Çalışanların Performanslarında Örgütsel Adalet, Güven, Bağlılık ve Vatandaşlığın Etkisi ve Buna Yönelik Bir Çalışma

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Özet

Bu araştırmada, çalışanların performansları üzerinde örgütsel adalet, güven, bağlılık ve vatandaşlığın etkisinin incelenmesi ve ampirik olarak ortaya koyulması amaçlanmıştır. Araştırmada, İstanbul ilinde bir ilçede 2017-2018 yılında bir belediyenin çeşitli kadrolarında görevli (n=446) çalışan üzerinde anket uygulaması yapılmıştır. Araştırmada elde edilen bulgulara göre örgütsel adalet ve örgütsel güven işgören performansı üzerinde doğrudan etkili olmayıp (p>0.05), örgütsel adalet ve örgütsel güven arasında (p<0.05), örgütsel bağlılık arasında (p<0.05) ve örgütsel vatandaşlık arasında istatistiksel olarak anlamlı ilişki bulunmuştur (p<0.05). Örgütsel bağlılık ve örgütsel vatandaşlık ile işgören performansı arasında da istatistiksel olarak anlamlı ilişkiler bulunmuştur. Buradan hareketle yapısal eşitlik modellemesi sonuçlarına göre örgütsel adalet güveni, örgütsel güven bağlılığı ve vatandaşlığı getirmekte, bu durum ise işgören performansını olumlu yönde etkilemektedir.

Anahtar Kelimeler: Örgütsel adalet, örgütsel güven, örgütsel bağlılık, örgütsel vatandaşlık, çalışan performansı.

The Impact Of Organizational Justice, Trust, Commitment and Citizenship On Employee Performance and A Study

Abstract

In this study, it is aimed to examine empirically the effects of organizational justice, trust, commitment, and citizenship on the performance of employees. In the study, a survey was conducted in a district of Istanbul on a staff (n = 446) working in various positions of a municipality in 2017-2018. According to the findings of the study, organizational justice and organizational trust were not directly effective on employee performance (p> 0.05), while statistically significant relationships between organizational justice and organizational trust (p <0.05), organizational justice and organizational commitment (p <0.05), organizational justice and organizational citizenship (p <0.05) were found. There were also statistically significant relationships between organizational commitment and organizational citizenship and employee performance. According to structural equation modeling results, organizational justice trust brings organizational trust commitment and citizenship, which positively affects employee performance.

Key Words: Organizational justice, organizational trust, organizational commitment, organizational citizenship, employee performance.

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INTRODUCTION

Justice is a concept that has no consensus on its definition; the definition and scope of the term justice expands every day (Hurlbert and Mulvale, 2017:14). In general terms, it is possible to define justice with equality, freedom, and rights. As for organizational justice, in its most general definition, has a meaning of justice in the distribution of rights and duties among the members in an organization. In an organization, individuals must have a sense of organizational justice in order to feel that they belong to that organization. In a structure where there is no justice, individuals will not feel confident, and this will affect many variables, ranging from their working performance to their psychological state. For this reason, organizational justice is also an important management tool.

Organizational trust is another value that is important in organization management. Trust has been the subject of many different social sciences. The common point in the definitions made in all these areas is that the concept of trust is an important and determining factor in the relationship (Tokgöz and Aytemiz Seymen, 2013:62). Through trust, individuals can give themselves to their job and they can do what they need to do. Organizational justice is necessary to establish organizational trust. Where there is no justice, it is not possible to speak of trust.

In a place where there is justice and individuals feel themselves safe, the commitment to the organization will increase and the concept of organizational commitment will emerge. In its most general definition, organizational commitment is an indicator of the degree to which individuals within a business or organization feel that they belong to that organization (Örücü and Sezen Kışlalı, 2014:46). Organizational commitment has been the subject of many studies from past to present, and the common point in these studies is that employee performance increases with organizational commitment.

After a certain period of time, commitment is transformed into the stage of the individuals identifying themselves with that organization and the concept of organizational citizenship is discussed at this point. As the name implies, organizational citizenship means that members within an organization consider themselves to be part of or as a citizen of that organization. Thus, it is plausible to state that organizational citizenship has an important role in improving employee performance.

In this study, it is aimed to investigate the effect of the relationships and interactions between organizational justice, trust, commitment, and citizenship on employee performance.

Conceptual Framework

In the study, brief information about relevant concepts has been given for a good understanding of the relationships in the process of organizational justice transforming into organizational trust, commitment, and citizenship.

Organizational Justice

The definition of justice varies from person to person and according to how people perceive it, in a similar way to concepts such as freedom, benevolence, and tolerance (Cabral and Guaranha, 2014:20). Rawls developed the concept of social justice and argued that justice should be considered a virtue by social institutions. Rawls speaks of two principles of justice. These are equal freedom and equal opportunity (Rawls, 1999:53). Organizational justice refers to how employees perceive the process of distribution of utilities such as awards, fees, penalties, and promotions in any organization, and how they perceive decision-making in this process and implementation of them (İçerli, 2010:69). Organizational justice is the opinions of employees on the fairness of procedures, interactions, and outcomes in the workplace (Baldwin, 2006:1). It is a concept that influences the work and health outcomes of individuals through the interaction between employees in a workplace (Eib, 2015:4). Many of the theories of organizational justice have been developed, and they are derived from the context of "reactive-proactive dimension" and "process-content dimension." The first dimension focuses on avoiding practices that are believed to be unfair or unjust, and responding to them. The second category focuses on achievements and distributions within an organization (İyigün, 2012:54).

Organizational Trust

Organizational trust is fueled by concepts such as righteousness, honesty, consistency, and openness. If a person has positive statements that their organizational relations will not be harmed, their weakness will not be exploited, their rights and interests will be protected, and even their own interests will be included. Organizational trust shows that the perception of justice is also positive (Demirkaya and Kandemir, 2014:268). Organizational trust means a sense of trust and support for the employer. Trust is the essence of all relationships. It is believed that trust will keep people together and give them a sense of unity. Trust is a fragile property that can be lost slowly after being won (Taşkın and Dilek, 2010:38). It refers to the type of trust that occurs within the organization, among organizations, and among people (Starnes et al., 2017:2). It is a positive atmosphere created by the support, distribution, and operational justice in the organization and the manager's honesty, competence, interest and helpful behavior towards employees (Çubukçu and Tarakçıoğlu, 2010:59).

Organizational Commitment

Commitment, aside from its physical meaning, expresses the connection between individuals more in an emotional sense. At this point, commitment can be not only between individuals but also between the individual and the institution or the individual and an object. Commitment is an internal process, unlike dependence. Therefore, there is no definitive and permanent binding in commitment as it is the case in dependence. Because of this selective nature of commitment, organizational commitment, which is handled in an organizational sense and is one of the most important administrative tools of modern management science, needs to be analyzed and managed well.

The subject of commitment is dealt with in a very broad framework in general terms and it expresses the individuals' view of the future of themselves and the future of what they are connected with in a unity, and their desire to continue this unity in the future. In this respect, commitment appears to be a continuum, rather than a static or a momentary state.

When it comes to continuity, the first thing that comes to mind is a future where positive and negative developments happen in a unity. Through commitment, the personnel become highly loyal and self-sacrificing, being with their workplace or organization not only on its good days, but also on its bad days. Commitment is vitally important in terms of effective use of human capital and ensuring continuity.

In the literature, many studies about organizational commitment have been made and it is one of the most important topics of modern management science. The strengths and achievements managers attained through organizational commitment have been successfully demonstrated in theoretical studies as well as empirical studies and field applications. In addition, it has been reported in the literature that organizational commitment is effective on many variables related to the organization, that it is effective in many areas ranging from job satisfaction of employees to organizational culture and formation of a certain atmosphere, and from organizational citizenship to inter-organizational communication. Therefore, organizational commitment does not only offer direct contributions on its own, but also is an important concept that indirectly affects other managerial tools positively.

Organizational commitment is the unity of power that a person creates by entering into a unity of identity with a particular organization (Örücü and Sezen Kışlalı, 2014:46). The stronger growth of organizations depends on the strong emotional power of the employees. For this, they need to have positive attitudes about the work and the work area as well as the knowledge and skills required by the job. If the occupants have a favorable grip in the knitting, the organization becomes stronger. In this sense, organizational commitment is a very important concept for organizations (Örücü and Sezen Kışlalı, 2014:46). In short, organizational commitment is employees' interest in their faithfulnes to the profession and in the success of the organization (Doğan & Kılıç, 2007:38). It is one of the basic concepts defining the relationship between staff and organization (Wolowska, 2014:129). It is a concept that is determinant in the formation of dispositions such as employee commitment, career, professionalism, and commitment to the profession (Fornes and Rocco, 2004:392).

Organizational Citizenship

Among organizational citizenship behaviors, concepts such as non-command-based behaviors, organizationally useful, formless, complaining at the same time, timely completion, innovation, volunteering to other colleagues, and the reduction of unwanted behaviors are discussed (Karaman and Aylan, 2016:36). It refers to the natural and voluntary nature of the employees' behaviors regarding their roles and responsibilities (Tambe and Shanker, 2015:138). It is the support given by the social and psychological environment in the place where work or tasks are carried out (Zhang, 2011:3). It refers to

the boundary between the way employees perform their roles in an organization and their identification with the organization (Muthuraman and Al-Haziazi, 2017:413-414).

Employee Performance

Performance is also a concept associated with employees' self-confidence (Ghosh, Sekiguchi and Gurunathan 2017:131). It is possible to define organizational performance as the indicator of success expressed through measurable values such as natural resources and unmeasurable values such as knowledge (Alaarj, Abidin-Mohamed and Bustamam, 2016:729). The fact that efficiency and performance are dependent on the person and time leads the concept of performance to take place in daily practices in the form of a difficult-to-measure concept (Gavcar, Bulut and Engin, 2006:32). In the management process, it is monitored through continuous identification, measurement, and developments and it is the degree to which individuals and organizations achieve their objectives and goals (Aguinis, 2013:1). On the one hand, it expresses the work or the task, and on the other hand, the highest level of success that an individual can achieve (Abubakar et al., 2017:2). Performance refers to a concept that exists through its outputs (Folan, Bropwne, and Jagdev, 2007:3-4).

In terms of human resources, performance evaluation has become an important topic in our country and in the world (Gogan, Artene, Sarca and Draghici, 2016:194). Considering the importance of data and information obtained by human resources units in terms of management and organization (Lin and Liu, 2016:118), it can be stated that performance is also an important function of management. Performance has an effect on many things, ranging from employees' bargaining their salaries, to their morale and motivation (Güney, 2015:184).

METHOD

Generally, it is possible to examine the studies in the field of management and organization in two classes: cognitive and behavioral studies. Behavioral studies deal with the behaviors of individuals within the organization, while cognitive studies refer to studies on the cognitive background that constitute behaviors. While behaviors are controlled through managerial tools such as leadership, reward, and motivation, important relationships between behavior and cognition are formed as a result of the contributions that these behaviors bring in a cognitive sense.

In a cognitive context, for individuals to feel that they belong in an organization or community, the concept of trust must be in place. The concept of trust, unlike the concept of security, can be related to justice. Where justice is in place it is possible to establish trust, and where trust is in place it is possible to establish commitment first, and then a sense of belonging, which will turn into citizenship.

One of the objectives set forth in the studies carried out in the field of management and organization is to increase the performance of the organization and the employees. Organizational justice, trust, commitment, and citizenship are among the primary administrative tools that are frequently used in management to achieve this. Although studies examining the relationship of these managerial tools with each other and with

employee performance have been conducted to date, there are still not enough studies explaining the structural relationship and causality between these variables. For this reason, it is aimed in this study to investigate the effect of the relationships and interactions between organizational justice, trust, commitment, and citizenship on employee performance. In the research, it is also aimed to provide a resource for further studies and field applications on how to use these variables in increasing the performance of employees.

Population and Sample

The population of the study is the employees working in the Esenyurt Municipality of Istanbul during the period of September 2017-January 2018, while the sample of the study consisted of 446 municipal employees who were voluntary in participating in the study and who were eligible for the consistency coefficient of their responses to the questionnaires.

Data Collection Tools

As a data collection tool, a questionnaire containing six sections was used, which consisted of personal information form, organizational justice perception scale, organizational trust scale, organizational commitment scale, organizational citizenship scale, and perceived employee performance scale.

Organizational Justice Scale: Organizational Justice Scale, which was developed by Niehoff and Moorman (1993) and the Turkish validity and reliability of which was analyzed by Kugun et al. (2013) measures organizational justice in a five-point Likert type, with 19 items in three dimensions. As a result of the internal consistency analysis conducted for validity of the scale, Cronbach alpha value was 0.947. In the original version of the scale, Kugun et al. (2013) found the Cronbach's alpha value as 0.953 for the Interactional Justice dimension, 0.874 for the Distributive Justice, and 0.883 for the Procedural Justice.

Organizational Trust Scale: Organizational Trust Scale, the Turkish validity and reliability of which was analyzed by Altuntaş and Baykal (2010) assesses organizational trust with 43 items in three dimensions: "Trust in the Manager," "Trust in the Institution," and "Trust in Colleagues." Five-point Likert-type questions are scored from 1 to 5. As a result of the internal consistency analysis conducted for the reliability of the Organizational Confidence Scale, Cronbach Alpha value was found as 0.973. Altuntaş and Baykal (2010) found the reliability of the scale to be 0.97 for the Trust in the Manager dimension, 0.94 for the Trust in the Institution, and 0.93 for the Trust in Colleagues.

Organizational Commitment Scale: The Organizational Commitment Scale, which was developed by Podsakoff et al. (1990) and the Turkish validity and reliability of which was validated by Aslan (2008) examines organizational commitment with 11 items in three dimensions: "Normative Commitment," "Continuance Commitment," and "Affective Commitment." Five-point Likert-type questions are scored from 1 to 5. As a result of the internal consistency analysis conducted for the reliability of the Organizational Commitment Scale, Cronbach Alpha value was found as 0.756. Aslan

(2008) found the reliability of the scale as 0.662 for Normative Commitment, 0.643 for Continuance Commitment, and 0.616 for Affective Commitment.

Organizational Citizenship Behavior Scale: Organizational Citizenship Behavior Scale, which was developed by Podsakoff et al. (1990) and the Turkish validity and reliability of which was analyzed by Aslan (2008) examines organizational citizenship behavior with 18 items in five dimensions: "Altruism," "Courtesy," "Conscientiousness," "Sportsmanship," and "Civic Virtue." Five-point Likert-type questions are scored from 1 to 5. As a result of the internal consistency analysis conducted for the reliability of the Organizational Citizenship Scale, Cronbach Alpha value was found as 0.721. Aslan (2008) found the reliability of the scale to be 0.873 for Altruism, 0.828 for Courtesy, 0.858 for Conscientiousness, 0.754 for Sportsmanship and 0.644 for Civic Virtue.

Employee Performance Scale: Employee Performance Scale, which was developed by Kirkman and Rosen (1999), and Sigler and Pearson (2000), and the Turkish validity and reliability of which was analyzed by Aydemir and Erdoğan (2013) examines employee performance with six items in one dimension. Five-point Likert-type questions are scored from 1 to 5. As a result of the internal consistency analysis conducted for the reliability of the Employee Performance Scale, Cronbach's Alpha value was 0.889. Aydemir and Erdoğan (2013) found the reliability of the scale to be 0.936.

Data Collection

The collection of research data was carried out by the researcher herself. After obtaining the necessary permissions, sample size and sampling method were selected. Participants were reached according to volunteering and random selection method. The municipal employees who were to participate in the research were firstly given general information about the research subject and then asked whether they were willing to participate in the research. Afterwards, the participants' questions were answered until the surveys were completed and the research data were collected. Data from survey questionnaires were taken into digital environment and transferred to SPSS and AMOS programs for further analysis.

Data Analysis

Cronbach Alpha internal consistency coefficient analysis was used to analyze the reliability of the research scales. In the analysis of the validity of the scales, Varimax Rotation was performed and Principle Component Analysis and Lawshe's (1978) Content Validity Analysis were performed. In the description of research data, frequency analysis for nominal and ordinal data, mean and standard deviation values for scale averages were used. Kolmogorov Smirnov Test was used to test the mean of the scale averages before hypothesis testing. In the analysis of the data that were not distributed normally, Mann Whitney-U was used for the difference between the two groups and Kruskal Wallis test was used to analyze the difference between more than two groups. In the correlation analysis, Spearman's rho correlation analysis was used to analyze the data that did not conform to normal distribution. Analyses were made in SPSS 17.0 for Windows package program with a 95% confidence interval and α= 0.05 significance

level. AMOS program was used in structural equation modeling, and road coefficient, RMSEA, CR, and stochastic error terms were used among the variables.

Results

The demographic characteristics of the employees were as in Table 1.

Table 1. Demographic Characteristics of Participants

	Number of People (n)	Percentage (%)
Age		
20 and below	11	2.5
21-34	325	72.9
35-49	95	21.3
50-64	15	3.4
Gender		
Male	142	31.8
Female	304	68.2
Marital Status		
Married	212	47.5
Single	234	52.5
Occupational Classification		
White collar	408	91.5
Blue Collar	38	8.5
Monthly Income		
1500-2000 TL	79	17.7
2000-2500 TL	282	63.2
2500-3000 TL	39	8.7
3000 TL and above	46	10.3
Professional experience		
2 years and below	113	25.3
2-4 years	125	28.0
4-6 years	80	17.9
6 years and above	128	28.7

2.5% of the participants were aged 20 or below, 72.9% were 21-34, 21.3% were 35-49, and 3.4% were 50-64. Generally, the participants with an age of 21-34 were in the majority. 2.7% of the participants had primary education, 15.7% secondary education, 30.5% associate degree, 41.0% undergraduate degree and 10.1% graduate degree. Associate degree and bachelor's degree levels were in majority. 142 men (31.8%) and 304 women (68.2%) participated in the study. In general, female participants were in majority and were more likely to be volunteers to participate in the research questionnaire. 47.5% of the employees were married and 52.5% were single. In general, the distribution of marital status was balanced. 91.5% of the participants are white-collar

and 8.5% of them were blue-collar employees. 17.7% of the municipal employees who participated in the study stated that they had a monthly income of 1500-2000 TL, 63.2% between 2000-2500 TL, 8.7% between 2500-3000 TL, and 10.3% of the employees had a monthly income of 3000 TL or more. In general, occupational classification and monthly income were compatible. 25.3% of the employees participated in the study had professional experience of 2 years and less, 28.0% between 2-4 years, 17.9% between 4-6 years, and 28.7% of them had 6 years and more. In general, there is a demographic structure in which women are in majority, with an associate degree or anundergraduate degree education, with a monthly income of above average, and with an average level of professional experience.

The scale dimensions and total scores used in the study were tested for compliance with normal distribution. The results of the Kolmogorov Smirnov Test are given in Table 2.

Table 2. Kolmogorov Smirnov Test Results For Normality Of Scale Dimensions

	Normal Parameters		Most extreme differences			K-S Z	P
	Ort.	SS	Absolute	Pozitive	Negative		
Employee Performance	27.6592	3.70429	.264	.264	-.222	5.569	.000
OT Trust in the Manager	88.1211	21.85095	.158	.158	-.153	3.344	.000
OT Trust in the Institution	41.1166	10.83336	.100	.100	-.083	2.112	.000
OT Trust in Colleagues	39.0000	10.81323	.155	.155	-.143	3.263	.000
OT Total	168.2377	37.21033	.104	.104	-.094	2.205	.000
OJ Interactional	37.2713	9.35350	.204	.204	-.180	4.315	.000
OJ Distributive	18.4484	5.23779	.108	.105	-.108	2.290	.000
OJ Procedural	18.8879	5.71700	.156	.143	-.156	3.303	.000
OJ Total	74.6076	17.34659	.130	.120	-.130	2.739	.000
OC Normative	16.0695	3.72928	.155	.146	-.155	3.274	.000
OC Continuance	13.7915	4.45290	.095	.082	-.095	1.996	.001
OC Affective	7.2040	4.11586	.183	.183	-.154	3.860	.000
OC Total	37.0650	8.29419	.057	.057	-.035	1.202	.111
OCB Altruism	18.8296	4.16973	.385	.385	-.205	8.130	.000
OCB Courtesy	18.7466	2.56439	.360	.313	-.360	7.606	.000
OCB Conscientiousness	17.9596	2.64502	.220	.220	-.198	4.651	.000
OCB Sportsmanship	7.3543	3.58838	.140	.140	-.112	2.961	.000
OCB Civic Virtue	12.6143	2.67895	.199	.187	-.199	4.204	.000
OCB Total	75.5045	9.88717	.104	.083	-.104	2.189	.000

As can be seen in the table, the total score of the organizational commitment was in accordance with normal distribution (p>0.05), while the values of the other scales did not match the standard normal distribution (p<0.05). For this reason, parametric tests were used in the analysis of total score of organizational commitment and nonparametric tests were used in the analysis of other dimensions.

The analysis results for the differences between the employee performance and the demographic characteristics of the employees are given in Table 3.

Table 3. Differences in Performances of Employees According to Demographic Characteristics

	Mean	**Std. Dev.**	**Test Value**	**p**
Age				
20 and below	21.00	10.01		
21-34	**27.89**	**3.00**	**9.442**	**0.024**
35-49	27.85	3.80		
50-64	26.40	4.56		
Education				
Primary	**29.25**	**1.36**		
Secondary	27.71	3.48	8.162	0.086
Associate Degree	27.74	3.34		
Undergraduate Degree	27.33	4.24		
Graduate Degree	28.27	3.04		
Gender				
Male	**27.73**	**3.26**	21359.500	0.851
Female	27.63	3.90		
Marital Status				
Married	27.55	4.47	23108.000	0.187
Single	**27.76**	**2.84**		
Occupational Classification				
White collar	27.55	3.75	**5874.500**	**0.009**
Blue collar	**28.84**	**3.01**		
Monthly Income				
1500-2000 TL	**27.78**	**3.83**		
2000-2500 TL	27.65	3.70	0.854	0.837
2500-3000 TL	27.51	3.72		
3000 TL and above	27.61	3.64		
Professional Experience				
2 years and below	27.79	2.56		
2-4 years	27.32	4.80	1.437	0.697
4-6 years	27.78	3.21		
6 years and above	**27.80**	**3.64**		

According to the results of the analysis, employee performance is highest among participants between 21-34 years of age, primary school graduates, men, singles, blue collar workers, with a monthly income between 1500-2000 TL, and those with a professional experience of 6 years or more. According to the results of the difference analysis, employee performance was statistically significant ($p<0.05$) according to age and occupational classification, while there were no statistically significant differences according to other demographic variables ($p>0.05$). Therefore, it can be stated that, in

general, employee performance perception does not show a significant difference according to employee demographics. The results of the structural equation model are as in Figure 1.
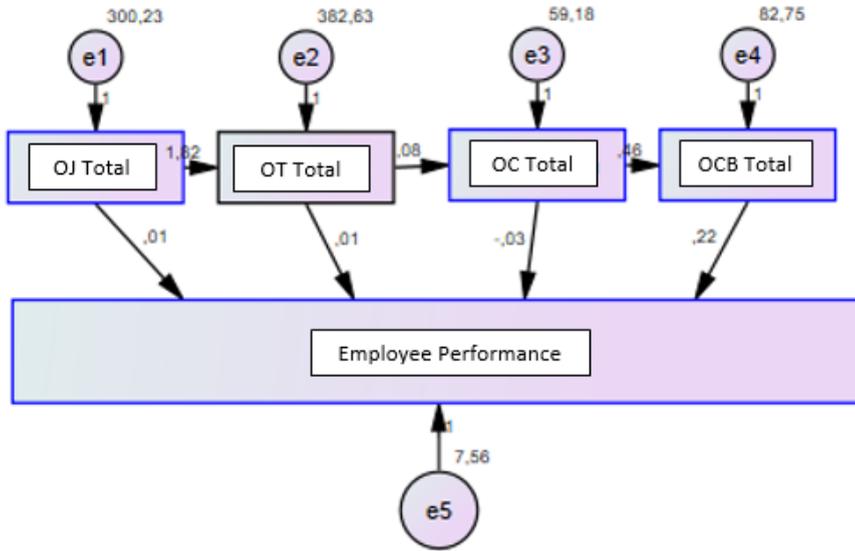

Figure 1. Structural Equation Model Results

According to the results of the structural equation model, the road coefficients of the model where the interference is minimized over the total scale scores were obtained. The lowest and highest RMSEA coefficients of the model and their close values are as in Table 4.

Table 4.RMSEA values of the model

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.207	.163	.254	.000
Independence model	.480	.455	.505	.000

The RMSEA value of the model is 0.207 for the current model and 0.480 for the interference model. The regression weights of the model are given in Table 5.

Table 5. Regression weights of the current model

			Estimate	S.E.	C.R.	P
OT_Total	<---	OJ_Total	1.824	.054	34.084	***
OC_Total	<---	OT_Total	.083	.010	8.432	***
OCB_Total	<---	OC_Total	.464	.052	8.918	***
Employee_Performance	<---	OJ_Total	.014	.014	.974	.330
Employee_Performance	<---	OT_Total	.013	.007	1.888	.059
Employee_Performance	<---	OC_Total	-.031	.018	-1.691	.091
Employee_Performance	<---	OCB_Total	.223	.014	15.566	***

As can be seen in the table, the model presented in the study between employee performance and organizational citizenship behavior was statistically significant (CR: 15.566; p <0.05). The stochastic variance distributions in the model are given in Table 6.

Table 6. Variance distribution in the current model

	Estimate	S.E.	C.R.	P
e1	300.229	20.127	14.916	***
e2	382.626	25.651	14.916	***
e3	59.182	3.968	14.916	***
e4	82.747	5.547	14.916	***
e5	7.565	.507	14.916	***

When stochastically assigned error correction coefficient and variance distribution are examined in the current model, it is seen that the variance of all model variables has a statistically significant contribution to the model (p<0.05). For this reason, the statistical validity of the model has been validated, and organizational trust is developed through organizational justice, organizational commitment is developed through organizational trust, and organizational commitment is transformed into organizational citizenship behaviors, increasing employee performance.

Discussion

In this study, the effects of the concepts of organizational justice, trust, commitment, and citizenship behavior on employee performance were examined. Organizational justice studies have come to the forefront especially in the last 30 years and it is a topic that was studies profusely in recent years in its relation to organizational commitment, citizenship, trust, job satisfaction, and organizational trust. The main output of these studies is that organizational justice has positive contributions on these management concepts that increase organizational performance (Ghosh, Sekiguchi and Grunatan, 2017:130). Beyond this, the concept of organizational justice is not only limited by its contributions, it is also in a positive relationship with these concepts. In other words, a positive organizational justice structure provides positive returns within the organization while a negative structure causes negative returns. In this respect, organizational justice is not an option to contribute positively to the management of the organization, but it is a necessity that will eliminate the negative consequences.

Organizational trust, on the other hand, is a concept that is measured and studied on the basis of perception, and there are studies showing that it is related to organizational justice. The common point in these studies is that organizational justice increases the perception of organizational trust. When there is a fair distribution of duties and opportunities within the organization results in the employees belonging to that organization to feel themselves safe. At this point, it is possible to say that trust and

reliability are different concepts and that organizational trust represents a perception that reflects more of a confidence.

There are studies showing that increasing trust affects employee performance. In these studies, it is revealed that an employee who feels safe serves more to the organizational goals and interests. As individuals trust in the structure they are in, their success in their work increases.

Justice is a vital concept for every individual, and people can only feel themselves belonged to a place in a fair environment. From this point of view, it is possible to state that organizational justice and organizational trust will bring organizational commitment. Indeed, there are studies in the literature showing that these two concepts, organizational justice and trust, increase organizational commitment. Among the important findings empirically presented in these studies is that organizational commitment will increase with organizational justice and organizational trust.

Again, studies in the literature show that employees with a high level of organizational commitment will also have a high amount of organizational citizenship behaviors. Therefore, individuals are moving towards the concept of organizational citizenship by feeling connected to the organization. From this point of view, it is possible to argue that organizational citizenship develops as a result of organizational commitment.

CONCLUSION

In addition to the performance evaluations within organizations, new studies that establish performance criteria according to variables outside the organization take place in the literature, and the performance measurement and its process is improving to be more scientific, analytic, evidence-based, and result oriented. In addition to this, academic research and field practices that show the direct relationship between performance and costs have enabled research and development activities to become increasingly important and widespread in this field.

It is seen that the distance between business administration and public administration is diminishing nowadays and these two fields are coming closer together. In this process, both business management and public administration achieved very important gains. After performance began to be used in public administration instead of profit, which is the basis of business management, the methods used to achieve higher performance of management in the field of public administration and profit-increasing methods used in business management have begun to be addressed in a holistic structure. In this process, while the ice between the public and the private sector are gradually melting, it is observed that the areas that are in short supply and in need of allocation are resolved more effectively in both areas.

The structure that is common both in enterprises and public institutions is organizational structure, and recent studies show that organizational variables in both areas have similar effects, are managed similarly, and give similar results. In this context, without making a distinction between public or private sectors, organizational

management and organizational structure are becoming a more comprehensive and an independent branch of science.

In previous studies on organizational structure, there is a tendency of putting the product or production first and not considering the human capital sufficiently, such as Taylor or Fordist approaches. On the other hand, as a result of human capital being transformed into customer capital because of increasing production and the growing role of knowledge in the process of production and supply, modern organization and business management branches are being developed. On the one hand, while business and market structures are taking a new shape in a global environment through increasing communication and transportation opportunities along with the developing technology, on the other hand, it is seen that customers are evolving to be increasingly dynamic, researching, investigating, comparing, knowledge-sharing, and experience-sharing within this changing environment. Societies are becoming increasingly dynamic, not only in the field of business management, but in all public areas. In this process, it has become a necessity for institutions with an organizational structure such as enterprises and public institutions to modernize themselves and acquire a dynamic structure.

Although the variables related to organizational structure evolve into an increasingly modern and contemporary structure, it is seen that some basic variables, particularly the general characteristics of the relationships between organizations and individuals, do not change much. Among these, organizational justice, trust, commitment, and citizenship concepts are the leading variables.

In the concept of organizational trust, as in the concept of trust itself, there is a psychological pre-attachment state. Before individuals feel a commitment to an organization, they must trust that organization, believe in its justice, and be ensured that the organization can properly protect their rights and freedoms if they work in that organization. In this respect, organizational trust can be stated to be a prerequisite for the concepts of organizational commitment and organizational citizenship that develops after this commitment.

Commitment means that individuals identify their present and future with the thing that they are committed to, and they will evaluate their current situation and desire to continue this commitment. Organizational commitment means that individuals or, more specifically, employees of the organization integrate themselves with that organization and feel commitment to the organization. Through organizational commitment, while employees see themselves as a part of that organization on the one hand, they are willing to take an active role in the development and advancement of the organization and in reaching its goals and objectives on the other.

Organizational commitment, which embraces individuals within the organization as a part of itself, has a positive effect on many variables ranging from job satisfaction to customer and employee satisfaction, from organizational performance to the relationships of internal and external stakeholders, from organizational culture to organizational climate, and it is a topic that has a significant place in the literature of

management science and that has been studied extensively. On the other hand, as in the case of organizational justice, the concept of organizational commitment is a concept that has positive contributions when managed well and successfully and gives negative results when not managed well. Therefore, in modern and successful enterprises, the concept of organizational commitment must be effectively managed in order for the organizational structure to function reliably and successfully.

On the other hand, the concept of citizenship, brings with it some responsibilities and duties beyond being a committed citizen. It is possible to state that citizenship duties in the concept of regular citizenship such as paying taxes, doing military service, and using public resources efficiently can also be applied to the concept of organizational citizenship in a different sense. In the literature, these duties, in their most accepted forms, are considered as dimensions of organizational citizenship. These dimensions entered literature as Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue, and became the most accepted dimensions.

According to the findings obtained in this study, the average values of employee performance items are above 4. Therefore, employees evaluate their performance above average. When the responses to organizational justice items are examined, it is seen that there is a perception of justice above average, although not as much as the performance items. The score range of these items are above 3. Organizational trust items can be said to be on a similar level to organizational justice items. In organizational trust, the average value of questions is above 3 as well. When the mean and standard deviation values of the responses to the questions about organizational commitment are examined, it can be stated that the scores are lower than the other scales. There are 4 questions that are below 3 in the items related to organizational commitment and it is important that 4 out of 11 questions are below the average. Organizational citizenship levels, on the other hand, show a distribution similar to organizational commitment. Here, too, there is an organizational citizenship that is slightly above the average level, except negative questions. Employee performance is highest among participants between 21-34 years of age, primary school graduates, men, singles, blue collar workers, employees with a monthly income of 1500-2000 TL, and those with a professional experience of 6 years or more.

Based on the findings and limitations of the research, it is possible to propose some suggestions for future researchers and field practitioners. For the researchers who will work on this subject, studies that will include private and public sector and cross-comparisons can make significant contributions to the literature. Also, studies on municipalities and different public institutions with different socioeconomic and sociodemographic structures in the public sector can make important contributions to the literature and practice.

For field applications and public institution managers, the research findings can be an important guide in increasing performance and efficiency in public institutions. Research findings reveal the relationships between intermediary management concepts between organizational justice and organizational citizenship in improving employee performance. In this way, it may be possible to take measures and managerial decisions

that can make a significant contribution to performance improvement in public institutions.

In summary, while organizational justice and organizational trust are not directly effective on employee performance, there is a statistically significant relationship between organizational commitment and organizational citizenship. Statistically significant relationships between organizational commitment and organizational citizenship and employee performance were also found. According to structural equation modeling results, organizational justice brings trust, organizational trust brings commitment and citizenship, and this situation positively affects employee performance.

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