human Decision Processes*, *55*(1). https://doi.org/10.1006/obhd.1993.1022

Tongur, A. (2011) Organizational Support, Organizational Citizenship Behavior, and Perceived Performance in Crime Scene Investigation Units of Turkish National Police, (unpublished dissertation), Orlando: University of Central Florida.

Varol, F. (2010). Örgütsel Bağlılık ve İş Tatminin İşten Ayrılma Niyetine Olan Etkisi: Konya İli İlaç Sektörü Çalışanları Üzerine Bir Uygulama, Selçuk Üniversitesi Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, Konya.

Weiss, H.M. (2002). Deconstructing Job Satisfaction Separating Evaluations, Beliefs and Affective Experiences. *Human Resources Management Review, 12*(2), 173-194. https://doi.org/10.1016/S1053-4822(02)00045-1

Yenihan, B. (2014). Örgütsel Bağlılık ve İş Tatmini Arasındaki İlişki, *Karabük Üniversitesi Sosyal Bilimler Enstitüsü Dergisi*, 4 (2), 2014, 170-178.http://dx.doi.org/10.14230/joiss80

Yoon, J.,& Lim, J. C. (1999). Organizational Support in the Workplace: The Case of Korean Hospital Employees. *Human Relations*, *52,* 923-945. https://doi.org/10.1177/001872679905200704