Analysis of Organizational Justice in Relation to Organizational Commitment in a Turkish Shipyard Organization

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Abstract

This study explored the relationships between organizational justice perception and commitment among shipyard employees in a maritime organization in Türkiye. Data were collected using two-scale and sociodemographic questionnaires that were answered via email or hand by 290 participants who were shipyard workers in Antalya, Türkiye. The questionnaire included the organizational justice scale consisting of 20 questions, the organizational commitment scale consisting of 18 questions, and 7 questions about demographic characteristics. To analyze the data, IBM SPSS 26 was used. A simple linear regression analysis technique was used to determine the effects between scales. Moreover, interviews were conducted with the employees using the semistructured interview method. It was determined that there was a positive, high-level relationship between organizational justice scale subdimension scores and total scores and this relationship was statistically significant. It was also shown that there was a positive, low-level relationship among the organizational commitment subdimensions' scores of the employees and that the relationship was statistically significant. Regression analysis identified that the organizational justice scale total scores of the employees had a statistically remarkable impact on the organizational commitment scale total scores.

Keywords: Organizational justice, Organizational commitment, Maritime management, Maritime organization, Shipyard employees

1. Introduction

The number of people employed in the transportation and warehousing industry and allied businesses (such as the automotive industry) totaled 14.9 million in 2021, an increase of 3.9% from the previous year. The level of overall transportation employment in 2021 exceeded that of 2019 and reached the highest level since 1990 [1]. In addition, the maritime industry provides services through ships in several areas such as trade, defense, transportation, shipbuilding, and tourism. With noteworthy exclusions, newly developing countries benefit from the shipbuilding industry and are optimistic in its ability to expand, but the traditional manufacturers seem to be burdened by the industry's failures and the possibility of further collapse. Perhaps, more than any other industry, shipbuilding has experienced a significant change in its regional distribution

in recent years [2]. The shipbuilding industry of Türkiye has grown into a worldwide recognized trademark since the early 1990s because of the combination of traditional shipbuilding skills with contemporary technology and education. The sector also provides job opportunities for about 20,334 people directly and for a total of 63,000 people through connected industries in Türkiye [3]. Thus, the importance of shipyard employees has recently emerged to the top of the agenda.

Shipyards are engaged in the construction, maintenance, repair, and modernization of ships. With an ever-increasing competitive environment and advancing technology, shipyards are improving their ship production techniques. Thus, shipyards are responsible for delivering the orders they receive in high quality at the promised time. Top-level managers who manage this process want their employees

to work satisfactorily and to keep qualified employees who do their job independently and are loyal to them. These organizational requests can only be met with highly committed employees. The high or low perception of justice by the employees will determine the level of commitment. Thus, the justice policies of organizations will also affect their goals. In today's wild and competent business conditions, it is seen that organizations follow employee-oriented policies to retain qualified and experienced employees. The way to achieve this is to increase the loyalty of employees to the organization through fair practices. Justice, which has grown in importance in all business and social environments today, has become a concept that cannot be ignored by organizations [4]. The concept of organizational justice is gaining increasing prominence with the increasing desire of organizations to institutionalize. Providing unity and solidarity for managers and employees is only possible as a result of providing them with fair conditions. A review of the literature proved that organizational justice and commitment have already been discussed many times over the past decades [5,6]. Affective commitment and sustained commitment, as well as job performance, are positively and strongly connected with organizational justice (procedural or interactional justice) [7]. In organizational decision-making, perceptions of organizational justice play a significant role because research links them to leadership, organizational citizenship, organizational commitment, confidence, service quality, work effectiveness, financial fraud, role breadth, isolation, and leader-member interactions [8]. Based on a study on organizational justice perceptions, which focus on the importance of equal treatment at work, attitudes of the employees, such as employee satisfaction, intention to quit, and organizational commitment, as well as workplace behavior, such as absenteeism and organizational citizenship behavior, are all significantly influenced by perceptions of organizational justice [9]. According to Kim [10], employees are more likely to retain commitment, confidence, satisfaction, and control reciprocity than when they believed they were being treated unfairly by their employer. The majority of organizational commitment definitions express the concept in terms of how much an employee identifies with and is associated with an organization [11]. Moreover, Masterson et al. [12] demonstrated that work engagement is a widespread, systemic response that individuals have to the organization they work for. Job satisfaction and organizational commitment are both strongly correlated with perceived organizational justice.

Numerous studies have been conducted on organizational justice and commitment in different sectors. However, in management science, studies on organizational behavior in the maritime industry are scarce. The maritime industry's employees undoubtedly are an integral part of the supply chain. Thus, maritime workers have recently gained a lot of importance, so field researchers have started to conduct a considerable amount of research on maritime workers' behavior patterns and work outputs. It is seen that academic studies on the perception of organizational justice and organizational commitment are included in many sectors in Türkiye and abroad. However, the limited number of studies on the maritime sector and shipyard workers is one of the strengths of this study. It is essential to study more organizational behavior issues on the employees of maritime organizations, which are indispensable parts of the logistics industry, which has gained importance in recent years. It is suggested that this study will support subsequent studies in this area. This article aims to shed light on the relationships between employees' organizational justice perceptions and organizational commitment in a shipyard in Türkiye, as well as the effects of each on the other. An important limitation of this study is that it only covers the employees of a maritime organization shipyard operating in the province of Antalya. Therefore, it is impossible to generalize the results to all maritime business organizations.

2. Organizational Justice and Organizational Commitment

In Greenberg's [13] article "A Taxonomy of Organizational Justice Theories", published in 1987, the term "justice" was used for the first time in the context of the business environment. Organizational justice is concerned with the perceptions of individuals whether they are treated fairly or not in their working lives and how the organization is affected by this situation [6]. It investigates whether managers in an organization have a positive or negative perception of fair treatment and how this perception affects the organization [14]. Organizational justice, which affects these elements, determines the opinions and thoughts of individuals about their organizations and the attitudes and behaviors they will display toward their organizations in light of these thoughts [8]. While the presence of the perception of justice in the employees ensures that positive and good behaviors are displayed, in the opposite case, the perception of injustice causes the unproductive and maladaptive behaviors of the individuals [15]. One of the crucial reasons why research on organizational justice has been included in many recent studies is its effect on the characteristics and attitudes of the employees of the organization [16]. Employees undoubtedly want to have confidence in their organization and their managers. Individuals' perceptions of organizational justice are the most important factor in establishing this trust.

While distributive justice expresses perceptions of justice that occur during profit allocation within a business, it is procedural justice that occurs about the equity of the treatments used to ascertain the quantities of these benefits [17]. Distributive justice represents employees' perceptions of individual justice in the sense of resource distribution within the organization [18]. In other words, distributive justice is the sharing of resources and gains by the organization by applying certain rules of justice considering the needs within the framework of fairness and equality for the business to succeed in its goals [19]. It is connected to the degree of equity of policies and strategies in resolutions taken regarding labor standards [20]. Employees are likely to be treated fairly in the distribution of the awards distributed by their organizations, the rules applied, and the inputs and outputs that occur within the organizational system [21]. The management of resources and rewards is a phenomenon that occurs at all levels, from small groups to a wider social environment. Procedural justice is the assessment of whether the principles followed by managers in the distribution of gains are fair to individuals [22]. Distributive justice and procedural justice are closely related, and unfair processes often produce unfair results. A study revealed that there is a powerful correlation between these two subdimensions of justice [23]. Interactional justice can be expressed as an honest and respectful explanation of the decisions on how the gains will be distributed to the employees during the implementation process [24]. This dimension of organizational justice surmounts the human dimension of justice. Interactional justice, which addresses the social component of justice, is concerned with how the organization's managers treat their employees fairly and appropriately in their decisions [25]. Two factors affect the perception of interactional justice. The first of these is whether the main arguments for the decisions made regarding the allocation of organizational resources are explained accurately, clearly, and adequately to the people affected by the decision. The second is whether the organization's officials in charge of performing the decisions taken treat the employees affected by these decisions with dignity and respect [26]. In this aspect of justice, a communication process based on honesty, courtesy, and respect should be carried out between the person applying justice and the other party [27]. Psychological disharmony, which affects perceptions of organizational justice among employees, causes damage to their behavior, energy, attitudes, sense of belonging and competence toward the organization, and burnout [28]. Because it is seen that positive attitudes and behaviors are formed with the perception of the existence of fair practices in organizations. On the contrary, it is inevitable to experience negative behaviors in the presence of an unjust situation [29].

It has been determined that organizational commitment is a crucial component in comprehending and explaining how employees behave at work in organizations [30]. Organizational commitment is the attachment of the individual to the interests that affect the individual, the assimilation of organizational goals, and interests within the organization by the employees. In other words, it is the adoption of the working individuals by creating organizational goals and internal goals, keeping the interests of the organization above their own interests, and continuing their membership, and commitment to the organization. Organizational commitment is that employees and managers remain loyal to the organization's culture and the values of the organization [31]. While the perception of justice among the employees keeps individuals together, the perception that there is injustice in the face of unfair practices not only distances the employees from each other but also negatively affects their motivation while performing their duties [32]. Organizations want to avoid high costs that may occur by reducing employee turnover, and the way to realize this desire is to increase the loyalty of their employees [33]. In addition, employees with high organizational commitment have better relations with other members of the organization, and their satisfaction levels are higher. Therefore, it is essential for organizations to be capable of ascertaining the organizational commitment of their employees [34]. Organizational commitment is expressed as the formation of a psychological bond between individuals and organizations [35]. Organizational commitment is psychologically defined as the fusion of employees and organizations, the intention of employees to continue to persist in the business in line with the organization's targets and objectives [36]. Organizational commitment also means that employees are mutually integrated with their organizations and are happy to be members of them [37]. Allen and Meyer [38] conceptualized commitment in two dimensions, namely, affective commitment, and continuance commitment. In subsequent studies, normative commitment is considered as the third dimension.

Affective commitment is the employees' intention to stay in their organization because they think that they should adopt the objectives and worth of the organization and give priority to its values without prioritizing economic conditions [39]. When people see that they are rewarded by evaluating the gains they deserve as fair, they develop an affective commitment to their organization [40]. It examines an employee's intention to stay in the organization by voluntary and self-determined decision [41]. Employees committed to the organization instinctively see themselves as part of the organization they work for. The fact that the employees have this perception, their assimilation of the

organization they work for, and the happiness they will feel from being a part of the organization, together with a strong sense of organizational commitment, brings their loyalty to the organization [42]. Affective commitment is the strongest type of organizational commitment. The desire to continue their career in the organization they are in means that they are ready to make a voluntary effort for the organization [43]. The type of commitment generally desired by organizations is affective commitment. Organizational employees who demonstrate a significant degree of commitment adopt the organization's objectives and beliefs as their own objectives and principles [44]. Employees with these characteristics develop positive attitudes toward working life. They are ready to put in more effort than necessary when necessary. As a result of these consequences, the most prized type of commitment by organizations is affective commitment [45]. The second type of commitment, continuance commitment (also known as compulsory commitment) emerges when individuals evaluate their willingness to continue working in the organization, their total investment in the organization, what they will lose when they leave the organization, and the limited availability of comparable alternatives [46]. Meyer and Allen [47] have defined the continuity of obligation as well as an understanding of the consequences of leaving the organization. Employees are aware of the risks and costs of leaving their current organization [47]. Members of organizations who see that there are few alternative job opportunities are more committed to their organizations to maintain their current situation. As a consequence, a strong continuance commitment is formed [48]. Continuance commitment generally addresses the state of commitment to needs. It is dependent on the risks and costs that employees will face if they leave their jobs [49]. Continuity is based on the valuation of the economic benefits resulting from the relationship between the organization and its workers [50]. In the development of this type of commitment, individuals' investments in an organization (such as long-term labor or friend relations) and their perception that there is no other job option play an important role [51]. Employees are motivated when they see the behaviors that they think they deserve by being appreciated and congratulated for their work. As a result of this, they will not want to leave the organization because they are more committed to the job and believe that their efforts are valuable [52]. The third dimension, normative commitment emerges as a consequence of employees' perceiving commitment to their organization as a duty and thinking that this perception is correct [53]. It reflects the employee's sense of responsibility and normative commitment. When employees leave their organizations, they think that they let their managers down, and they move away from the thought of quitting [54]. Normative commitment has been found to be related to the norms

of individual belonging that employees adopt due to their family upbringing or cultural structure [55]. Employees in normative commitment do not believe that they are required to stay around work and social relations, but they believe they should. This is because the person believes that his or her thought is correct [56]. In normative commitment, managers should seek ways to create a powerful feeling of commitment to their employees by providing the necessary motivation [57].

Meanwhile, studies supporting the abovementioned cases reveal a significant connection between organizational justice and organizational commitment in a study of 300 teachers working in general, special and gifted education systems [58]. Rafei-Dehkordi et al. [58] selected 150 employees working in the Youth and Sports Department of the Directorate as a sample to evaluate the relationship between organizational justice and the organizational commitment of its employees. In line with their findings, it is seen that all components of organizational justice affect organizational commitment. There is a strong and direct link between organizational justice and its dimensions [59]. If there are no fair practices in an organization, organizational commitment should not be expected from the employees of that organization. In the opposite case, it is seen that organizational commitment increases in organizations where fair practices are used, and there is a positive relationship between the two [8,16,17,36]. A review of the literature has found limited work on the relationship between organizational justice and organizational commitment in the maritime field, especially among shipyard employees.

3. Materials and Methods

This research aims to shed light on the relationship between organizational justice perception and organizational commitment of employees of a maritime shipyard business. In this work, a questionnaire was answered by email and by the hand questionnaire method using the internet environment as a data collection tool. The population of this research included the employees of every department and status of a shipyard located in the province of Antalya, Türkiye. The organization, which is the subject of this thesis, has 302 employees. The sample size reached was 298 people, and the questionnaires from 290 people, 8 of which were deemed invalid, were evaluated. The questionnaire form consisted of 45 questions in total. The survey contained 7 questions about demographic characteristics, 20 questions about organizational justice, and 18 questions about organizational commitment. Linear regression analysis was applied to ascertain the effects between scales. Spearman correlation analysis was also used to investigate the relationship between the two scales. Data analysis for the research was performed with IBM SPSS 26. The

Institutional and National Research Ethics Committee of Ordu University approved the research (approval no: 2022-36, date: 22.03.2022).

3.1. Objective and Hypotheses of the Research

The aim of this paper was to analyze the relationships between organizational justice perceptions and the organizational commitment of shipyard workers in the maritime sector. The relationship between organizational justice and organizational commitment of shipyard workers in the maritime sector, as well as their effects on each other, has been determined based on the findings of the upcoming analysis. The subdimensions of organizational justice and organizational commitment, as well as their interactions, were examined. The study was limited to the employees of one shipyard in the maritime sector of Antalya province.

The hypotheses of the research were as follows:

H1: There is a positive relationship between the organizational justice perceptions of the shipyard employees and their organizational commitment.

H2: Organizational justice perceptions of shipyard employees positively affect their perceptions of organizational commitment.

3.2. Scales Used in the Research

The data collection tool used was survey questionnaire that included the organizational justice scale and the organizational commitment scale. The research scale comprises two main parts. In the first part, the organizational justice scale consists of 20 questions, and the organizational commitment scale consists of 18 questions and includes 38 questions in total. In the second part, demographic variables consisting of 7 questions are included. A total of 45 questions were asked to the participants. A questionnaire was used to collect data. In the questionnaires, a 5-point Likert scale was used as "1: strongly disagree", "2: disagree", "3: neutral", "4: agree", and "5: strongly agree". The validity and reliability tests of the collected data were performed using SPSS (KMO, Cronbach's alpha, and Barlett tests). For the applied scales, the organizational justice scale consisting of 20 questions improved by Niehoff and Moorman in 1993 was used. The three subdimensions of this scale are as follows: 1-5 questions measure distributive justice, 6-11 questions measure procedural justice, and 11-20 questions measure perceptions of interactional justice [52]. It was adapted to Turkish by Yıldırım [59] in 2002, validity and reliability tests were performed, and it was used in the data collection and analysis of data. The organizational commitment scale consisting of 18 questions developed by Meyer and Allen [47] in 1991 was selected. The three subdimensions of this scale are as follows: affective commitment, 1-6 questions; continued commitment, 7-12 questions; normative commitment, 13-18 questions. It was adapted to Turkish

by Wasti [60] in 2000, validity and reliability tests were applied, and it was used in data collection and analysis.

3.3. Analysis

Table 1 lists the findings of frequency analysis based on the demographic features of the individuals participating in the

Table 1. Demographic characteristics of the individuals

Variable	n	%
Gender		
Male	270	93.1
Female	20	6.9
Age		
18-24	47	16.2
25-34	92	31.7
35-44	88	30.3
45-54	54	18.6
>55	9	3.1
Marital Status		
Single	120	41.4
Married	170	58.6
Educational Status		
Elementary education	79	27.2
High school	116	40.0
Vocational school	31	10.7
College/undergraduate	44	15.2
Postgraduate	15	5.2
Others	5	1.7
Work Experience		
0-12 months	61	21.0
1-5 years	61	21.0
6-10 years	57	19.7
11-15 years	36	12.4
>16 years	75	25.9
Department		
Technical	161	55.5
Others	70	24.1
OAMM	31	10.7
Operations	19	6.6
Logistics	9	3.1
Position		
Technical staff	156	53.8
Others	69	23.8
Manager/Deputy manager	20	6.9
Expert	18	6.2
Office staff	18	6.2
Head	9	3.1
OAMM: Operations, accounting, maritime, and management		

research. Upon examination, 93.1% of the individuals are male and 6.9% are female. The age levels of the individuals are 16.2% who are 18-24 years old, 31.7% who are 25-34 years old, 30.3% who are 35-44 years old, 18.6% who are 45-54 years old, and 3.1% who are 55 and over. According to their marital status, 58.6% of the individuals are married and 41.4% are single. The education levels of these individuals show that 27.2% of them are graduates of elementary education, 40.0% are high school, 10.7% vocational school, 15.2% college/undergraduate, 5.2% postgraduate, and 1.7% other education institutions. According to their work experience, 21.0% of individuals have 0-12 months of work experience, 21.0% have 1-5 years of work experience, 19.7% have 6-10 years of work experience, 12.4% have 11-15 years of experience, and 25.9% have 16 years or more of work experience. Of these individuals, 53.8% work as technical staff, 23.8% have other works, 6.9% work as manager/deputy manager, 6.2% work as office staff, 6.2% work as expert, and 3.1% work as head. Moreover, 55.5% of the individuals work in technical fields, 24.1% in other fields, 10.7% in OAMM, 6.6% in operations, and 3.1% in logistics. To be able to test the internal consistency of the scales, the Cronbach Alpha coefficients for the general scales and their subdimensions were calculated. The general Cronbach Alpha value of the organizational justice scale is 0.948. The reliability coefficients of the subdimensions of the organizational justice scale are 0.829 (distributive justice), 0.853 (procedural justice), and 0.942 (interactional justice). For the organizational commitment scale, the overall reliability coefficient is 0.788. The reliability coefficients of the subdimensions of the commitment justice scale are 0.616 (affective commitment), 0.760 (continuance commitment), and 0.743 (normative commitment).

Table 2 lists the descriptive statistics for the subdimension and total scores of the organizational justice and commitment

Table 2. Descriptive statistics on subdimension scores and total scores of individuals' organizational justice and commitment scales

Dimensions		SS	Min.	Max.
Distributive justice	15.72	4.99	5.00	25.00
Procedural justice	18.45	5.83	6.00	30.00
Interactional justice	30.97	9.15	9.00	45.00
OJS	65.13	17.91	20.00	100.00
Affective commitment	18.55	4.52	6.00	30.00
Continuance commitment	19.43	5.17	7.00	30.00
Normative commitment	15.35	5.16	6.00	30.00
OCS	53.33	10.81	22.00	86.00
$\overline{X}$: Mean, SD: Standard deviation, Min: Minimum, Max: Maximum, OJS: Organizational justice scale, OCS: Organizational commitment scale				

scales of the research participants. In Table 2, it is found that the distributive justice subdimension mean score of the individuals is 15.72, the procedural justice subdimension mean score is 18.45, the interactional justice subdimension mean score is 30.97, and the total organizational justice scale mean score is 65.13. Moreover, the affective commitment subdimension score average of individuals is 18.55, the continuance commitment subdimension mean score is 19.43, the normative commitment subdimension mean score is 15.35, and the total organizational commitment scale mean score is 53.33.

Table 3 examines the findings of the Spearman correlation analysis, which was applied to evaluate the relationship between the subdimension and total scores of the organizational justice and commitment scales of the individuals participating in the research. In Table 3, it is noted that there is a positive, high-level relationship between organizational justice scale subdimension and total scores and the relationship is significant ($p<0.05$). The distributive justice subdimension scores and the organizational commitment scale subdimensions and total scores are low in the positive direction ($r=0.258$, $p<0.05$), and there is a high level in the positive direction ($r=0.520$, $p<0.05$), a low level in the positive direction ($r=0.151$, $p<0.05$), and moderate relationship in the positive direction ($r=0.419$, $p<0.05$). Between individuals' procedural justice subdimension scores and organizational commitment scale subdimension and total scores, respectively, there is a low level in the positive direction ($r=0.193$, $p<0.05$), ($r=0.491$, $p<0.05$) moderately positive, ($r=0.184$, $p<0.05$) a low level in the positive direction, and ($r=0.399$, $p<0.05$) moderate correlation in the positive direction. Moreover, individuals' interactional justice subdimension scores and organizational commitment scale subdimension and total scores are positively low ($r=0.274$, $p<0.05$); ($r=0.543$, $p<0.05$) there is a high level in the positive direction, ($r=0.064$, $p>0.05$) no relationship, ($r=0.392$, $p<0.05$), and a moderate correlation in the positive direction. Individuals' organizational justice scale total scores and organizational commitment scale subdimension and total scores are ($r=0.280$, $p<0.05$) low in the positive direction; it is observed that there is a high level in the positive direction ($r=0.588$, $p<0.05$), a low-level positive correlation ($r=0.137$, $p<0.05$), and a moderate positive correlation ($r=0.454$, $p<0.05$).

Simple regression analysis is preferred for determining the relative impact of the predictor variable on a specific outcome. The goal of simple regression analysis is to determine the relative influence of a predictor variable on a specific outcome [70]. The findings of the simple linear regression analysis are presented in Table 4, in which the total scores of the organizational commitment scale of the

Table 3. *The relationship between the subdimension scores and total scores of the organizational justice and commitment scales of individuals*

	1	2	3	4	5	6	7	8
1. Distributive justice	1	0.614*	0.633*	0.810*	0.258*	0.520*	0.151*	0.419*
2. Procedural justice		1	0.727*	0.873*	0.193*	0.491*	0.184*	0.399*
3. Interactional justice			1	0.928*	0.274*	0.543*	0.064	0.392*
4. OJS				1	0.280*	0.588*	0.137*	0.454*
5. Affective commitment					1	0.271*	0.277*	0.644*
6. Continuance commitment						1	0.208*	0.697*
7. Normative commitment							1	0.728*
8. OCS								1
OJS: Organizational justice scale, OCS: Organizational commitment scale, *p<0.05								

Table 4. *Simple linear regression analysis results*

Variable	Beta	SH	t	p
Constant	33.477	2.073	16.151	<0.001
OJS	0.305	0.031	9.935	<0.001
R2=0.255				
F=98.697				
p<0.001				
OJS: Organizational justice scale, Beta: Coefficient, SD: Standard deviation				

individuals are used as the dependent variable and the total scores of the organizational justice scale are used as the independent variable. When the findings are examined, the total scores of the organizational justice scale explain approximately 25.5% of the change in the total scores of the individuals' organizational commitment scale (F=98.697, p<0.05). When the model coefficients are tested, it is observed that the organizational justice scale total scores of the individuals have a statistically remarkable effect on the organizational commitment scale total scores (p<0.05). In view of these results, when the total scores of the individuals' organizational justice scale increase by one unit, it causes an increase of approximately 0.305 on the total scores of the organizational commitment scale.

Moreover, qualitative data were gathered using the semistructured interview method, which involved asking five questions to five employees from various departments of the organization. The answers given during the interviews are given in the table below.

The answers given by the employees to questions regarding the perception of equal treatment in the distribution of earnings, the views, and opinions of the employees are considered by the managers, the protection of personal rights are examined. The use of the same service and cafeteria in the work environment by the managers and employees has created the perception of equal treatment. The concept of organizational justice; how promotions, rewards, punishments, and gains are distributed and implemented; and how managers' actions are perceived by employees [61] have been observed that receiving similar responses to this definition is supportive. The perception of organizational commitment is that it can only exist if managers and employees mutually provide it through social activities with all staff and conversations with employees during managers' work visits, giving employees the perception that they are valued. Affective commitment refers to the relationships between employees and the organization [47]. It is obvious that affective commitment is at the forefront of employee behavior. In the answers received about how employee productivity increased, employees stated that improved working conditions, fairness of labor, and wage balance, employee trainings, social activities, fair distribution of earnings, and doing this in transparent way increase productivity. The priority of managers who distribute rewards equally is not to ensure a standard of fairness, but to increase productivity in the long run [62]. Managers expect higher performance and motivation from their employees with the decisions they make about the equal distribution of wages and rewards and aim to maintain productivity [63].

4. Discussion

In this research, the relationship between organizational justice and organizational commitment was investigated. Results showed that there is a positive relationship between the organizational justice perceptions of the shipyard employees and their organizational commitment and organizational justice perceptions of shipyard employees positively affect their perceptions of organizational commitment. The distributive justice subdimension scores and the organizational commitment scale subdimensions and total scores were low in the positive direction, and it was observed that there is a high level in the positive direction, a low level in the positive direction, moderate relationship in the positive direction. Similar results have

Table 5. Interview questions and answers

	1. What kind of practices is carried out in your organization to create and reinforce organizational justice?	2. What kind of practices is carried out in your organization to create and reinforce organizational commitment?	3. What are the practices in your organization that make you feel that they are not treating you fairly?	4. What are the practices that create a sense of commitment toward your organization?	5. What kind of practices and gains increase efficiency in your organization?
Interviewee 1	The fair application of the gains such as the distribution of duties, authorities, wage levels, and rewards of the employees by the management creates a feeling of justice.	The formation and consolidation of commitment can be mutually ensured between management and employees. First, the sense of corporate justice by the management will increase; in turn, the commitment of the employees to their work and the sense of belonging will increase.	Valuing the work we do, the policies we implement, and the effort we spend. My feelings increase according to the respect shown to me in bilateral relations.	The desire to benefit from their knowledge and experience, the respect, and love shown are enough for me.	Positives such as physical conditions of the workplace, internal relations, knowledge, and experience of employees, harmony of labor-wage balance, effective use of technology, and success, and continuity in production increase productivity.
Interviewee 2	For the development of organizational justice, wages are evaluated according to seniority, experience, and education.	My area of authority and responsibility is quite high.	Even if there are deficiencies in matters such as career planning and education, we can say that what is necessary is done by keeping the old employees in the organization.	Working directly with the board of directors on some issues and the board of directors contacting me directly allows me to see the business of the organization as my own.	Our organization increases the wages by considering the economic conditions. Getting paid for my labor increases my productivity.
Interviewee 3	I think that the employee representative and the employee's participation in the management are taken into account by the organizational management.	Remuneration policy is being reviewed, giving priority to employees for in-house capacity needs.	Fair treatment in working hours and working conditions.	Respect and sincerity of managers and colleagues.	Appropriate equipment, equal rights, specific job descriptions, advanced standards, and management policy that support personal development and careers.
Interviewee 4	In determining the personal rights of the employees, the equal evaluation of employees at all levels without discrimination constitutes justice.	Social events organized with all employees contribute to organizational commitment, for example, barbecue parties, and dinner organizations.	It is fair for me to receive the reward for the hard work I have given to my organization.	Strong communication with the managers increases my commitment to the organization.	Social events, seeing, and rewarding my success, being thanked at the end of my work. Constantly thinking out loud and brainstorming with my managers.
Interviewee 5	Everyone eats in the same cafeteria and uses the same service vehicles, regardless of being blue or white collar.	Our managers frequently visit us and chat with us. Seeing that we are valued increases organizational commitment.	The organization's protection of the rights of each individual in the provision and protection of personal rights of the employees, and equal treatment when sharing duties.	Behaviors that make me feel that my work is valuable and being there for me in my joy and in my hard times makes me feel belonging to the organization.	In-house training programs provide increased productivity. Seeing that the levels in the hierarchical structure of the organization are transparent and accessible not only increases the sense of belonging but also increases productivity.

been found in the literature. According to Bakhshi et al. [30], distributive justice was shown to have a favorable relationship with both organizational commitment and job satisfaction. Rahman et al. [64] revealed that both distributive justice and procedural justice have significant and advantageous effects on the employees' organizational commitment, which is a dependent variable. On the other hand, the findings in another study demonstrated that while procedural justice is not significantly associated with work satisfaction, distributive justice is. In addition, it has been discovered that organizational commitment and both distributive justice and procedural justice are highly connected [30]. Based on the work by Thompson and Heron [65], the association between psychological contract violation and knowledge worker commitment was mitigated when employees simultaneously reported high levels of procedural and interactional fairness. Positive opinions of procedural justice also attenuated the connection between commitment and contract breaches. However, regardless of the degree of procedural fairness, low perceived levels of interactional justice in the context of contract fulfillment predicted lower comparative levels of commitment.

We refer to the studies performed in different fields. In a study conducted on 500 employees in 3 different higher education organizations in Pakistan, it was revealed that organizational justice has a positive effect on organizational commitment [64]. From an analysis of a survey study participated by 300 nurses working in a hospital in Korea, organizational justice is observed to have a high effect on organizational commitment [66]. Lau and Moser [67] uncovered that procedural justice has a positive relationship with organizational commitment [68]. In addition, in another study conducted on 418 South Korean police officers, when the effects of organizational justice and organizational commitment are examined, it is seen that organizational justice has a positive impact on organizational commitment [69]. In the literature, there are many similar studies in different sectors. As a result, as seen in preceding studies, organizational justice is generally strongly linked to organizational commitment and positively affects each other [66-70].

Based on the results of the regression analysis in this work, it is observed that the organizational justice scale total scores of the employees have a statistically remarkable impact on the organizational commitment scale total scores. It was shown that there is a positive relationship between the organizational justice perceptions of the shipyard employees and their organizational commitment. Therefore, Hypothesis 1 has been supported. In addition, another finding of the study has justified that organizational justice perceptions of shipyard employees positively affect

their perceptions of organizational commitment. That is to say that Hypothesis 2 has been supported. In the interview with the employees of the organization, it was seen that answers were received in support of this study and literature studies. It is important in terms of guiding employers and managers to determine what kind of justice perception their employees have in the preferences and procedures made by the executives within the organization and the related level of commitment. The results of the current study will offer top managers, administrators, and decision-makers a glimpse into the relationship between organizational commitment and perceived organizational justice as well as insight into how to maintain employees using an organizational justice perspective to elicit favorable attitudinal and behavioral responses from employees. This study would give them a better understanding of how to keep valuable personnel, raise workers' commitment to and satisfaction with their work, increase workers' happiness, and enhance workers' productivity.

5. Conclusion

In this study, organizational commitment and justice are empirically analyzed for the first time in the context of a shipbuilding organization in Türkiye. The study reveals that the existence of organizational justice perceptions of the employees affects employee commitment, as well a positive relationship. The study revealed that the highest correlation between variables is interactional justice, procedural justice, distributive justice, and organizational justice: normative, continuance, and affective commitment with organizational commitment. Low and moderate relations have been observed between organizational justice and commitment. The importance of the employees is emerging not only in the maritime industry but also in others. Finding goods that benefit both the employer and the employee is becoming more and more important. Employee loyalty to their employers has been connected to various organizational outcomes such as turnover, commitment, productivity, dedication, engagement, and organizational performance. Employees that are loyal to their employers are more invested in their businesses, more productive, and less absent. Expanding the research and applying it to shipyard workers in different Turkish provinces or around the world will enable businesses to update themselves in terms of management and to go to managerial reforms. At the same time, it will be determined how much employee perceptions of justice exist in the face of decisions and practices taken by the managers in the organization. It is thought that determining the level of commitment of the employees is important in terms of guiding employers and managers. Moreover, it is considered that it would be beneficial to make subsequent comparative studies on a

sectoral or regional basis. In the future, the application of this study not only to the shipyard workers but also to the Turkish seafarers and maritime workers, which has gained importance in recent years, will also contribute to Türkiye's maritime sector. It is thought that this study would fill the gap in the literature by addressing the commitment of employees to fair practices in maritime organizations and would contribute to organizations in the maritime sector.

6. Recommendations

- There must be fair treatment between all departments.
- It is recommended to follow the policies that keep the employees in the organization, such as increasing premium wages, providing promotion opportunities, and providing social opportunities.
- Employees are encouraged to take responsibility.
- In the face of the individual's dedication to the organization, certain rewards and outputs (such as education, bonus, family support, and social support) should be given by organizations.
- Thus, individuals with organizational commitment become more harmonious, more satisfied, more productive, and work with a higher sense of loyalty and responsibility.
- It is recommended that organizational managers retain their highly qualified employees by applying fair policies.

Ethics

Authorship Contributions

Concept design: N. Şenbursa, R.T. Türkeli, Data Collection or Processing: N. Şenbursa, R.T. Türkeli, Analysis or Interpretation: N. Şenbursa, R.T. Türkeli, Literature Review: N. Şenbursa, R.T. Türkeli, Writing, Reviewing and Editing: N. Şenbursa, R.T. Türkeli.

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