

The effect of employees' perception of organizational justice on psychological capital and job satisfaction

Çalışanların örgütsel adalet algısının psikolojik sermaye ve iş tatmini üzerindeki etkisi

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Abstract

Employees are the most valuable asset for industries. Therefore, the human factor's labour, effort, and management skills are significant added value for corporate sustainability from a sectoral perspective. Employees contribute to the development of corporate culture, the achievement of corporate goals, and, indirectly, the development of the national economy. In this respect, employees' success is essential for achieving the targeted corporate results. Employees' love for their jobs, adoption of the organization they work for, harmony with their colleagues, and trust in their supervisors will affect the success of their work. The organizational justice approach is a significant driving force behind this success. The primary purpose of this study is to measure the effect of employees' perceptions of organizational justice on their job satisfaction and psychological capital levels. The research covers 451 employees in the education, health, finance, industry, and service sectors. The data obtained from the employees were analyzed using SPSS and AMOS programs, and structural equation modelling was used. As a result, a statistically significant and robust relationship was found between employees' perceptions of organizational justice and their perceptions of psychological capital and job satisfaction. When a workplace environment that will enable human capital to flourish in businesses is created, this capital's current value and productivity will increase.

Keywords: Organizational Justice, Psychological Capital, Job Satisfaction

Jel Codes: M10, M12, M14

Öz

Sektörler için çalışanlar en değerli varlıktır. Bu nedenle sektörel açıdan kurumsal sürdürülebilirlik için insan faktörünün ortaya koyduğu emek, çaba ve yönetim becerileri önemli bir katma değerdir. Çalışanlar, kurum kültürünün gelişmesinde, kurumsal hedeflere ulaşmada ve dolaylı olarak ülke ekonomisinin gelişmesine katkıda bulunmaktadır. Bu açıdan çalışanların başarılı olması, hedeflenen kurumsal sonuçları alabilmek açısından önem teşkil etmektedir. Çalışanların işini sevmesi, çalıştıkları kurumu benimsemesi, iş arkadaşları ile uyumu, amirlerine güvenmesi işe yönelik başarıyı etkileyecektir. Bu başarının arkasında örgütsel adalet yaklaşımı önemli bir itici güçtür. Çalışanların örgütsel adalet algılarının, iş tatmini ile psikolojik sermaye algılarına etkisini ölçmek bu çalışmanın temel amacını oluşturmaktadır. Araştırma eğitim, sağlık, finans, sanayi ve hizmet sektörlerinde faaliyet gösteren 451 çalışana kapsamaktadır. Çalışanlardan elde edilen veriler SPSS ve AMOS programları ile analiz edilerek yapısal eşitlik modeli kullanılmıştır. Elde edilen bulgular neticesinde çalışanların örgütsel adalet algıları ile psikolojik sermaye ve iş tatmini algıları arasında istatistiksel olarak anlamlı ve güçlü bir ilişki bulunmuştur. İşletmelerde beşeri sermayenin yeşermesini sağlayacak bir işyeri ortamı oluşturulduğunda bu sermayenin mevcut değeri ve verimliliği artacaktır.

Anahtar Kelimeler: Örgütsel Adalet, Psikolojik Sermaye, İş Tatmini

JEL Kodları: M10, M12, M14

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Introduction

The human factor is inevitably behind the success and stability of businesses and organizations in business processes (Niehoff & Moorman, 1993)-companies achieve their goals with the employees they employ. Employees' efforts toward their jobs and their sense of dedication to their jobs act as catalysts for the success of organizations (Seo, Ko & Price, 2004; Navaie-Waliser, Lincoln, Karuturi & Reisch, 2004; Rad & Yarmohammadian, 2006). Employees' dedication to their jobs, being happy to work, and going to work every morning with positive emotions are advantages for the success of businesses, and these emotional states of employees can be measured by determining their levels of psychological capital and perceptions of job satisfaction. One of the essential igniting factors for employees to have positive feelings toward work is the organizational justice shown by organizations towards employees (Chiok, 2001; Fernandes & Awamleh, 2006). Employees expect fair business management from their organizations. Fair management will implement work-related rewards and incentives by considering employees' perceptions of satisfaction. Protecting the rights of the employees, not showing favouritism in career opportunities, having a fair wage and reward system, and providing equal opportunities for everyone to benefit from corporate opportunities and advantages are among the factors that can ensure the adoption of the perception of organizational justice by employees. This will protect employees against occupational burnout syndrome and prevent their tendency to leave their jobs and concerns about the future (Fatt, Khin & Heng, 2010; Sharma & Kumar, 2020). The management of the organization needs to create a fair recruitment and promotion system for its employees, apply a transparent and fair evaluation system in recruitment and contract renewal, offer fair wages and benefits, be respectful towards employees, listen to and take into account employee feedback, to improve organizational justice perception and psychological capital, to improve employee well-being and organizational performance (Spell & Arnold, 2007; Sharma & Kumar, 2020). Implementing fair systems will affect employees' perceptions of job satisfaction and increase their tendency to believe in success and the quality of work (Navaie-Waliser et al., 2004). By including organizational justice, which examines the treatment of employees, within the subject of the study, individuals' perceptions of fairness towards work will be measured, and the effects of these levels with psychological capital and perceptions of job satisfaction factors will be examined. This study aims to understand employees' future expectations, job satisfaction, and respect for their work organization.

Literature review

Organizational justice and psychological capital

Organizational justice is defined in the literature as a concept related to the psychological perception of the time and effort individuals spend on their organizations (Choi & Kim, 2013). Organizational justice is accepted as social norms that determine how rewards and punishments are given in an organization (Greenberg & Cropanzano, 2001), and it is known that as long as this distribution is fair, it will positively affect organizational outcomes (Hobfoll, 2012; Folger & Cropanzano, 1998). Psychological capital is the understanding of the perceptions of employees' hope, optimism, self-efficacy, and resilience about work in an organization (Luthans, Youssef & Avolio, 2007). Studies have shown a strong positive relationship between the perception of organizational justice and psychological capital, and it has been observed that as employees' perceptions of organizational justice increase, their levels of psychological capital also increase (Avey, Luthans, Smith & Palmer, 2010). Employees who work in a fair environment feel safe, which can affect their hope and optimism toward work. When organizations implement fair procedures, employees feel they belong, affecting their self-efficacy and resilience. Fairly distributed rewards affect all components of psychological capital (Estiri, Nargesian, Rafiee & Maleki, 2024). Studies have shown that among the factors, interactional justice, distributive justice, and procedural justice are related to employees' hope and optimism, procedural justice is related to employees' levels of self-efficacy and resilience, and interactional justice is related to employees' perceptions of motivation and job commitment (Banerjee & Banerjee, 2013). It has been determined that well-being has a regulatory role in the effect of all three dimensions of employees' perceptions of justice (distributive, procedural, interactional justice) on their psychological capital levels (Çelik, Turunç & Bilgin., 2015).

A study found that organizational justice and psychological capital affected employees' sense of satisfaction toward work, which made employees happier, more optimistic, and more successful in their work. (Noroozi, Khademolhosseini, Lari & Tahmasebi, 2018); Spell & Arnold, 2007; Avey, Luthans, Smith & Palmer, 2010). When employees have optimistic feelings about work, this ensures stable productivity in the workplace (Estiri et al., 2024; Veenhoven, 2008). Psychological capital is a result of positive organizational behaviour and is defined as an individual's state of positive psychological development (Luthans et al., 2007); organizational justice is the perception of justice and the response to these perceptions in the organizational context (Khan & Usman, 2012), these two explanations show

that the relationship between organizational justice and psychological capital can be understood intuitively because both concepts are interrelated (Totawar & Nambudiri, 2014). Organizational justice has the effects of distribution justice with its outcomes, procedural justice with its decision-making processes, interactional justice with its interpersonal treatment (Cropanzano & Molina, 2015), and the presence of organizational justice with these components will create positive emotions, and this can be described as a psychological resource (Lupsa, Baciú & Virga, 2020; Luthans et al., 2007). In this case, it can be understood that an intuitive connection between both concepts can be predicted. Studies have shown that organizational injustice creates a significant source of stress at work (Jex & Beehr, 1991), reduces employees' loyalty toward their jobs (Hussain & Shahzad, 2022), and results in adverse reactions of psychological capital components (Estiri et al., 2024). The Equity Theory addresses the relationship between organizational justice and employee performance (Malik & Singh, 2020). According to this theory, when employees are not treated fairly, they will not be able to advance in terms of career, their performance towards work will decrease, the managers of the organization will not value them, work efficiency will decrease, work stagnation and expertise in knowledge and skills will not be transferred (Chang, Geng & Cai, 2024; Cropanzano et al., 2001). When the sample models obtained from the literature are examined, the relationship between organizational justice and psychological capital seems appropriate for examination. In this context, according to the research model, it aims to measure the effect of organizational justice on employees' psychological capital. In this context, the hypothesis of the research:

H₁: *Employees' perceptions of organizational justice affect their levels of psychological capital.*

Psychological capital and job satisfaction

Job satisfaction is a self-evaluation of one's job, work experiences, and conditions (Alshetri, 2013). Job satisfaction encourages employees' positive behaviours, helps organizations develop their core competencies, and creates a competitive advantage (Malangwasira, 2013). Job satisfaction includes a person's perceptions and judgments about how well the job meets their needs, so the higher the employee's job satisfaction, the better their performance. Job satisfaction is influenced by culture, individual factors, and organizational environment (Cavanagh, 1992). Job satisfaction is one of the strongest determinants of job performance (Carver, Scheier, Miller & Fulford, 2009). Job satisfaction appeals to employees' emotions (Robbins & Judge, 2012), and psychological capital activated by a positive atmosphere or psychological emotion increases job satisfaction (Brief, Butcher & Roberson, 1995). In studies conducted in the USA, China, and the UK, it has been found that job satisfaction increases employees' motivation and awareness of their performance and decreases their tendency to quit (Christiansen, Wallace, Newton, Caldwell & Mann-Salinas, 2016; Chamberlain, Hoben & Squires, 2016; Diao, 2011). Psychological capital, which is an essential element of positive psychology, affects job satisfaction (Wang & Liesveld, 2015; Erkuş & Findıklı, 2013; Ke, Sun & Li, 2009; Luthans et al., 2007; Luthans, Avolio, Walumbwa & Li, 2005; Saari & Judge, 2004; Luthans, Luthans & Luthans, 2004), because high psychological capital components of employees will reveal that job satisfaction may be high (White, Liebman & Stone, 2018), in a study conducted in this context, it was revealed that all components of psychological capital are compatible with job satisfaction (Xu, Ma & Shang, 2019). A study conducted on both public and private sector employees in Vietnam found that employees' psychological capital impacts job satisfaction, and this relationship between both variables was positive (Ngo, 2021). In job satisfaction, which is considered in terms of individual and organizational factors, "*current working conditions, wages, financial rewards, relations with colleagues, management style, job structure, and promotion opportunities*" are considered as organizational factors. In contrast, "*age, gender, education level, seniority, personality traits, beliefs, values, and basic skill level*" are considered individual factors (Robbins, Judge, Odendaal & Roodt, 2009; Luthans, Avolio, Walumbwa & Li, 2005; Robbins, 2003). Organizational and personal factors are related to job satisfaction (Fang, Shi, Zhang & Gao, 2011; Ivancevich & Matteson, 1996). The research determined that there is a significant and positive relationship between psychological capital and its components and job satisfaction; in addition, the psychological capital scale is a factor with a higher explanatory level in determining job satisfaction than its four components; these findings support the results of other studies (Akçay, 2012). A study concluded that a significant positive relationship exists between the sub-dimensions of psychological capital, optimism, hope, self-efficacy, and psychological resilience and job satisfaction (intrinsic-extrinsic job satisfaction) (Akdemir & Acan, 2017).

In a study conducted in Egypt, it was observed that employees' psychological capital components and job satisfaction had a positive relationship (Badran & Youssef-Morgan, 2015). Other studies have revealed that psychological capital is essential for job satisfaction (Şen & Mert, 2019; Doğan & Aslan, 2018; Chandrasekar & Chidambaram, 2015; Avey, Reichard, Luthans & Mhatre, 2011). A study by Larson and Luthans (2006) found positive relationships between job satisfaction and hope and

resilience. A study in Hungary revealed that psychological capital is significantly related to job satisfaction, success in finding a job, earning a good salary, and career satisfaction (Lehoczky, 2013).

This study investigates the effect of employees' psychological capital levels on their job satisfaction. In this context, the hypothesis of the research is:

H₂: Employees' psychological capital levels affect job satisfaction.

Organizational justice and job satisfaction

Today, organizational justice and attitudes toward employees have gained new meaning and become important issues (Lopez-Cabarcos et al., 2015; Robinson, 2004). Organizational justice ensures fairness among employees (Greenberg, 1990) and is defined as people's internal and external perception of fairness towards organizational roles and tasks (Greenberg, 1990). When employees encounter an unfair work approach, how they retaliate against this injustice and what inappropriate processes are experienced are all revealed (Al-Zu'bi, 2010; Alsalem & Alhaiani, 2007). Unfair treatment and consequences for employees in the workplace will lead to negative emotions and behaviours (Latham & Pinder, 2005). In the results obtained from a study, the importance of organizational justice for businesses was emphasized, and it was seen that organizational justice is a determining factor in job satisfaction (Yeşil & Dereli, 2012).

Job satisfaction expresses employees' views, attitudes, and behaviours toward their workplace and tasks (Hao et al., 2016; Loi et al., 2009; Mosadeghrad, 2003). It represents the general emotional response to job roles (Rasi et al., 2014). Job satisfaction refers to the satisfaction of employees at work (Spector, 1997). Studies have shown that there is a positive relationship between employees' perceptions of organizational justice and job satisfaction (Minibas-Poussard, Le Roy & Erkmén, 2017; Tziner, Oren, Bar & Kadosh, 2011; Hossein, Ali Akbar & Siyed, 2010; Vitell & Singhapakdi, 2008; Colquitt, Conlon, Wesson, Porter & Ng, 2001; Ellickson & Logsdon, 2002; Masterson, Lewis, Goldman & Taylor, 2000; Brief, 1998; Colquitt, Lepine & Wesson, 2015; Moorman, 1991). It has been observed that in institutions and organizations where organizational justice is provided, employees' feelings of satisfaction towards their work increase (Moorman et al. 1998). A study conducted with the participation of 165 people working in the private sector in different fields in Turkey found that organizational justice provided in the workplace positively affects employees' job satisfaction (Ozel & Bayraktar, 2018). One study observed that job satisfaction increased when the hospital management increased organizational justice (Chegini, Janati, Asghari-Jafarabadi & Khosravizadeh, 2019). When evaluated in terms of organizational justice, having a fair wage policy among employees, evaluating performance relatively in the promotion system, giving importance to the principle of efficiency in working time, and making corporate rewards increase the satisfaction of employees (Irving, Coleman & Bobocel, 2005; Lawler, 1977). One study observed that perceptions of distribution justice were related to wage increases (Folger & Konovsky, 1989). As the quality of life increases, this will affect job satisfaction and increase organizational effectiveness (Chen, Zhang, Leung & Zhou, 2010; Kwak, Chung, Xu & Eun-Jun Cho, 2010; Guo & Wang, 2008; Cedwyn & Awamleh, 2006). The results of a study conducted through simple random sampling on a population of 351 employees in the automotive industry in Tangerang, Indonesia, concluded that organizational justice and transformational leadership have a positive and significant effect on job satisfaction (Purwanto, 2020; Chen et al., 2010; Kwak et al., 2010; Guo & Wang, 2008). Data were collected from the logistics sector employees in Jordan. It was found that organizational justice had a significant effect on employees' job satisfaction, distribution justice had no impact on job satisfaction, so delegating authority and sharing it with employees and distributing training programs did not have any effect on job satisfaction, and interactional justice had a high impact on job satisfaction so that managers should encourage teamwork and resolve conflicts fairly (Al-Douri, 2020).

H₃: Employees' perceptions of organizational justice affect job satisfaction.

Methodology

Purpose of the study

Sectors need employees with good command of their subject, who can make decisions, take risks when necessary, and love their jobs. No matter how experienced or knowledgeable an employee is in their career, if they think they are not treated fairly at work and have no hope for the future, this situation poses a problem for an organization. It is essential for effective and sustainable organizational efficiency that organizations establish justice for their employees, that employees have positive emotions such as hope and optimism, and that they are satisfied with their work. During the pandemic period, the closure of some sectors, the increase in debt burdens of some, the subordination of some to large companies, and the relative deterioration in macroeconomic indicators developing in the world as of the third

quarter of 2021 have affected the sectors. These economically and financially troubled processes are still occurring all over the world. Turkey has also been trying to take measures against some of the negativities in macroeconomic indicators for the last two years. These measures are aimed at revitalizing sectors as well as public savings. The primary purpose of this study is to understand the effect of organizational justice perceptions of employees on psychological capital and job satisfaction perceptions. This study will make a significant contribution not only to the literature but also to the sectors due to factors such as the city where the research is applied, the periodic period, the expectation that the sectoral vitality will gain momentum, and the inclusion of employees from the sector immediately. The effectiveness of employees is one of the most essential catalyzing factors in the expected vitality movement of the sectors.

Research model and hypotheses

The model and hypotheses showing the effect of organizational justice on psychological capital and job satisfaction are given below. See Figure 1.

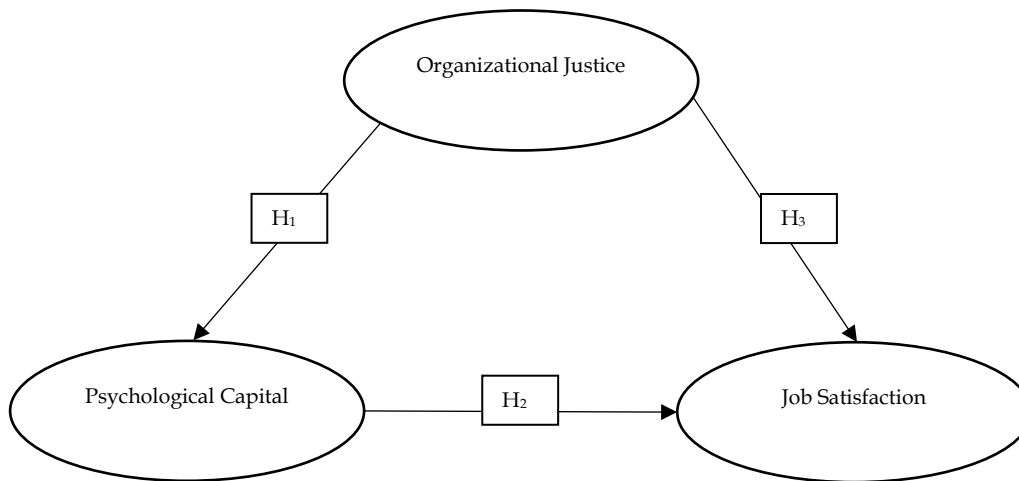


Figure 1: Research Model

The main question of the research is the effect of organizational justice on psychological and job satisfaction. This was developed to examine the relationships between the variables considered in the context. The research hypotheses and sub-hypotheses are listed as follows;

H₁: *Employees' perceptions of organizational justice affect their levels of psychological capital.*

H₂: *Employees' psychological capital levels affect job satisfaction.*

H₃: *Employees' perceptions of organizational justice affect job satisfaction.*

Data collection and analysis process

The research sample was formed with the voluntary participation of individuals aged 18 working in various sectors. In determining the sample, firstly, the population to be included in the research was defined; thus, the relevant group for the research was chosen. Participants were included in the study by using an appropriate "sampling method" from the population selected to determine the sample.

This study collected data from organizational justice, psychological capital, and job satisfaction questionnaires. The questionnaire was prepared as a five-point Likert scale respectively: (1) strongly disagree, (2) disagree, (3) partially agree/somewhat disagree, (4) agree, and (5) strongly agree were ranked. In addition to this, a questionnaire was prepared based on the participants' demographic characteristics. To collect information on demographic characteristics, the participants were asked about gender, age, education level, employment status, and income level. To determine the sample from the determined population, the participants were included in the study with the convenience sampling method, one of the random sampling methods. The convenient sampling method is the selection of the sample from easily accessible and applicable units due to the limitations in terms of time, money, and labour force. Six hundred twenty-eight questionnaires were distributed to 628 people, and 177 questionnaires were not included in the study for various reasons, such as incomplete answers, unemployed people, and those who marked all the answers in the same option and did not show interest. To determine the required sample size for the research, the "Sample Calculation Formula for Quantitative Variable Research" quoted by Gürbüz and Şahin (2014) from Bartlett, Körtlik and Higgins

(2001) was used. The sample size was calculated to be 451 people at a 95% confidence level. The structural equation was created using SPSS (Statistical Package for the Social Sciences) AMOS (Analysis of Moment Structures) 26 statistical program to evaluate the data obtained in the research. Structural equation models are accepted as the primary method, especially in studies with multiple relationships between dependent and independent variables (Şimşek, 2007).

The “Organizational Justice Scale” developed by Niehoff and Moorman (1993) was used. In this scale, which consists of 20 items, the first nine items measure interactional justice, 10-15 items measure procedural justice, and 16-20 items measure distributive justice. This scale was translated into Turkish and adapted by Polat (2007). Polat (2007) found the internal consistency coefficient of the scale to be 0.96. The job satisfaction measurement tool is the Job Satisfaction Scale, developed by Brayfield and Rothe (1951) as 18 items and converted into a 5-item short form by Judge, Locke, Durham & Kluger, 1998. This scale stands out in that it directly evaluates job satisfaction without any dimensions and is brief. This scale has been frequently used in the national literature since it was translated into Turkish by Bilgin (1995), and the validity and reliability study of the scale was conducted by Keser and Öngen Bilir (2019). The study used the organizational justice perception scale, psychological capital perception, and job satisfaction scales. The job satisfaction scale has five items, the perception of organizational justice scale has three sub-dimensions (interactional justice, distributive justice, procedural justice) and 20 items, and the psychological capital (existed by Luthans, Youssef, and Avolio, 2007) scale has four sub-dimensions (self-efficacy, hope, resilience, and optimism) and 17 items.

Findings

A total of 451 people participated in the study. When the demographic characteristics were analyzed, it was determined that 48% of the 451 participants were male and 52% were female. Although participation was almost equal, the number of female participants was observed to be higher than male participants. When demographic information is analyzed, it is seen that the highest participation rate is among individuals between the ages of 30-39, with a participation rate of 16%. This was followed by individuals between the ages of 18-29 with 12%. When the level of education is analyzed, it is seen that the highest participation rate is among individuals with bachelor's degrees (n=153) and master's degrees (n=151). When household income was analyzed, the highest distribution was between 39001 and 59000, with 11%. Demographic characteristics are presented in Table 1 respectively.

Table 1: Demographic Characteristics

Information Type	Info	f	%
Gender	Female	234	51.9
	Male	217	48.1
Age	18-29	155	34.4
	30-39	206	45.7
	40-49	73	16.2
	50-59	17	3.8
Marital Status	Married	200	44.3
	Single	233	51.7
	Widow	15	3.3
	Divorced	3	0.7
Education Status	High School and Lower	48	10.6
	Vocational School	38	8.4
	Undergraduate	153	33.9
	Master's	151	33.5
	PhD	61	13.5
Income (Turkish Lira)	20.000 and lower	73	16.2
	20.001-39.000	122	27.1
	39.001-59.000	141	31.3
	59.001 and above	115	25.5
Sector of employment	Education	187	41.5
	Health	27	6.0
	Finance	88	19.5
	Industry	100	22.2
	Service	49	10.9
	Total	451	100.0

Reliability analysis is necessary to determine the relationship between items and to calculate internal consistency. For reliability analysis, the "Cronbach's Alpha Coefficient" of the study was calculated. "Cronbach's Alpha coefficient" is considered reliable if it is more significant than 0.7, and the closer it is to 1, the higher the internal consistency of the items in the scale. At the same time, subjective judgments carried by "Cronbach's Alpha coefficient" are limited (Kartal & Dirlik, 2016). This study's "Cronbach's Alpha coefficient" was calculated as 0.965. See Table 2.

Table 2: Cronbach's Alpha

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.982	0.982	42

In the correlation analysis of the study, statistical hypotheses were formed by taking the correlation values between the dimensions of the research. The correlation coefficient "takes values between +1 and -1. This value cannot be less than -1 or greater than +1" (Taylor, 1990). The numerical data are first interpreted regardless of the sign when interpreting the correlation coefficient. Then, the sign is also interpreted. A positive correlation coefficient indicates that two variables increase together, while a negative correlation coefficient is interpreted as one variable increasing while the other decreases. While a positive coefficient indicates a direct relationship, a negative coefficient indicates an inverse relationship and a correlation coefficient of 0.00 is interpreted as having no relationship between the variables (Taylor, 1990). When interpreting the Pearson correlation coefficient, "0.00-0.25 is considered very weak, 0.26-0.49 is considered weak, 0.50-0.69 is considered moderate, 0.70-0.89 is considered high, and 0.90-1.00 is considered very high" (Mukaka, 2012).

Factor analysis was applied to determine the validity of the scales used in the study. Factor analysis is a statistical tool with two main applications. The first is “Explanatory Factor Analysis (EFA),” which is used to discover and reveal the underlying factor structure of a newly developed scale that may differ culturally, socially, or dynamically in a region (Suhr, 2006). In contrast, “Confirmatory Factor Analysis (CFA)” is used to confirm whether a previously developed and tested scale conforms to the original factor structure and is suitable for use in the current research (Suhr, 2006). While EFA allows researchers to investigate which factors the items load on, CFA aims to verify the model the researcher created using the data (Noar, 2003). For these reasons, CFA was used in this study, and the data were analyzed using SPSS and AMOS programs.

Explanatory factor analysis (EFA)

All mean and std. Deviation values of organizational justice, psychological capital, and job satisfaction were calculated. Among the mean values, the item “I will work harder if necessary to accomplish a task” belongs to psychological capital with a value of 3.91. See Table 3.

The reliability coefficient of the job satisfaction factor was calculated as $\alpha = 0.879$. Among the variables constituting this factor, the item “Most days, I go to work eagerly” was the highest value among the job satisfaction factors. The item “I find my job unpleasant” among the variables in the factor was found to have the lowest value among the job satisfaction factors. The reliability coefficient of the Interactional Justice factor was calculated as $\alpha = 0.941$. Interactional justice has the highest reliability coefficient among the variables in the study. Among the variables that make up this factor, the factor load of the item “My wage is fair” is the highest (0.746) and made the most significant contribution to the factor. The factor loading of the item “My supervisor collects all relevant information to make work-related decisions” is the lowest (0.643) and contributed the least among these items. The reliability coefficient of the Procedural Justice factor was calculated as $\alpha = 0.926$. Among the variables constituting this factor, the factor loading of the item “My supervisor is respectful and attentive to me when making a work-related decision” is the highest (0.756) and contributed the most to the factor. This item also has the highest value among all factor loadings. The reliability coefficient of the Distributive Justice factor was calculated as $\alpha = 0.909$. The factor “My supervisor discusses the implementation of decisions related to my job with me” contributed less than the other factors. The reliability coefficient of Self-efficacy was $\alpha = .897$ and the lowest contributing factor was the item “I feel confident when speaking in front of a group of people”, with a factor loading of 0.678. The reliability coefficients of Hope, Psychological Resilience, and Optimism were found to be 0.879, 0.898, and 0.886, respectively. The item “I am a person for the whole of my life” (0.605) belonging to optimism had the lowest value among all factor loadings.

Table 3: Findings Result

#	Items	Factor	Mean	Std. Deviation	Cronbach Alpha	Variable
Job Satisfaction						
JS1	I am pretty satisfied with my current job.	0.635	3.63	1.151	0.879	Job Satisfaction (js)
JS2	Most days, I go to work eagerly.	0.679	3.68	1.078		
JS3	Every day at work feels like it will never end.	0.650	3.31	1.135		
JS4	I find my job enjoyable.	0.631	3.50	1.148		
JS5	I find my job unpleasant.	0.625	3.31	1.199		
Organizaional Justice						
IJ1	My work schedule is fair.	0.705	3.43	1.198	0.941	Interactional Justice (ij)
IJ2	My wage is fair.	0.746	3.26	1.310		
IJ3	My workload is fair.	0.695	3.41	1.157		
IJ4	The rewards distributed are fair.	0.696	3.18	1.265		
IJ5	My job responsibilities are fair.	0.743	3.42	1.200		
IJ6	My supervisor is impartial when making decisions about my job.	0.725	3.42	1.176		
IJ7	My supervisor listens to the hesitations of all employees before making work-related decisions.	0.690	3.45	1.166		
IJ8	My supervisor collects all relevant information to make work-related decisions.	0.643	3.49	1.146		

IJ9	My supervisor provides additional information when necessary to explain the decisions made.	0.728	3.46	1.128		
PJ1	Work-related decisions are consistently applied to all affected employees.	0.716	3.46	1.161	0.926	Procedural Justice (pj)
PJ2	Employees have the right to challenge or uphold decisions their immediate supervisor makes.	0.653	3.41	1.206		
PJ3	My supervisor is caring and courteous to me when making work-related decisions.	0.745	3.61	1.214		
PJ4	My supervisor is respectful and attentive to me when making a work-related decision.	0.756	3.66	1.175		
PJ5	My supervisor is sensitive to my personal needs when making decisions about my work.	0.705	3.52	1.189		
PJ6	My supervisor is sincere with me when making decisions about my work.	0.728	3.61	1.125		
DJ1	My supervisor emphasizes my rights as an employee in matters related to my work.	0.691	3.50	1.112	0.909	Distributive Justice(dj)
DJ2	My supervisor discusses the implementation of decisions related to my job with me.	0.685	3.49	1.104		
DJ3	My supervisor explains the reasons for making decisions related to my job.	0.700	3.57	1.053		
DJ4	My supervisor provides logical explanations when making decisions related to my job.	0.707	3.52	1.122		
DJ5	My supervisor clearly explains the decisions made about my job.	0.690	3.57	1.128		
Psychological Capital						
SE1	I consider myself to be a confident person.	0.732	3.76	1.037	0.897	Self-efficacy (se)
SE2	I will work harder if necessary to accomplish a task.	0.733	3.91	1.071		
SE3	I feel confident when speaking in front of a group of people.	0.678	3.74	1.089		
SE4	I know who to turn to for help when things are difficult.	0.738	3.80	0.983		
H1	I choose a path to reach my goal.	0.719	3.80	1.020	0.879	Hope (h)
H2	I have the ability to follow the path I have chosen.	0.730	3.79	1.044		
H3	I believe that the problems I experience will make me mature.	0.636	3.72	1.131		
H4	I feel that my future is promising.	0.654	3.70	1.132		
PR1	I can overcome difficulties.	0.715	3.78	1.045	0.898	Psychological Resilience(pr)
PR2	I can cope with stress.	0.667	3.67	1.089		
PR3	I can cope with negativity in the environment.	0.691	3.68	1.033		
PR4	I make constructive contributions to a problem in my environment.	0.627	3.76	1.044		
PR5	For me, no problem cannot be overcome.	0.664	3.68	1.132		
O1	I approach things with the idea that "it is good in everything."	0.695	3.63	1.146	0.886	Optimism (o)
O2	I look at the good side of the events I experience.	0.652	3.69	1.034		
O3	I am a person for the whole of my life.	0.605	3.65	1.065		
O4	I am satisfied with my life.	0.681	3.64	1.139		

KMO values are accepted as "excellent if between 0.90-1.00, very good if between 0.80-0.89, and good if between 0.70-0.79" (Kaiser & Rise, 1974). In this study, the KMO value was calculated as 0.981, which

indicates an excellent level of factor analysis. In addition to the KMO test, the results of "Bartlett's Test of Sphericity" should also be examined to determine the suitability of the collected data for factor analysis. "Bartlett's Test of Sphericity" evaluates whether the correlation between variables is sufficient and "p-value < 0.01" is considered suitable for factor analysis. The chi-square value compares the expected frequency with the resulting frequency to clarify the relationship between them in data consisting of variables with more than one category. The result of Bartlett's Test of Sphericity given in Table 1 (chi-square = 3478.183 and p <0.01) was statistically significant. The "Explanatory Factor Analysis" results are presented in Table 4.

Table 4: KMO Test Result

The measure of Sampling Adequacy for Kaiser-Meyer-Olkin		0.981
	Approximate Chi-Square	17414.774
Bartlett's Test of Sphericity	df	861
	p	0.000

In the study, the covariance matrix of the explanatory factor analysis was created, and the goodness of fit values of the created covariance pattern met the values specified in the literature. To provide better modification incidence fit values, items 1 and 4 from job satisfaction, items 1,2,3,4,5 from interactional justice, 1 from procedural justice, 4 from hope, 5 from Psychological Resilience, and 3 from optimism were removed.

Table 5: Goodness of Fit Indices

Category	Index	Reported VA	Level
Parsimonious fit	Chi-square divided by degree of freedom (χ^2/df)	2.089	Good Fit = $0 \leq \chi^2 /sd \leq 2$ Acceptable Fit = $2 \leq \chi^2 /sd \leq 3$ (Kline, 1998)
Parsimonious fit	PNFI	0.814	$0.05 \leq$ (Bentler & Bonnet, 1980)
Incremental fit	Tucker Lewis Index (TLI)	0.958	Adequate Fit = $TLI \geq 0.80$ (Forza & Filippini, 1998)
	Incremental Fit Index (IFI)	0.964	Adequate Fit = $IFI \geq 0.90$ (Bollen, 1990)
	Normed Fit Index (NFI)	0.933	$0.8 \leq$ (Bentler & Bonnet, 1980)
	Adjusted Goodness of Fit Index (AGFI)	0.862	
Absolute Fit	Goodness of Fitness Index (GFI)	0.887	$0.8 \leq$ (Awang, 2015)
	Root Mean Square error of approximation (RMSEA)	0.49	$0.08 \leq$ (Hair, et.al., 2010)

The covariance design of the explanatory factor analysis is shown in the figure below. See Figure 2.

satisfaction ($\beta = 0.59$; $p = *** < 0.05$). A statistically significant and positive relationship was also found between psychological capital and job satisfaction ($\beta = 0.40$; $p = *** < 0.05$).

The result of the confirmatory factor analysis is shown in the table below.

Table 6: Goodness of Fit Indices in Confirmatory Factor Analysis

Category	Index	Reported VA	Level
Parsimonious fit	Chi-square divided by degree of freedom (χ^2/df)	2.202	Good Fit = $0 \leq \chi^2 / sd \leq 2$ Acceptable Fit = $2 \leq \chi^2 / sd \leq 3$ (Kline, 1998)
Parsimonious fit	PNFI	0.844	$.05 \leq$ (Bentler & Bonnet, 1980)
Incremental fit	Tucker Lewis Index (TLI)	0.954	Adequate Fit = $TLI \geq 0.80$ (Forza & Filippini, 1998)
	Incremental Fit Index (IFI)	0.958	Adequate Fit = $IFI \geq 0.90$ (Bollen, 1990)
	Normed Fit Index (NFI)	0.926	$0.8 \leq$ (Bentler & Bonnet, 1980)
	Adjusted Goodness of Fit Index (AGFI)	0.851	
Absolute Fit	Goodness of Fitness Index (GFI)	0.873	$0.8 \leq$ (Awang, 2015)
	Root Mean Square error of approximation (RMSEA)	0.52	$0.08 \leq$ (Hair, et.al., 2010)

According to the confirmatory factor analysis test results in Table 6, all fit values were confirmed, and the results met the fit values.

Path analysis is part of SEM and examines the direct and indirect relationships between variables (Hashmi et al., 2020; Hooper et al., 2008; Hu & Bentler, 1999). This analysis is very useful for visualizing complex relationships between variables and determining the strength and direction of these relationships (Gürbüz & Şahin, 2014). The results of the hypotheses according to confirmatory factor analysis are shown in Table 7 below.

Table 7: Structural Path Analysis Results (Direct Hypothesis)

Hypothesis	Path	Standardized Beta	P-value	Result
H ₁	PC <--- OJ	0,80	p ***	Accepted
H ₂	JS <--- PC	0,40	p ***	Accepted
H ₃	JS <--- OJ	0,59	p ***	Accepted

As a result of path analysis, a strong relationship was found between organizational justice and psychological capital and between organizational justice and job satisfaction. Employees perceive that perceptions of distributive justice, procedural justice, and interactional justice increase their psychological resilience, hope, self-efficacy, and optimism toward work. Similarly, it is understood that each perception of organizational justice has a high relationship with job satisfaction. The presence of organizational justice increases employees' satisfaction with their jobs, makes them go to work with enthusiasm and find it enjoyable. The study also found a strong relationship between psychological capital and job satisfaction.

Conclusion

Organizations should attach importance to organizational justice. Employees will be more motivated by organizational justice, which increases the commitment of the employees who keep the institutions alive and eliminates thoughts about leaving the job. This study measured the effect of organizational justice on employees' perceptions of job satisfaction and psychological capital. The fact that the education of the employees is from essential sectoral areas such as health, finance, industry, and service and that the study was conducted in this research is valuable. Employees stated that their perceptions

of hope for work, self-efficacy, psychological resilience, optimism, and job satisfaction increased when decisions were made relatively in the organization and they were included in decision-making processes. In this case, procedural justice was significantly related to psychological capital and job satisfaction. When the employee receives the necessary respect from his/her coworkers and supervisor with interactional justice, it has been observed that psychological capital and job satisfaction perceptions are strongly positively affected by this situation. When employees think that rewards such as salaries, awards, promotions, and bonuses are distributed relatively within the distributive justice framework, this increases their optimism, hope, and job satisfaction. According to the results of a study, there is a strong relationship between job satisfaction and organizational justice perceptions in the same direction and a similar direction to this study (İşcan & Sayın, 2011).

According to the results conducted to reveal whether gender is a significant source of difference in terms of research variables, while there is a statistically significant difference in procedural justice and interactional justice perceptions of men and women, there is no statistically significant difference in distributive justice perceptions. It was observed that male employees' perceptions of organizational justice related to human relations were higher than those of female employees. In job satisfaction, a statistically significant difference was found between men and women according to the findings obtained from the first, third, and fourth items. It was understood that the strongest sub-variable statistically significant for men and women in psychological capital levels was psychological resilience, and it was seen that men's psychological resilience was higher than women's.

In today's world, where artificial intelligence is developing and threats to employment are being discussed, it should not be forgotten that the human factor is more critical than artificial intelligence. Being motivated towards one's work, making decisions, and having emotions are among the main features that distinguish humans from machines. In a changing world, employees may need to specialize in informatics, but it should be indispensable for the sectors where employees can continue their jobs. Ensuring that people's effectiveness in processes increases further, appealing to their emotions and making them essential cornerstones of success, and ensuring their correct and effective use of artificial intelligence elements should be among the responsibilities of the sectors. This study is curious about the employee and the person. It deals with the employee's feelings and perceptions about the job. In this respect, it appeals to today.

Limitation and suggestions

The limitations of this research are those working in the education, health, finance, industry, and service sectors, such as the private sectors in Ankara, the capital of Turkey. Another limitation covers the period in which the research was conducted. No significant difficulties were encountered in conducting the study. However, everyday situations such as not giving correct answers to the surveys and some surveys needing to be returned were encountered.

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