

Mediating Role of Perceived Supervisor Support in the Relationship Between Interactional Justice and Emotional Commitment

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Abstract

This paper investigates the mediating role of perceived supervisor support in the relationship between interactive justice and emotional commitment. At the same time, the study also looked at the relationship between interactional justice and emotional commitment, between interactional justice and perceived supervisor support, and between perceived supervisor support and emotional commitment. A survey research design was employed, using the convenience sampling technique with a sample population of 500 respondents drawn from Turkey and Nigeria. A structured questionnaire was used to gather information from the respondents through the usage of previous scales on interactive justice (IJ), emotional commitment (EM), and perceived supervisor support (PSS). The findings revealed a significant positive relationship between IJ and EM; IJ has a significant positive effect on PSS. It was revealed that the mediating role of PSS was insignificant on the IJ and EM. It was therefore concluded that IJ has a significant positive effect on EM, while PSS plays a mediating but insignificant role on both.

Keywords: employees' commitment, employee's connection, management and organization, seen boss, work environment

Introduction

Every individual is interested in decency and daily balance in their relationships with others. The equivalent is the situation with representatives in their particular work environment or any association they track down for themselves. This equality and fairness give them a perception of being a member of the organization (Suifan, 2019). Therefore, all employees prefer to be treated equally in the organization irrespective of their culture, tribe, color, race, religious affiliation, educational qualification, ethical background, and political orientation (Friday & Ugwu, 2019). This equality and fairness have become important parameters through which employees are retained in the organization, reducing labor turnover, and enhancing employee trust in the management and the organization's ethical standard, thereby increasing employee output (Ajala, 2015).

Numerous researchers have argued that organizational justice fuels employees' commitment to the organization (Cropanzano, Bowen, & Gilliland, 2007; Elamin, 2012; Choi, Moon, Ko, & Kim, 2014; Jones & George, 2017). Employees' commitment is fundamental to every organization because an employee's commitment enhanced state leads to numerous favorable outcomes for the organization (Dalal, 2005). Adekola (2012) believes that an employee's commitment is a positive evaluation criterion of an organization's success goals. It is critical to increasing employees' productivity and performance (Demirel & Yucel, 2013; Akanbi & Ofoegbu, 2013); it is vital to the overall success, survival, sustainability, and achievements of an organization's goals and objectives as well as its competitiveness (Tolera, 2017).

An affective commitment, an indicator of an employee's commitment, reveals the employee's connection to the organization. Affective commitment on the part of employees to their employers and the organization symbolizes the employees' passionate connection to the organization. This connection to the organization commits the employee to put extra effort into every task, assignment, and job (Lee & Chen, 2013). It makes employees more creative, intuitive, focused, resourceful, and eventful. Affective commitment reveals the innate desire of an

employee to remain with an organization, which in turn is obvious in the employees' contribution of knowledge, skill, and attitude as well as time and energy to the success and goal actualization of the organization (Mercurio, 2015).

Organizational justice has been argued to lead to affective commitment for employees because when equity and fairness are inherent and paramount in organizations, employees have a sense of belonging and desire to be part of the organization's success story (Demirel & Yucel, 2013). People who work for a fair and just organization respond better to its commitment because of its fair and just procedures, policies, interactions, and distribution systems. Employees perform better when organizational fairness is improved. With the support of distributive and procedural fairness, the management of organizations makes efforts. However, today's events show how employees move from one organization to another within/outside an industry. Moshood, Oladimeji, Eze, and Akinola (2019) opined that this movement of employees from one organization(s) to another has made organization(s) show that their absence of emotional commitment, and this has made organizations show interest in the perception of employees on the managerial approach to induce the employee to be committed to achieving the stated goals and objectives of the organizations.

Seen boss help comes from a representative's impression of how much their director esteems their commitment to the undertaking and association and cares about their prosperity (Maharani & Roshandi, 2019). Administrators' positive or horrible demeanor toward workers fills in as a sign of the logical help representatives will get from the association since directors fill in as specialists of the association burdened with the obligation of coordinating and assessing representative execution.

Seeing the boss help balances fun and serious activities for representatives (Rhoades & Eisenberger, 2002). As per Shno-mohammadi et al. (2016), sympathetic directors who recognize workers' needs will deliver representatives with energy toward the association and assignments. It is advantageous when workers have a positive view concerning the degree to which their chief perceives their commitment and show compassion toward their government assistance. It should be

noted that administrators assume significant roles in making workers view the director's help for them (Arshadi & Hayavi, 2013).

As a significant part, distributive respectability influences employees' impressions of the affiliation. Moreover, results and resources concur with employees' presentation (Jones & George, 2016). Employees' point of view is on absolute value to the extent that fair results are inferred by it (Akanbi & Ofoegbu, 2013). As shown by delegates, distributive value is associated with the perspective on respectability concerning the sharing of results among workers (Kofi et al., 2016). As a trade-off for their undertakings at work, agents may get monetary or non-cash-related prizes (Ohana & Meyer, 2016). According to McShane & Von Glinow (2018), distributive value is associated with how affiliations reward their laborers for their achievements and compensation. Concerning distributive value, it takes the same acquisitions of things and organizations (as well as commitments and responsibilities) as anticipated (Memduholu & Yildiz, 2014). Laborers acknowledge that everyone should get what they are generally anticipated to get (Luthans, 2011).

Formal procedures are characterized by advances and designs through which errands, occupations, exercises, disciplines, grants, and rewards are carried out in an organizational setting. It involves the setting down of the necessities for making a traditional approach. It advises workers on how and when to manage exercises. It helps an association's smooth and effective activities (Vining & Weimer, 2009). Formal methods convey the qualities and vision of the association, guaranteeing workers see what is generally anticipated of them in specific circumstances. As indicated by Mubangizi and Theron (2011), the formal methodology helps to guarantee that the association consents to significant guidelines, uncovering how professional, expert, and stable an association is. Formal methods require that functional and dynamic cycles are uniform and predictable across all cases. Creating and implementing a formal methodology mirrors the associations' values, making it an ideal climate for all representatives.

Organizational justice concerns reasonableness in the cooperation among managers and representatives, which is a piece of hierarchical equity (Dia & Xie, 2016). Assuming the connection between pioneers and

subordinates is great, it will prompt smooth activity in the organization. Consequently, it is utilized to underline the significance of pioneers in impacting the mentalities and practices of workers, which prompts smooth tasks of the business (Wang & Jiang, 2015; Ambrose & Schminke, 2009).

As per Greenberg's (1990) conceptualization of interactional equity, (i) interactional equity, for instance, can be estimated by how well pioneers, managers, and executers treat their subordinates throughout the execution of an undertaking. Moreover, what is more, settling on the outcomes; (ii) Enlightening If they reveal to them why certain distributive frameworks were used and what the result of those strategies was in light of everything, be that as it might, educational sensibility suggests the idea of information being made available to laborers to the extent that it explains and safeguards dominating choices. (Cheung, 2013; Lam, Loi, & Leong, 2013).

Emotional responsibility is emblematic of an individual's profound connection to the association. In deciding on emotional responsibility, Meyer and Allen (1997) depicted it as a sensation of recognizing and total support in the association. Individuals from an association with a compelling and enthusiastic connection to the association keep turning out diligently for the association since they need to keep a cozy relationship with it. Those with a high level of responsibility proceed with the association since they accept that they and the association share comparable objectives and goals (Beck & Wilson, 2000). As indicated by Meyer and Allen (1997), lively correspondence (AC), as indicated by Meyer and Allen (1997), is affected by parts, for instance, work clarity, work challenge, objective clarity and inconvenience, peer connection, the leaders' accessibility, individual importance, esteem, information, dependability, and responsibility. Lee and Chen (2013) clarify that personality and camouflage are essential for the development of individuals loaded with sensations of obligation (Lee & Chen, 2013).

Theoretical Framework

The grounded hypothesis created by Glaser and Strauss (1967) alludes to the most common way of producing hypotheses in light of an assortment of information from various sources. The point is to give analysts a bearing on the age of new speculations or alter existing ones. It is a more solid hypothesis in light of information gathered from numerous sources. A grounded hypothesis takes comparable cases for investigation rather than those according to various points of view because the factors of the chosen cases are comparative, yet their results are unique. A grounded hypothesis permits the specialist to look at these cases while dissecting the causes and explanations for the different results of comparable factors.

Glaser (1998) believed that grounded hypotheses are multivariate since they happen successively, thus, at the same time, serendipitously and book. The consequences of grounded speculation are not revealing realities but likelihood proclamations about the connection between ideas or a coordinated arrangement of applied theories created from observational information (Kelle, 2005).

Grounded theory is significant because it helps settle unanswered inquiries, examine client requests and inclinations in the existing business sector, dissect items situating and promoting open doors, and supports understanding, investigating, and depicting brain science and experience (Clark, 2005). Therefore, a grounded hypothesis is utilized in this study since it catches the goal of the scientists to comprehend and break down the interceding job of seen administrator support in the connection between interactional equity and passionate responsibility.

On the other hand, the relations between the variables can be explained within the framework of the reciprocity norm (Gouldner, 1960) of the Social Exchange Theory (Blau, 1964). According to the reciprocity norm, if one of the parties does something for the benefit of the other, it creates an obligation on the other party to respond to this well-intentioned behavior with kindness (Cropanzano & Mitchell, 2005). Blau (1964) determined that the exchange between individuals can occur operationally (economically) or socially. Social exchange is dependent on feelings of

trust and justice. Accordingly, with interactional justice, when employees see that the organization and managers treat them with respect and sensitivity, their supervisory support perceptions rise. Employees with increased support perception respond to this good treatment and support by showing more emotional commitment to the organization.

Folger and Konovsky (1989) pondered that clear distributive value does not impact trust and obligation, considering compensation matters concerning conventionality in the exchange of work for compensation. Instead of their compensation, the delegates give their work, and from now on, they do not feel any further responsibility toward the relationship beyond this remuneration. Moreover, distributive value does not unfavorably influence the boss's perspective since fair pay for work is what most affiliations depend on to give. In contrast, procedural value increments progressive obligation and trust in chiefs or those making administering decisions.

Folger and Konovsky (1989); McFarlin and Sweeney (1992) demonstrated that distributive and procedural value had enormous natural ramifications for progressive outcomes, subordinates' appraisal of overseers, and legitimate liability. This is explained by the referent discernments theory, which states that under conditions of procedural conventionality, agents would not have the option to envision more specific outcomes. Another explanation for the more grounded effect of procedural value is that it results from the powerful effect of the cycle and methodology-related information (Lind, 2001). The sensibility heuristic speculation shows that the information obtained first will fundamentally influence the general tolerability judgment (Lind, 2001). Since information associated with cycles and methodologies is gotten before results, it has a more grounded influence. Finally, Lambert, Hogan, and Griffin (2007) have shown that both distributive value and procedural value, by and large, affected outstanding obligation; regardless, the effect of procedural value was much greater.

Wayne, Shore, Bommer, and Tetrick (2002) have seen that distributive and procedural value relates with evident progressive assistance, with procedural value having a more grounded relationship. The specialists see that the affiliation cares when decisions rely upon accurate and fair information and when the agents can raise their inclinations.

Rhoades et al. (2001) saw that evident progressive assistance was mediated in the relationship between ideal work understanding and passionate obligation; this was a direct result of the reaction of positive regard and care, as well as the joining of definitive cooperation in the social person. According to Fuller, Barnett, Hester, and Relyea (2003), this relationship can be explained by the social person speculation, which states that individuals feel apparent inside an affiliation when their manager characteristics their responsibilities toward the affiliation. Affirming their work and status in the affiliation helps meet their socio-energetic necessities, which adds to their social character and, in this manner, works on their sensation of having a spot and pride in the affiliation.

Aube, Rousseau, and Morin (2007) have explained the association between seeing various levels of help and being brimming with sensations of obligation by implying the Social Exchange Theory. It means that the new development and upkeep of all human associations rely upon an exchange of resources regarded by individuals speaking with the affiliation. Rehearses associated with various levels of help, for instance, progressions and remuneration increases, are unraveled by delegates as indications of respect and thought from the business. To show their appreciation, laborers cultivate an inspiring standpoint toward the relationship by expanding their full scope of sensations of obligation. Thus, it might be assumed that distributive value (the sensibility of results) and procedural value (the conventionality of systems) make the laborers feel regarded and truly centered around the affiliation. Folger and Konovsky (1989); Lind (2001); McFarlin and Sweeney (1992); Wayne et al. (2002); Lambert et al. (2007) Aube et al. (2007), among other studies, did not attempt to solve the issue of emotional commitment. Thus, there

is a need to see the findings of past studies on solving emotional commitment, interaction justice, and perceived supervisor support.

Zhang (2021), through his study of the perception of interactional injustice and affective/emotional commitment: moderated mediation approach under Chinese culture, affirms that the perception of employee's interactional injustice affective or emotional commitment will be negatively influenced by the mediation of leader-member exchange (LMX) which otherwise mean that where there is positive interactional justice in a system, it will have a positive effect on the employee's commitment emotionally, which calls for loyalty and continued intention to work for the organization and the system. Thus, the study failed to see how supervisory support could mediate the causal relationship between interactional justice and emotional commitment.

Kumasey, Delle, and Hussain (2021) studied not all justice is equal: the unique effect of organizational justice on the behavior and attitude of government workers in Ghana, using 347 Ghanaian Public Sector workers. The study reiterated that interactional justice is positively related to the affective or emotional commitment of Ghana's public sector employees. However, this study was not carried out in Nigeria and Turkey. Therefore, the study's focus limitation could not make the findings generalized. Likewise, the study by Friday and Ugwu (2019) among 214 teachers from selected private secondary schools in Bayelsa State, Nigerianalluded that interactional justice is a great influencer of emotional/ affective commitment among employees, which indicates a correlation between interactional justice and emotional commitment. However, despite being done in Nigeria, the Turkish environment was not captured. Also, supervisory support was not employed as a mediator.

Dar and Rahman (2022) studied interactional justice and deviant workplace behavior: the mediating role of perceived supervisor support in the Hotel industry of KP-Pakistan using 160 respondents from the hotel and tourism industry of KP- Province of Pakistan and concluded that there is a significant relationship between interactional justice and perceived supervisor support. The findings also suggest that the employees' morale will be boosted when they have the support of their supervisors. However, despite these findings, there is a need to focus solely on emotional

commitment, a germane issue in today's organizations where employees are offered a series of attractive packages. Similarly, the work of Arif, Kundi, and Khan (2020) carried out among 17- faculty members of public and private sector universities in Pakistan concluded that interaction justice served as both a direct and indirect predictor of supervisory trust through perceived supervisor support which will have a greater influence on the commitment of employees.

Akram, Kamran, Iqbal, Habibah, and Ishaq (2018) studied the impact of supervisory justice and perceived supervisor support on organizational citizenship behavior and commitment to supervisor: the mediating role of trust. The study used a self-administered survey of 350 employees in the telecommunication sector in Pakistan. It was established that there is a positive and significant relationship between perceived supervisor support and the emotional commitment of employees in terms of employees' commitment to their supervisors. However, the study was not extended to Nigeria and Turkey. Moreover, perceived supervisor support was not seen as a mediator.

Aikhateri, Abuelhassan, and Khalifa (2018) looked at the impact of perceived supervisor support on employees' turnover intention: the mediating role of job satisfaction and affective organizational commitment among teachers in Ras-Al- Khaimah educational sector using 494 employees in the UAE and found that there is a positive interaction between perceived supervisor support and emotional commitment which is significant. The study attempted to solve issues relating to emotional commitment, but it was not conducted in Nigeria and Turkey. Likewise, Karlika, Kaihatu, Adiwijaya, and Nugroho (2017), in their study of perceived supervisor support, affective commitment, and organizational citizenship behavior from the Indonesia context using 108 employees of 4 and 5 Starred hotel in Surabaya, concluded that there is an insignificant correlation between perceived supervisor and emotional (affective) commitment. The study did not capture interactional justice and was not conducted in Nigeria and Turkey. Kalidass and Bahron (2015) studied the relationship between perceived supervisor support, perceived organizational support, organizational commitment, and employee turnover intention with 260 respondents from eight (8) three-

star hotels in the Kota-Kinabalu area, Sabah, Malaysia, and found that there is a significant association between perceived supervisor support and emotional commitment. From all indications, employees will be emotionally committed when they enjoy support from their supervisor. However, the study failed to consider interactional justice and was not conducted in Nigeria and Turkey.

To the best of the authors' knowledge, this is the first study in Turkey and Nigeria to examine the relationship between interactional justice and emotional commitment through the mediating role of perceived supervisor support. Moreover, the current study examined the relationships between these variables within the framework of grounded theory and social exchange theory. In this respect, it will make a significant contribution to the literature.

Based on the empirical review and the gap in the literature as well as the context of a grounded theory which is to give bearing on existing speculation, the study put forward the following hypotheses to achieve the study's objective.

Hypotheses

In line with the gap identified in the past studies reviewed, four hypotheses were tested in this study, and the hypotheses are stated as follows.

H1: There is a positive relationship between interactional justice and emotional commitment.

H2: There is a positive relationship between interactional justice and perceived supervisor support.

H3: There is a positive relationship between perceived supervisor support and emotional commitment.

H4: Perceived supervisor support has a mediating role in the effect of interactional justice on emotional commitment.

Materials and Methods

The study aims to determine whether there is a relationship between interactional justice and emotional commitment and to investigate whether perceived supervisor support has a mediating role in this relationship.

This research used a sample population, which consequently gave space for the number of inhabitants in the study to be embraced as the example size of the review. The number of inhabitants in the review comprises 500 representatives drawn from Turkey and Nigeria separately. The accommodation inspection strategy, one of the non-arbitrary testing techniques, was liked in the review. Accommodation inspection strategy gives prudent, quick, and simple information assortment from the populace (Haşlolu et al., 2015). In the examinations conducted in Turkey and Nigeria, accommodation testing techniques were liked (Kurtuluş et al., 2012; Oyeniyi et al., 2016). In this unique situation, the populace was viewed as 297 from Turkey and 203 from Nigeria individually, which was considered satisfactory in light of the comfort inspecting strategy. Therefore, 500 surveys were disseminated to 297 representatives in Istanbul, Turkey, and 203 workers in Lagos, Nigeria, between February 2021 and March 2021. In any case, after the wrong and inadequate surveys were dispensed within the poll application, 443 polls were examined.

Data Collection Tools and Data Analysis

Three scales were used in the content of the questionnaire applied to the participants of the study. The interactional Justice Scale, the scale developed by Niehoff and Moorman (1993); the Emotional Commitment Scale, a one-dimensional three-statement scale developed by Rego et al. (2010); and the Perceived Supervisor Support Scale, a one-dimensional scale consisting of 8 statements developed by Eisenberger et al. (1997) were used. The answers were taken on a 5-point Likert scale (1=Strongly disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly agree). In addition, the research performed frequency analysis, normality test,

reliability analysis, and correlation analysis with the SPSS 22 program. Also, AMOS 24 program was used for confirmatory factor analysis and conceptual data model of the scales.

On the other hand, the research hypotheses were tested with the Process Macro analysis (Hayes, 2013). Thus, the study intended to report the results without an element of manipulation of data as well as figures of the results. In addition, the study ensured that the items in the questionnaire did not capture the identity of the respondents, and information provided by the respondents was used for the sole purpose of the research study.

Results and Discussions

From Table 1, demographically, the age of the respondents between 18-26 years was 95(21,5%), 27-25 years were 154(34,7%), 36-44 years were 104(23,4%), while 45 years and older were 90(20,4%) which shows that the bulk of the respondents was within the age range of 27-44 years which is 258(58,1%). The gender distribution of the respondents was 165 females (37,3%) and 278 males (62,7%), which reveals that males are the majority of the respondents. According to marital status, 264 (59,5%) of the respondents were married, while 179 (40,5%) were not married, and this shows that most of the respondents were married. The educational status of the respondents revealed that respondents with primary education were 109 (24,5%), high school 170 (38,4%), and graduate 164 (37,1%). According to the respondents' working experience, 139 (31,4%) had 0-10 years of experience, 156 (35,2%) had 11-21 years of experience, and 148 (33,4%) had 22 years above in terms of experience.

Table 1. Demographic Findings N=443.

Properties	Categories	Frequency (N)	Percent (%)
Age	18-26	95	21,5
	27-35	154	34,7
	36-44	104	23,4
	45 years and older	90	20,4
Gender	Female	165	37,3
	Male	278	62,7
Marital Status	Married	264	59,5
	Single	179	40,5
Educational Status	Primary Education	109	24,5
	High School	170	38,4
	Graduate	164	37,1
Working Experience	0-10 years	139	31,4
	11-21 years	156	35,2
	22 years and up	148	33,4

Since the analyzes regarding the validity of the variables were previously made and accepted in many studies, it was not necessary to repeat the validity analysis in this study.

When Table 2 is examined, the averages and standard deviation values of the variables used in the research are given. Table 2 shows that the Cronbach Alpha coefficients of the IJ, PSS, and AC scales are above the reference value of 0.70. In addition, when Table 2 is examined, it is seen that there is a positive and strong relationship ($r = 0.713$; $p = 0.000$) between IJ and PSS at a significance level of 99%. This finding means: It can be said that as the perception of interactional justice increases, the level of perceived supervisor support also increases. The high level of correlation between the variables shows that the interactional justice behavior affects the perceived supervisor support too much. In other words, latent variables had a greater effect on this relationship.

Table 2. Mean, Cronbach's Alpha, Standard Deviation, and Correlation Coefficients for the Variables N=443.

	A	Mean	Standard D.	IJ	PSS	AC
IJ	0.928	3.66	0.877	-		
PSS	0.765	3.57	0.980	0.713**	-	
AC	0.928	3.91	0.822	0.722**	0.545**	-

** = $p < 0,01$ * = $p < 0,05$ IJ: Interactional Justice, PSS: Perceived Supervisor Support, PJ: Procedural Justice, AC: Affective Commitment.

Another finding in Table 2 is that there is a positive correlation ($r = 0.722$; $p = 0.000$) between IJ and AC at a 99% significance level. This result shows that emotional commitment may also increase as employees' perception of interactional justice. The last finding in the table is that there is a positive ($r = 0.545$; $p = 0.000$) relationship between PSS and AC at a 99% significance level. This result indicates that as the perceived supervisor support of the participant's increases, their emotional commitment to their organization will also increase.

When the values in Table 3 are examined, the measurement model ($\chi^2/df = 3.802$ RMSEA=0.078; CFI=0.933; SRMR=0.061) has better goodness-of-fit values than the other models in the table (Model 1, Model 2, Model 3 and Model 4). appears to be.

Table 3. The goodness of Fit Values for the Measurement Model and Alternative Models

Models	$\chi^2/df \leq 5$	RMSEA $\leq .08$	CFI $\geq .90$	SRMR
Measurement Model, Four factors	3.802	0.078	0.933	0.061
Model 1, 2 factors	8.200	0.124	0.794	0.077
Model 2, 2 factors	9.909	0.142	0.704	0.089
Model 3, 2 factors	10.207	0.144	0.693	0.093
Model 4, 1 factor	12.041	0.158	0.630	0.099

Note: n=443; χ^2/df =Chi-Square Fit Test; RMSEA=Root Mean Square Error of Approximate; CFI= Comparative Fit Index; SRMR=Square Root of Standardized Mean Errors

Three-factor model (Model 1) = Interactional justice and perceived supervisor support combined into one factor.

Three-factor model (Model 2) = Interactional justice and affective commitment were combined in one factor.

Three-factor model (Model 3) = Perceived supervisor support and emotional commitment were combined in one factor.

Single factor model (Model 4) = All variables were combined in one factor.

Hypothesis Testing

The Mediating Effect

It was seen that the created model met the necessary conditions and was a meaningful model, and then the existence of the mediation effect was questioned. In order to talk about the existence of a mediating effect, it is necessary to mention a significant effect among all variables (Baron & Kenny, 1986). Table 4 shows the coefficients of the multiple regression model. In the H₁ hypothesis, it was questioned that there is a significant

and positive relationship between interactional justice and affective commitment. The relationship is high, looking at the regression coefficient between interactional justice and affective commitment. The increased perception of interactional justice increases the level of emotional commitment. As a result of the analysis, it was understood that interactional justice had a significant and positive effect on emotional commitment ($B = 0.808$; $p = 0.000$). In this context, the H_1 hypothesis was accepted. In the H_2 hypothesis, there is a significant positive relationship between interactional justice and perceived supervisor support.

Table 4. Regression for the Simple Mediation Model.

Supervisor Support						
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>	%95 interval	Confidence
Constant	1.345	0.106	12.631	0.000	1.136	1.555
Interactional justice	0.607	0.028	21.373	0.000	0.551	0.663
Emotional commitment						
	<i>B</i>	<i>SE</i>	<i>t</i>	<i>P</i>	%95 interval	Confidence
Constant	0.658	0.171	3.791	0.002	0.313	0.988
Supervisor Support	0.152	0.049	1.308	0.000	0.043	0.215
Interactional justice (Direct Effect)	0.808	0.056	14.430	0.000	0.698	0.918
Total Effect of X on Y	0.860	0.393	21.904	0.000	0.783	0.937
Direct Effect of X on Y	0.808	0.056	14.430	0.000	0.698	0.918
Indirect Effect of X on Y	0.052	0.047			0.024	0.085

Not 1. $N = 443$.
Not 2. Standardized regression coefficients are specified.
Not 3. Bootstrap number of samples:5.000.

When the H_2 hypothesis was examined, it was revealed that interactional justice had a significant and positive effect on perceived supervisor support ($B = 0.607$; $p = 0.000$). As in the H_1 hypothesis, a high-level relationship was observed between the variables in the H_2 hypothesis. It can be said that as the perception of interactional justice increases, the perceived supervisor support increases. In this context, the H_2 hypothesis was accepted.

In the third hypothesis of the study, the effect of perceived supervisor support on emotional commitment was investigated, and a positive and significant relationship was found between perceived supervisor support and emotional commitment according to the analysis outputs ($B = 0.052$; $p = 0.000$). In this context, the H_3 hypothesis was accepted. The regression coefficient shows that the effect of perceived supervisor support on emotional commitment is high. The significant hypotheses between the variables allowed the question of the mediating effect's existence. Perceived supervisor support was added as a mediating variable to the relationship between interactional justice, the independent variable, and affective commitment; the dependent variable and the mediating effect were questioned.

With the addition of perceived supervisor support to the model as a mediator variable, the effect of interactional justice on affective commitment became insignificant ($B = 0.808$; $p = 0.000$). In this context, it has been understood that organizational opposition has a full mediator effect in this relationship (Effect: 0.052, [0.024-0.085]). According to this result, the H_4 hypothesis was accepted. Thus, the study added value to the body of literature by using perceived supervisor support as a moderator between the relationship between interactional justice and emotional commitment using Structural Equation Model (SEM) in Nigeria and Turkey. This study confirmed the grounded theory's assumptions by specifying that perceived supervisor support mediated the functional relationship between interactional justice and emotional intelligence in Nigeria and Turkey.

Conclusion and Recommendations

The results obtained revealed that there was a relationship between all the measurement variables for both the independent variable "interactional justice," the dependent variable "emotional commitment," and the mediating variable "perceived supervisor support ." Furthermore, all the hypotheses tested in their alternative form were accepted. As such, it was found that there is a mediating effect of perceived supervisor support on the relationship between interactional justice and emotional commitment through the Structural Equation Model (SEM) in Nigeria and Turkey. According to the authors' knowledge, this is the first research to investigate the relationship between interactional justice and emotional commitment through the mediating role of perceived supervisor support. Moreover, the current study examined the relationships between these variables within the framework of grounded theory and social exchange theory. In this respect, it will make a significant contribution to the literature.

According to the findings:

- i. There is a significant positive relationship between interactional justice and emotional commitment;
- ii. There is a significant positive relationship between interactional justice and perceived supervisor support;
- iii. There is a significant positive relationship between perceived supervisor support and emotional commitment;
- iv. Perceived supervisor support has a mediating role in the effect of interactional justice on emotional commitment.

Therefore, it was concluded that interactional justice positively affects employees' emotional commitment, while perceived supervisor support has a mediating effect on this relationship. The study based the relationships between the variables on Grounded Theory and Social Exchange Theory. According to the research findings, interactional justice perception will positively affect employees' attitudes toward the

organization and supervisors. For example, employees' supervisor support perceptions will increase, and thus they will show more emotional commitment to the organization. Therefore, organizations and supervisors should take measures to increase interactional justice perception in the workplace. In this context, they should involve employees in decision-making mechanisms, inform them about the reasons for organizational decisions, treat them with dignity, respect, and sensitivity, and make them feel valuable under all circumstances. Employees who see that their organization and managers support them will become emotionally attached to the organization. In return for this good treatment, they will be more possessive and try harder to work for organizational goals.

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