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## The impact of organizational justice on employee turnover intention

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### Abstract

*This study investigates the relationship between organizational justice and employee turnover intention. The study used 388 academic staff from different public universities in northeastern Nigeria as the sample of the study. In Partial least squares structural equation modelling (PLS-SEM) was used for the analysis and has found that organizational justice is a strong predictor of employee turnover intentions. The data used for this study was collected cross-sectionally across the selected universities. The study recommends that further studies should take into cognizance the possibility of introducing additional intervening constructs and conduct on different organizations in other sectors of the economy for comparison of the outcomes. So also, the study recommends that future studies should collect data longitudinally and employee mix method approach.*

**Key words:** Turnover intention, organizational Justice, Job satisfaction.

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### 1. Introduction

The rate of workers' turnover, most importantly in higher institutions of learning has been growing from time to time due to a lot of reasons, (Belete, 2018). Several common factors were discovered to be correlated to turnover intentions; they are; organizational commitment, job satisfaction, training, perceived organizational support, perceived supervisor support, organizational climate, employees' benefits and opportunities and organizational justice, (Alkahtani, 2015a). Moreover, employees' turnover considered as costly phenomena to the organisations, and this cost will appear in several faces such as termination, advertisements, recruitment, selection and training, (Abid and Butt, 2017; Labrague, Gloe, Mcenroe, Konstantinos, and Colet, 2018) Kumar and Govindarajo, (2014) availed that motivated workers are assets to their organization and act as the organizational ambassadors.

They influence not only employees within the organization but also outside the organization. Hadjri, (2019) recommended that future researchers should consider other sectors and industries by adding other variable of interest. Windon, *et al*, (2019) Disclosed that their study used four existing instruments and further suggested that employee turnover model should be used for further studies on turnover intention issues in the workplace. Oh and Kim, (2019) suggested that to make progress toward a full understanding of the situation, turnover intention at tertiary institutions, & targeted research is needed on the topic. Thus, this study attempted to do justice to the highlighted issues above under the auspices of conceptualization of effects of organizational climate and turnover intention; the moderating role of organizational justice.

## 2. Review of the Literature

### 2.1 Turnover Intention

Luh, et al, (2020), offer evidences on the expansion of structural behavioral skill and human resources, exclusively concerning Job satisfaction, organizational commitment and turnover intention. Hypothetically, another study revealed that the organizations need to rise workers job satisfaction so as to rise their commitment to the organization so that the level of workers turnover intention in the organization would be lower, (Luh et al., 2020).

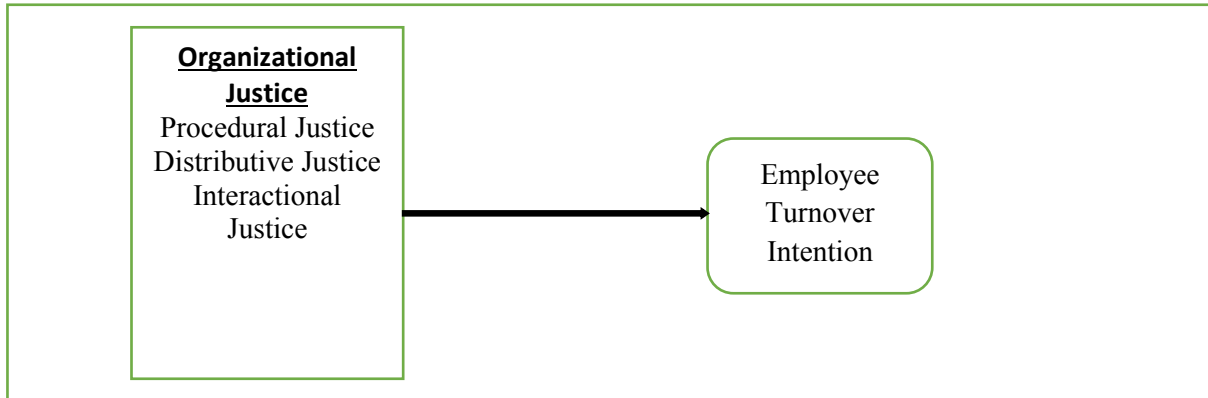
### 2.2 Organizational Justice

Ismail, (2020) suggested that organizational justice is a very imperative principle in every organization. Huang, et al, (2019) displays an incredible elucidations of three dimensions of organizational justice (distributive justice, procedural justice, interactional justice) to organizational justice, noteworthy justifications of three dimensions of organizational climate (emotional, cognitive and instrumental aspects). Sora, et al, (2021) revealed that job insecurity was ramblingly interrelated to organizational citizenship behaviour and self-rated performance over the three types of organizational justice (distributive, procedural, and interactional justice); and thus bared that the relationships speckled contingent on the type and nature of the contract in procession. Winarsih & Riyanto, (2020) illustrates that organizational culture, organizational justice, and organizational commitment have a partial and concurrently positively significant influence on organizational citizenship behaviour. Irrefutably, Huang et al., (2019) disclose a positive relationships amongst organizational justice, organizational climate, and organizational performance.

Harmen & Nizam, (2020) bared that organizational trust and organization justice has a positive significant outcome on job satisfaction and organizational citizenship behaviour. Huang et al., (2019) also reveals that in terms of internal fit, organizational justice presents significant relationships with organizational climate, organizational climate indicates notable correlations with organizational performance, and organizational justice divulges significant associations with organizational performance.

### 2.3 Theoretical Framework and Hypothesis development

Proposed Conceptual Framework (Figure 1) has been established based on the all-embracing and comprehensive review of the literature and support of the theory. Turnover intention model by March & Simon, (1958) has been used to support and consolidate the effect between organizational justice and employee turnover intention. March & Simon, (1958) offered their idea of interest theory based mainly upon organizational equilibrium, inserting that job satisfaction decrease the attractive desires of moving, hence subsiding employee turnover. March and Simon model was promulgated solely on the basis of the theory of organizational equilibrium designed by, (Barnard, 1938). As per March and Simon turnover intention model, employees developed a zeal in the relationship provided incitements, such as pay and other rewards accruable to the employees equal or surpass the workers' responsibilities.



**Fig. 1.1** The framework for the study

*H<sub>1</sub>: Organizational justice has a significant effect on employee turnover intention.*

### 3. Methodology

This study adopted a quantitative approach and it employs descriptive and correlation designs. A quantitative research is a way of testing objective theories by examining the connection between variables, and the variables can be measured, typically on instruments, so that coded data can be analyzed using statistical procedures. Assumptions about theories were tested deductively. Quantitative research involves studies that employ the use of statistical analyses to get their findings (Hair, Black, Babin, & Anderson, 2018). The population of this study is the academic staff working in twelve public universities northeastern Nigeria. The sample of the study had been drawn from the larger population which consists of 388 academic staff. This study adapted several scales from past studies to measure the constructs. The items that measure all the three dimensions silently considered in this study were adapted from previous studies in this area; (Cindy & Telly, 2021; Natnaporn & Kittisak, 2020). A 5-point Likert-type scale was utilized for this study.

### 4. Results

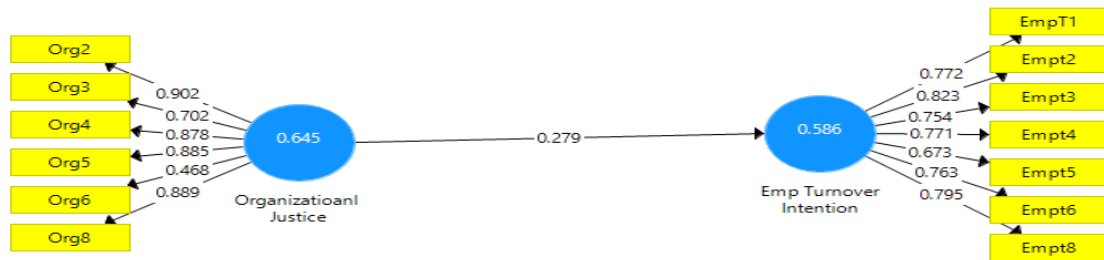
This study used Partial Least Squares Structural Equation Modelling (PLS-SEM) to test the hypotheses earlier formulated as it is specifically suitable for this study since it permits the simultaneous estimation of multiple causal relationships between one or more independent variables and one or more dependent variables as suggested by Matthews, Hair, and Matthews (2018). To analyze the data, we first examine the measurement models to ensure that it meets required criteria, then the assessment of the structural model begins (Hair, Risher, Sarstedt, & Ringle, 2019). The reflective latent variables of this study were subjected to reliability test, convergent validity, and discriminant validity tests. Reliability test was conducted using Cronbach's Alpha and composite reliability. Composite reliability (CR) and Cronbach alpha (CA) values were relatively higher than the cut-off value of 0.70, hence, the instrument's reliability was achieved, this suggests an acceptable construct reliability (Hair et al., 2019).

**Table 1:** Assessment of convergent and discriminant validity of reflective constructs.

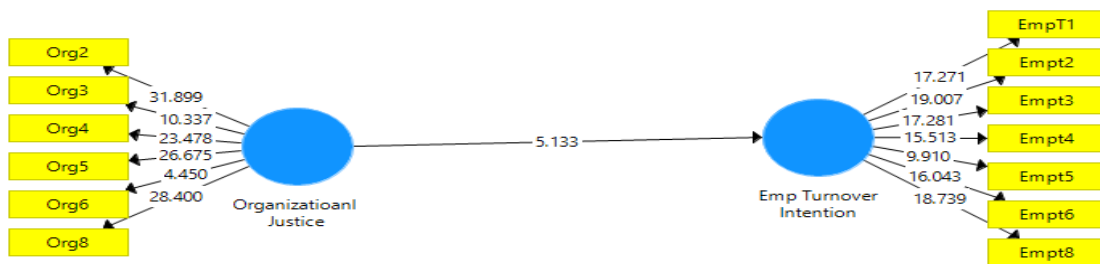
Constructs	Employee Turnover Intention	Organizational Justice
Employee turnover intention	0.766	
Organizational Justice	0.279	0.803
Composite Reliability	0.908	0.917
Rho A	0.897	0.913
Cronbach's Alpha	0.884	0.879
AVE	0.586	0.645

*Source: Field Survey, 2021*

The R<sup>2</sup> value for employee turnover intention was 0.59. This indicates, for example, 59 percent of variations in employee turnover intention are explained by its predictors (organizational justice). The R<sup>2</sup> value is significant according to the recommendations of (Ijomah, 2019; Zhang, 2016).



**Figure 1:** PLS-SEM Algorithm for the relationship between organizational justice and employee turnover intention



**Figure 2:** PLSSEM Bootstrap for the relationship between organizational justice and employee turnover intention

The result has revealed that there was a significant relationship between organizational justice and employee turnover intention with the standardized total effect of 0.22 and the P-value of 0.00.

Therefore, the Hypothesis was supported going by the above results which revealed the extent to which organizational justice positively related to employee turnover intention. Table 2 shows the result of the direct effect of organizational justice on employee turnover intention.

**Table 2:** PLS-SEM Path Model Analysis result of instrumental and emotional supervisor supports and Training Transfer Effectiveness

Hypothesis	Relationship	Beta value	Standard Error (SE)	t-Value	P-Value	Decision
H <sub>1</sub>	OJ -> ETI	0.22	0.054	5.133	0.000*	Supported

*Source: Field survey 2021 Note: \*\*p < 0.01, \*p < 0.056*

Organizational justice was found to be significant determining the extent or direction of employee turnover intention. This finding indicated that when academic staff in Nigerian universities are treated fairly and justly in their organization from their supervisors or superordinate, it will make their intent to leave the organization less whereas, if they perceived that justice does not prevail in the way and manner various staff are treated in the same organization, their intention to leave the organization would be higher.

A critical observation at the existing literature, reveal the fact that employee turnover intention is a function of whether or not justice prevails in the organization, (Miligi, Alshutwi, and Alqahtani, (2019). Thus, organizational justice is an significant hint in enhancing employees' positive perception, and their turnover intent toward the organization, (Lin & Shin, 2021). The finding of this study also indicated that academic staff who perceived that they treated well in their various universities are less likely to develop the intent to leave their job and vice versa. Furthermore, ensuring all facets of justice namely; informational justice, interactional justice, distributive justice etc will improve and strengthen the staffs' morale in accomplishing the established institutional goals and objectives.

## 5. Conclusion

Organizational justice is vital in determining employee's perception of their

worth in their respective organization. Therefore, it is of paramount importance for human resource managers of every formal organization to strive and ensure that justice in all facets prevails in their organization in order to reduce the possibilities of their experienced and talented staff start thinking of leaving their job, (Huseny, 2018). Organizational justice tend to encourage and boast employees' sense of belonging which subsequently tend to worthiness thereby having the perception that they already part and parcel of the organization which would go a long way in improving their individual and group performance and do away with likelihood of turnover, (Ali, 2021). Therefore, this study confirms that the benefits of availing justice among employees in an organization reduces their likelihood of leaving the organization. Thus, there are some implications for practice - management should make sure organizational justice prevails in order to deny their employees the slightest chance to contemplate leaving the organization, (Huang, et al, 2019).

## 6. Limitations and Suggestions for Future Studies

One of the limitations of this study was that the sample of this study was drawn from some selected public universities in northeastern geo-political of Nigeria, there is need for future studies to conduct similar study with higher or different sample size and increases the scope, so that it is conducted in other organizations.



Due to this limitation, the findings of this study cannot be generalized across all organizations and employees in Nigeria.

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