

**THE RELATIONSHIP OF ORGANIZATIONAL JUSTICE AND
ORGANIZATIONAL COMMITMENT: AN EXAMPLE OF MILK AND DAIRY
PRODUCT COMPANY**

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ABSTRACT: *This study was carried out to investigate the relationship between perception and identification of organizational justice and organizational commitment of a sample group of employees in the business of milk and dairy products in Konya Province. A survey was applied to 102 employees in this context. In the survey, 38 questions have directed to employees with aimed to determine the participants' perceptions of organizational justice, levels of organizational commitment and demographic characteristics. Research data were collected by using of Niehoff and Moorman's Organizational Justice Scale and Meyer and Allen's Organizational Commitment Scale. The data obtained from survey were analyzed using with frequency analysis, factor analysis and correlation analysis methods. According to the results of the study, the sample group consists of the male participants, the income middle, and the high level of education and in terms of industry experience revealed that consists of people with moderate experience. The reliability of the used scales was found to be higher regarding to Cronbach's Alpha test. Results of factor analysis showed that employees' perceptions for organizational commitment more clearly separated than their perceptions for organizational justice. We discussed the relationship among the organizational justice and commitment dimensions, and it was determined that the positive relations between affective commitment and distributive justice ($r=0.41^{**}$), procedural justice ($r=0.61^{**}$), interactional justice ($r=0.49^{**}$) respectively. The normative commitment was found to be positive relationship between distributive and procedural justice. As a result, the levels of affective commitment of employees were found to be more associated with their justice perceptions.*

KEYWORDS: Affective Commitment, Distributional Justice, Procedural Justice, Interactional Justice

INTRODUCTION

Organizational structures are communities that aimed to gather for common purpose and to serve the common goals. It is important to sustain as well as demonstrate the success on achievement of the targets in these communities. Sustainability in organizational success; depends on the interaction between the employer and employee in organizations. "Organizational justice" and "Organizational commitment" are the main factors that control the relations among the persons and organizations.

Justice in organizational structures; is defined as the employees' perception about the distribution, process and interaction within organization (Bal, 2014: 1). More generally speaking; organizational justice is the reflection of employee's perceptions to work place

(Greenberg, 1990: 399-401). The concept of organizational justice is based on the "Theory of Equity" approach edited by Adams. According to Adams' theory, organizational justice perception is the product of comparison by the employees for the gains and achievements to their own success and the benefits received by the other employees. This theory suggested that achievement between different employees in/out ratio should be equal (Eren, 2014: 551). The employee's perceptions about organizational justice are discussed in three dimensions, including procedural justice, distributive justice and interactional justice (Colquitt, 2001: 386-400; İçerli, 2010: 78; Bedük 2014: 124). Distributive justice from these dimensions; evenly distributing the gains between the employees (Colquitt and Chertkoff, 2002: 595), procedural justice; gains that shared in what way within the organization (Croponzano et al., 2007: 38), interactional justice; perceptions about the relationship between managers and employees are qualified (Özdevecioğlu, 2003: 79). In the scientific literature; interactional justice divided in to two dimensions, including "interpersonal justice" and "cognitive justice", but in multifactorial study of these dimensions are considered under the concept of interactional justice (Suliman and Kathair of 2012: 100).

The organizational commitment defined as accepting the goals and values of the organization by the employees, and they have a strong desire to stay within organization and have high effort the achievement of organizational goals (Hunt and Morgan, 1994: 1568; Bedük 2014: 125). In the international studies, organizational commitment is discussed in the dimensions of affective, continuance and normative commitment (Allen and Meyer, 1990: 3; Meyer and Allen, 1991: 69-72). Affective commitment describes as adaptation of employees to organizational values and goals, and they show a strong desire on behalf of stay in the organization (Oktay and Gül, 2007: 407). Continuance commitment, as discussed in the second dimension, is the commitment resulted in employee's high effort to organization and they would face to increased costs or due to lack of other business alternatives in case of they leave from work (Baysal and Paksoy, 1999: 8). The last dimension is normative commitment, which describe as inspiring obligation to stay and remain in the organization with employees' personal loyalty and sense (Uyguç and Çımrın, 2004: 92-93). Employee's perceptions about organizational commitment also direct of relations to their organization. Degree of the employees' commitment against the organization in the national literature is classified as "low ", "moderate" and "high" degree of commitment. This ratings maybe be paired the dimensions of the organizational commitment in the international literature as; "low grade commitment" equal to "continued commitment", "moderate commitment" equal to "normative commitment" and "high commitment" equal to "affective commitment" (Koç, 2009: 205-207).

LITERATURE

In terms of organizational justice, employees' perceptions are more specific matter rather than true justice in organizations. Indeed, managers and employee's perspectives for organizational procedures show the important differences. As a result of incompatible perceptions among the managers and employees, undesired interactions and wrong ideas are born within the organization. All of these problems lead to wear of the organizational structure and to increase communication problems within the organization. In this regard, development of the perceptions for justice and commitment in organizations is one of the most important factors in establishing both the manager-employee and the link between employee-organizational structures. In fact, it has been identified that employees' perceptions of justice and injustice to be effective in developing a variety of attitudes towards the

organization in previous studies (Adams, 1965; Beugre, 2002: 1093). Perception of injustice between the employees could cause to avoid from work of the employees and to reduce the work efforts (Bedük, 2014: 46), development to aggressive behaviors (Özdevecioğlu, 2003: 92) and even to leave the organization (İşcan, 2005: 169). The positive perceptions of justice will create positive changes and achievements in organizational structure. It has been reported that the development of organizational commitment level resulted in increased business performance and reduced absenteeism; while, in case of the lack of commitment to occur some negative behaviors such as late the work and the intention of leaving the work (Bedük, 2011: 62-64). So, it is necessary the development of employees' perceptions about organizational justice and increasing the level of their organizational commitment. These two issues should not be considered separately from each other. Scientific research demonstrated that organizational justice perceptions play an important role about shaping of employees' commitment, and employees with positive perception about the justice also had high level of commitment (Transmitting: Bedük, 2014: 43). In addition, it was emphasized that the perceptions of organizational justice and organizational commitment levels are also directly effect on productivity (Rostamzadeh et al., 2013). Therefore, investigation of relationship between justice and commitment in organizations and developing the effective strategy for manager-employee relations is important in terms of both development of organizational structure and productivity. By understanding the importance of this relationship, the connection between organizational justice perceptions and commitment levels of people working in different sectors were explained by scientific studies. In the scientific literature, the relationship between organizational justice and organizational commitment are discussed in different areas such as; education (Bal, 2014: 1-9; Ay and Koç, 2014: 67-90; Buluç and Güneş, 2014: 145-152), health (Cihangiroglu, 2011: 9-16), textile (Bağcı, 2013: 163- 184), accommodation (Yazıcıoğlu and Topaloğlu, 2014: 3-16), safety (Aslantürk and Şahan, 2012: 135-159) and automotive (Demirel and Yucel, 2013: 26-37). The noticeable point in the literature, the relationship of sub-dimensions of organizational justice and commitment is not covered much in studies. This case could be seen as a major problem to set out on these relationships. Because, the perception degree of employee' commitment and justice maybe varied compared to their sub-components. This variation resulted in employee's response to their organizations. For example; the persons had interactional injustice perception are more react against management or directors than the whole of an organization (Rostamzadeh et al., 2013: 228). Justice or injustice perceptions in other dimensions related to organizational justice may be different reflections to organizational structures. Therefore, it is thought to be useful making a detailed examination of the relationship between the each dimension of organizational justice and organizational commitment. There are significant relationships between the justice and commitment concepts as indicated in scientific literature. This relationship has a significant impact on the success of companies as well as employee job performance. Thus, we conduct this study for testing of following hypotheses.

H0: There is not relationship between each of justice and commitment dimensions.

H1: There is relationship between each of justice and commitment dimesions.

Another important issue related to scientific literature; there is no study on milk and dairy products sector for employees who work in enterprises in Konya Province. In our country, milk and dairy products are an important part of our business in the food sector; which has a significant share in trade of Turkey. So that, almost 30% of the agricultural sector is composed of livestock enterprises, employs approximately 15.5% of the population. The 1.382.080 units of livestock business are comprised of dairy companies in our country

(Demirel, 2013: 69). The products collected through these business and other raw material providers (farms, villages, cooperatives, traders) are transferred to milk and dairy product companies. Konya province is also one of the 13 provinces with over 300 thousand tons of annual milk collection activities (Demirel, 2013: 59). Therefore, milk and dairy product sector has a special importance for Konya province. In this sector, 58 companies produced white cheese, 41 companies produce cheddar cheese and yogurt, 45 company produce butter and 37 companies produce the other product as integrated production (Demirel, 2013: 59-62). Approximately 8707 employees work in these companies by the report of TOBB (TOBB, 2013). The determination of employee' perceptions for organizational justice and commitment in this sector and development of strategies based on these findings are an important issue in terms of productivity and sustainability of companies located in Konya province.

Starting from this point, we discussed the relationships between organizational justice and organizational commitment in a premium sample for milk and dairy processing company which had several quality standards. In addition, we effort to demonstrate the issues that may play a key role in increasing the level of commitment of employees was depending on their perceptions about organizational justice.

METHODS

Research Fiction

The relationships of the dimensions of organizational justice and organizational commitment were investigated in the scope of this research. In this context, the relationships among the distributinal justice, procedural justice and interactional justice with affective commitment, continuance commitment and normative commitment were discussed. In this study, dimensions about organizational justice and commitment were grouped and the relationship of each dimension with the dimension in the other groups were separately examined (Figure 1).

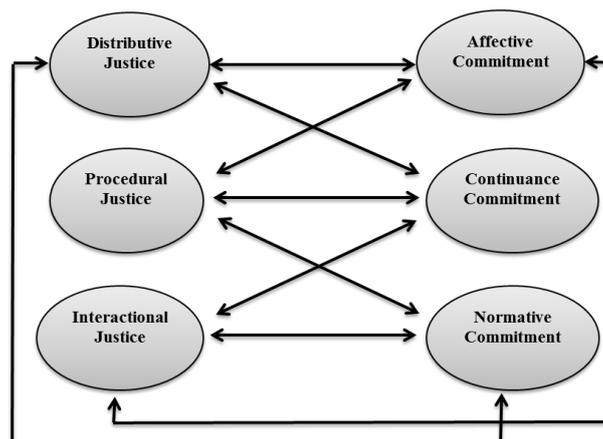


Figure 1. Correlation of organizational justice and organizational commitment concepts based on research proposal

Relations of organizational justice and organizational commitment concepts in the study were evaluated according to the following hypothesis (Table 1). The expected result for these hypotheses is identification of significant and important relationship between each dimensions of organizational justice and organizational commitment dimensions. Also, out of

the main hypothesis in the subject of study (Table 1), it was attempt to remove the company profile based on the employees' answers given by demographic, organizational justice and organizational commitment questions.

RESEARCH METHODOLOGY

The universe of the research is defined as milk processing companies in Konya province. Survey research was made in a company with the documents quality management (ISO 9000), food safety (ISO 22000), health (OSH OHSAS TS 18001), customer satisfaction (TSE ISO 10002) and environmental management (TSE ISO EN 14000). Daily milk processing capacity of the company about 600 tons per day and the total number of 250 employees worked out in this company. To determine the sample number for survey application, a simple sample calculation method was applied. This calculation based on total number of employees (8707 people) in milk processing sector in Konya. As a result of calculation, the proper number was found 95 with a 10% margin of error and the 95% confidence limit. Although, it seems that 95 surveys enough for statistical limits, in order to increase the reliability of questionnaire, survey form was distributed until a randomly selected total of 150 employees. Because totally 102 pieces have been the returned, this study was conducted over 102 surveys returnees.

The questionnaire form served to the participants in the study included a total of 38 questions/statements and consisted of three parts. The first part of the questionnaire consisted of seven demographic questions. The second part consisting of 15 statements, were developed by Niehoff and Moorman (1993) in order to determine employee perceptions about organizational justice. This part of survey divided into three groups to determination the participants' perceptions for distributive justice (4 questions located between 8 to 11th questions), procedural justice (7 questions located between 12-18th questions) and interactional justice (4 questions between 19 to 22th questions). The last part of the survey includes the 16 statements, were obtained from the scale developed by Meyer and Allen (1991:61-89), to determine the participants' organizational commitment levels. Organizational commitment scale discussed in three dimensions, where the expressions intended to identify the level of participants' affective commitment (6 between 28 to 33th phrases), continuance commitment (5 expressions between 23 to 27th statements) and normative commitment (5 between 34-38 expressions). Likert type scale with five statements was utilized in order to determine the participants' perceptions about statements of survey form. As choices to question in organizational justice scale; "small extent", "little", "reasonably", "pretty" and "substantial" were used. In organizational commitment scale; "strongly disagree", "I disagree", "I have no idea", "Agree" and "Strongly Agree" options were served to participants. The data obtained from the questionnaire has been recognized as the score point.

Statistical Analysis

Data obtained from the survey were analyzed using SPSS 22 software. The distribution of the answers of participants was determined by the frequency analysis. There was made any survey for validity of the statements, because the scales is composed of frequently used in previous studies and the validity of the questions and statements were internationally accepted. The reliability of the questionnaire was tested by Cronbach's alpha test. Then, factor analysis was used in order to reduce the dimensions in the scales as well as compare to true dimensionality and factorial dimensionality based on participant's perceptions. The

appropriateness of the scales to factor analysis is determined by Kaiser-Meyer-Olkin test and Bartlett sphericity test of reliability. Varimax rotation was applied to resize of dimensions in factor analysis. Spearman rank correlation was used to evaluate the relationships between organizational justice and commitment.

RESULTS AND DISCUSSION

The Employee' Profile based on the Results of Frequency Analysis

The main purpose of this study was to determine the relationship between employees' perception for justice and their commitment, though, evaluation of participant response to demographic questions could provide some additional information. Also, the distribution of the responses to statements in justice and commitment scales supports the interpretation of study results. Therefore, the frequency analyses of data obtained from the survey have been summarized in Figure 2. The main objective of the study was to discuss the relationship between organizational justice and commitment, we assessed the questionnaire as a whole in frequency analysis and the impact of demographic variables on justice and commitment did not discussed. According to the responses to demographic questions, the 12.75% of participants were women and 87.25% of the men. Therefore, we can say that this survey largely reflects the perceptions of male employees. Middle-aged participants were higher number (45 employees) than the other age's group. Other age groups (18-30 and 41-50 from) had similar number of participants (28.4% and 27.5%, respectively). We could say that, the majority of participants of middle-aged employees. The most of participants (68.6%) were married in this survey. When considering the education level of participants, it was found that 101 persons had elementary, high school, undergraduate-graduate degree. Most of them involved the high school graduated participants. The most of participants (42.2%) were taxed with 1200 to 1601 TL and 43.1% of them had the experience on milk and dairy product sector in 5-10 years. Moreover, the ratio of working in this business less than 10 years (71.6%) was significantly higher than the other groups (29.4%) (Figure 2). This time (10 years) indicate that surveyed employees have a reasonable level for a private company.

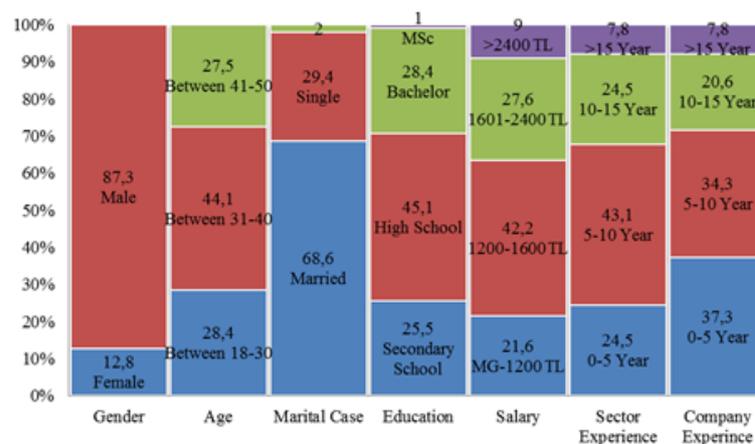


Figure 2. The proportion of the answers to the demographic questions of employees surveyed. MW: Minimum wage.

The Reliability Analysis of Survey

In order to measure the reliability of the questionnaire, Cronbach's alpha coefficients were calculated based on main scales and sub-scales for organizational justice and organizational commitment. Whole scale reliability was found as highly reliable ($\alpha=0.92$) based on Cronbach Alpha test. Cronbach's alpha coefficient that varies between 0 and 1 is a popular way used to determine the reliability status of scales in the surveys. If this value closes the 1, it was understood that the statements in the scale had high internal consistency. To appropriate consistency among the statements, Cronbach's Alfa value should be higher than 0.80 (Gliem and Gliem, 2003: 87). It is understood that reliability of whole questionnaire was very high level according to result of Cronbach's test.

Cronbach's Alpha coefficients was found as $\alpha=0.92$ for related to organizational justice of questionnaire, and $\alpha=0.91$ for related to the part of organizational commitment of questionnaire. This findings indicated that both justice and commitment scales had high reliability and internal consistency. The Cronbach's Alpha coefficient ($\alpha=0.62$) for interactional justice sub-scales showed that this sub-scaled had low consistency and reliability (Table 4). Making a sensitive inspection about the scale items showed that 22th item had impairment effect on scale reliability. When this item deleted, degree of reliability of interactional sub-scale was found as quite high (≥ 0.80). This finding showed that there had been an indication of the problem about this item, due to unable clearly understood by the participants or they have not a clear perception about this item.

Table 4. Cronbach Alpha coefficients of organizational justice and commitment scales.

Scales	Dimensions	Number of Question-Statements	Cronbach Alfa (α)
Organizational Justice ($\alpha=0.93$)	Distributive Justice	4	0.83
	Procedural Justice	7	0.90
	Interactional Justice	3 [#]	0.85
Organizational Commitment ($\alpha=0.91$)	Affective Commitment	6	0.89
	Continuance Commitment	5	0.87
	Normative Commitment	5	0.85

Note: One statement (22th statement) was out of the scale which reduce the internal consistency.

Internal consistency coefficients calculated in our study were in agreement with Koç and Ay (2014) for organizational justice but higher than the values calculated in the same study for organizational commitment. The main reason of this differences may be due to the justice scale used in current study was the same with mentioned study, while commitment scale was different.

Factor Analysis of Survey

Results of Kaiser–Meyer–Olkin measure of sampling adequacy (KMO=0.82) and Barlett Sphericity test ($X^2 = 2254$, $df = 435$; $p = 0.000$) showed that data were suitable for dimensionality in factor analysis. According to factor analysis results; it had been determined that 6 factors had the factor loadings above 1. Adequate portion (70.5%) of the total variance in the factor analysis can be explained by six dimensions. When considering the loading values of factors, it had had been showed that first and second factors interested with the organizational justice. In terms of sub-dimensions for organizational justice, interactional and distributive justice explained by first factor and procedural justice by both factors (Table 5).

Table 5. Results of factor analysis for organizational justice and commitment

		Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6
Distributive Justice	S8	0.255	0.767	0.084	0.076	-0.070	0,142
	S9	0.222	0.818	0.145	0.063	-0.048	0,054
	S10	0.358	0.508	0.149	-0.166	0.008	0,486
	S11	0.281	0.589	0.050	0.103	0.145	0,436
Organizational Justice	S12	0.577	0.361	0.039	0.012	0.130	0,290
	S13	0.697	0.379	-0.024	0.194	0.196	-0,107
	S14	0.788	0.249	0.238	0.105	0.034	-0,028
	S15	0.438	0.691	0.308	0.000	0.157	-0,227
	S16	0.375	0.644	0.128	-0.041	0.216	-0,258
	S17	0.328	0.705	0.175	0.001	0.139	0,045
	S18	0.648	0.393	0.331	0.026	-0.159	0,110
Interactional Justice	S19	0.680	0.304	0.286	-0.096	-0.078	0,232
	S20	0.834	0.111	0.108	-0.096	0.072	0,088
	S21	0.771	0.315	0.118	-0.153	0.065	-0,086
Continuance Commitment	S23	0.066	0.089	0.165	0.879	0.050	0,118
	S24	0.050	-0.066	0.229	0.830	0.009	0,027
	S25	-0.224	-0.069	0.130	0.738	0.020	0,054
	S26	0.047	0.083	0.114	0.698	0.345	-0,149
	S27	-0.042	0.145	0.179	0.699	0.346	0,042
Affective Commitment	S28	0.198	-0.052	0.709	0.354	0.099	0,078
	S29	0.194	0.289	0.720	0.127	0.201	-0,082
	S30	0.157	0.110	0.773	0.266	0.085	0,148
	S31	0.095	0.279	0.761	0.169	0.189	0,057
	S32	0.184	0.249	0.777	0.073	0.280	-0,055
Normative Commitment	S33	0.097	-0.060	0.506	0.197	0.386	0,292
	S34	0.004	0.170	0.222	-0.009	0.804	-0,069
	S35	0.160	0.008	0.190	0.187	0.777	-0,038
	S36	-0.001	-0.027	0.143	0.408	0.597	0,418
	S37	0.040	0.097	0.204	0.370	0.511	0,444
	S38	0.019	0.013	0.389	0.351	0.574	0,395
Eigenvalues		4,62	4,27	3,97	3,87	2,98	1,45
Explained Variance		15,4	14,2	13,2	12,9	9,92	4,83
Total Variance		33,4	50,9	56,9	62,3	66,6	70,5

Note: Survey statements were in Appendices 1. The statement 22 was not including in factor analysis, because of it reduce the Cronbach Alpha value of scale.

We could said that the employee' perceptions about procedural justice were clearly separated from other sub-dimensions. The sub-scales of organizational commitment could be more clearly separated than sub-scales of organizational justice. According to result of factor analysis; affective commitment, continuance commitment and normative commitment were represented by third, fourth and third factor respectively. These factors explain the % 36 of

total variance. Although the loading value of sixth factor more than 1, there was no important influence on the description of the scales (Table 5). Factor analysis by the first two factors is classified into sub-dimensions of justice scale and some of statements relating to procedural justice classified into first factor while the others into second factor. Therefore, we could said that employee' perceptions about distributive justice and interactional justice can be clearly separated from each other, while procedural justice was not because of it was intertwined with other dimensions. More general speaking, employees did not perceived the about organizational justice from the other dimensions. All statements about organizational commitment, except the 33th statements, separated under the different factors that mean the participant' perceptions about commitment were in accordance with the original scale. The pre-test analysis the (KMO and Barlett Sphericity Test) showed that there is no significant improvement after the excluding of 33th statement. Because of this we did any change in statements used. In some of other studies, similar findings were observed that the perception of justice and commitment scales beyond the expected separation in factor analysis (Ulukapı and Bedük 2014: 774).

The Relationships between Employee' Perceptions of Organizational Justice and Organizational Commitment

The results of correlation analysis showed that each of subscales of organizational justice had a positive significant relationship with affective commitment. The moderate relationships were found among affective commitment with distributive justice ($r = 0.41$), procedural justice ($r = 0.61$), and interactional justice ($r = 0.49$). The positive and significant correlation was observed among normative commitment with distributive justice ($r=0.24$) and procedural justice ($r=0.33$) (Table 6).

Table 6. Correlation (Rank) between the justice and commitment scales.

Scales	Affective Commitment	Continuance Commitment	Normative Commitment	Mean	Standard Deviation
Distributive Justice	0.41**	0.10	0.24*	3.22	0.74
Procedural Justice	0.61**	0.15	0.33**	3.21	0.90
Interactional Justice	0.49**	-0.03	0.14	3.62	0.92
Mean	3.77	3.18	3.50		
Standard Deviation	0.79	0.82	0.76		

Note: *, ** statistically significant at $p \leq 0.05$ and $p \leq 0.01$ level, respectively.

Based on these findings, H1 hypothesis was accepted and H0 hypothesis was rejected for relationships between affective commitment and all of the dimensions of organizational justice. We also accepted the H1 hypothesis for relationships between normative commitment and distributive justice, normative commitment and procedural justice, respectively. The result of correlation analysis showed that there had been significant relationship between employees' perceptions for justice and their affective commitment level in sample group of employees. If results of the frequency analysis considered, it could understand that employee' perceptions were high about justice and their participation levels were also high for statements of affective commitment. In fact, we could say that perception of participants about justice related to their affective commitments. This conclusion was also supported by mean of scale (Table 6).

In the scientific literature, concepts of organizational justice and organizational commitment were investigated and the significant were found relationships among these concepts. It was possible to present the example of relationship established between the sub-dimensions of the

concepts of justice and commitment in the different scientific studies. For example; Ulukapı and Bedük (2014:776) was found the positive relationships between all dimensions of organizational commitment and organizational justice in industrial companies in Konya province. Similar relationships about employee' perceptions for organizational justice dimensions and organizational commitment levels of people working were determined in accommodation companies (Yazıcıoğlu and Topaloğlu, 2009, 9). Cihangiroglu (2001: 12) found that there was positive correlation between all of dimensions of organizational justice and organizational commitment of health workers. Aslantürk and Şahan (2012: 148) was carried out a research conducted by safety employees. They found positive and significant relationship between level of workers' affective commitment and organizational justice ($r=0.37^{**}$), while they detected that there was no significant relationship between organizational justice and continuance commitment ($r = 0.03$). Similarly, it was noted that the lack of significant relationship ($r = 0.35$) between organizational commitment and employees' perceptions for organizational justice in the education sector (Saleh et al., 2014). As it can be seen in the summary; the relationship between organizational justice and commitment, may vary according to scale of the sub-scale investigation and the sample group studied. Therefore, we could say that the results obtained from this study may closely relate to employees' perceptions about organizational justice and commitment. Our findings about employee' perceptions about organizational justice and commitment may correspond in other milk and dairy companies where employees had similar demographic characteristics. However, the generalization was not appropriate all of the other companies because of the universe of current study were milk and dairy product in Konya Province.

CONCLUSION AND RECOMMENDATIONS

One of the most important dynamics of the business is employees. Increasing employees' commitment to the organization has a positive effect on the organization productivity. For improving productivity, employers' expectations from employees were they make every effort to improve the organization gain and they were success for their duties and responsibilities. For meeting the employer's expectations by the employees, employee's claims should be borne by the employers. For increasing the organizational commitment; it must be made to meet the employee' demands, to be treated fairly and with respect, and to feel that they are valued for their organizations. In this context, it is important to understand the perceptions of employees.

About the relationship between organizational justice and commitment, which is the main purpose of this study, had reached the following conclusions. According to result of correlation analysis, it was found that affective commitment had significant positive relationships with all of the sub-dimensions of organizational justice. It was determined that the positive correlation between distributive and procedural justice with the normative commitment was also found significant relationships. There were not significant relationships between the perceptions of continuance commitment and sub-dimensions of organizational justice. In fact, the expected results in this study (to be associated with each of all the dimensions) was noteworthy that met the study findings.

In scientific literature, it had been shown that variable results regarding the relationship between organizational justice and commitment. There were different findings in the research conducted with different sample of groups, in different sectors and in different countries.

Personal thoughts and perceptions could vary based on environmental conditions, working conditions and personality traits. When this case was taken into account, we could observe the specific reactions of participants that unexpected results don't meet the general perception.

As a result; we could said that the affective commitment of the employees in the company that study was conducted was high level and this case affected their perception about justice. If the managers of milk and dairy product companies had an effort to improve employees' perception about justice, so they should give priority to strategies to increase the level of employees' affective commitment. Indeed, it is stated that affective commitment was the most powerful sense of commitment. Although it is an exception to the company surveyed, increasing of the application to improve employee' perceptions for procedural justice and to express the new approaches may be provide an additional contribution to organizational commitment levels of employees.

The constraints of this study were; to be outside the scope of research of enterprises in Konya and the number of sampling was relatively low. In further studies will address the organizational justice and organizational commitment relationship in milk and dairy product sector; the inclusion of business in different provinces and increasing the number of business may possible to obtain a broader vision in the evaluation of findings.

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