



THE EFFECT OF ORGANIZATIONAL COMMITMENT ON JOB PERFORMANCE: MEDIATING EFFECT OF ORGANIZATIONAL JUSTICE THE MODERATING OF JOB INSECURITY

Örgütsel Bağlılığın İş Performansına Etkisi: Örgütsel Adaletin Aracı İş Güvencesizliğinin Düzenleyici Etkisi

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ABSTRACT

Employees' motivations, behaviours, emotions and attitudes play a critical role for companies. Organizational commitment facilitates the responsibilities of employees in line with the goals and objectives of the organization with motivation and volunteering. The perception of justice regarding the extent to which employees are treated or not treated fairly in the evaluation of their gains in their activities reveal the importance of the perception of justice in the increase or decrease of the performance of employees. Another important factor affecting the performance of employees is the job insecurity. Depending on its evaluation as a negative perception, job insecurity is likely to have negative consequences in terms of individual and organization. This study investigates the mediating and moderating effect of organizational justice, job insecurity, on the effect of organizational commitment on contextual and task performance. For this purpose, data were collected through a questionnaire with 100 participants from the province of Elazığ fire brigade workers. Confirmatory factor analysis was performed for scale validity, and relationships between variables were determined. In order to test the mediation and moderating role, the significance of the indirect effects was examined and the bootstrap method was used for this. As a result of the research, the mediating effect of organizational justice on the effect of normative commitment on contextual performance was determined. The moderating effect of job insecurity in the effect of organizational commitment (normative, affective, continuance) on task and contextual performance has not been determined.

Keywords: Organizational Commitment, Contextual performance, Task Performance, Organizational Justice, Job Insecurity

ÖZET

Çalışanların motivasyonları, davranışları, duyguları ve tutumları firmalar için kritik rol oynamaktadır. Örgütsel bağlılık organizasyonun amaç ve hedefleri doğrultusunda çalışanların sorumluluklarını motivasyon ve gönüllülük ile kolaylaştırmaktadır. Çalışanların faaliyetlerinden elde ettikleri kazanımların değerlendirilmesinde kendilerine adil davranıldığı ya da davranılmadığına yönelik oluşturdukları adalet algıları, çalışanların performanslarını değerlendirmelerinde adalet algısının önemini ortaya koymaktadır. Çalışanların performanslarını etkileyen önemli bir diğer etken ise iş güvencesizliğidir. Negatif bir algı olarak değerlendirilmesine bağlı olarak iş güvencesizliğinin bireysel ve örgütsel açıdan olumsuz sonuçlarının olması muhtemeldir. Bu çalışmada örgütsel bağlılığın (normatif, duygusal, devam) bağlamsal ve görevsel performansa etkisinde örgütsel adaletin aracı iş güvencesizliğinin düzenleyici etkisi araştırılmaktadır. Bu amaçla Elazığ ili itfaiye çalışanlarından 100 katılımcı ile anket aracılığıyla veri toplanmıştır. Ölçek geçerliliği için doğrulayıcı faktör analizi yapılmış, değişkenler arası ilişkiler tespit edilmiştir. Aracılık ve düzenleyicilik rolü için ise dolaylı etkilerin anlamlılığına bakılmış ve bootstrap yöntemi kullanılmıştır. Araştırma sonucunda normatif bağlılığının bağlamsal performansa etkisinde örgütsel adaletin aracılık etkisi tespit edilmiştir. Örgütsel bağlılığın (normatif, duygusal, devam) görevsel ve bağlamsal performansa etkisinde iş güvencesizliğinin düzenleyici etkisi tespit edilmemiştir.

Anahtar Kelimeler: Örgütsel Bağlılık, Bağlamsal Performans, Görevsel Performans, Örgütsel Adalet İş Güvencesizliği

1. INTRODUCTION

Organizational commitment, which expresses psychological attachment to the organization, is defined as the desire of the employee to stay in the organization and to strive for it (Doğan & Kılıç, 2007), and a strong belief in institutional goals and the desire to make significant efforts on behalf of the organization and the desire to continue organizational membership (Lee et al., 2010, p.131). It is related with the affective response of an employee towards the employer organization as a whole (Pinho et al., 2014) Buchanan (1974) discussed organizational commitment in three dimensions (1) as a sense of belonging which is reflected as a desire to stay in the organization; (2) as organizational identity, which represents pride in the organization and the subsequent internalization of its norms, values, and goals; and (3) as organizational participation, expressing the relationship with the work itself, due to its contribution to the organization as a whole (Pinho et al., 2014) According to Lok and Crawford (2004), organizational commitment is a work attitude that is directly related to employees' staying in the organization or actively participating in their duties and is linked to job

performance (Pinho et al., 2014) It has been determined in many studies that organizational commitment is related with the performance (Çankır, 2019; Oyewobi et al., 2019; Özutku, 2008, Franco & Franco, 2017; De Cuyper & De Witte, 2009). It is important to understand the attitudes and behaviors of employees and their perceptions of justice as they can affect organizational performance (Gomes et al., 2017). Justice in organizations consists of rules and social norms on how to manage and distribute rewards and punishments. These rules and social norms are rules and norms related to operational and interpersonal practices (Baş & Şentürk, 2011) and job insecurity that affects organizational performance (Piccoli et al., 2017) is another variable of the study. Job insecurity is the uncertainty of the employee in maintaining his current job (Piccoli et al., 2017). In this context, the mediating effect of organizational justice and the moderating effect of job insecurity on the effect of organizational commitment on task and contextual performance are investigated.

1.1. Organizational Commitment

Organizational commitment has received special attention in the last decade, and many studies have been conducted on defining and making the concept task, as well as examining its premises and consequences. Especially for human resources management several studies that have found a lot of evidence about the relationship between organizational commitment and attitudes, which are among the problems of human resources, have increased the importance of the subject. Over the years, organizational commitment has been defined and measured in many different ways. As a result, the lack of consensus in the definition of commitment has greatly contributed to its handling as a multidimensional structure (Mendes et al., 2014: 11-130).

Therefore, a structure with three main components of organizational commitment is tried to be validated in different contexts and times (Biçer et al., 2009). The most extensively studied multidimensional model of organizational commitment is undoubtedly the three-component organizational commitment model proposed by Meyer and Allen (1991), based on the idea that the structure consists of three different dimensions (Mendes et al., 2014: 11-130). Since Lawrence's work, outlined four main approaches to conceptualize and investigate organizational commitment:

(1) Attitudinal approach: Porter et al. (1974). According to this approach, organizational commitment is defined as the relative power of an individual to identify with and belong to a certain organization (Suliman & Iles, 2000: 407).

(2) Behavioral approach: This approach emphasizes the notion that employee investments in the organization (for instance; time, friendships, retirement) attribute her to being loyal to their organization. From this point of view, Kanter discusses organizational commitment as 'profit' associated with continuous participation and a 'cost' associated with leaving,

(3) Normative approach, on the other hand, is the harmony between employee goals and values and organizational goals, placing her under obligation to her organization. From this conceptual background, organizational commitment is "the sum of internalized normative pressures to act in a way that meets organizational goals and interests."

(4) Multidimensional approach: it assumes that organizational commitment develops not only through affective commitment, perceived costs, or moral obligation, but through the interplay of all these three components. Some valuable studies have contributed to the birth of this new conceptualization (Suliman and Iles, 2000: 407) The relationship between the employee and the organization is a psychological situation (Meyer & Allen, 1991, p.67) Porter, Steers, Mowday and Boulian (1974) accepting the organizational commitment, organizational goals and values strongly describes as a desire to maintain organizational membership and a desire to strive for the organization. Within this context, organizational commitment is an operational power related to the goal (Ülbeği & Yalçın, 2016: 80-98).

1.2. Contextual and Task Performance

According to Rotundo and Sackett (2002), job performance is defined as the actions and behaviors that an employee performs voluntarily in order to achieve the goals of the organization (Chirumbolo et al., 2020). According to Khalid, (2020); employees' job performance consists of two subcomponents (task performance and contextual performance); task performance includes activities that are important and formal components of an organization and contextual performance includes activities that are informal aspects of an employee's work (eg, coordination, cooperation, civic behavior). According to Borman and Motowidlo (1993), task

performance includes all activities that contribute to the technical core of the organization, directly or indirectly procuring the needed materials and services in the process that will occur as a result of the responsibilities of the individuals working in an organization (Demirbilek et al., 2020). Huey Yiing and Zaman Bin Ahmad, 2008: 57), the other hand contextual performance is defined as interpersonal skills knowledge (Huey Yiing & Zaman Bin Ahmad, 2008: 57).

1.3. Organizational Justice

The concept of “organizational justice” (İçerli, 2010), which expresses the fair distribution of earnings arising from intra-organizational relations, consists of three dimensions: distribution justice, process justice and interaction justice. distributive justice implies a fair perception of gains such as payment promotion and wages. Process justice refers to the perception of decisions made within the organization as fair. Interaction justice is about interpersonal treatment given to individuals (Wang et al., 2010: 661). According to Nasuridin and Khuan (2007), employees compare their gains with the gains of other employees on the basis of equality and continue their job roles by changing their attitudes and behaviors in case of perceived inequality. In other words, when employees realize that the gains they have obtained in return for their efforts are not fair, they will make less effort (Kara & Aslan, 2020).

Organizational justice theories are conceptually divided into four categories, derived from the "reactive-proactive dimension" and "process-content" dimension. Reactive theories focus on responses by employees and an attempt to avoid unfair practices. Proactive theories examine behavior related to establishing fair practices in the workplace. Process theories focus on how gains within the organization are evaluated and deal with the fairness of procedures. Content theories, on the other hand, reflect fairness in the distribution of gains (İçerli, 2010: 71).

There are many research findings suggesting that perceptions of justice affect employees' attitudes. Organizational justice for employees is important because no employee wants positive discrimination against other employees. Since humanbeing is a rational being, he desires justice to be a means to maximize his gain and interests. It causes job satisfaction by enabling employees to form a positive attitude towards the organization. Conversely, a decrease in performance, together with distrust and dissatisfaction with the organization, will cause internal negative effects such as the intention to quit and an increase in the employee turnover (Yücekaya & Dönmez Polat, 2020)

1.4. Job Insecurity

Job insecurity reflects a threat to the continuity and stability of employment as it is currently experienced. Job insecurity has been the focus of increasing scholarly and popular attention in light of technological, economic, and political changes over the past few decades that have left many insecure about the future of their jobs (Shoss, 2017) Job insecurity is the judgment of a person about the future job loss and the decrease in his / her confidence to continue his / her job (Şimşek Ilkim & Derin, 2018)

Job insecurity as a subjective experience resulting from an individual's perception of the actual working situation (Piccoli et al., 2017) It can be thought that job insecurity will negatively affect the perceptions that affect “how individuals evaluate themselves, other people, their environment...” and direct all behaviors of people. As a negative perception, job insecurity is likely to have negative individual and organizational consequences (Günalan, 2019).

2. THEORETICAL FRAME AND HYPOTHESES

2.1. Organizational Commitment and Job Performance Relationship

Organizational commitment refers to an employee's belief in the goals and values of the organization, their desire to remain a member of the organization, and their loyalty to the organization (Huey Yiing and Zaman Bin Ahmad, 2008). Organizational commitment is defined as a strong connection felt towards the workplace of the employee. In this situation where organizational commitment has a positive effect on organizational performance, it is stated that organizational commitment can positively affect negative situations such as coming to work late, absence and leaving the job, and also has a positive effect on product and service quality (Zincirkiran et al., 2015).

"Organizational commitment; the relative strength of an individual's identification and participation, and three important characteristics: strong belief in accepting the goals and objectives of the organization (b) willingness

to make significant efforts on behalf of the organization, and (c) a strong willingness to maintain organizational membership (Angle and Lawson, 1994). In addition, Yousef (2000) stated that organizational commitment consists of three basic components of identification, participation and loyalty (Chen Chen et al., 2005). It has been determined in the studies that the practices performed to increase the performance of employees increase their motivation and commitment and increase the productivity of the employees (Uludağ , 2018). In organizations with high commitment, it is stated that positive developments are experienced in issues such as job performance, job satisfaction, information sharing, organizational trust, continuance, effective use of resources, and organizational citizenship behavior (Kesen & Sipahi, 2016) Conceptually, organizational commitment depends on social change processes. Some researchers have conceptualized the relationship of reciprocity as a mechanism underlying organizational commitment or as a set of obligations of benefits and incentives from the organization. They explain the formation and consequences of social change relations in organizational justice and organizational support, usually through the lens of social change theory (Zhao et al., 2020) Social change theory (Blau, 1964) provides a general conceptual framework for using employees' perception of justice to explain the impact on work performance, participation, and other organizational outcomes. Gouldner (1960) describes the social exchange as a mode of mutual satisfaction exchange between the two parties, with the growth of reciprocity under a generalized moral norm. Within such a reciprocity, mutual benefits (psychological benefits) serve to maintain a stable social system, in other words, when an organization demonstrates its goodwill towards an employee, this behavior creates an obligation on the worker side to create a good action in return. According to Greenberg (1990), justice can potentially be used to explain a number of organizational variables (attitude or behavior) (Swalhi et al., 2015). On the other hand, Randall (1987) argued that the dystask consequences of commitment, namely low performance and increased absenteeism, are generally potentially common for experienced or permanent employees (Wright, 1997: 447-450). In Wright's (1997) study, a negative relationship was found between organizational commitment and performance. In addition, in the context of the negative relationship between commitment and performance, which is explained by the concept of dynamic change in the studies of Mart and Simon (1958), individuals come to an organization with certain needs, desires and experiences, if the organization can meet an environment that will provide these outputs, high commitment can be achieved in the organization over time, if meaningful tasks in the organization fails, this commitment may decrease over time (Wright, 1997).

Within this context, as a result of social change theory and empirical studies, it is assumed that organizational commitment can have an effect on performance.

H1: Affective commitment which is one of the dimensions of organizational commitment, has an effect on contextual performance.

H2: Continuance commitment which is one of the dimensions of organizational commitment, has an effect on contextual performance.

H3: Normative commitment which is one of the dimensions of organizational commitment, has an effect on contextual performance.

H4: Affective commitment which is one of the dimensions of organizational commitment, has an effect on task performance.

H5: Continuance commitment which is one of the dimensions of organizational commitment, has an effect on task performance.

H6: Normative commitment which is one of the dimensions of organizational commitment, has an effect on task performance.

2.2. Mediating Role of Organizational Justice

Researches have shown that employees' perceptions of procedural fairness issues are important factors influencing employees' assessments of their organization. Therefore, those who think that the dismissal process is carried out unfairly are expected to have more negative attitudes and behavioral reactions than those who believe that the company is acting fairly (Grunberg et al., 2000). Fair design and implementation of organizational procedures is a factor for overall job satisfaction. Interactive justice is an important predictor of job attitudes, including job satisfaction (López-Cabarcos et al., 2015). Several empirical studies show that procedural and interactional justice is an important predictor for organizational commitment (López-Cabarcos et al., 2015) organizational justice is an important precursor for affective commitment (Wasti, 2001), and that

organizational justice also positively affects performance (Kara and Aslan, 2010; Doğan, 2018, Suliman, 2007, Williams, S. 1999) have been identified in many studies.

One of the basic principles of social change theory is that changes repeat over time. These repeating exchanges value changing employees' perceptions of how fair the organization treats them, namely changes in justice, and result in them developing commitment over time. Social change as a business relationship positively treats its employees (fair procedures and outcomes) creates obligations for employees to respond with commitment to the organization (Zhao et al., 2020) Within this context, the following hypothesis has been developed, assuming that organizational justice will mediate the relationship between organizational commitment and performance.

H7: Organizational justice mediates the relationship between affective commitment and contextual performance which is one of the dimensions of organizational commitment.

H8: Organizational justice mediates the relationship between continuance commitment and contextual performance which is one of the dimensions of organizational commitment.

H9: Organizational justice mediates the relationship between normative commitment and contextual performance which is one of the dimensions of organizational commitment.

H10: Organizational justice mediates the relationship between affective commitment and task performance, one of the dimensions of organizational commitment.

H11: Organizational justice mediates the relationship between continuance commitment and task performance which is one of the dimensions of organizational commitment.

H12: Organizational justice mediates the relationship between normative commitment and task performance which is one of the dimensions of organizational commitment.

2.3.Moderating Effect of Job Insecurity

Job insecurity; have an impact on job-related attitudes such as job satisfaction, organizational commitment and trust in the organization. Job insecurity consequently affects individuals' physical and mental health deterioration and organizational performance and behavioral attitudes such as the intention to quit (Dursun & Bayram, 2013) Due to its evaluation as a negative perception, job insecurity is likely to have negative individual and organizational consequences (Günalan, 2019) The relationship between job insecurity and performance is discussed in the concept of stress theory (Piccoli et al., 2017) when employees perceive the probability of job loss, they evaluate such a threat as difficult to manage. As an important factor of job stress job insecurity can negatively affect performance because low perceived control can result in negative affective and behavioral responses (Piccoli et al., 2017) The negative relationship between job insecurity and performance (De Cuyper et al., 2014; Lavigne et al., 2020; Piccoli et al., 2017) has been identified in some studies.

In the light of the stress theory and study findings, it is assumed that job insecurity has a moderating effect between organizational commitment and performance.

H13: Job insecurity has a moderating effect on the effect of affective commitment perceptions which is one of the dimensions of organizational commitment, on contextual performance perceptions.

H14: Job insecurity has a moderating effect on the effect of continuance commitment perceptions which is one of the dimensions of organizational commitment, on contextual performance perceptions.

H15: Job insecurity has a moderating effect on the effect of normative commitment perceptions which is one of the organizational commitment dimensions, on contextual performance perceptions.

H16: Job insecurity has a moderating effect on the effect of affective commitment perceptions which is one of the dimensions of organizational commitment, on perceptions of task performance.

H17: Job insecurity has a moderating effect on the effect of continuance commitment perceptions which is one of the dimensions of organizational commitment, on perceptions of task performance.

H18: Job insecurity has a moderating effect on the effect of normative commitment perceptions which is one of the dimensions of organizational commitment, on perceptions of task performance

3. PURPOSE AND SAMPLING OF THE RESEARCH

In this study, the mediating of organizational justice in the effect of organizational commitment on contextual and task performance is to determine the moderating effect of job insecurity. The universe of the study was fire fighters in Elazığ province. The number of fire fighters in Elazığ province has been stated as 120 for 2020. In the study, at least 92 employees should be surveyed. Questionnaires were applied to 100 employees and the sample size is sufficient (Özdamar, 2003). If the number of elements in the universe is known according to the sample, the formula applied is as follows

$$n = \frac{Nt^2 pq}{d^2(N - 1) + t^2 pq}$$

Within formulas;

N= The number of individuals in the universe

n= The number of individuals to be taken within the sampling

p= Frequency (probability) of the event to be examined

q= Frequency of absence of the event to be examined (1-p)

t= The theoretical value in the t table at a certain degree of freedom and detected error level

d= It is symbolized as the desired \pm deviation according to the frequency of occurrence of the event.

N	120
p	0,5
q	0,5
d	0,05
t	1,96
n= number of samples	92

3.1. Scales of the Study

Organizational justice, the organizational justice scale, which was developed by Niehoff and Moorman (1993), consists of three dimensions and twenty statements: distributive justice, procedural justice and interactional justice. In the study, organizational justice is considered as one dimension. Organizational commitment was measured by using the organizational commitment scale which was developed by Allen and Meyer (Meyer et al., 1993). Job insecurity scale was designed by Ashford, Lee, & Bobko, 1989 to measure job insecurity and was translated into Turkish by (Şeker, 2011). In the study, 25-statement performance scale developed by Goodman and Svyantek (1999; 261) was used. While the first 16 statements of this scale express contextual performance, the last 9 statements express task performance.

3.2. Research Model

In the study, the moderating effect of organizational justice and mediating job insecurity, on the effect of organizational commitment (normative, affective, continuance) on contextual and task performance is investigated.

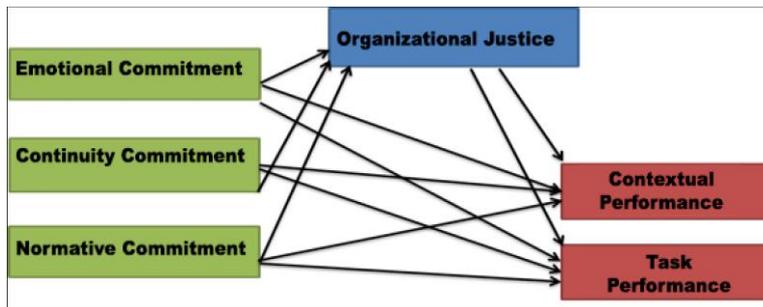


Figure 1: Research Model

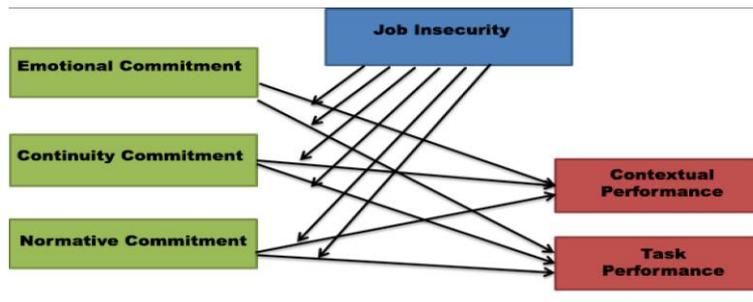


Figure 2: Research Model

3.3. Methodology

SPSS 21.0 statistics package program was used to evaluate the survey results. In the analysis of the data obtained in line with the survey model for the research model, first the demographic characteristics of the participants were classified, then the correlation analysis of the exchange relations between variables, moderating effect of job insecurity in the effect of the sub-dimensions of organizational commitment (normative, affective and continuation) on contextual and task performance and mediating effect of organizational justice in the effect of commitment on contextual and task performance was performed in Process macro.

3.3.1 Findings

Table 1. Demographical Properties

		n	%
Gender	Female	0	0,0
	Male	100	100,0
Age	18-25	12	12,0
	26-35	30	30,0
	35 and above	58	58,0
Educational status	Primary School	14	14,0
	High School	38	38,0
	Associate	37	37,0
	Undergraduate	11	11,0

All of the respondents are male, 58.0% are 35 years old and above, 38.0% are high school graduates.

Table 2. Descriptive Statistics and Reliability of Scale Scores

	Min.	Max.	Average	Std. Deviation	Level (%)	Cronbach's Alpha
Organizational Justice	39	100	74,35	16,50	74,35	0,955
Affective Commitment	11	30	23,41	5,49	78,03	0,901
Continuity Commitment	10	30	21,57	5,28	71,90	0,823
Normative Commitment	9	30	21,37	5,06	71,23	0,815
Organizational Commitment	31	90	66,35	12,85	73,72	0,902
Contextual Performance	41	80	66,35	12,48	82,92	0,967
Task Performance	17	35	29,22	5,14	83,48	0,941
Job Performance	60	115	95,57	17,22	83,10	0,976
Job Insecurity	11	22	15,82	2,59	52,73	0,653

Organizational justice point average is $74,35 \pm 16,50$, affective commitment point average is $23,41 \pm 5,49$, continuity commitment point average is $21,57 \pm 5,28$, normative commitment point average is $21,37 \pm 5,06$, organizational commitment point average is $66,35 \pm 12,85$, contextual performance point average is $66,35 \pm 12,48$, task performance point average is $29,22 \pm 5,14$, job performance point average is $95,57 \pm 17,22$, job insecurity point average is $15,82 \pm 2,59$. According to the results of the reliability analysis, the reliability of the scales and sub-dimensions is high (Cronbach's Alpha > 0.600) Alfa katsayısına bağlı olarak, $0,80 \leq \alpha < 1.00$ ise ölçek yüksek derecede güvenilir bir ölçektir (Özdamar, 2003: 56).

Table 3. Normality Tests

	Skewness	Kurtosis
Organizational Justice	-0,286	-0,862
Affective Commitment	-0,459	-1,026
Continuity Commitment	0,031	-0,844
Normative Commitment	-0,051	-0,803
Organizational Commitment	-0,244	-0,461
Contextual Performance	-0,759	-0,644
Task Performance	-0,540	-0,807
Job Performance	-0,701	-0,724
Job Insecurity	0,124	-0,745

A process to examine the appropriateness of the scores obtained from the scales to the normal distribution is the calculation of the skewness and kurtosis values. The kurtosis and skewness values obtained between +3 and -3 are considered sufficient for normal distribution. Accordingly, it was accepted that the scale scores showed a normal distribution. Parametric methods were used in the analyzes.

Table 4. Relationship of Scale Points

		1	2	3	4	5	6	7	8	9
1 Organizational Justice	r	1	,377**	0,173	,334**	,363**	,331**	,317**	,335**	0,162
	p		0,000	0,085	0,001	0,000	0,001	0,001	0,001	0,107
2 Affective Commitment	r		1	,464**	,500**	,815**	,749**	,715**	,756**	-0,111
	p			0,000	0,000	0,000	0,000	0,000	0,000	0,270
3 Continuity Commitment	r			1,000	,501**	,806**	,427**	,379**	,422**	-0,149
	p				0,000	0,000	0,000	0,000	0,000	0,139
4 Normative Commitment	r				1	,813**	,418**	,428**	,430**	-0,084
	p					0,000	0,000	0,000	0,000	0,404
5 Organizational Commitment	r					1	,660**	,630**	,666**	-0,142
	p						0,000	0,000	0,000	0,159
6 Contextual Performance	r						1	,892**	,991**	-0,065
	p							0,000	0,000	0,519
7 Task Performance	r							1	,945**	-0,085
	p								0,000	0,400
8 Job Performance	r								1	-0,073
	p									0,472
9 Job Insecurity	r									1
	p									

**p<0,01 , *p<0,05 there is meaningful relationship , p>0,05 there is no meaningful relationship , Power level of correlation coefficient; 0<r<0,299 weak, 0,300<r<0,599 medium, 0,600<r<0,799 strong, 0,800<r<0,999 very strong. Pearson correlation

There is positive, statistical meaningful relationship between organizational justice and affective commitment (r=0,377), normative commitment (r=0,334), organizational commitment (r=0,363), contextual performance (r=0,331), task performance (r=0,317), job performance (r=0,335) (p<0,05). There is positive, statistical meaningful relationship between continuity commitment and normative commitment (r=0,501), organizational commitment (r=0,806), contextual performance (r=0,427), task performance (r=0,379), job performance (r=0,422) (p<0,05). There is positive, statistical meaningful relationship between normative commitment and organizational commitment (r=0,813), contextual performance (r=0,418), task performance (r=0,428), job performance (r=0,430) (p<0,05). There is positive, statistical meaningful relationship between continuity commitment and normative commitment (r=0,501), organizational commitment (r=0,806), contextual performance (r=0,427), task performance (r=0,379), job performance (r=0,422) (p<0,05). There is positive, statistical meaningful relationship between normative commitment and organizational commitment (r=0,813), contextual performance (r=0,418), task performance (r=0,428), job performance (r=0,430) (p<0,05). There is positive, statistical meaningful relationship between organizational commitment and contextual performance (r=0,660), task performance (r=0,630), job performance (r=0,666) (p<0,05). There is positive, statistical meaningful relationship between contextual performance and task performance (r=0,892), job performance (r=0,991) (p<0,05). There is positive, statistical meaningful relationship between task performance and job performance (r=0,945) (p<0,05)

Table 5. DFA Fit Indices of Scales

Index	Acceptable Fit	Organizational Commitment	Organizational Justice	Job Insecurity	Job Performance
X ²	x	268,862	415,634	0,594	408,511
sd	x	130	163	1	226
X ² /sd	≤ 4-5	2,068	2,550	0,594	1,808
RMR	≤ 0,08	0,058	0,034	0,028	0,037
GFI	0,89-0,85	0,934	0,903	0,997	0,919
AGFI	0,89-0,85	0,858	0,883	0,868	0,873
CFI	≥ 0,95	0,957	0,963	0,979	0,981
RMSEA	0,06-0,08	0,064	0,073	0,071	0,055

It was seen that χ^2 /sd, CFI, RMR, GFI, AGFI and RMSEA measured in DFA analysis the acceptable fit indices (Meydan ve Şeşen, 2015)

Table 6. The Mediating Effect of Organizational Justice in the Effect of Affective Commitment on Contextual Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Affective Commitment >Organizational Justice	1,1307*	0,2810	16,1922*	0,1418	0,5731	1,6883
Organizational Justice >Contextual Performance	0,0430	0,0547	62,8445*	0,6544	-0,0656	0,1516
Affective Commitment >Contextual Performance						
Total effect [c]	1,7023	0,1519			1,4008	2,0037
Direct effect [c']	1,6537	0,1643			1,3276	1,9798
Indirect effect [axb]	0,0486	0,0692			-0,0799	0,1951

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect

Affective commitment (B=1,1307) affects organizational justice in positively, statistical meaningful way (p<0,05). Organizational justice does not affect contextual performance statistically (p>0,05). It is meaningful with the total (B:[1,4008:2,0037]) so H1 was accepted and direct (B:[1,3276:1,9798]) effect of contextual commitment. When the indirect effect is examined, organizational justice does not mediate the effect of affective commitment on contextual performance (B: [- 0.0799: 0.1951]). H7 was rejected.

Table 7. The Mediating Effect of Organizational Justice in the Effect of Continuance Commitment on Contextual Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Continuance commitment >Organizational Justice	0,5409	0,3108	3,0283	0,0300	-0,0759	1,1576
Organizational Justice >Contextual Performance	0,2005*	0,0675	16,644*	0,3345		
Continuity Commitment >Contextual Performance						
Total effect [c]	1,0089	0,2159			0,5805	1,4373
Direct effect [c']	0,9005	0,2109			0,4818	1,3191
Indirect effect [axb]	0,1084	0,0812			-0,0219	0,2939

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect

Continuity commitment does not affect organizational justice statistically (p>0,05). Organizational justice (B=0,2005) affects organizational justice in positively, statistical meaningful way (p>0,05). The total (B:[0,5805:1,4373]) so H2 was accepted and direct (B:[0,4818:1,3191]) effect of continuity commitment is meaningful. When the indirect effect is examined, organizational justice does not mediate the effect of continuity commitment on contextual performance (B: [- 0,219: 0,2939]). H8 was rejected.

Table 8. The Mediating Effect of Organizational Justice in the Effect of Normative Commitment on Contextual Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Normative Commitment >Organizational Justice	1,0883*	0,3105	12,2829*	0,1114	0,4721	1,7046
Organizational Justice >Contextual Performance	0,1631*	0,0722	13,3407*	0,2157	0,0199	0,3063
Normative Commitment > Contextual Performance						
Total effect [c]	1,0303	0,2264			0,5810	1,4796
Direct effect [c']	0,8528	0,2353			0,3858	1,3198
Indirect effect [axb]	0,1775	0,1051			0,0148	0,4165

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect; Process analysis

Normative commitment (b=1,0883) affects organizational justice in positively, statistical meaningful way (p<0,05). Organizational justice (b=0,1631) affects contextual performance in positively, statistical meaningful way (p>0,05). The total (b:[0,5810:1,4796]) so H3 was accepted and direct (b:[0,3858:1,3198]) effect of normative commitment is meaningful. When the indirect effect is examined, organizational justice mediates the effect of normative commitment on contextual performance (b: [0.0148: 0.4165]). This mediation is partial and statistically significant (sobel = 1.998; p <0.05). H9 was accepted.

Table 9. The Mediating Effect of Organizational Justice in the Effect of Affective Commitment on Task Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Affective Commitment >Organizational Justice	1,1307*	0,2810	16,1922*	0,1418	0,5731	1,6883
Organizational Justice >Task Performance	0,0175	0,0238	51,3028*	0,5140	-0,0298	0,0647
Affective Commitment > Task Performance						
Total effect [c]	0,6690	0,0661			0,5379	0,8001
Direct effect [c']	0,6492	0,0715			0,5073	0,7911
Indirect effect [axb]	0,0198	0,0336			-0,0433	0,0907

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect; Process analysis

Affective commitment (B=1,1307) affects organizational justice in positively, statistical meaningful way (p<0,05). Organizational justice does not affect task performance in statistically meaningful way (p>0,05). Total (B:[0,8379:0,8001]) so H4 was accepted and direct (B:[0,5073:0,7911]) effect of affective commitment is meaningful. When the indirect effect is examined, organizational justice does not mediate the effect of affective commitment on task performance (B: [- 0.0433: 0.0907]). H10 was rejected.

Table 10. The Mediating Effect of Organizational Justice in the Effect of Continuance Commitment on Task Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Continuity Commitment >Organizational Justice	0,5409	0,3108	3,0283	0,0300	-0,0759	1,1576
Organizational Justice >Task Performance	0,0809*	0,0286	12,7985*	0,2088	0,0242	0,1376
Continuity Commitment > Task Performance						
Total effect [c]	0,3686	0,0910			0,1880	0,5492
Direct effect [c']	0,3248	0,0890			0,1477	0,5020
Indirect effect [axb]	0,0438	0,0334			-0,0116	0,1198

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect; Process analysis

Continuity commitment does not affect organizational justice in positively, statistical meaningful way (p>0,05). Organizational justice (B=0,0809) affects task performance in positively, statistical meaningful way (p<0,05). Total (B:[0,1880:0,5492]) so H5 was accepted and direct (B:[0,1477:0,5020]) effect of continuity commitment is meaningful. When the indirect effect is examined, organizational justice does not mediate the effect of continuance commitment on task performance (B: [- 0.0116: 0.1198]) H11 was rejected.

Table 11. The Mediating Effect of Organizational Justice in the Effect of Normative Commitment on Task Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Normative Commitment > Organizational Justice	1,0883*	0,3105	12,2829*	0,1114	0,4721	1,7046
Organizational Justice > Task Performance	0,0612*	0,0297	13,4845*	0,2175	0,0419	0,0023
Normative Commitment > Task Performance						
Total effect [c]	0,4349	0,0928			0,2509	0,6190
Direct effect [c']	0,3683	0,0968			0,1762	0,5605
Indirect effect [axb]	0,0666	0,0449			-0,0008	0,1739

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect; Process analysis

Normative commitment (b=1,0883) affects organizational justice in positively, statistical meaningful way (p<0,05). Organizational justice (b=0,0612) affects task performance in positively, statistical meaningful (p>0,05). Total (b:[0,2509:0,6190]) so H6 was accepted and direct (b:[0,1762:0,5605]) effect of normative commitment is meaningful. When the indirect effect is examined, organizational justice does not mediate the effect of normative commitment on task performance (b: [- 0.0008: 0.1739]).H12 was rejected.

Table 12. The Moderating Effect of Job Insecurity in the Effect of Affective Commitment on Contextual Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Affective Commitment > Contextual Performance	1,0227	1,0309			-1,0236	3,0689
Job Insecurity > Contextual Performance	-0,9383	1,5642	41,3987*	0,5640	-4,0431	2,1665
Affective Commitment * Job Insecurity	0,0437	0,0652			-0,0856	0,1731

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect

According to the model, affective commitment does not affect job insecurity and interaction variable does not affect contextual performance statistically (p>0,05). According to this, job insecurity has no moderating role in the impact of affective attachment on contextual performance. H13 was rejected.

Table 13. The Moderating Effect of Job Insecurity in the Effect of Continuance Commitment on Contextual Performance

Tested Way	B	Std. Error	F	R ₂	95% Confidence Interval	
					Bottom	Top
Continuity Commitment > Contextual Performance	-0,0390	1,3258			-2,6706	2,5926
Job Insecurity > Contextual Performance	-1,4247	1,8245	7,3938*	0,1877	-5,0464	2,1970
Continuity Commitment * Job Insecurity	0,0666	0,0831			-0,0984	0,2316

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect

According to the model, continuity commitment does not affect job insecurity and interaction variable does not affect contextual performance statistically (p>0,05). According to this, job insecurity has no moderating role in the impact of continuance commitment on contextual performance. H14 was rejected

Table 14. The Moderating Effect of Job Insecurity in the Effect of Normative Commitment on Contextual Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Normative Commitment > Contextual Performance	0,1873	1,3983			-2,5884	2,9630
Job Insecurity > Contextual Performance	-1,2708	1,9078	6,9524*	0,1785	-5,0577	2,5162
Normative Commitment * Job Insecurity	0,0545	0,0899			-0,1239	0,2329

*p<0,05 there is meaningful effect, p>0,05 there is no meaningful effect

According to the model, normative commitment does not affect job insecurity and interaction variable does not affect contextual performance statistically ($p > 0,05$). According to this, job insecurity has no moderating role in the impact of normative commitment on contextual performance. H15 was rejected

Table 15. The Moderating Effect of Job Insecurity in the Effect of Affective Commitment on Task Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Affective Commitment > Task Performance	0,1365	0,4461			-0,7491	1,0220
Job Insecurity > Task Performance	-0,8093	0,6769	34,4814*	0,5187	-2,1529	0,5343
Affective Commitment * Job Insecurity	0,0340	0,0282			-0,0220	0,0900

* $p < 0,05$ there is meaningful effect, $p > 0,05$ there is no meaningful effect

According to the model, affective commitment does not affect job insecurity and interaction variable does not affect task performance statistically ($p > 0,05$). According to this, job insecurity does not have a moderating role in the effect of affective attachment on task performance. H16 was rejected.

Table 16. Moderating Effect of Job Insecurity in the Effect of Continuance Commitment on Task Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Continuity Commitment > Task Performance	-0,0955	0,5584			-1,2040	1,0130
Job Insecurity > Task Performance	-0,6802	0,7685	5,6651*	0,1504	-2,2056	0,8453
Continuity Commitment * Job Insecurity	0,0292	0,0350			-0,0403	0,0987

* $p < 0,05$ there is meaningful effect, $p > 0,05$ there is no meaningful effect

According to the model, continuity commitment does not affect job insecurity and interaction variable does not affect task performance statistically ($p > 0,05$). According to this, job insecurity does not have a moderating role in the effect of continuity on task performance. H17 was rejected.

Table 17. The Moderating Effect of Job Insecurity in the Effect of Normative Commitment on Task Performance

Tested Way	B	Std. Error	F	R ²	95% Confidence Interval	
					Bottom	Top
Normative Commitment > Task Performance	-0,0563	0,5712			-1,1901	1,0774
Job Insecurity > Task Performance	-0,7528	0,7793	7,6022*	0,1920	-2,2996	0,7941
Normative Commitment * Job Insecurity	0,0317	0,0367			-0,0411	0,1046

* $p < 0,05$ there is meaningful effect, $p > 0,05$ there is no meaningful effect

According to this, normative commitment does not affect job insecurity and interaction variable does not affect task performance statistically ($p > 0,05$). According to this, job insecurity has no moderating role in the impact of normative commitment on task performance. H18 was rejected.

4. RESULT

Meyer and Allen (1991) evaluate organizational commitment as the degree of identification and participation of an employee with the organization and in three dimensions. Affective commitment, the desire to identify with and participate in the organization, continuing commitment, the feeling of obligation to continue work, being aware of the costs of leaving the organization, normative commitment, and employees' feelings of obligation related to staying in the organization (Wang et al., 2010). It has been determined in many empirical studies that the concept of organizational justice, which expresses the fair distribution of gains arising from relationships within the organization (İçerli, 2010), is an important predictor for organizational commitment (López-Cabarcos et al., 2015).

As a major factor of job stress, job insecurity can adversely affect performance. Because perceived control in low level can result in negative affective and behavioral reactions. In the long term, job insecurity has an effect on the physical and mental health of individuals worsening and work-related behaviors such as organizational performance and intention to quit (Dursun & Bayram, 2013).

The social change perspective is the leading approach in explaining the effects of justice in a workplace. When the social change theory Blau (1964) and Organ (1988) describe the interrelationship between justice and employee behavior, fair treatment will encourage people to cooperate, assist when necessary and support management decisions, as well as come to terms with the unfair treatment workers organization (Swalhi et al., 2017). At the same time, the positive treatment of the employees of the organization (fair procedures and outcomes) as a social change business relationship will bring the responsibility of employees to respond with commitment to the organization (Zhao, et al., 2020). Organizational justice and organizational commitment (Swalhi et al., 2017) as an indicator of attitudes and behaviors in the workplace. Organizational commitment (Çankır, 2019; Chen et al., 2005; Caruana et al.1997; Rashid et al.2003; Franco and Franco, 2017; De Cuyper & De Witte, 2009) and organizational justice (Kara & Aslan, 2010; Doğan, 2018, Suliman, 2007, Williams, S. (1999), the positive effect on performance is consistent with the results of the research.

The working practices of firefighters and their relationships with colleagues are factors that can have significant effects on team performance. It is clear that organizational commitment, which is the concept of justice that affects employees' gains and the degree of identification with the organization, will affect performance. As a result of the study, the partial mediating effect of organizational justice on the effect of normative commitment on contextual performance was determined. The moderating effect of job insecurity on the effect of organizational commitment (normative, affective, continuance) on task and contextual performance has not been determined. Another finding obtained only as a result of the research is that the job insecurity perceptions of the employees are low and their job performance perceptions have a high average. The results of the study are limited to Elazığ province and are a cross-sectional study. For future studies, teamwork attitudes, which are factors that affect performance, and the concept of altruism, especially affecting contextual performance, can be addressed and examined.

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