

## ***Job Satisfaction and Organizational Commitment of Healthcare Sector Employees: A Comprehensive Review of the Literature***

*Sağlık Sektörü Çalışanlarında İş Memnuniyeti ve Örgütsel Bağlılık: Literatürün Kapsamlı Bir İncelemesi*

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### **Öz**

Son zamanlarda ilaç sektöründe ortaya çıkan yoğun rekabet ortamı, sektörde faaliyet gösteren işletmelerin daha nitelikli çalışanlara olan ihtiyacını arttırmıştır. Bu doğrultuda nitelikli çalışanların örgütte kalmasını sağlamak ve bu amaçla izlenmesi gereken politika ve stratejiler, ilaç firmaları ve sağlık sektörünün en önemli önceliklerinden olmuştur. Çalışanları memnun etmek, çalışan devir hızını düşürmek, verimli bir örgüt kültürü inşa etmek ve organizasyonu, inovasyon ve başarıya götürmek için, çalışanlarda örgütsel bağlılığı geliştirmek fazlasıyla önem taşımaktadır. Böylece yeni çalışan alımları azaltılarak bu sektördeki personel eğitimi harcamaları da minimum seviyede tutulacaktır. Bu çalışmada ilaç sektöründe faaliyette bulunan işgücüne yönelik örgütsel adalet, örgütsel iklim, iş tatmini, örgütsel bağlılık ve örgütsel vatandaşlık davranışı gibi konular ve bu kavramların birbirleri ile olan olası ilişkilerini inceleyen çalışmalara yönelik literatür taraması yapılmıştır. Çalışmada sistematik derleme yöntemi kullanılmakta olup, alıntı sayısı yüksek olan, 80 çalışma araştırmaya dahil edilmiştir. Araştırmada kullanılan çalışmalar Google Akademik ve Yök Tez veri tabanlarından alınmıştır ve sağlık sektörü çalışanları ve ilaç temsilcileri çalışmanın sınırlarını oluşturmuştur. Yapılan araştırmalarda örgütsel adalet ve örgütsel iklimin çalışanların iş tatmini üzerinde ve iş tatmininin, örgütsel bağlılık ve örgütsel vatandaşlık davranışları üzerinde önemli bir etkisinin olduğu ve olumlu yönde etkilediği görülmektedir.

**Anahtar Kelimeler:** Örgütsel Adalet, Örgütsel İklım, İş Tatmini, Örgütsel Bağlılık, Örgütsel Vatandaşlık Davranışı, Sağlık Sektörü.

### **ABSTRACT**

The extreme competition periphery in the pharmaceutical industry has increased the necessity for having a more eligible workforce and trying to hold them at the institution. The necessity for establishing appropriate policies to go along with this purpose have been one of the most important priorities of the pharmaceutical corporations and the health sector. To satisfy the workforce, keep employee turnover at a falling level, create an effective organizational culture, and drive the organization to innovation and success, it is exceptionally important to develop organizational commitment in employees. Thus, new employee recruitment will decrease and personnel training expenditures will remain at a minimum grade. In this study, a literature review was conducted on issues such as organizational justice, organizational climate, job satisfaction, organizational commitment and organizational citizenship behavior, and the potential relationships between these concepts. The systematic review method was used and 80 high citation articles obtained from google scholar and the yök thesis database have been included in the study. Health sector employees constitute the limitation of the study. According to the studies, organizational justice and organizational climate have a positive effect on employees' job satisfaction and job satisfaction has a positive effect on organizational commitment and organizational citizenship behaviors.

**Keywords:** Organizational Justice, Organizational Climate, Job Satisfaction, Organizational Commitment, Organizational Citizenship Behavior, Healthcare Sector.



## 1. Introduction

The relationship between job satisfaction and organizational commitment has been investigated in many studies. The outcomes of these studies put different results regarding the direction of the relationship between variables. Depending on these results, it will be useful to examine how the concepts of organizational support, organizational justice, ethical climate, job satisfaction, organizational loyalty, organizational commitment and organizational citizenship behaviour have results for health sector employees (Varol, 2017, s. 201). High organizational commitment will be reflected in the behavior of the employees and increase customer satisfaction rate. Besides, considering that the most important indicator of organizational citizenship behavior is the organizational commitment, the concept of organizational citizenship will be developed. Human capital is one of the major points influencing the competitiveness of organizations. In this context, ensuring organizational commitment and continuity of the employees in the organization is an important factor affecting competition. Researches have revealed a positive relationship between job satisfaction and organizational commitment (Mosadeghrad vd., 2008). Job satisfaction is the degree to which employees' expectations are met. Job satisfaction is an employee's pleasure from his job, a happy mood based on his work experience, and the harmony between job expectations and effects on the job (Şencan vd., 2017).

In the literature, job satisfaction is defined as a comforting and calming feeling that an individual tries to obtain from the work environment, namely the work itself, managers, working group and work organization (Karaduman, 2002, s. 70). It has also been expressed as a quality criterion of working life (Schultz vd., 1998: 250). Public or private organizations lose many skilled workforces every year. In this case, the result is an increase in labor costs. Labor turnover rate, ie workplace change of employees reveals two important costs for businesses (Andrews vd., 2003, s. 3). First of all, the training and development costs applied to bring these employees to the business and the expenses that the business has to spend to fill the existing gap as a result of these people leaving the business. The second is the negative impact of this bad situation on other employees who remain in the business. All managerial efforts in the enterprise are aimed at reducing the labor turnover rate. The basis of the work to be done to prevent this situation constitutes the determination of employee needs in a good way, meeting these needs and ensuring job satisfaction. According to Mowday vd. (1979) organizational commitment; is explicated as a strong commitment to the aims and values of the organization, the determination to work voluntarily and willingly, and to show determination in the continuation of organization membership (Mowday vd., 1979, s. 227).

Organizational commitment according to the authors; is a phenomenon that exists with the employee-organization relationship and enables employees to decide to be permanent components of the organization (Meyer vd., 1991). Organizational commitment is directly related to the formation of a workforce connected to the organization, the use of valuable information within the organization for the blessing of the institution, and the effective management of intellectual capital. Individuals with weak organizational commitment do not contribute enough to the organization and are likely to leave the organization in possible situations, just the opposite, employees with a high degree of

organizational commitment work in harmony, productive, fulfilled, high sense of responsibility. In this context, organizational commitment is one of the main activities and ultimate goals of organizations' efforts to protect their existence. This commitment of workers also expresses the strength of the organization. In this study, the concepts of organizational support, organizational justice, ethical climate, job satisfaction, organizational loyalty, organizational commitment and organizational citizenship behaviour and also possible relationships between these variables are discussed.

## **1.Theoretical Background**

### **1.1. Organizational Justice**

Organizational justice, focuses particularly on what constitutes employees' perception of whether they are treated fairly in their work and whether this affects other organizational outcomes. Organizational justice in it's shortest definition is the rules and social norms on how to manage and distribute the rewards and punishments in the organization. Organizational justice focuses on the impact of the work they perform on the other outcomes of the organization as a result of the belief that there is justice within the organization (Polat vd., 2008, s. 309). Conceptualization of the perception of justice in organizations emerges in the 60s and 70s (Homans, 1961; Walster vd. 1973; Greenberg, 1987, s. 9). During these years, applied studies were carried out on the perceptions of the employees on the compensation and rewarding policies of the organizations.

The most basic of the studies in organizational justice area is Adams' (1965) Equality Theory. According to this theory, employees constantly compare the effort they give to the organization and the benefit they get from with those who do similar jobs. As a result of this comparison, employees make a judgment about the justice behavior of the organizational management. Besides, employees pay attention to whether the manager of the organization makes correct, consistent, and impartial decisions while making decisions, and whether they take into account the concerns and thoughts of the employees while making these decisions (Judge vd., 2004, s. 395). Organizational justice is about how the decisions regarding rewards, remunerations, promotions, and punishment are made, how they are implemented, and how they are expressed within the organization (İçerli, 2010, s. 69). In other words, the concept of justice in organizations is evaluated in the context of the distribution of resources (wages, rewards, incentives, etc.). Organizational justice defines the equitable distribution of the benefits of the organization to the employees and the fairness of the managers. Organizational justice is based on the principle of respecting the rights of employees without discrimination among all members of the organization, respecting their personalities, and applying the organization's policies equally. Employee's behavior varies according to their perception of situations within the organization. The reason why organizational justice studies are valuable lately is that employees' perceptions of justice affect the effectiveness and efficiency of the organization. In particular, it increases job satisfaction, trust in the organization, organizational commitment, organizational loyalty, and job performance (İçerli, 2010, s.70) and this, increases the importance of the concept of organizational justice.

## 1.2. Organizational Climate

Organizational climate refers to the environmental conditions in which organizational activities are carried out. In other words, it is an environment formed by employee behavior patterns and relationships in the organization. Organizational climate is a psychological concept that defines the organization, distinguishes it from other organizations, forms its personality, dominates the organization and affects the behavior of the members of the organization. Further it is not concrete, it is felt and understood by the members of the organization (Karcıoğlu, 2001, s. 270). Employees change the organizational climate to business-oriented, innovation-oriented, entertainment-oriented, and so on. Organizational climate has a multivariate structure consisting of many practices and norms that affect the perceptions of employees. As a result, organizational climate; consists of employee and senior management practices, depends on the perception of the conditions related to the work environment, forms the basis for the definition of the working environment, and is a source of pressure that guides the ways of doing business.

### 1.2.1. Ethical Climate

The concept of "ethical climate" was developed by Victor and Cullen (1988) and is possible to see that it is also named as ethical business climate, ethical atmosphere, moral climate, and moral environment (Victor and Cullen, 1988, s.106). Ethical climate, in its simplest terms, is the organizational business climate. The ethical climate is one of the effective concepts in the context of business ethics as an explanatory of ethical behavior in organizations (Wimbush vd., 1997, s. 67). With the expression of ethics, standards that enable us to distinguish between right-wrong, good-bad, acceptable-unacceptable, and beneficial-harmful facts are understood. In other words, it is the evaluation of human behavior in a moral context. However, the concept of ethics must lay down clear rules that define these abstract concepts (business ethics, medicine, ethics, media ethics, etc.) according to accepted universal norms. The ethical climate in an organization should be a part of that organization's way of doing business, clearly and understandably in the business life of that organization. The ethical climate is the behavior that is expected, supported, and encouraged by employees. Besides, this effect should be seen in the relations, management, and decision-making mechanisms of the organization with its external stakeholders. Ethical climate besides guides employees to identify behaviors that are deemed unsuitable or inappropriate by the organization (Büte, 2011, s.104).

### 1.2.2. Organizational Support

Perceived organizational support is defined as "the perceptions of the organization attaching importance to the participation and well-being of the employee, and the feelings that the organization carries out the activities that affect the employees voluntarily". In some studies, it has been stated that employees develop general beliefs about whether

their organizations support them or not. The organization's attention to its employees, striving for their happiness, seeing employees as important, and making these situations felt positive affect the relationship of employees with the organization (Eisenberger vd., 1990). In some studies, a positive relationship was found between the support of employees by the organization and the emotional commitment (Buchanan, 1974). All modern management techniques can be successful with the concept of organizational support that prioritizes and supports individuals. Supporting employees inside and outside the organization, appreciation of their opinions, listening to their requests and suggestions, and feeling accepted by the employees will increase organizational performance (Özdevecioğlu, 2003, s. 117).

### **1.3. Job Satisfaction**

The term satisfaction means making something desired happen and it is defined as the state of happiness that occurs as a result of the satisfaction of needs (Halsey, 1988, s. 884). The feeling of satisfaction can only be felt by the individual concerned and plays an important role in ensuring that the individual reaches inner peace. Job satisfaction is defined as a sense of satisfaction that emerges as a result of the harmony between the working life or the conditions of the workplace and a positive attitude towards the job (Ugboro and Obeng, 2000: 254). When it comes to job satisfaction, the financial benefits obtained from the job and the work colleagues that the worker enjoys working with and the happiness provided by creating a work come to mind (Bingöl, 1997, s. 270). The harmony of the goals of the individuals with the goals of the business and the comparison of the rewards individuals expect from the job and the rewards they obtain are closely related to job satisfaction. The most important feature of job satisfaction is that it is an emotional concept rather than a mental one. Because it is personal, the most important thing the manager can do is to help his employees achieve an optimum level of satisfaction. The concept in researches on job satisfaction in general, has been considered in terms of organizational behavior development and as a factor that increases productivity (İşcan and Timuroğlu, 2007: 125). In this section, job qualification, wage, promotion opportunities, working conditions and human relations issues, which are the most important factors affecting job satisfaction, will be discussed in detail.

#### **1.3.1. The Nature of the Job**

The satisfaction a workplace provides to an employee depends on the quality of the job in that workplace and how it is perceived and accepted by the employees (Sarıkaya, 2002: 15). One of the main factors affecting job satisfaction is that whether the content of the work is interesting and enjoyable and that it is in harmony with the interests and abilities of the employees or not. The three most important elements of this factor are; independence, diversity, and the ability to use skills and abilities, special knowledge and skills (Altundaş, 2000, s. 43). Feasibility of the work done by a single person, applicability of alternative work programs and flexible working hours, job rotations and job enrichments are possible methods in this context and directly affect job satisfaction.

However, it should not be forgotten that jobs that place too much responsibility and role on the employee may cause stress and mental burnout on the employee. Therefore; we can say that moderately diversified jobs may provide more job satisfaction.

### **1.3.2. Wage**

The literal meaning of wage is fixed money given to an employee at regular intervals in return for a service or work (Halsey, 1988, s. 877). Wage is one of the most important issues in terms of personnel, as well as in determining the economic and social policies of today's businesses. Wage ranks first among the factors affecting economic, political and social life. In the literature, wages are paid to a person who contributes to a production activity with physical or intellectual effort according to the amount of production, time or other measures; It is defined as the money paid by calculating with a certain method (Şimşek, 1997, s. 293). Wage management is one of the most important functions of human resources management. Satisfactory management of human resources requires satisfactory monetary payments management (Bingöl, 2003, s. 312). Although, generally in the management books, it is emphasized that an employee will be satisfied at the level of wages and similar payments he or she will earn in return of work, in the literature a definite relationship could not be established between job satisfaction of the person and his wage (Andrews, 2003, s. 35). However, it is also important whether the fee is fair or not. The employee will compare the wage he receives with the wages of employees working in similar jobs both in his own workplace and in other businesses. In this regard, the remuneration must be fair as well as sufficient. Otherwise, the employee who believes that there is a lack of fairness in payments at the workplace where he / she works, shows a tendency to be dissatisfied.

### **1.3.3. Workplace Conditions**

This concept refers to the working environment related to health, safety and comfort in the workplace. Business worlds rapid change has made it obligatory for employers to prepare working conditions that protect the health and safety of their employees. This obligation stems from both the social responsibility of the employer towards its employees and the employer's aim to increase labor productivity. For this reason, working conditions have begun to improve, and efforts have been made to protect workers health and safety. In general, it is known that employees tend to work in workplaces with heat, light and ventilation systems, away from high noise and comfortable working conditions. Studies show that employees prefer to work in safe and comfortable businesses. It is observed that they prefer businesses that are near to their home, which are clean and use adequate and modern equipments. In this context, most enterprises also try to establish social facilities such as canteens, local and sports halls where employees can spend their free time in order to improve working conditions (İşcan ve Sayın, 2010, s.200).

### **1.3.4. Career Promotion Opportunities**

Promotion, literally is position, rank, reputation and it refers to the increase in status (Halsey, 1988, s. 801). Promotion is the assignment of an employee to a higher level job within the organization. Accordingly, when the employee is appointed to a higher position requiring more responsibility than the current position, higher wage, more privileged, greater authority and freedom of movement, and less supervision, the promotion event takes place (Bingöl, 2003, s. 440). The appointment of the employee to a higher position within the company will both create a sense of satisfaction and also increase motivation. Here the important thing is to establish a fair promotion policy for employees. Promotions provide opportunities for individuals to both develop and gain responsibility; as well as increasing the social status of the individual (Yaseen, 2013). Individuals will likely be satisfied with their jobs to the extent that they perceive their job promotion decisions to be fair. Promotions depend on the skills and abilities of employees and gives the opportunity for organization to benefit more effectively from these skills and capabilities, and it also can be seen as a reward or response to the past behavior of employees.

### **1.3.5. Human Relations in the Workplace**

As a result of industrialization, small workshops was replaced by large factories and organizations, and employees with many different cultures and characteristics were brought together under the same roof. Working with many different people has revealed an important field of study for management science. This field of study investigated under the name of human relations; It covers important issues such as how to manage employees and how to establish relationships with them in order to increase both business and employee efficiency in organizations. If appropriate relationships are established between employees in an enterprise, a conscious division of labor is made, and especially if social cohesion is achieved, besides productivity, employee happiness and satisfaction will be achieved as a result of the union and agreement of employees' feelings and thoughts (Sabuncuoğlu, 2001, 42).

### **1.4. Organizational Commitment**

As mentioned before organizational commitment is one of the main critical goals of organizations' struggles to guarantee their existence. Career opportunities, wage policies, and other motivational factors are the tools used for workers to remain in the organization. Organizational commitment is important for organizations for many reasons. Some of these reasons are dismissal, absenteeism, job satisfaction, job ownership, performance, responsibility, autonomy, participation, etc. Demographic factors as age, gender, seniority, education level, psycho-social characteristics of the individual, intrinsic motivation and working avails, working life factors as participatory avails and self-seeking gains, role-related factors as the job content, role dissension and role doubtfulness, organizational structure related factors like organization size, level of control, flexible working tempos, and occupation chances and also, participatory management, economic award arrangements, work pressure, group awareness, autonomy systems, empowerment, and training opportunities can be added to the factors affecting



the level of organizational commitment. Besides, the relationships between staff and manager, organizational atmosphere, and employees' understandings of organizational ethics are also considered in this group.

The reflection of organizational commitment on the organization can be positive or negative depending on the commitment degree of the individuals. Reflections of commitment levels on the individual and organization were revealed by Pierce and Dunham (1987, s. 165). According to this study, organizational commitment levels; are classified as a low, medium, and a high degree of commitment (Koç, 2009, s. 206). Low degree commitment is also expressed as "obligatory commitment" or "continuity commitment" (Allen vd., 1990, s. 5). It is the level of commitment that the individual is away from attitudes and behaviors towards achieving the goals and objectives of the organization and the bond between him and the organization is quite weak. It is the weakness of the individual's psychological sense of belonging to the organization and is the desire to remain due to the investments made by the individual in the organization (career, retirement right, seniority right, relationship network, special talents, etc.) These types of employees are referred to as "emotionless employees" and are an undesirable type of employees for the organization. Moderate commitment is also expressed as "formal adherence" or "normative adherence" (Allen vd., 1990). It is the situation of an individual not feeling fully belonging to the organization although he/she accepts the purpose and way of doing business of the organization. Thinking that it is right to stay in the organization and perceiving this as a duty ensures that the individual stays in the organization. At this level, although the individual acts in line with the expectations of the organization with his attitudes and behaviors, problems may arise in case of conflict between individual expectations and expectations of the organization. High-level commitment is a level of commitment in which the individual integrates with the organization he/she works with, embraces his/her value judgments, goals, and objectives, and devotes himself/herself to the organization. A high degree of commitment occurs as an outcome of the harmony between organizational values and individual values. The individual is extremely satisfied with being a member of the organization he/she works for and is emotionally attached to the organization (Allen vd., 1990).

### **1.5. Organizational Loyalty**

Individual's commitment to the organization is associated with certain, uncertain, or completely hidden interests (Becker, 1960). In this context, organizational commitment develops more depending on the unity of individual and organizational goals and the desire to achieve these goals. However, organizational commitment refers to a situation that does not care about the formation of individual goals and behaviors, but rather the goals and objectives of the organization. Loyalty expresses a one-sided and strong relationship between an individual to an organization. It is a situation in which the individual does not think of leaving the organization regardless of the circumstances. As discussed, organizational commitment is a factor that allows a person to stay in an organization as long as his individual goals and objectives are realized and his interests are met. Organizational loyalty, on the other hand, indicates a more stronger emotional state than organizational commitment. While organizational commitment is shaped by

rational feelings, the sense of loyalty is not based on rational facts. Loyalty is an individual's effort to identify the goals of the organization with his own goals (Koç, 2009, s. 204). Organizations want their employees to have organizational commitment and even organizational charity and loyalty as much as possible.

### **1.6. Organizational Citizenship Behavior**

OCB usually refers to behaviors that positively affect the organization or its members. The concept of OCB relates to employee behaviors that are not part of an individual job description, are not included in the employee contract, and are useful for organizational performance (Smith vd., 1983, s. 655–663). OCBs are voluntary acts of organization members; They go beyond the scope of their job responsibilities and aim to assist colleagues and deal with their organization and operations (Podsakoff vd., 2000, s. 526). Robbins (2001) claims that OCBs are staff behavior that are not part of their essential job but support the effective functioning of the organization. We can define organizational citizenship behaviors as those that do not appear in the official job description, but facilitate the fulfillment of duties in the organization. Therefore it is determined as employee behavior that is not defined in the formal system of the organization, it is based on volunteering and contributing to the effective and efficient operation of the organization (Organ, 1988). Failure to do this desired behavior for the structured operation of the organization does not require any sanction. There are five volumes of organizational citizenship behavior. These are; altruism, conscientiousness, gentlemanliness, courtesy, and civic virtue (Organ, 1988).

In different studies, helping behavior, organizational loyalty behavior, organizational compliance behavior, individual initiative behavior, and personal development behavior have been also used as dimensions of organizational citizenship behavior (Bolat vd., 2008, s. 78-79). Hicks-Clarke and Iles (2000) found that the perception of organizational justice strongly predicts organizational commitment, and Singh (1998) suggests that employees change the foundations of their future psychological contracts when they feel unfairly treated. These types of employees are more likely to be concerned with their personal well-being than organizational goals. It has also been argued that subordinates work harder and better because organizational commitment is a measure of their psychological state and this is important in determining their subsequent behavior and reactions at work (Etzioni, 1964; Meyer vd., 1989, s. 154). The subject literature clearly shows the correlations between organizational commitment and organizational citizenship behavior. Therefore, in line with the research evidence (Morrison, 1994; Schwartz & Tessler, 1992; Tsui vd., 1997), we consider employee engagement to be an important indicator for the OCB.

## **2. Methodology**

### **2.1. The purpose and importance of the research**

The intense competition that has emerged recently in the pharmaceutical industry has increased the need for a more qualified workforce of companies operating in this field. In this respect, trying to keep the qualified employees in the institution and policies towards this purpose has been one of the most important priorities of pharmaceutical companies and the health sector. To keep these employees within the organization, it is extremely important to develop a sense of job satisfaction and organizational commitment in employees. Organizational justice, organizational support, ethical climate, job satisfaction, organizational commitment, organizational citizenship behavior concepts and their inter relations have been addressed by various researchers in the literature. This research was conducted as a literature review of applied studies dealing with these issues through the pharmaceutical and health sector workers.

## **2.2. Method and Sample of the Research**

The research was conducted using the systematic review method. As known, the systematic review is a comprehensive synthesis of many studies conducted with similar methods (Karaçam, 2013, s. 26) and collects and summarizes the researches that have been previously addressed on the subject and comply with the inclusion criteria, and seeks an answer to the basic question of the research. Various studies have been carried out by many researchers upon employees in the health sector and contributed to the literature. In this study, the results of various studies conducted upon health sector employees will be shared. Articles with a high number of citations published in the area have been included in the study. The studies used in the research were obtained from Google scholar and the Yök Thesis database according to their citations. Health sector workers, nurses, and drug representatives constitute the limitation of the study.

## **3. Literature Review Results**

The results of Hicks-Clarke and Iles (2000) study's exploring the relationship between organizational justice and organizational commitment revealed that the perception of organizational justice strongly predicts employee's commitment to their organization. The research done by McNeese-Smith & Nazarey (2001) studied the relationship between job satisfaction and organizational commitment and content analysis identified that organizational commitment is most related to personal factors such as opportunities for learning, monetary benefits, relationships with coworkers and job satisfaction. Brown-Mahoney's (2001) work on organizational climate and job satisfaction showed that organizational climate positively affects employee's job satisfaction. Krueger, P., vd. (2002) searched the relationship between organizational climate and job satisfaction and claimed that Job satisfaction is a multidimensional construct and although there appear to be some commonalities across organizations, some predictors of job satisfaction appear to be organization and context specific. The results of the study conducted by Carmeli & Freund (2003) showed that job satisfaction has a mediating role in the relationship between joint work commitment and job performance. Silverthorne, C. (2004) studied the relationship between organizational climate, job satisfaction and commitment and

claimed that organizational culture and climate play an important role in the level of job satisfaction and commitment in the organization.

The results of Freund (2005) study's which examines the concepts of organizational commitment and job involvement and the influence of these factors on job satisfaction and on quitting intentions, showed that continuity and emotional organizational commitments affect job satisfaction (Freund, 2005, s.16). Both career commitment and job satisfaction have a significant negative influence on willingness to leave and on thinking about withdrawing from the institution. The study of Chen, C. F. (2006) looks at the effects of individual factors, job satisfaction, and organizational commitment on flight attendants' turnover intent in a Taiwanese airline institution. Outcomes of the regression analysis for samples distracted that organizational commitment, as well as job-itself satisfaction, were found a significantly negative impact on flight attendants' turnover intent. According to the results of the study conducted by Yapraklı and Yılmaz (2007) on drug representatives in Erzurum, which was conducted to measure the effect of work stress on the job satisfaction of employees, it was concluded that the job satisfaction of drug representatives was high and job satisfaction negatively affected the stress occurring in the workplace. The descriptive, correlational, and cross-sectional study established by (Mosadeghrad vd. 2008) indicated that employee's job satisfaction and organizational commitment were closely inter-related and correlated with turnover. As job satisfaction and organizational commitment have a strong correlation with turnover, it is vital to consolidate these factors by applying the appropriate human resource strategies.

The study conducted with drug representatives shows that the atmosphere of peace in the workplace has a reducing effect on stress. The results of a survey conducted by Ay vd. (2009), which was conducted to investigate the effect of ethical climate on employees' job satisfaction show that making ethical regulations in the workplace increases the level of employee commitment to work. It has been determined that the ethical climate created in the organizations eliminates the uncertainties, thus increasing the job satisfaction of the employees. According to the study, the job satisfaction of employees is shaped according to the organizational climate of the companies. The paper established by Ahmad, H vd. (2010) utilized survey data collected from advertising agencies of Islamabad, Pakistan to test interdependency of job satisfaction and job performance, impacts of organizational commitment on job satisfaction, and effect of organizational commitment on performance. The study determined a weak relation between job satisfaction and performance while organizational commitment has a strong positive relationship with performance.

The study conducted by Ponnu and Chuah (2010) to investigate the relationship among organizational justice, organizational commitment and turnover intent of employees showed that both procedural and distributive justice perceptions were significant factors in explaining organizational commitment and turnover intent. According to the results of Eren and Hayatoğlu (2011) study conducted to investigate the effects of ethical climate on the performance of employees, it was concluded that the ethical climate phenomenon positively affects the fact of trusting the manager and job performance. It was concluded that the healthy and trust-based relationship formed in the workplace aroused positive

feelings towards the employer, and that, with the effect of these positive emotions, the work performance of the employees increased in a positive direction.

In the study conducted by Efeoğlu and İplik (2011) to investigate the effects of the concept of organizational justice on cynicism, the issue of organizational cynicism was evaluated in terms of commitment to the organization. The concept of cynicism is explained as the belief that the organization they work for is dishonest and their negative attitude towards the organization, and it is considered as a situation that occurs as a result of not fulfilling the basic expectations such as sincerity, justice, and honesty. According to the study, it was concluded that the gains of the employees of the organization are incompatible both according to the employees doing similar work and according to their contribution to the organization. Besides, it was concluded that the managers evaluated the decisions as biased, wrong, and inconsistent and this situation affected their turnover attitude. The increase of all these negative perceptions results in a decrease in employees' job satisfaction, job performance, trust in management, and organizational commitment. In the survey study conducted by Demirel and Seçkin (2011) to measure the effect of organizational justice on information sharing, it was concluded that the sense of organizational justice affects information sharing positively. Besides, it was concluded that managers' emphasis on transactional and interactional justice in their relationships with employees would increase the willingness of employees to create knowledge and commitment.

According to the results of the study conducted by Işık vd. (2012) to measure the effect of organizational justice on job loyalty, the organizational commitment of healthcare professionals is closely related to their organizational justice attitudes. The thought of healthcare professionals' managers that they are treated fairly affects their emotional and normative reactions towards the organization. Jyoti, J. (2013) measured the impact of organizational climate on job satisfaction, job commitment, and intention to quit with the help of regression analysis and claimed that job satisfaction along with organizational climate plays a vital role in retaining the employees by enhancing their commitment to the organization. Outcomes of the study conducted by (Gheisari vd. 2014) which was established to explain the relationship between variables of organizational climate, organizational commitment, job involvement, and organizational citizenship behavior showed that there is a significant relationship between organizational climate and organizational commitment, between organizational commitment and job involvement, between job involvement and organizational citizenship behavior, between organizational citizenship behavior and organizational climate and job involvement. The study conducted by Taner and Elgün (2015) at the pharmaceutical industry, to examine the effects of employee's perceptions of ethical climate on organizational commitment, showed that ethical climate in the workplace positively affects employee's emotional commitment and attendance towards their organization. The research established by Tarigan and Ariani (2015) confirmed previous research determining that job satisfaction and organizational commitment have a significant positive relationship. Organizational commitment and job satisfaction also showed a negative and significant relationship with turnover intent.

The study by Sawitri, D vd. (2016) aimed to understand and analyze the effects of job satisfaction, organization commitment, and organizational citizenship behavior towards employee performance. The study result showed that job satisfaction and organization commitment affect organization citizenship behavior positively and organizational commitment and organizational citizenship behavior affect employee's performance positively. Galletta, M., vd. (2016) claimed that voluntary turnover in nursing could lead to nursing shortcomings that affect individuals and his/her hospital unit. They researched the relationship between individual and group level variables by examining the association of nurse's job satisfaction and team commitment at the individual level, and nurse-physician collaboration at the group level, with employees, want to quit at the individual level. Nurses with high levels of job satisfaction promoted high levels of identification with their team, and this was stronger when the group perception of collaboration was high. At the individual level, job satisfaction and team affective commitment are vital indicators for retaining staff, and at the team level, good work collaboration is instrumental in developing nurse's affective commitment.

According to the results of the study conducted by Şencan vd. (2017) to measure organizational commitment and job satisfaction of managers operating in the pharmaceutical industry, there was a positive relationship between organizational commitment and job satisfaction. In other words, the increase in commitment to the organization causes an increase in job satisfaction. At the same time, it was concluded that the increase in working time at the workplace also increases the sense of commitment to the organization. According to the results of the study established by Varol (2017), it was concluded that employees who have a high level of job satisfaction have a higher commitment to the organization. The study also discussed the normative commitment levels of those working in the pharmaceutical industry. According to the results of the research, it was concluded that individuals with high job satisfaction have high normative commitment. According to the results of the study established by Erer and Iraz (2018) examining the effect of organizational justice on organizational citizenship behavior, it was concluded that increasing nurse's perceptions of organizational justice will positively increase their organizational citizenship behavior. That is, if the organizational climate is at the expected level and positive, it positively affects health sector employees and increases their level of commitment. It has been concluded that employees who define the organization they work for as fair will increase their loyalty to the organization and their sense of belonging will increase.

The study established by Puspitawati and Atmaja (2019) attempting to determine the role of organizational commitment mediating organizational climate with turnover intention has found that organizational climate has a significant positive effect on organizational commitment, the organizational climate has a significant negative effect on turnover intention, organizational commitment has a significant negative effect on turnover intention, and organizational commitment partially mediating organizational climate on turnover intent. According to the outcomes of the research done by Unver vd. (2020) to determine the relationship amongst work-related tension level and burnout, organizational commitment and organizational justice levels of midwives working in the delivery room, work-related tension, emotional exhaustion, and depersonalization are important variables that reduce the level of organizational justice. On the other hand, it

has been determined that as the level of procedural justice increases in midwives, the degree of emotional and continuous allegiance also increases. According to the results of this research, it was concluded that work-related tension and burnout are important factors affecting the organizational justice level, and organizational commitment increases as the perception of procedural justice increases.

According to the results of the study conducted by Özdemir (2020) to investigate the effects of organizational justice thoughts on their commitment to their organizations, it was concluded that there is a positive and significant relationship between employee's perceptions of organizational justice and organizational commitment. According to the results of the study conducted by Alnıaçık vd. (2020) to put on the scale the effect of corporate image on job satisfaction and commitment, it was concluded that corporate image had a positive effect on emotional commitment and job satisfaction, while corporate image harmed the intention to quit. According to the results of the study conducted by Çankaya (2020) to determine whether the organizational trust perceptions of employees working in a private hospital have a significant effect on their organizational identification levels, it has been determined that the dimensions of organizational trust in the manager and trust in the organization have positive significant effects on organizational identification. According to the results of the study conducted by Bektaşoğlu and Şengün (2020) to measure the effect of organizational communication on organizational commitment, increased organizational communication also increases job satisfaction. The results of the research established by Çalışkan and Özkan (2020) to measure organizational commitment and job satisfaction, concluded that there is a positive relationship between organizational commitment and job satisfaction.

Table (1): Studies Examining the Relationships Between the Variables Under Study (Years: 2000-2020)

	Variables	Researcher	Year	Results
1	Organizational Justice and Organizational Commitment	Hicks-Clarke and Iles	2000	The perception of organizational justice strongly predicts organizational commitment.
2	Job Satisfaction and Organizational Commitment	McNeese-Smith, D. K., & Nazarey, M	2001	Content analysis identified that organizational commitment is most related to personal factors, opportunities for learning, monetary benefits, coworkers and job satisfaction.
3	Organizational Climate and Job Satisfaction	Brown-Mahoney, K. C	2001	Organizational climate positively affects employees job satisfaction.
4			2002	Job satisfaction is a multidimensional construct and although there appear to be some

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	Organizational Climate and Job Satisfaction	Krueger, P., vd.		commonalities across organizations, some predictors of job satisfaction appear to be organization and context specific.
5	Organizational Commitment and Job Satisfaction	Carmeli, A., & Freund, A.	2003	Job satisfaction has a mediating role in the relationship between joint work commitment and job performance.
6	Organizational Climate, Job Satisfaction and Commitment	Silverthorne, C.	2004	Organizational culture and climate plays an important role in the level of job satisfaction and commitment in an organization.
7	Job Satisfaction and Organizational Commitment	Freud	2005	Continuity and emotional organizational commitments affect job satisfaction.
8	Job Satisfaction, and Organizational Commitment	Chen, C. F.	2006	Organizational commitment, as well as job-itself satisfaction, were found a significantly negative impact on employees turnover intent.
9	Work Climate and Job Satisfaction	Yapraklı and Yılmaz	2007	Job satisfaction negatively affected the stress occurring in the workplace.
10	Job Satisfaction and Organizational Commitment	Mosadeghrad vd.	2008	Job satisfaction and organizational commitment have a strong correlation with turnover.
11	Organizational Justice, Job Satisfaction and Organizational Commitment	Polat vd	2008	Organizational justice focuses on the impact of the work employees perform on the other outcomes of the organization as a result of the belief that there is justice within the organization.
12	Organizational Loyalty and Organizational Citizenship Behavior	Bolat vd.	2008	Organizational loyalty behavior, organizational compliance behavior, individual initiative behavior, and personal development behavior have been used as dimensions of organizational citizenship behavior.
13	Ethical Climate and Job Satisfaction	Ay vd.	2009	Making ethical regulations in the workplace increases the level of employee commitment to work and their job satisfaction.



14	Organizational Loyalty and Organizational Commitment	Koç	2009	Organizational loyalty indicates a stronger emotional state than organizational commitment and there is a significant inter correlation between organizational loyalty and commitment.
15	Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior	Ahmad, H vd.	2010	The study determined a weak relation between job satisfaction and performance while organizational commitment has a strong positive relationship with performance and organizational citizenship behavior.
16	Organizational Justice and Organizational Commitment	İçerli	2010	Employees' perceptions of justice affect the effectiveness and efficiency of the organization, increases job satisfaction, trust in the organization, organizational commitment, organizational loyalty, and job performance.
17	Organizational Justice and Organizational Commitment	Ponnu and Chuah	2010	Both procedural and distributive justice perceptions were significant factors in explaining organizational commitment and turnover intent.
18	Ethical climate and job Satisfaction	Eren and Hayatoğlu	2011	Ethical climate phenomenon positively affects the fact of trusting the manager and job performance.
19	Organizational Justice and Organizational Commitment	Efeoğlu and İplik	2011	The increase of negative perceptions about the organizational justice results in a decrease in employees' job satisfaction, job performance, trust in management, and organizational commitment.
20	Organizational Justice and Organizational Commitment	Demirel and Seçkin	2011	Managers' emphasis on justice in their relationships with employees would increase the willingness of employees to create knowledge and commitment.
21		Işık vd.	2012	Organizational commitment of healthcare professionals is closely

	Organizational Justice on Job Loyalty			related to their organizational justice attitudes.
22	Organizational Climate, Job Satisfaction and Job Commitment	Jyoti, J.	2013	Job satisfaction along with organizational climate plays a vital role in retaining the employees by enhancing their commitment to the organization.
23	Organizational Justice and Job Satisfaction	Lotfi, M. H., & Pour, M. S.	2013	There is a significant relationship between organization justice and job satisfaction.
24	Organizational Climate, Organizational Commitment and organizational citizenship behavior	Gheisari vd.	2014	There is a significant relationship between organizational climate and organizational commitment, between organizational commitment and job involvement, between job involvement and organizational citizenship behavior, between organizational citizenship behavior and organizational climate and job involvement.
25	Ethical Climate and Organizational Commitment	Taner and Elgün	2015	Ethical climate in the workplace positively affects employee's emotional commitment and attendance towards their organization.
26	Job Satisfaction and Organizational Commitment	Tarigan and Ariani	2015	Job satisfaction and organizational commitment have a significant positive relationship. Organizational commitment and job satisfaction also showed a negative and significant relationship with turnover intent.
27	Job Satisfaction, Organizational Commitment and Organizational Citizenship Behavior	Sawitri, D vd.	2016	Job satisfaction and organization commitment affect organization citizenship behavior positively and organizational commitment and organizational citizenship behavior affect employee's performance positively.
				Nurses with high levels of job satisfaction promoted high levels of identification with their team, and this was stronger when the

28	Job Satisfaction and Organizational commitment	Galletta, M., vd.	2016	group perception of collaboration was high. At the individual level, job satisfaction and team affective commitment are vital indicators for retaining staff, and at the team level, good work collaboration is instrumental in developing nurse's affective commitment.
29	Organizational Commitment and Job Satisfaction	Şencan vd.	2017	There is a positive relationship between organizational commitment and job satisfaction and the increase in commitment to the organization causes an increase in job satisfaction.
30	Job Satisfaction and Organizational Commitment	Varol	2017	Employees who have a high level of job satisfaction have a higher commitment to the organization.
31	Oganizational Justice, Organizational Climate and Organizational Citizenship Behavior	Erer and Iraz	2018	Increasing nurse's perceptions of organizational justice will positively increase their organizational citizenship behavior and if the organizational climate is at the expected level and positive, it positively affects employees and increases their level of commitment.
32	Organizational Loyalty, Job Satisfaction and Organizational Commitment	Ćulibrk, J., vd.	2018	Job involvement and organizational loyalty partially mediates the effect of job satisfaction on organizational commitment.
33	Organizational Climate and Organizational Commitment	Puspitawati and Atmaja	2019	Organizational climate has a significant positive effect on organizational commitment, the organizational climate has a significant negative effect on turnover intention, organizational commitment has a significant negative effect on turnover intention, and organizational commitment partially mediating organizational climate on turnover intent.
34			2019	Two components of organizational justice, distributive

	Organizational Justice and Job Satisfaction	Ghran, L. A. Z., vd.		justice and interactional justice positively affect job satisfaction.
35	Organizational Commitment and Perceived Organizational Justice	Unver vd.	2020	Work-related tension and burnout are important factors affecting the organizational justice level, and organizational commitment increases as the perception of procedural justice increases.
36	Organizational Justice and Organizational Commitment	Özdemir	2020	There is a positive and significant relationship between employee's perceptions of organizational justice and organizational commitment.
37	Organizational Climate, Job Satisfaction and Organizational Commitment	Almıçık vd.	2020	Corporate image had a positive effect on emotional commitment and job satisfaction, while corporate image harmed the intention to quit.
38	Organizational Climate and Organizational Commitment	Çankaya	2020	The dimensions of organizational trust in the manager and trust in the organizational culture have positive significant effects on organizational identification and commitment.
39	Organizational Climate and Organizational Commitment	Bektaşoğlu and Şengün	2020	Increased organizational communication also increases job satisfaction.
40	Job Satisfaction and Organizational Commitment	Çalışkan and Özkan	2020	There is a positive relationship between organizational commitment and job satisfaction.

According to the studies included and examined, the relationships between the variables of the study are summarized and shown in the model below.

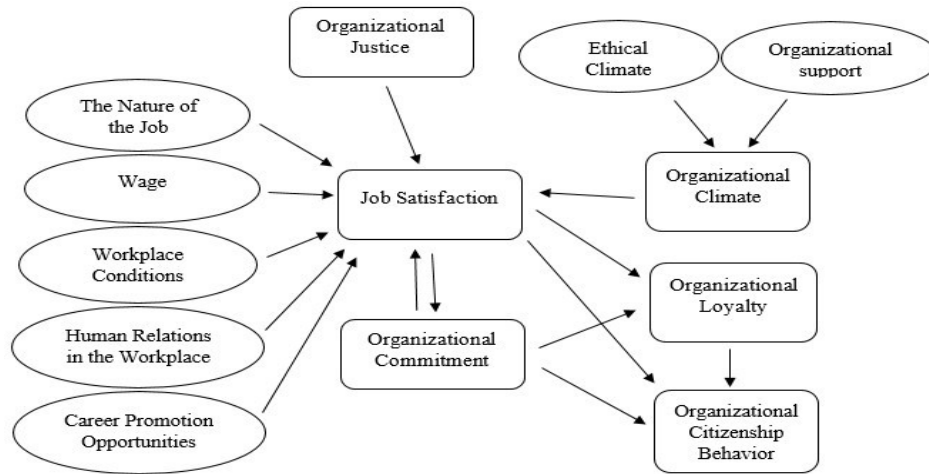


Figure (1): The research Model and Relationships

#### 4. Conclusion and Recommendations

The organizational commitment issue is of great importance in the context of intellectual capital management. A qualified workforce using their skills and knowledge for the sake of the organization, is crucial for organizational success and achieving competitive advantages. The issue of organizational climate and its effects on business life is a topic discussed by many researchers. Employees establishing warm relationships and having a sense of belonging in their workplace will slow down the employee turnover rate and provide the advantage of many costs such as the cost of personnel procurement, adaptation time, and providing various pieces of training to the workplace. The existence of an ethical climate in the workplace and the absence of ethical violations against employees may directly affect employees' commitment to the organization. According to the studies examined within the scope of the literature review, employees are emotionally attached to the workplace, feel a sense of belonging, and have less intention to quit in the ethical and positive organizational climates and in organizations where they feel the support of management and organization. In other cases, that is, when organizational justice is weak, organizational cynicism against the business comes into play. In other words, in the absence of injustice in the organizational environment, employee's loyalty to the business weakens, employees lose their sense of belonging and commitment, and this causes layoffs which harms the organization. The situations of insecurity and discontent cause events such as absenteeism, low performance, and organizational deviation, and negatively affects the organizational success. At the same time, the manager's observance of the merit system and being fair to the employees increases the commitment to the job. As mentioned above, all these factors positively affect job satisfaction and organizational commitment, which causes employees to adopt their organizations and exhibit organizational citizenship behaviors. As it is obvious helping behaviors and organizational citizenship status of the employees has a positive effect on

the successfulness of any organization. Employees operating in the health sector perceive their work as sacred, increasing their commitment to the organization and this situation decreases the possibility of employees leaving their jobs.

As mentioned various studies conducted based on years were discussed in the study. In the studies reviewed organizational justice and organizational climate have a positive significant effect on employees' job satisfaction and employees job satisfaction have a positive significant effect on organizational commitment and organizational citizenship behaviors within organizations. By expanding the sample in future studies and conducting more studies, researchers will be able to give healthier results.

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