The Decisive Role of Meaningful Work and Fair Workplace in Life Satisfaction

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ABSTRACT (EXTENDED)

Objectives: The main purpose of this study is to investigate the link between meaningful work perception and life satisfaction through the justice climate in the organization. Within this scope, the study also aims to find out the connection among meaningful work perception and organizational variables, which are highly emphasized in the literature, and thus to reveal the importance of meaningful work perception for both the literature and practitioners.

Methods: This study is designed as quantitative research and the quota sampling method (limits are: work experience- sector- employee number of organization) is preferred to obtain the data. Since the meaningfulness of the work is not related to a specific occupational group according to previous researches, the sample of the study includes white-collar employees from various departments such as marketing, finance, HR, and R&D. Within the survey method conducted data gathered different work areas from large companies in Istanbul, 193 valid questionnaires are obtained for analysis. A socio-demographic form and three well-known scales are used to evaluate the participants' perceptions.

Results: Analyses of the study are conducted through SPSS and Smart-PLS programs. First of all construct validity is measured with both Exploratory and Confirmatory Factor Analysis. Then Cronbach alpha, rho_A, CR, and AVE values are computed and variables are found to be valid and reliable. Hypotheses are tested with Structural Equation Modeling and Bootstrapping analysis is performed. Significant connections among the variables are found. According to findings, meaningful work is not directly effective on life satisfaction. And interactional justice is a full mediator in the positive meaning and life satisfaction relationship. Secondly, life satisfaction is directly affected by distributive justice and interactional justice dimensions of organizational justice climate. And also the other dimensions of meaningful work have no significant effect on justice climate perception.

Originality: As stated in previous studies, the climate of justice in an organization is an important indicator of both the workplace experience of the employees and their life satisfaction. Although the concept of meaningful work is relatively new and few studied in organizational behavior literature, it had been stated by leading motivation theories attributing meaning to work is an important instrument for meaningful and satisfying life perception. Meaningful work is mostly thought to have contributions to oneself and the community, however, studies show that this is due to the employee's perception of his work. This theoretical background indicates that meaningful work perception could be related to organizations' justice perception and also can be beneficial to both individual and organizational desired outcomes. So emphasizing the importance of the phenomenon is the main motivation of the study, so that this study's findings can be an important contribution to both organizational behavior literature and practitioners especially in human resources activities in companies.

Anlamlı İş Algısı ve Adil İş Ortamının Yaşam Doyumunda Belirleyici Rolü

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MAKALE BİLGİSİ	ÖZ

Amaç: Bu çalışmanın temel amacı, örgütteki adalet iklimi aracılığıyla anlamlı iş algısı ile yaşamdan memnuniyet arasındaki bağlantıyı araştırmaktır.

Tasarım/Yöntem: Nicel araştırma yöntemi ile sınanacak hipotezler için İstanbul'daki büyük şirketlerden farklı çalışma alanlarından toplanan veriler anket yöntemiyle yürütülerek, analiz için 193 geçerli anket elde edilmiştir. İşin anlamlılığı belirli bir meslek grubu ile bağlantılı olmadığından dolayı çalışmanın örneklemi pazarlama, finans, İK, Ar-Ge gibi çeşitli departmanlardan beyaz yakalı çalışanları kapsamaktadır.

Sonuçlar: SPSS ve Smart-PLS programları aracılığıyla yapılan analizler sonucunda anlamlı iş algısı boyutlarından pozitif anlam boyutunun etkileşimsel adalet aracılığıyla yaşam doyumunu etkilediği sonucuna ulaşılmış olup, pozitif anlam boyutunun formal işlemlere yönelik algı üzerinde de etkili olduğunu göstermektedir. Yaşam doyumu etkileşimsel adaletin yanı sıra dağıtımsal adalet algısından da etkilenmektedir.

Özgün Değer: Geçmiş çalışmalarda da belirtildiği gibi bir örgütteki adalet iklimi hem çalışanların iş yeri deneyimlerinde hem de yaşam doyumlarında önemli bir göstergedir. Anlamlı iş örgütsel davranış literatüründe görece olarak yeni ve az çalışılan bir kavram olmakla birlikte, işe anlam yüklemenin, önde gelen motivasyon teorileri tarafından anlamlı ve tatmin edici bir yaşam algısı için önemli bir araç olduğu ifade edilmiştir. Bu çalışma ile hem alan yazına hem uygulayıcılara anlamlı iş algısının önemini ve iş-işyeri-yaşam üçgeninin önemini vurgulayarak katkı sağlamak hedeflenmiştir.

1. INTRODUCTION

People tend to think that the world is a fair place, this allows people to struggle with the negativities they face and act more motivated to make an effort, thus making them feel better psychologically. This idea has also been supported in academic studies. Lerner (1980) states in his study that the perception of justice provides the psychological support needed for a more meaningful, specific, and controllable life. Additionally, studies at the organizational literature point to similar findings; the connection between employees' perception of justice with happiness, well-being and life satisfaction has been the subject of many studies and has been supported by significant findings (Behrani, 2017; Le et al., 2018; Lucas et al., 2013; Akbolat et al., 2015; Lambert et al., 2010). Also studies such as Cropanzano et al. (2007) states that fairness perceptions affect satisfaction, organizational commitment, performance, and organizational citizenship behaviors. However, few studies focus on the role of meaningful work perception and organizational justice connection. For instance, Timmermann (2018) indicates significant causality among the meaningful work and organizational justice. According to the study, the organizational atmosphere is also an important indicator for our work experiences.

Also, in organizational behavior literature studies support the effect of meaningful work on the life satisfaction of employees. Hu and Hirsh (2017) and similarly Allan et al. (2019) explain in their comprehensive meta-analytic studies the connection among the meaningful work and life satisfaction. Similarly, empirical studies support the link both directly and indirectly (Novanto et al., 2021; Magnano et al., 2019; Rothausen and Henderson, 2019).

A positive perspective on the meaningfulness of the work is also important for many work outputs that can be listed as the employee's ownership of the work, being motivated, and being resistant to difficulties. However, meaningful work is not about the profession itself, but the meaning that the employee attributes to the work he is doing, in other words, it is about the employee's assumption about the work (Fried & Ferris, 1987). For instance, while a doctor, lawyer or academician who are considered to be in the prestigious professions (as stated in TYAP, Nov. 2018, Professional Reputation in Turkey Research), may not find their occupation meaningful, on the other side, a salesperson or a cleaning staff may find their occupation meaningful. It is very important for any occupation to know that the work an employee is doing benefits the coworkers, working groups, organization and also society they work for. Despite an employee personally finding his work valuable and important but the absence of the necessary elements such as resources, authority, job description etc. may prevent him from building a positive perspective on the meaningfulness of the work, and also his negative work experiences can affect his well-being and satisfaction negatively.

Additionally, as Mert et al (2021) stated in their article, three common virtues that philosophers focus on from past to present are justice, happiness and courage in order to understand the meaning of life. They build the causality among the fair atmosphere in the workplace increase courage and life quality (and also life satisfaction). Similarly in this study the connection of the meaningful work, justice climate and life satisfaction also serves to the big picture from different perspective. So the aim of the study is to establish a whole understanding of the perception of the meaningful work to life satisfaction with the mediating effect of justice climate.

Within the framework of all this causality, this study aims to draw attention to the importance of meaningful work perception in the organizational behavior literature and its effect on employee happiness. In addition, presenting evidence for the connection between the employee's perceptions of the work (the job itself), the perceptions of the organization's justice (the organization) and their perceptions of their individual life (private life) is among the main contributions of the study.

For the reasons explained above and the purpose of the study, after giving detailed information about the relevant literature in the first part, the research design, measurement tools sampling and analysis results are given in the following part. The paper concludes with an evaluation of the study findings within the framework of the literature suggestions for future studies and practitioners.

2. LITERATURE REVIEW

2.1 Meaningful Work

Leading classical motivation theorists such as McGregor (1960), Maslow (1965) and Alderfer (1972) stated that work may have a mediating role in self-actualization. Specifically, Maslow stated that individuals who do not perceive their work as meaningful and important will not use their capacities for work. However, in the changing world, the elements that will define work as meaningful also change spontaneously (Shamir, 1991). Hackman and Oldham's job characteristics model (for detail info. Hackman et al., 1975; Hackman and Oldham, 1976) is the most well-known model on the meaningfulness of work in organizational behavior literature. The relevant model includes characteristics related to the experienced meaning of work, responsibility for work outcomes, and critical psychological states related to the knowledge to determine work outcomes.

Meaningfulness is an important determinant of positive or beneficial outcomes for both individuals and organizations (Rosso et al. 2010). Reker (1997) stated that it contributes to a positive perception of life and a positive feeling in general. Samir (1991) and May et al. (2004) stated that business results are directly affected by the sense of meaningfulness towards work. In addition, individuals who find their work meaningful show better psychological adjustment and well-being towards their work (Arnold et al., 2007).

The concept of meaningfulness was expressed by Krotkov (1998) as the perceptions of being emotionally meaningful and the level of being worth spending energy and commitment in return for these feelings. The meaningfulness of the work is defined as a positive perception towards improving the job and acting purposefully, rather than pleasure (Rosso et al., 2010). Steger et al. (2012) emphasized the value and importance (significance) of work in positive understanding. Therefore, there is no consensus among researchers on how the concept should be defined with regard to the meaning of work perception. Because the concept is faced with the problem of subjectivity and individuality as terms (Bowie, 1998). In parallel with this view, Fried and Ferris (1987) stated that work means different things to different people, and this is due to the fact that internal and external reward mechanisms vary according to the individual. Beadle and Knight (2012) also supports that is related with perception not with occupation.

Due to the differences in the definition of the concept, there are different opinions about its dimensioning. Britt et al. (2007) tried to explain the meaning of work with commitment and Clark et al. (2007) tried to explain the meaning of work with spirituality. In fact, when the literature is roughly classified, the frequently encountered dimensions can be listed as skill variety, task identity, importance of the task to other people, dedication, centrality of the job, value of the job, role identity, good pay, military pride, feelings towards professional title, and internal fit towards the job (Steger et al. 2010). Steger and coworkers stated that the psychometric evaluation of the measurement tools developed by Hackman and Oldham (1980) and May et al. (2004) are dysfunctional for evaluating meaningful work.

Benefiting from the study of Rosso et al. (2010), dimensions of meaningful work is defined by Steger et al. (2010) were used to determine meaningful work perception in this study. Meaningful work is assessed within three components: positive meaning, meaning through work, motivation by others (Steger et al. 2012). Positive meaning refers to attributing personal importance to the work, related to personal experiences. Based on the meaning through the work dimension, work is a mediator for meaningful life perception. And lastly, motivation by others dimension indicates that the contribution to the others' (may be to the world) effective on individual meaning attribution to the work. These components are deterministic on defining work as respectful and meaningful.

2.2 Organizational Justice Climate:

Employees' perceptions of the practices in the organization, the policies, practices, and procedures and also rewards, supports, and expectations reflect the climate of the organization (Schneider and Reichers, 1983). Based on these instruments, employees have an idea about acceptable and unacceptable behaviors within the organization (Zohar 1980).

The concept of climate of justice was first expressed by Naumann and Bennett (2000), and it is concerned with how the atmosphere of the organization as a whole or just a work unit is perceived in terms of justice. In the following years, researchers worked on models to evaluate the effect of the justice climate on employee behavior (Ehrhart 2004; Liao & Rupp, 2005; Priesemuth et al., 2013). In their study, they considered the climate of justice as a variable not only at the individual level, but also at the group and organizational level, and the findings support its effect on employee behavior (Roberson & Colquitt 2005; Rupp et al., 2007). Within the scope of determinant of the relevant dimensions in the perception of justice Schminke et al. (2015) studied on organizational level on moral values and found significant findings related with justice perception. With many studies on fairness, Patel et al. (2012) stated that the aforementioned organizational justice dynamics are important determinants in employees' evaluations of justice. Also in related literature, justice has been questioned as an antecedent of life satisfaction. Lambert et al. (2010) explored a strong connection between procedural justice and life satisfaction. Lucas et al. (2013) explained in their study that the well-being and also the happiness of employees were found to be correlated with justice and more effective than other outcomes, and also procedural justice is more predictive than distributive justice.

Holtz and Harold (2009), among studies evaluating the perception of justice at the individual level, showed in a long-term study that the dimensions of organizational trust, interpersonal, distributive and procedural justice reveal the perception of organizational justice. However, there are also studies stating that there are different determinants in the perception of justice (Priesmuth et al., 2013). According to Folger & Cropanzano (1998), among the organizational justice dimensions distributive and procedural justice are the two most salient dimensions of organizational justice.

According to Moorman (1991) who is the developer of the well-known justice climate has two main dimensions as procedural justice and distributive justice (Niehoff & Moorman, 1993). Similarly, organizational justice explained with distributive justice, procedural justice, and interactional justice dimensions by Konovsky (2000). Distributive justice is the perception related with the allocation of output in the organizations and refers to equity theory of Adam's (1963 cited in Pritchard,1969) which stated

that individuals compare the outcomes that they have received with the others which have similar efforts and positions in the organization. On the other side, procedural justice is based on the perception of employees about the application of rules and procedures. A procedural justice perception can be built in the conditions when the rules and procedures are ethical at the same time the applications are consistent and employees have an effect on the outcomes (Leventhal, 1980). Lastly, interactional justice refers to the perception of being well-behaved in the scope of respect, dignity, and attention (Robbins & Judge, 2012), which is more related to communication.

2.3 Life Satisfaction:

In organizational behavior literature, the concept of well-being when compared with life satisfaction has been considered as an important indicator for a long time. However, the concept of life satisfaction began to be studied primarily in the field of psychology in 1978. The period when these studies, which started in the 1980s, were dealt with most intensively corresponds to the beginning of 1991. According to WOS data (based on keywords), life satisfaction has been the subject of 5384 studies to date, the majority of these studies have been conducted in the fields of psychology and social sciences. From first studies, Hoyt et al. (1980) tried to address the concept with a multidimensional approach, while Medley (1980) focused on differences in life satisfaction at different stages of life. While both studies focused on age and life satisfaction variables, some others for instance Marcoen & Vanham (1981) discussed its relationship to close concepts such as locus of control and self-disclosure.

In the same period, the relationship between life satisfaction and job satisfaction was started to be studied in comparative studies (Exp. Rice et al., 1980). Tail, Padgett and Baldwin (1989) presented a study that provides evidence for this relationship with their meta-analytic study. Rain, Lane, and Steiner (1991) found data to support this but stated that more studies are needed on causality between variables. Later, in the studies, researchers addressed different views on causality. For example, while researchers such as Rice et al. (1980) argues that job satisfaction affects life satisfaction; other studies proposes that causality is from life satisfaction to job satisfaction (Judge & Locke, 1993), on the other side the relationship among the variables are mutually (Judge & Watanabe, 1993).

Life satisfaction generally assessed as a component of subjective well-being. According to Diener (1985); subjective well-being is divided into two basic components: emotional and cognitive well-being. Cognitive well-being is considered as the level of satisfaction with life. Generally, the emotional dimension is popular in studies and cognitive well-being is partially ignored (Pavot et al., 1991, p.149).

The domains-of-life literature indicates that life satisfaction is related to meeting expectations in some dimensions. As stated in Rojas (2007) study, most researchers define specific life domains and among the researchers, while Cummins (1996) defines a seven-domain section, Flanagan (1978) suggests fifteen components for satisfaction in domains. According to this view, satisfaction with life can consist of many dimensions such as expectations about work, health, marriage, thence various studies tried to define domains to determine life satisfaction as a whole. However, this perspective is not useful for job-related studies and generally such kind of studies assumed life satisfaction as an integrative and generalized concept. According to this approach, satisfaction with life scale focus that people evaluate their own lives on a global scale. People often set a standard for their lives, then compare what they have against those standards (Shin and Johnson, 1978). Therefore, it is not an objective, but a subjective way of perception and at the same time it is a unique concept apart from similar concepts such as positive affect.

As explained above, related literature supports the aim of the study. In the scope of this study as the antecedents of job satisfaction meaningful work perception is found to be related with the life satisfaction of employees. And also, as an organizational level indicator justice climate, an important mediator variable in the relationship. Depending on the purpose of the study the following hypotheses (and sub-hypotheses) to be tested in the study are listed below.

H1: Meaningful work sub-dimensions have a statistically positive effect on life satisfaction.

H2: Meaningful work sub-dimensions have a statistically positive effect on organizational justice climate sub-dimensions

H3: Organizational justice climate sub-dimensions have a statistically positive effect on life satisfaction.

H4: Organizational justice climate sub-dimensions have a mediating role in the meaningful work sub-dimensions and life satisfaction relationship.
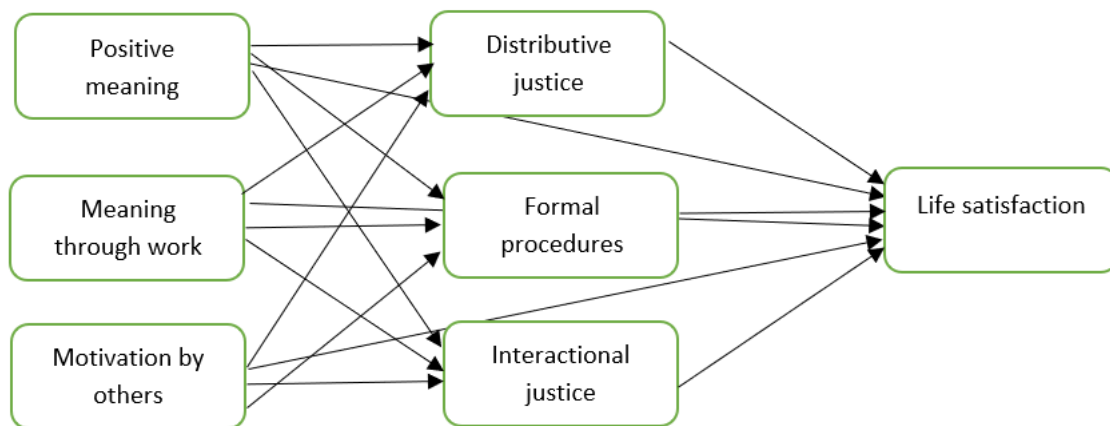
Figure 1. Conceptual Model

3. METHODOLOGY

3.1 Data Collection and Demographic Distribution of the Sample

The research design of the study is a quantitative study and the data for hypotheses testing will be obtained by questionnaire method. Data has gathered in 2019 May (according to the related policy the study doesn't require an ethical report).

Quota sampling method was preferred as the sampling method. It was preferred that the participants in the sample have at least 1 year of work experience and work in large-scale companies (in companies with more than 150 employees) and work in the health, banking and food sectors at the border of Istanbul province. Since there is no classification about whether certain occupations are meaningful for the purpose of the study, our sample consists of white-collar employees from different departments (such as marketing, finance, HR, R&D). The sample composed from medium level manager / lower-level manager / non-managerial positions.

In the data collection process, first of all, permission request for the purpose of the study was sent to the Human Resources department of the companies from the relevant sector by e-mail. The questionnaires are sent to the companies' Human Resources department that accept the request, employees are informed about the study and who volunteered to fill them out handed the questionnaires in a closed envelope. A total of 193 valid questionnaires from 8 companies were reached in the study. According to Cohen (1992), maximum arrows pointing a construct can be criteria for sample size. In the study this means 157-217 sample (%1 and %5 significance level), so sample is adequate for this research.

General company characteristics of the sample can be summarized according to sector: 52.7 % banking sector, 39.6 % food industry and 7.7 % health sector. And average employee number of the companies are 942.9. Sample composed of mostly male (67.5 %), 25-40 age level (80%), highly educated (84.1% have minimum bachelor's degree) and almost half of the sample was in managerial level (46%). When compared the managerial and non-managerial employees in the scope of the meaningful work perception, found insignificant differences according to independent samples t-test results. According to these findings, meaningful work perception is not related with managerial position of the employee.

3.2 Measures

Survey conducted in order to gather the data has a socio-demographic form that is prepared by researcher with the criteria determined to reveal the sample quota and characteristics during the data collection process. And three different scales were used to test the hypotheses of the study. The scale items were adapted to Turkish with the translation-back translation method. Its translation was adhered to by 3 different academicians working in the field of business with English proficiency, and it was back-translated by a different academician before it was finalized. The scales are explained in the below.

The Work and Meaning Inventory:

The Work and Meaning Inventory (WAMI) developed by Steger et al. (2012) has been used to evaluate meaningful work perception of the participants. Scale consist of 10 items and the sub-dimensions of the scale were positive meaning (PM) 4 items (Cronbach alpha = 0.89), meaning through work (IAM) 3 items (Cronbach alpha = 0.82) and motivation by others (BM) 3

items (Cronbach alpha = 0.83) The sum of the alpha values of all scale items is 0.93. In the related study, it was stated that WAMI scale has a positive correlation with work-related and general well-being, job satisfaction, absenteeism, and satisfaction with life (Steger et al., 2012).

Organizational Justice Scale:

The climate of justice is measured using Moorman's scale, which is widely used in the literature (cited in Scholar: 3856, WOS: 984; Nov. 2021). The scale originally developed by Moorman in 1991 (scale items were obtained from the study of Niehoff & Moorman (1993)). While procedural justice is handled in two different dimensions as formal procedures and interactional justice, distributive justice is a single dimension that includes more benefits and fees. Totally the scale contains 20 items with three sub-dimensions: distributive justice (AD-5 items), formal procedures (FI-6 items), interactional justice (AE- 9 items). The Cronbach alpha coefficients of all three dimensions of are above 0.90 (Niehoff & Moorman, 1993).

Satisfaction with Life Scale:

In measuring life satisfaction in other words cognitive well-being, the fact that individuals can accurately determine their level of satisfaction with life is related to the inclusion of global criteria being. Depending on the context, the respondent's focus on satisfaction or dissatisfaction in one area may misrepresent the overall satisfaction level. Pavot et al. (1991, p.151) stated in their related study that the 5-item unidimensional scales of Diener et al.'s (1985) meet this need. In their study, they stated that the validity and reliability of the relevant scale is high when compared to similar scales - when used for a wide age group.

The factor loadings of Diener et al.'s (1985) Satisfaction with Life Scale (SWLS) vary between 0.84 and 0.61, and the correlation between the items varies between 0.75 and 0.50 and has a strong correlation. Cronbach alpha coefficients were calculated as 0.87.

4. FINDINGS

4.1 Reliability and Validity of the Measures

Psychological properties are defined as constructs, they can be observed indirectly (latent variables). Most of the researchers measure construct validity with the help of factor analysis. While Exploratory Factor Analysis (EFA) emerges as a theory-generating construct instead of testing theories, Confirmatory Factor Analysis (CFA) is used to evaluate construct validity of constructs obtained by EFA (Kline, 2005).

In order to test validity of measures first of all EFA is conducted with varimax rotation. Total variance explained is calculated (TVE=75.496), KMO= 0.900, df= 561; (p=0.00) are estimated so model is fit according to findings of SPSS analysis. EFA indicates that 1 item in the dimension of formal procedures (FI) of organizational justice scale was excluded because it had high factors in more than one dimension, and 1 item in the dimension of meaning through work (IAM) of the work and meaning inventory was represented in the dimension of positive meaning (PM). And factor loadings were in the range of 0.589- 0.856. In the second stage CFA Analysis is conducted and all of the items were represented in the scales and factor loadings vary between 0.707 and 0.906.

The abbreviations for the variables are as follows; positive meaning (PM), meaning through work (IAM) and motivation by others (BM), satisfaction with life (LS), formal procedures (FI) and interactional justice (AE), distributive justice (AD). After this stage, it will be expressed in this way in the tables and text.

Table 1: Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)
AD	0.900	0.903	0.926	0.716
AE	0.960	0.962	0.966	0.760
BM	0.898	0.913	0.936	0.831
FI	0.904	0.920	0.926	0.676
LS	0.872	0.883	0.907	0.661
PM	0.885	0.893	0.920	0.743
IAM	0.814	0.845	0.887	0.724

In the table above (Table 1) internal consistency and reliability coefficients of the dimensions are summarized. According to Fornell & Larcker (1981), CR > 0.70, AVE > 0.50 and CR > AVE indicates that discriminant and convergent validity are within acceptable limits. CR values of the dimensions of the scales are in the range of 0.887 and 0.996, AVE values are minimum 0.661

and maximum 0.831. And for all dimensions CR > Ave values. For composite reliability PLS calculated Cronbach's Alpha values and also rho_A values, which are above 0.70 for all factors that means all of the factors are reliable.

Table 2: Correlation Analysis

	PM	IAM	BM	LS	AD	FI	AE
PM	(0.861)	0.418**	0.706**	0.333**	0.337**	0.347**	0.413**
IAM		(0.850)	0.462**	0.277**	0.204**	0.183*	0.234**
BM			(0.911)	0.313**	0.316**	0.329**	0.355**
LS				(0.813)	0.363**	0.225**	0.358**
AD					(0.846)	0.527**	0.559**
FI						(0.822)	0.722**
AE							(0.871)

**correlation is significant at the 0.01 level
** correlation is significant at the 0.05 level
Numbers on diagonals indicate square root of AVE

When the correlation coefficients are examined (Table 2), it is seen that all dimensions have a statistically significant correlation value. Meaning through work (IAM) and formal procedures (FI) dimensions have the lowest correlation (0.183), while interactional justice (AE) and formal procedures (FI) show the highest correlation value (0.722). in addition, the square roots of AVE are higher than the correlation – coefficients for all variables.

VIF value is used to evaluate multicollinearity. In the sample variables VIF values vary between 1.539 and 2.440. Although there is no consensus on what the VIF value should be absence of multicollinearity is suggested as below 2, however lower level is below 5 and acceptable for most of researchers (Hair et al., 1995; Ringle et al., 2015).

4.2 Data Analysis and Hypotheses Test Results

When compared with regression analysis, Structural Equation Modeling was preferred because it also takes into account the latent variable and observed variables and can also calculate coefficients for direct or direct relationships (Tabachnick & Fidell, 2007). In order to investigate the relationship among the variables, Structural Equation Modeling is performed in Smart PLS 3.0. PLS-SEM has some practical advantages for studies, such as smaller sample size, normal distribution is not a prerequisite and formative structures can be tested. Also another important issue that PLS-SEM doesn't require model fit indices such as Chi-square, RMSA, NFI (Polat, 2018). However, some model fit values can be summarized as follow. SRMR= 0.060 (.00<=SRMR<=.10 As the Standardized Root Mean Square gets closer to zero, the significance of the model increases (Browne and Cudeck, 1993 cited in Rigdon, 1996). Chi-Square= 1313.869 and NFI= 0.781, close to 1 represents good fit.

Table 3: Bootstrapping- Mean, STDEV, T-Values, P-Values

Variables	Sample Mean (M)	Standard Deviation (STDEV)	Path Coefficients	T Statistics (|O/STDEV|)
AD -> LS	0.220	0.077	0.217	2.817**
AE -> LS	0.265	0.096	0.266	2.760**
BM -> AD	0.132	0.100	0.132	1.321
BM -> AE	0.103	0.090	0.100	1.108
BM -> FI	0.136	0.102	0.130	1.269
BM -> LS	0.082	0.092	0.079	0.864
FI -> LS	-0.133	0.094	-0.138	1.459
PM -> AD	0.206	0.117	0.203	1.740
PM -> AE	0.301	0.099	0.300	3.037**
PM -> FI	0.238	0.111	0.238	2.151**
PM -> LS	0.078	0.103	0.082	0.795
IAM -> AD	0.100	0.093	0.094	1.013
IAM -> AE	0.077	0.089	0.071	0.798
IAM -> FI	0.073	0.090	0.070	0.771
IAM -> LS	0.119	0.083	0.117	1.417

**p value is significant at the 0.01 level

In order to test hypotheses, Bootstrapping analysis was performed on the research model and the t-test scores of the "Path Coefficients" values obtained after this analysis were tested whether they were significant or not.

As seen in table 3, when investigation the relationship among the variables, components of meaningful work: positive meaning (PM), meaning through work (IAM) and motivation by others (BM) are not directly effective on satisfaction with life (LS) (all p>0.01). However, positive meaning (PM) is a significant antecedent of procedural justice [formal procedures (FI- β=0.238, p<0.01) and interactional justice (AE- β=0.300, p<0.01)]. Also, distributive justice (AD- β=0.217, p<0.01) and interactional justice (AE- β=0.266, p<0.01) are important indicator of satisfaction with life (LS). Meaningful work is effective on satisfaction with life through the mediating role of interactional justice. This type of mediation is defined as complete mediation effect that is called as full mediation Zhao et al. (2010).

In the following bootstrapping outputs (Figure2) ad all hypotheses and sub-hypotheses results (Table 4) are summarized. Findings will be discussed in conclusion, discussions and suggestions section.
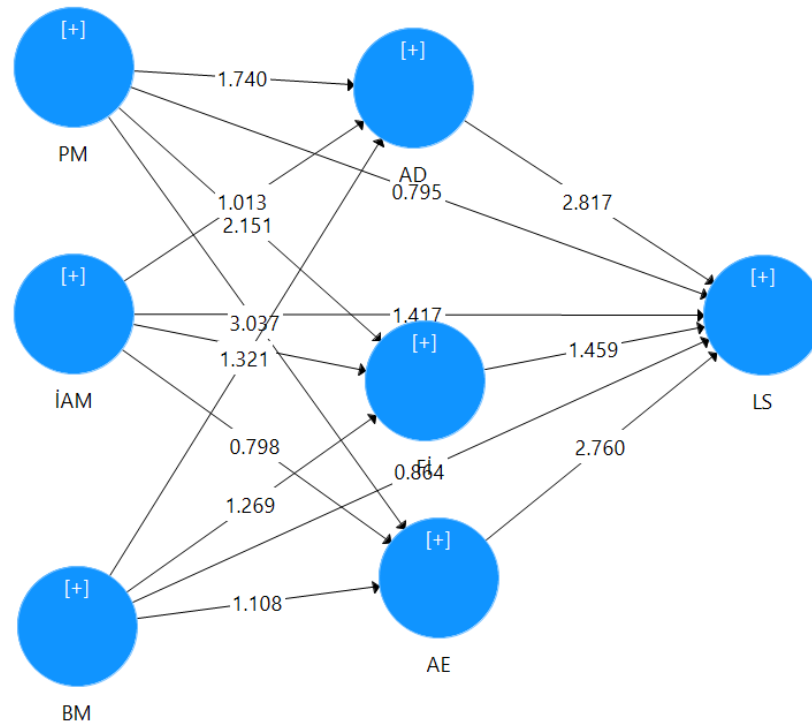

Figure 2: Analysis Model

Table 4: Hypotheses Results

Hypotheses	Accept (A) / Refused (R)
H1: Meaningful work sub-dimensions have a statistically positive effect on life satisfaction.	*R*
H1a: Positive meaning have a statistically positive effect on life satisfaction.	R
H1b: Meaning through work have a statistically positive effect on life satisfaction.	R
H1c: Motivation by others have a statistically positive effect on life satisfaction.	R
H2: Meaningful work sub-dimensions have a statistically positive effect on organizational justice climate sub-dimensions.	*A*
H2a: Positive meaning have a statistically positive effect on distributive justice	R
H2b: Meaning through work have a statistically positive effect on distributive justice	R
H2c: Motivation by others have a statistically positive effect on distributive justice	R
H2d: Positive meaning have a statistically positive effect on formal procedures	A
H2e: Meaning through work have a statistically positive effect on formal procedures	R
H2f: Motivation by others have a statistically positive effect on formal procedures	R
H2g: Positive meaning have a statistically positive effect on interactional justice	A
H2h: Meaning through work have a statistically positive effect on interactional justice	R
H2i: Motivation by others have a statistically positive effect on interactional justice	R
H3: Organizational justice climate sub-dimensions have a statistically positive effect on life satisfaction.	*A*
H3a: Distributive justice have a statistically positive effect on life satisfaction.	A
H3b: Formal procedures have a statistically positive effect on life satisfaction.	R
H3c: Interactional justice have a statistically positive effect on life satisfaction.	A
H4: Organizational justice climate sub-dimensions have a mediating role in the meaningful work sub-dimensions and life satisfaction relationship.	*A*
H4a: Distributive justice have a mediating role in the positive meaning and life satisfaction relationship.	R
H4b: Distributive justice have a mediating role in the meaning through work and life satisfaction relationship.	R
H4c: Distributive justice have a mediating role in the motivation by others and life satisfaction relationship.	R
H4d: Formal procedures have a mediating role in the positive meaning and life satisfaction relationship.	R
H4e: Formal procedures have a mediating role in the meaning through work and life satisfaction relationship.	R
H4f: Formal procedures have a mediating role in the motivation by others and life satisfaction relationship.	R
H4g: Interactional justice have a mediating role in the positive meaning and life satisfaction relationship.	A
H4h: Interactional justice have a mediating role in the meaning through work and life satisfaction relationship.	R
H4i: Interactional justice have a mediating role in the motivation by others and life satisfaction relationship.	R

5. CONCLUSION, DISCUSSIONS AND SUGGESTIONS

The subjective perceptions of employees towards finding the work meaningful are defined in 3 basic dimensions as explained in the literature. The findings of the study show that the positive meaning dimension from these dimensions is effective on life satisfaction through interactional justice. Other dimensions did not yield significant results in this model (meaning through work, motivation by others). Although positive meaning gave significant results in the perception of formal procedures, which is the other dimension of procedural justice, the causality of this relationship towards life satisfaction was not statistically significant. When the results in the justice climate are examined, it is seen that distributive justice and interactional justice are deterministic factors in life satisfaction. However, there is no evidence that the indirect value of the work or its contributions to others increase the life satisfaction of the employees. Also, procedural issues and input-output balance are not indicative on life satisfaction when work is perceived as meaningful.

Unlike positive meaning, meaning trough work and motivation by others seems to be insignificant on both justice climate and life satisfaction. Possible reson for this finding could be occupation itself. Their professions are defined as marketing, finance, HR, R&D etc. and also the partcipants are white collar employees and managers in large-scale companies. Therefore, it is often

not possible for them to see the consequesnces of their efforts for the parties affected by the business results. For example, when a dentist relieves the pain of a patient with a toothache, he will be able to see the meaning of his work more easily because he will receive the feedback of his work in the same and simultaneous manner. And an academician can experience the meaning of his life through work by producing a solution to a social problem. Besides these, formal procedures, as one of the components of justice climate, has an insignificant effect on life satisfaction while the other components are significant. It could be because consistency in rules and procedures can be experienced indirectly when we compare with the perception of fair-behaved (that is interactional justice) and allocation of outputs (that is distributive justice).

As a result of the findings, it was concluded that it is important to study the variables discussed in the study with different samples, to evaluate certain occupational groups in this respect, or to make a comparison between occupational groups, in terms of making more suggestions to improve the positive perceptions of employees about the work-workplace-life triangle. For instance, more deterministic occupations such as a doctor, judge, or professor can be compared in the scope of meaningful work perception. And also the source of meaning can be determined by comparing the three components of meaningful work among the occupations.

Analysis results indicate that justice is an important mediator in the meaningful work and life satisfaction relationship. These findings support the idea that organizational ethical climate and organizational culture dimensions can be also effective on meaningful work perception, they are also should be taken into consideration in further studies. In addition, it is thought that the evaluation of the determining factors of the work itself (and also workplace) as antecedents of meaningful work perception on wider models will make important contributions to both the literature and practitioners. Finally, research on the effect of concrete outputs such as performance, creativity, and innovation from the sense of meaningfulness of work is among the academic recommendations of this study. Due to the findings of the related studies, meaningful work is thought to be an important motivator for work effort, it can be beneficial to investigate work-oriented outputs empirically.

Findings from the study showed that positive work-related experiences contribute to life satisfaction in conditions where managers have an equal distance from employees and a motivating communication culture. However, for some reason, an organizational climate in which managers are not equidistant from employees, treat them differently due to personal reasons, or nepotism among colleagues harms the employees' perception of interactional justice, while negatively affecting the employee's personal experience of the job, as stated in many studies. Negative experiences that affect personal outcomes such as job satisfaction, commitment and performance also have negative reflections on total work outputs (Al-Zu'bi, HA, 2010, Lambert et al., 2020). Although work life is not an element that can be easily separated from private life, many studies draw attention to the interaction between them (Rode, 2004; Judge and Watanabe, 1993). For this reason, a long-term and sustainable positive atmosphere has an impact on the life satisfaction of the employee as a whole. Regardless of the qualifications of the "unhappy employee", whose life satisfaction is negatively affected by the job, his contribution to the organization will be negatively affected. In today's hyper-competitive environment, especially when his negative experiences within the organization will question his belonging to the organization, companies should take into consideration that they are in danger of losing their employees actively or passively.

In management activities, giving positive messages in the perceptions of employees towards their jobs, making each job have an important contribution to the big picture and making the employee feel valued can assist to build a meaningful work perception. In order to achieve this, it may be beneficial to support Human Resources activities in organizations such as job enrichment and employee empowerment, which are helpful to increase the meaning of the work for the employee. In this sense, employees' perceptions of the meaningfulness of work emerge as an important managerial instrument. In this way, the behaviors of owning the work, acting with a sense of effort and curiosity towards the work have been the subject of many studies (exp. Shipper and Manz 1992; Oldham and Cummings, 1996), and it can also contribute to organizations in the scope of today's needed inquiring, self-managing, decision-making skills developed employee profile.

In summary, this study has once again revealed that if the meaningful work perception is supported by an appropriate justice climate in the organization, it will make positive contributions to the employee first and then to the organization, and that the causality between these variables is a matter of the organization beyond the employee for the long-term perspective.

6. LIMITATIONS

While the study sample composed from Istanbul and its environs covers the people working in large enterprises, the ambiguity in the literature on meaningful work perception is the reason why a certain business field and occupational group should not be taken as the target audience. In this context, the findings also have limitations regarding the sampling.

Although the reasons for meaningful work, organizational justice and life satisfaction have been accepted as powerful measurement tools for the reasons explained above, employee statements and the adequacy of measurement tools appear as another constraint regarding the study findings.

Finally, the variables discussed in the study present a limited causality, and the causality between meaningful work perception and life satisfaction needs to be explained by different variables that are not included in the model.

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