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## **THE INVESTIGATION OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND TURNOVER INTENTION: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT**

***Abstract.** The purpose of this study was to empirically investigate the relationships among the three dimensions of organizational justice (i.e., distributive, procedural and interactional), organizational commitment and turnover intention. This study also tested the mediating effect of organizational commitment on the relationship between organizational justice dimensions and turnover intention. A survey questionnaire was used to gather data from a sample of 217 employees in manufacturing industry. SPSS was used for analyzing the data. Hierarchical multiple regression analyses were conducted to test the postulated hypotheses and examine the direct and mediated relationships among variables. The results of this study suggested that perceived distributive and procedural justice had positive effects on employees' organizational commitment. Distributive justice had a significant negative effect on employees' turnover intentions while procedural and interactional justice were not found to be predictors of turnover intention. The results also indicated that organizational commitment significantly and positively affected turnover intention and it partially mediated the negative effect of distributive justice on turnover intention.*

***Keywords:** Organizational justice, distributive justice, procedural justice, interactional justice, organizational commitment, turnover intention.*

**JEL Classification: M10**

### **1. Introduction**

The concept of organizational justice has received considerable attention from scientists (Folger and Konovsky, 1989; Greenberg, 1990). Much of this attention to organizational justice is because of the important work-related consequences that have been linked to employees' perceptions of fairness within organizational contexts, such as job satisfaction, organizational commitment, organizational citizenship behaviors, and turnover intention. If the perception of organizational justice is positive, individuals tend to be more satisfied and committed to their job. However, the perceptions of unfairness can result in negative reactions to the organization, due to poor commitment and turnover (Fatt et al., 2010). Lack of perceived fairness may also lead to increased turnover intentions of employees. The importance of the fairness of how rewards are distributed to the employees and the procedures that come with it should be investigated for its impacts on attitudinal and behavioural intention outcomes (Gim

and Desa, 2014). As the reaction of people towards a particular organization is influenced by the fairness and equality that they give to their employees, there is a need to examine perceived organizational justice with the focus on compensation in relation to organizational commitment and turnover intention. On the other hand, it is a major challenge for many organizations today to retain its workforce as a lot of cost is incurred on them directly or indirectly. Consistent with this notion, a better understanding the factors which lead to employees' intentions to leave and determining the factors which affect turnover intention becomes increasingly relevant. Vast empirical research have shown that the employee's perception regarding organizational justice would affect turnover intentions (Folger and Konovsky, 1989; Konovsky and Cropanzano, 1991; Niehoff and Moorman, 1993; Ponnu and Chuah, 2010). Moreover, prior studies demonstrate that the level of perceived organizational justice has a positive effect on organizational commitment. Organizational commitment has been identified as a critical factor in understanding and explaining the work-related behavior of employees in organizations. The researchers agree on the fact that organizational commitment has significant effect on employees' behavior and is highly related to employees' turnover intention (Ponnu and Chuah, 2010). Although there is a large amount of research in this area in the Western context, little research has been conducted to empirically assess the effects of three organizational justice dimensions on organizational commitment and turnover intention among manufacturing employees in Turkey. On the other hand, there still remain gaps in the fully examination of the potential mediating role of organizational commitment in the relationship between organizational justice and turnover intention. As such, this study had three purposes: (a) to determine the significant relationships among organizational justice dimensions, organizational commitment and turnover intention, (b) to examine the effects of perceived distributive, procedural, and interactional justice on organizational commitment and turnover intention, and (c) to test the potential mediating effect of organizational commitment on the relationship between organizational justice dimensions and turnover intention. To address the purposes of this study, the major research questions addressed by this study were: (1) Do what degree of the effects of organizational justice dimensions on organizational commitment and turnover intention? (2) How does organizational commitment affect turnover intention? (3) Does organizational commitment mediate the effects of organizational justice dimensions on turnover intention? Thus, this study can close the existing literature gap by investigating relationships among there dimensions of organizational justice, organizational commitment and turnover intention in manufacturing industry. In addition, this paper can make some useful contributions to the body of knowledge on the existing turnover literature to theorizing about the effects of employees' perceptions of organizational justice and organizational commitment on turnover intention with regards to the current Turkish scenario. The study helps practitioners to adopt behavior which can help employees to enhance their commitment to organizations and in turn, reduce turnover intention in spite of the availability of

alternative job opportunities. It is also hoped that the research findings may offer some insights to the manufacturing organizations in Turkey to better understand on how to retain their valuable employees in attempting to reduce turnover intention.

## **2. Literature Review and Conceptual Framework**

Organizational justice refers to individual's perception of fairness of treatment received from an organization and their behavioral reaction to such perceptions in the workplace (Greenberg, 1990). In the extant literature, most justice researches accept that three organizational justice dimensions exist that are distributive, procedural, and interactional (Masterson et al., 2000; Nadiri and Tanova, 2010). Distributive justice refers to the fairness perception of the allocation of work outcomes an employee receives such as pay and promotions. Procedural justice is concerned with the fairness perception of the procedures used to decide the outcome allocation (Folger and Konovsky, 1989). Interactional justice refers to the fairness of interpersonal treatment. It is perceived based on the quality of treatment and explanation one receives from organizational authorities (Greenberg, 1990). In this study, the researcher focused on three independent variables in the organizational justice dimensions. Another variable addressed in this study was organizational commitment that refers to the relative strength of an individual's identification with and involvement in a particular organization. According to Meyer and Allen (1991), there are three components of organizational commitment. Affective commitment refers to employees' emotional attachment to, identification with and involvement in the organization. Continuance commitment refers to commitment based on costs that employees associate with leaving the organization. Normative commitment refers to employees' feelings of obligation to remain with the organization (SreeRekha and Kamalanabhan, 2012). In this study, organizational commitment was used as a mediator, referring to the employees' overall commitment to their organizations. Turnover intention was examined as the dependent variable in this study. It refers to the relative strength of an employee's intention to leave the organization. In this research study, voluntary turnover intentions refer to different components in the withdrawal cognition process, namely: "thoughts of quitting, the intention to search for another job elsewhere, and the intention to quit", but not to the element of turnover itself. In fact, studies on turnover have shown that turnover intention is the best immediate predictor of voluntary turnover (Griffeth et al., 2000).

### **2.1. Organizational Justice and Organizational Commitment**

Organizational justice as an antecedent of the organizational commitment has been an increasing study area. It has a major helpful effect in the direction of organizational commitment. Lack of perceived fairness may also lead to decreased organizational commitment of employees. There are numerous researches

that examine the relationship between organizational justice and organizational commitment. Almost all of them have proved that there is a positive significant relationship between organizational justice and organizational commitment (e.g., Folger and Konovsky, 1989; Konovsky and Cropanzano, 1991; Sweeney and McFarlin, 1993; Fields et al., 2000). Fatt et al. (2010) indicated that distributive and procedural justices were influential in predicting employees' organizational commitment. Similarly, Hassan (2002) also proved that distributive justice and procedural justice result into improved organizational commitment. Masterson et al. (2000) further found that procedural justice perceptions were positively related to organizational commitment. In their two-factor model, Sweeney and McFarlin (1993) suggested that procedural justice is a better predictor of organizational commitment when compared with distributive justice. Similarly, Folger and Konovsky (1989) found that procedural justice accounted for more variance in organizational commitment and trust in a supervisor than did distributive justice. Loi et al. (2006) found significant positive relationship between procedural and distributive justice and organizational commitment. Konovsky and Cropanzano (1991) found that there was a significant relationship between interactional justice and organizational commitment. Considering the previous research evidences, we posited the following hypotheses: *H<sub>1</sub>: Organizational justice dimensions will have positive effects on organizational commitment. H<sub>1a</sub>: Distributive justice will have a positive effect on organizational commitment. H<sub>1b</sub>: Procedural justice will have a positive effect on organizational commitment. H<sub>1c</sub>: Interactional justice will have a positive effect on organizational commitment.*

## **2.2. Organizational Commitment and Turnover Intention**

In fact, organizational commitment plays a central role in the turnover literature and it has been discussed earlier. Organizational commitment has significant effect on employees' behavior and is highly correlated with employees' turnover intention (Ponnu and Chuah, 2010). Many research studies have shown that organizational commitment had a significant negative relationship with turnover intention (Lambert and Hogan, 2009). Meyer and Allen (1991) suggested that high levels for each of the commitment bases might lead to lower turnover (intentions). The meta-analyses conducted by Griffeth et al. (2000) proved that organizational commitment was an important antecedent of turnover intentions. Wasti (2003) also proved that organizational commitment was a predictor of turnover intentions in Turkey. Tsai's study (2012) confirmed that when faculty feel committed to their institution, they are more likely to stay. In summary, most studies have shown that a negative correlation exists between organizational commitment and turnover intention. Thus, committed employees are willing to stay with their organization more than those who are less committed. Based on the above discussion, the following hypothesis was offered: *H<sub>2</sub>: Organizational commitment will have a negative effect on turnover intention.*

### **2.3. Organizational Justice and Turnover Intention: Mediating Role of Organizational Commitment**

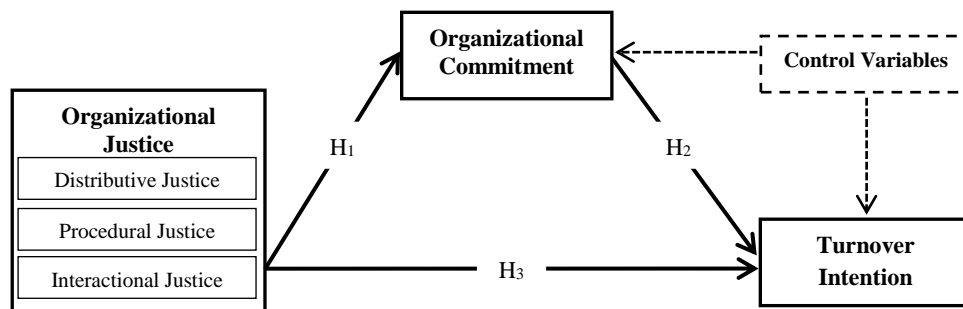
Although there are various studies reporting that organizational justice dimensions are related to turnover intentions, the linkage between justice perceptions and intention to leave remains a topic with insufficient exploration and existing literature showed mixed results. Loi et al.'s (2006) study on practicing solicitors in Hong Kong approved that the perceptions of fairness of treatment received in the organization were crucial factors in affecting employees' intention to leave or not to leave their organization. The study of Fields et al. (2000) revealed that distributive justice had a significant effect on Hong Kong employees' intent to stay. Ponnu and Chuah (2010) found that perceived procedural justice was negatively related to turnover. In Malaysia, Hassan (2002) found that both distributive and procedural justice made significant contributions to employees' organizational commitment and intention to leave. Nadiri and Tanova (2010) have investigated the relationship between justice perception and employees' turnover intention and found that the fairness of personal outcomes that employees receive may have more impact on turnover intentions than the perceived fairness of a firm's procedures. Seo et al. (2010) and Thomas and Nagalingappa (2012) stated that interactional justice was a stronger predictor of turnover intention than procedural and distributive justice and it had the most significant effect on reducing turnover intention. Taking into account the above mentioned literature, when employees work in an organization that distribute the outcomes that employees receive fairly, consider fair procedures to determine the outcomes, and fair relationships between individuals in organization, they will have no turnover intentions. Thus, the following hypotheses were postulated: *H<sub>3</sub>: The organizational justice dimensions will have negative effects on turnover intention. H<sub>3a</sub>: Distributive justice will have a negative effect on turnover intention. H<sub>3b</sub>: Procedural justice will have a negative effect on turnover intention. H<sub>3c</sub>: Interactional justice will have a negative effect on turnover intention.*

As the employees who perceived high organizational justice tend to be more committed to their organizations and retain a positive attitude towards their jobs, therefore, they are unlikely to change their jobs and consider their existing job better than the other ones. In this study, introducing mediation variables called organizational commitment in degree of recognition about organizational justice and turnover intention, not only direct effect but indirect one has been scrutinized. Thus, this study predicts that organizational commitment will mediate the relationships between organizational justice and turnover intention. Only a few studies have examined how organizational justice affects turnover intention through organizational commitment. Geurts et al. (1999) found that (poor) organizational commitment fully mediated the relation between perceived inequity and turnover intention. SreeRekha and Kamalanabhan (2012) found that

organizational commitment partially mediated the impact of organizational justice on turnover intention. In another study, organizational commitment was found to fully mediate the relationship between procedural justice and turnover intention. However, it partially mediated the relationship between distributive justice and turnover intention (Elanain, 2010). Gim and Desa (2014) found that affective commitment fully mediated the relationship between distributive and procedural justice with turnover intention. Seo et al. (2010) found that distributive and procedural justice had negative effects on employees' turnover intention and these effects were mediated by employees' affective commitment. Tsai (2012) found that organizational commitment was a mediator for the effect of faculty perceived organizational justice on turnover intentions. As noted earlier, organizational justice is correlated positively with organizational commitment, and organizational commitment is correlated to turnover intention. Therefore, it could be argued that organizational justice perceptions significantly affected organizational commitment, which in turn, could lead to changes in the levels of turnover intention. With above findings in mind, we posited the following hypotheses: *H<sub>4</sub>: Organizational commitment will be mediated the negative effects of organizational justice dimensions on turnover intention. H<sub>4a</sub>: Organizational commitment will be mediated the negative effect of distributive justice on turnover intention. H<sub>4b</sub>: Organizational commitment will be mediated the negative effect of procedural justice on turnover intention. H<sub>4c</sub>: Organizational commitment will be mediated the negative effect of interactional justice on turnover intention.*

The current paper conceptualized organizational justice as a three-dimensional concept so as to enhance understanding of its differential effects. However, this study examined organizational commitment as a singular dimension and adopted overall organizational commitment. To fill the gap in researches, this study developed a model to explain the concurrent effects of distributive, procedural and interactional justice on organizational commitment and turnover intention. Based on these, the study proposed the research conceptual model was shown in Figure 1.

**Figure 1. Research conceptual model**



Thus, the theoretical framework for this research study had three independent variables, namely distributive, procedural and interactional justice,

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one mediating variable i.e. organizational commitment and one dependent variable i.e. turnover intention, The demographic characteristics have been found to play a significant role in enhancing employees' commitment (Meyer and Allen, 1991) and they may also have effects on turnover intention (Lambert and Hogan, 2009; Nadiri and Tanova, 2010). Therefore, demographic characteristics as control variables contributed much to the turnover models as in the existing literature (Griffeth et al., 2000; SreeRekha and Kamalanabhan, 2012).

### **3. Research Methodology**

A cross-sectional survey research design by means of a structured questionnaire was used for this study to gather data.

#### **3.1. Population and Sample**

The population for this study consisted of the total of 354 employees of one large company manufacturing pipe products in Hatay, Turkey. A sample of 250 employees was randomly selected based on the list obtained from the HR department of the organization. Participation in the study was entirely voluntary. Employees' identities were anonymous and confidentiality of responses was assured. Of the 250 self-administrated questionnaires distributed to employees, a total of 217 usable ones were returned and the effective response rate was thus 86.8%, which was high. Among the manufacturing employees, a predominant 96.3% were male and 3.7% were female. The average age of employees was  $33.56 \pm 7.197$  in this research. Approximately 55% of them had an education level of below university degree, with an average organizational tenure of  $5.51 \pm 4.197$  years. Regarding the marital status of the employees, it was specified that 44 persons (20.3%) were single and 173 persons (79.7%) were married.

#### **3.2. Research Instruments: Measures**

The researcher used a survey questionnaire consist of existing standardized scales as the primary research instrument to gather the data. A Turkish version of the instrument was developed using the back-translation method. All the measures were translated into Turkish language and back translated in English for accuracy. The questionnaire used 5-point Likert-type scales (1=Strongly Disagree, 5=Strongly Agree) to measure all items of the following constructs.

1) *Perceived organizational justice*: The independent variable of perceived organizational justice was measured by using the 20-item scale developed by Niehoff and Moorman (1993). The organizational justice scale consisted of distributive justice (five items), procedural justice (six items), and interactional justice (nine items) sub-scales. Scoring system could be interpreted as higher scores reflected higher perceived amount of the type of justice. The reliability coefficient alpha for distributive, procedural and interactional justice in this study were 0.84, 0.85, and 0.92, respectively.

2) *Organizational commitment*: The mediating variable of organizational commitment was measured using Meyer and Allen's (1997) revised Organizational Commitment Questionnaire (OCQ). The revised OCQ consisted of 18 items measuring the three dimensions of organizational commitment, namely affective, continuance, and normative commitment (six items for each dimension). The scale score was obtained by calculating the average of the 18 responses, and higher scores indicated higher overall organizational commitment. The internal reliability coefficient of the overall organizational commitment scale in this study was 0.88.

3) *Turnover intention*: The dependent variable, turnover intention was measured via a 3-item scale adapted from Michigan Organizational Assessment Questionnaire. Each item asked employees to indicate the degree of occurrence of thought of quitting, searching for another job, and actually intending to quit. High scores indicated that the employees had stronger intentions to leave the organization. The reliability coefficient of turnover intention in this study was 0.91.

4) *Control variables*: Respondents' demographic characteristics such as gender, age, educational level, marital status, and organizational tenure were also asked and they were used as control variables in the regression analyses conducted.

### **3.3. Data Analysis**

The selection of different statistical techniques to analyze the data of this study was based on the research purposes of the study. Thus, Cronbach Alpha scores of the scales were computed using reliability analysis. Descriptive statistics such as mean scores and standard deviations were computed according to the studied variables. Correlation analysis was conducted to examine the association between the variables. Finally, a series of separate hierarchical multiple regression analysis using the enter method was conducted to investigate the relationships among study variables and to test research hypotheses. A hierarchical regression procedure suggested by Baron and Kenny (1986) was used to establish mediation. The five main demographic variables (gender, age, education, marital status, and tenure) were statistically controlled and entered into the first step of all of the regression analyses. Standardized beta was used for all of the regression analyses. Statistical significance was considered for p values less than 0.05.

## **4. Results and Discussion**

### **4.1. Descriptive Statistics and Correlation Analysis**

The descriptive statistics and correlation coefficients for all study variables were presented in Table 1 with the Cronbach's alpha for each scale shown in bold and on the diagonal. The respondents' perceptions of overall organizational justice was found to be moderate ( $M=3.07$ ,  $SD=0.88$ ). The results of mean analysis indicated that interactional justice ( $M=3.27$ ,  $SD=1.01$ ) obtained the highest mean score followed by procedural justice ( $M=3.02$ ,  $SD=0.96$ ) and distributive justice ( $M=2.74$ ,  $SD=1.02$ ). The mean of overall organizational commitment was 3.08 ( $SD=0.66$ ), indicating that the employees were moderately committed to their



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organizations. The mean score of employees' turnover intentions was relatively low ( $M=2.72$ ,  $SD=1.26$ ), reflecting a low degree of turnover intention to leave the organization. This meant that employees in the organization did not tend to leave their workplace or consider changing and finding alternate jobs a serious matter. The Cronbach's alpha coefficients of the scales were between 0.835 and 0.924, showing that all evaluation variables met internal consistency in this study.

The results of Pearson correlation analysis indicated that all study variables were significantly intercorrelated ( $p<0.01$ ). As shown in Table 1, there were fairly significant, moderate and positive correlations between organizational justice dimensions, namely distributive justice ( $r=0.507$ ), procedural justice ( $r=0.559$ ), and interactional justice ( $r=0.454$ ), and overall organizational commitment. This can be interpreted that the employees will be more committed to their organizations if they perceive higher fairness in the organization. The correlation results also revealed that overall organizational commitment was significantly and negatively correlated with turnover intention ( $r=-0.440$ ), indicating that the higher the organizational commitment of employees, the lower their desire to quit. On the other hand, distributive justice ( $r=-0.396$ ) had a much stronger significant negative correlation with turnover intention followed by procedural justice ( $r=-0.305$ ) and interactional justice ( $r=-0.285$ ). This result indicated that higher levels of organizational justice perceptions led to lower levels of turnover intentions. The correlations among the study variables provided initial support for our hypotheses.

**Table 1. Descriptive statistics and correlations among studied variables**

Variables	Mean	SD	1	2	3	4	5
1. Distributive justice	2.74	1.02	<b>(0.835)</b>				
2. Procedural justice	3.02	0.96	0.671**	<b>(0.849)</b>			
3. Interactional justice	3.27	1.01	0.598**	0.724**	<b>(0.924)</b>		
4. Organizational commitment	3.08	0.66	0.507**	0.559**	0.454**	<b>(0.880)</b>	
5. Turnover intention	2.72	1.26	-0.396**	-0.305**	-0.285**	-0.440**	<b>(0.910)</b>

Note: Cronbach's Alphas are shown in parentheses on the diagonal.

\*\* Correlation is significant at the 0.01 level (2-tailed)

### 4.2. Relationships between Organizational Justice Dimensions and Organizational Commitment

In order to investigate the effects of organizational justice dimensions on organizational commitment, a two-step hierarchical multiple regression analysis was conducted. In step 1, organizational commitment regressed on demographics as control variables. According to the results presented in Table 2, the five control variables contributed to a very small variance ( $R^2=0.10$ ) in the level of employees' organizational commitment ( $F=4.706$ ,  $p<0.001$ ). Among control variables, gender ( $\beta=-0.137$ ,  $p<0.05$ ), age ( $\beta=0.180$ ,  $p<0.05$ ) and education ( $\beta=0.187$ ,  $p<0.01$ ) had

significant relationships with organizational commitment. In the second step, all three model variables concerning organizational justice dimensions were added to the equation and thus the  $R^2$  increased to 0.383. This result indicated that, as a set of predictors, organizational justice dimensions explained an additional 28.3% of variance in organizational commitment over and above the control variables ( $\Delta R=28.3$ ,  $F=16.155$ ,  $p<0.001$ ). Of the three organizational justice dimensions, only two dimensions namely distributive justice ( $\beta=0.199$ ,  $p<0.01$ ) and procedural justice ( $\beta=0.367$ ,  $p<0.001$ ) had significant positive effects on organizational commitment. So,  $H_{1a}$  and  $H_{1b}$  were supported. Conversely, the interactional justice dimension had no significant effect on organizational commitment ( $\beta=0.064$ ,  $p>0.05$ ) and did not contribute significantly to the model. Thus,  $H_{1c}$  was rejected.

**Table 2. Regression results of organizational justice dimensions and organizational commitment relationship**

Independent variables	Dependent variable (Organizational commitment)	
	Std. $\beta$	Std. $\beta$
<i>Step 1: Control variables</i>		
Gender <sup>a</sup>	-0.137*	-0.061
Age	0.180*	-0.005
Education	0.187**	0.059
Marital status <sup>b</sup>	0.014	0.046
Organizational tenure	0.106	0.173**
<i>Step 2: Response variables</i>		
Distributive justice		0.199**
Procedural justice		0.367***
Interactional justice		0.064
$R^2$	0.100	0.383
Adjusted $R^2$	0.079	0.360
F	4.706***	16.155***
$R^2$ change		0.283
F change		31.802***

Note: \*  $p<0.05$ ; \*\*  $p<0.01$ ; \*\*\*  $p<0.001$ ; Standardized coefficients ( $\beta$ ) are reported. Dummy coded <sup>a</sup> female= 1, male= 2; <sup>b</sup> single= 1, married= 2.

The regression results revealed that both distributive and procedural justice had positive effects on organizational commitment, as hypothesized. This corresponded with findings reported by earlier researchers (Elanain, 2010; Fatt et al., 2010; Hassan, 2002; Loi et al., 2006; Ponnu and Chuah, 2010; Seo et al., 2010, Sweeney and McFarlin, 1993). Generally, interpretation of the first regression analysis suggested the employees were tended to be more committed to their organizations when they perceived distributive and procedural justice to be high. Accordingly, the fairness of personal outcomes and formal decision making procedures engender organizational commitment among employees. Thus, managers needed to apply rules fairly and consistently to all employees, and rewarding them based on performance and merit without personal bias in order to

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create a positive perception of distributive and procedural justice and thereby enhancing organizational commitment. Even though it was not hypothesized, the results highlighted that procedural justice had relatively the stronger direct positive effect on the prediction of organizational commitment compared to distributive justice. This was consistent with the findings of previous studies (Folger and Konovsky, 1989; Elanain, 2010; Fatt et al., 2010; Seo et al., 2010). We could state that for the employees in manufacturing industry in Turkey, the fairness of formal decision making procedures of allocating outcomes (procedural justice) were more important than the fairness of personal outcomes that was received by individual (distributive justice) in improving level of employees' commitment in the organization. So that, to increase employees' organizational commitment, managers should first improve procedural justice and hence increase overall levels of perceived justice by involving employees in the procedures for making decisions and allocating rewards. The results also suggested that interactional justice had not significant positive effect on organizational commitment contrary to hypothesized relationship in this study. This empirical results was congruent with the work of Masterson et al. (2000) and Thomas and Nagalingappa (2012).

### **4.3. Relationship Between Organizational Commitment and Turnover Intention**

In order to test  $H_2$ , a two-step hierarchical regression analysis was conducted and firstly turnover intention regressed on the control variables. As shown in the Table 3, the control variables could significantly explain 9.3% of the variance in the level of turnover intention ( $R^2=0.093$ ,  $F=4.311$ ,  $p<0.01$ ). The result indicated that only age ( $\beta=-0.313$ ,  $p<0.001$ ) and education ( $\beta=-0.167$ ,  $p<0.05$ ) negatively and significantly related to turnover intention. In step 2, when organizational commitment was entered into regression equation as a response variable, the  $R^2$  increased to 0.235. Accordingly, following the control variables, organizational commitment predicted an additional 14.3% of the variance in turnover intention. The model for predicting turnover intention based on organizational commitment was significant ( $F=10.771$ ,  $p<0.001$ ). This regression results revealed that organizational commitment had a negative significant effect on turnover intention ( $\beta=-0.398$ ,  $p<0.001$ ). Based on this result,  $H_2$  was accepted. This result was congruent with previous studies (Loi et al., 2006; Meyer and Allen, 1997; Seo et al., 2010; Wasti, 2003). This result provided evidence that the employees who were more committed to their organizations had lower tendency of turnover intentions than those who were less committed with their organization.

**Table 3. Regression results for the effect of organizational commitment on turnover intention**

Independent variables	Dependent variable (Turnover intention)	
	Std. $\beta$	Std. $\beta$
<i>Step 1: Control variables</i>		
Gender <sup>a</sup>	0.068	0.014
Age	-0.313***	-0.241**
Education	-0.167*	-0.092
Marital status <sup>b</sup>	0.021	0.027
Organizational tenure	0.062	0.104
<i>Step 2: Response variable</i>		
Organizational commitment		-0.398***
R <sup>2</sup>	0.093	0.235
Adjusted R <sup>2</sup>	0.071	0.213
F	4.311**	10.771***
R <sup>2</sup> change		0.143
F change		39.170***

Note: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; Standardized coefficients ( $\beta$ ) are reported. Dummy Coded <sup>a</sup> female = 1, male = 2; <sup>b</sup> single = 1, married = 2.

#### 4.4. Relationships between Organizational Justice Dimensions and Turnover Intention: Mediating Role of Organizational Commitment

Thirdly, we explored the effects of the organizational justice dimensions on turnover intention ( $H_3$ ). In step 1, turnover intention regressed on control variables (Table 4). As mentioned previously, 9.3% of the variance in turnover intention was explained by the control variables ( $R^2=0.093$ ). In step 2, organizational justice dimensions were added to the equation. After entry of organizational justice dimensions, the total variance explained by the model as a whole was 19.5% ( $F=6.315$ ,  $p < 0.001$ ). This result indicated that the three organizational justice dimensions explained an additional 10.3% of the variance in turnover intention, after controlling for demographics ( $\Delta R^2=0.103$ ,  $\Delta F=8.853$ ,  $p < 0.001$ ). In step 2, although entry of the organizational justice dimensions significantly improved the fit of the regression model, only distributive justice was related to turnover intention and had a direct negative effect on turnover intention ( $\beta=-0.303$ ,  $p < 0.001$ ). Thus,  $H_{3a}$  was supported. However, the result revealed that procedural justice ( $\beta=-0.015$ ,  $ns$ ) and interactional justice ( $\beta=-0.040$ ,  $ns$ ) did not contribute any significant amount of variance in turnover intention and their direct effects on turnover intention did not reach significance. Thus,  $H_{3b}$  and  $H_{3c}$  were rejected.

Finally, the mediating effect of organizational commitment on the relationship between organizational justice dimensions and turnover intention was tested ( $H_4$ ). We applied Baron and Kenny's (1986) four-step strategy for testing mediating effect with multiple regressions. Accordingly, four conditions must be met to confirm the presence of mediation effect. Firstly, the independent variable must have a significant effect on the mediator variable. Secondly, the mediator variable must have a significant effect on the dependent variable. Thirdly, the

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independent variable must have a significant effect on the dependent variable. Finally, the effect of the independent variable should not be significant (in case of full mediation) or should be reduced in strength (in case of partial mediation) after it was controlled for the mediator variable. To test for mediation, organizational commitment was entered into regression equation as a mediator variable in the third step. The total variance in turnover intention explained as a whole was  $R^2=0.266$  ( $F= 8.323$ ;  $p<0.001$ ) in the final model (Table 4). The results revealed that after the inclusion of organizational commitment ( $\beta=-0.338$ ,  $p<0.001$ ) as a mediator into the analysis, the previous significant relationship between distributive justice and turnover intention did not change to non-significant, but decreased from  $-0.303$  to  $-0.236$  ( $p<0.01$ ). That is, distributive justice was still significantly related to turnover intention ( $\beta=-0.236$ ,  $p<0.01$ ) even though this relationship was reduced in magnitude, depicting partial mediation. Thus, organizational commitment was partially mediated the effect of distributive justice on turnover intention, which supported  $H_{4a}$ . Yet, the relationship between procedural justice and turnover intention ( $\beta=0.109$ ,  $ns$ ) and between interactional justice and turnover intention ( $\beta=-0.018$ ,  $ns$ ) remained insignificant after the effect of organizational commitment was taken into account (Step 3). This result indicated that organizational commitment did not mediate the effects of procedural justice and interactional justice on turnover intention. Thus,  $H_{4b}$  and  $H_{4c}$  were rejected.

**Table 4. Regression results for examining the relationship between organizational justice dimensions and turnover intention: Mediating effect of organizational commitment**

Independent variables	Dependent variable (Turnover intention)		
	Std. $\beta$	Std. $\beta$	Std. $\beta$
<i>Step 1: Control variables</i>			
Gender <sup>a</sup>	0.068	0.027	0.006
Age	-0.313***	-0.203*	-0.205**
Education	-0.167*	-0.108	-0.089
Marital status <sup>b</sup>	0.021	0.004	0.020
Organizational tenure	0.062	0.036	0.094
<i>Step 2: Response variables</i>			
Distributive justice		-0.303***	-0.236**
Procedural justice		-0.015	0.109
Interactional justice		-0.040	-0.018
<i>Step 3: Mediating variable</i>			
Organizational commitment			-0.338***

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R <sup>2</sup>	0.093	0.195	0.266
Adjusted R <sup>2</sup>	0.071	0.164	0.234
F	4.311**	6.315***	8.323***
R <sup>2</sup> change		0.103	0.070
F change		8.853***	19.811***

Note: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$ ; Standardized coefficients ( $\beta$ ) are reported.  
 Dummy Coded <sup>a</sup> female = 1, male = 2; <sup>b</sup> single = 1, married = 2.

The findings revealed that distributive justice had a significant direct negative effect on turnover intention. This result was in parallel with the findings of previous studies (Elanain, 2010; Fields et al., 2000; Loi et al., 2006; Nadiri and Tanova, 2010; Ponnu and Chuah, 2010). On the basis of the result, it would be concluded that manufacturing employees who have high perceptions towards fairness of the outcomes received (distributive justice) were less likely to have the intention to leave their organization and might not see outside alternatives as attractive. Another important finding here revealed that procedural justice had not significant direct effect on turnover intention. This result was in aligned to the findings of previous research done by Fields et al. (2000), Konovsky and Cropanzano (1991), Thomas and Nagalingappa (2012). According to the findings of this study, the fairness to the procedures used to determine the outcomes was not important when explaining employees' intention to leave the organization. However, it was worth nothing that the prior studies reported that there was a significant and negative relationship between procedural justice and turnover intention contrary to this study's result (Elanain, 2010; Fatt et al., 2010; Folger and Konovsky, 1989; Loi et al., 2006; Masterson et al., 2000; Nadiri and Tanova, 2010; Ponnu and Chuah, 2010; Seo et al., 2010). Perhaps the results of the present study showed the lack of effectiveness of procedural justice on turnover intention and/or lack of application of procedural justice in the organization. The result of this study suggested that interactional justice had not significant direct effect on turnover intention, which was in line with the finding of Konovsky and Cropanzano (1991). Thus, the prevailing superiors' styles of interaction with subordinates and the amount and the quality of information shared with the employees was not found to be important determinant of employees' turnover intention. One possible explanation for this finding was the employees in this sample may perceive the interpersonal treatment they received to be unfair. Another explanation was that there may be a lack of interpersonal relationship between the employees and the managers. In other words, manufacturing employees in this study may not have a close interaction with the top management since their job descriptions. Based on the aforementioned discussion, it could be concluded that the mean score of the samples' turnover intentions was relatively low and it was mainly affected by the perception of fairness of rewards allocation in the organization. This probably due to the samples concern more towards the distributive justice compared to procedural and interactional justice. Accordingly, the outcomes that were offered

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to the employees should be equitable in comparison to others in order to reduce turnover intentions among employees.

Finally, the results of the mediated regression analyses indicated that organizational commitment partially mediated the relationship between distributive justice and turnover intention and this was similar completely to Elanain (2010). Thus, the partial mediation suggested that perceived distributive justice directly affected turnover intention in addition to its effect through overall organizational commitment. This finding was also congruent with that of Sree Rekha and Kamalanabhan (2012), Tsai (2012) and Seo et al. (2010). Based on our results, it would be concluded that when there was fairness in the outcomes of rewards, the employees would be committed to their organizations, and as a result they would be less likely to intent to leave the organization. In other words, if the employees perceived distributive justice to be high, they may have become highly committed to their organizations which in turn resulted in lower turnover intentions.

### **5. Conclusions**

This study addressed the role of organizational justice dimensions in the level of organizational commitment and turnover intention in manufacturing industry. The results of study implied that different dimension of organizational justice had different significant effects on organizational commitment and turnover intention. This research supported the conclusion that organizational commitment was affected more by procedural justice than by distributive justice, and this was especially true in collectivistic societies. Given this, practitioners should learn that employees do not just assess the fairness of the compensation they received (outcomes) but also the procedures involved in the distribution of the compensation. Also, managers should be aware that the fairness of procedures used in allocating rewards and the voice afforded employees in the allocation process were more important than the fairness of the allocation of rewards in improving level of employees' commitment in the organization. It was recommended that management should enhance the fairness in distribution of rewards and organizations should embrace justice in all ramifications of their practices in their dealings with the employees to bring about committed employees.

The findings of this study also implied that employees who are more committed to the organization will be less likely to have turnover intention. Thus, it clearly proven that organizational commitment helped to reduce the degree of turnover intention among employees. Thus, managers who want to reduce turnover intention and related withdrawal behaviours, need to take steps to understand factors influencing organizational commitment. Hence, organizations should consider how to get their employees strongly recognized with their organizational goals, missions and values through appropriate training.

It was worth noting that this study found that the only perception of fairness of rewards allocation (distributive justice) reduced turnover intention among employees in this organization. Thus, we further argued that the most Turkish employees only necessitated for better pay or rewards, regardless of fairness in their organization's procedures and interpersonal treatment for their consideration to stay with the organization. According to this finding, the employees in this sample were more concerned with the fairness in the distributive justice and the outcomes than the other types of justice when they decided whether to leave or stay in the organization. It was evident that more understanding about distributive justice among employees led to a reduction in intention to leave among them. Thus, distributive justice outcomes could be used as a judge to see whether the people will quit or stay. It was logical to predict that when employees perceived that they were treated fairly in terms of outcome, they tended to stay in their current organization and did not have the intention to seek for a fairer alternative. Therefore, organizations that take a proactive approach to understand employees' perceptions of distributive justice, and provide appropriate working environment can potentially reap benefits including cost associated to employee retentions.

The major finding was drawn from the research provided empirical support that organizational commitment was an important mediating role in the relationship between distributive justice and turnover intention. More specifically, distributive justice had positive effect on employees' organizational commitment and negative effect on employees' turnover intention and this effect was partially mediated by organizational commitment. This findings implied that the employees who perceived high distributive justice would be more committed to their organization and less intentions to leave their organizations. Thus, managers should enhance employees' organizational commitment in order to improve the effect of distributive justice on reducing turnover intention. The findings of this study relating to turnover intention might be especially important for managing organizations given the high cost of recruiting and training. As we knew retention of current employees was less costly than attracting new employees, the managers should pay special attention to improvement of organizational commitment and formation of distributive justice perceptions among employees in order to reduce the employees' turnover intention in the manufacturing sector given the revealed findings. The present study demonstrated the importance of distributive justice in enhancing organizational commitment and reducing turnover intention and supported Adam's equity theory. This study also implied that procedural and interactional justice had not direct and indirect negative effects on employees' turnover intention. Thus, the findings implied that interpersonal justice had not significant effect on any attitude or behavior included in this study, namely organizational commitment and turnover intention.

There are several limitations to the current study that must be considered for the implications of this study and future research. The present study used a cross-sectional research design which prevents making inferences of causality among the study variables. To address this issue, future research should focus on experimental



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or longitudinal approach to determine causal relationships. This study was purely quantitative using questionnaires and statistical evidence. Future research might add qualitative measures that use focus groups and observations. This study used self-report measures, therefore the present findings may be partly affected by common method variance. Future research could reduce this risk by asking questions at different points in time or designing separate questionnaires to collect data from multiple sources. This study used data gathered from the employees working only one large organization at manufacturing industry in Turkey. Therefore, the findings may not be generalizable to other organizations outside the Turkish context. Accordingly, this study needed to be replicated in other kinds of companies in different countries to extend the findings to other industries. More research should conduct in different cultural and other organizational settings could to examine the relative effects of organizational justice dimensions from socio-economic and cultural perspectives in other developing economies. The sample size of this study was small, which may limit the ability to generalize the results. Future researchers should use larger sample size in order to receive more precise and also accurate results.

In conclusion, this study provided important theoretical contributions extending the organizational justice and turnover intention literature in a non-Western context. Essentially, the findings of this study were important because they provided a better understanding of how fairness perceptions may facilitate positive and prevent negative employee outcomes in manufacturing organizations. Also it provided additional empirical evidence as to whether organizational commitment was a mediator in the relationship between organizational justice dimensions and turnover intention in the context of manufacturing industry in a developing country, Turkey. From a practical perspective, this study provided some considerable insights and guidelines to help managers to better understand how to increase organizational justice and organizational commitment and reduce employee turnover, by making better decisions about the outcomes and procedures for their employees.

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