



Organizational justice and employees' turnover intention in Nigeria

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ABSTRACT

Human resource researchers and practitioners have increasingly recognized the importance of human resources management in enhancing organizational performance. Many factors attributed to this such as competition, globalization and coupled with wider concerns about reputation by stakeholders. This study is a response to the call for more studies in the developing countries and non-western culturally based societies. Employees' turnover is now a challenge in most Nigerian organizations. Employee turnover intention serves as a key indicator to the actual turnover. The study aimed to investigate the impact of organizational justice on turnover intention. This study operationalized organizational justice in terms of four dimensions: (procedural, distributive, informational and interpersonal justice) and employees' intention to leave their organizations as uni-dimensional construct. Cross sectional survey method was used, in collecting data from the sample. Data was collected from 302 MBA (employees in public sectors) students. Correlation analysis was conducted to test the hypotheses (based on confirmatory factor analysis). The findings revealed that procedural distributive and interpersonal justices have negative significant impact on employees' turnover intention in Nigeria, but informational justices have no significant impact on employees' turnover intention.

Key words: Procedural, Distributive, Interpersonal Justice, Informational Justice, Turnover Intention.

1. Introduction

Workplace environment or setting is a key mechanism of providing many factors that usually influence the way employee behave when discharging their task. Employee perception about the kind of treatment they receive from their organization is a key factor in influencing their decision. The feeling and perception of employee about their organization influence the decision they make. These decisions bother on such issues as the kind of contribution they make and or whether to continue to remain in the organization or not.

It has been observed that when organizational decisions and managerial activities are perceived unfair and unjust by employee, the organization is likely to experience employees' response through expressing their feelings by showing anger, discomfort, dissatisfaction and other unwanted behaviors. Organizational injustices are situations that may lead to employee reactions in workplace.

Organizational justice has to do with the perception and reaction of employee to justice and fairness in organization. Employees, either as individuals or group, perceive or react to decisions, actions and activities made by organization as been fair or unfair. Thus, the perceptions of these decisions, actions and or activities use to influence the behavior and attitude of employee in organization. Fairness or justice is often of key interest to organizations because the implication of perceptions of injustice can have significant impact on job attitude and behavior at work (Owolabi, 2012).

Organizational justice has many dimensions, among the key ones are; Procedural justice- which is a dimension of organizational justice that explain an employee's perception about the fairness of the decision making process. Distributed justice on the other hand focuses on explaining an employee's belief about fairness of the amount he receives compared to his input in an organization. Lastly, Interactional justice refers to the fairness of personal treatment an individual receives in decision making process. Therefore, organizational justice is related to many employee attitudes and behaviors such as performance, absenteeism, lateness, organizational citizenship behavior, organizational trust, organizational commitment and intention to leave organization.

Every organizational decision or activity has cost implications. Several studies have shown that employee turnover is very harmful to both employees and organizations (Contino, 2002; Glebbeek & Bax, 2004). Turnover intention may have negative effect or consequences on the individual employee performance and or organizational performance, and may result to organization losing some of the most competent personnel. Employees who have the intention of leaving an organization may lose interest in the organization and also reduce their efforts towards discharging work. Therefore, employee turnover may lead to increase in the cost of recruitment, selection and training of new employees who are to replace those that left. More importantly, the organization may lose some of its highly knowledgeable employees that may not be easily replaced and the cost implication of such loss may not be quantified immediately. Intention to quit or leave is one of the key antecedents of turnover decision. Evidence had shown that intention to quit organization normally correlate with actual turnover (Griffeth, Hom, & Gaertner, 2000; Samad, 2006; Carraher & Buckley, 2008). Hence, this study is aimed at examining the relationship between organizational justice and employee turnover intention.

Studies on organizational justice do not provide consistent result and mutually supportive conclusions as to generalizability across cultures (Lam, Schaubroeck & Ayree, 2002). Studies on organizational justice have also reported mixed findings. For example the study of Lee (2000) found that distributive justice was negatively related to turnover intentions and procedural justice was positively associated with turnover intentions. Kickul (2001) found that high procedural and interactional injustice do influence employee's negative feelings and actions toward their organization. The study of Nadiri and Tanova (2010) suggest that distributive justice tended to be stronger predictor of employee's turnover intention than procedural justice. Fatt, Khin and Heng (2010) Procedural justice is more influential predictor of employee's turnover intention than distributive justice. Aghaei, Moshiri, & Shahrbanian (2012) in their study found that there is negative significant relationship between distributive justice and interaction justice with intention to leave.

As stated above, numerous studies were conducted on organizational justice and employee work attitudes in organization with inconsistent and non-conclusive findings. In addition, these studies were

particularly conducted in developed and developing countries such as Europe, Asia and America. Moreover, the influence of culture might have played a role in the findings of such studies in European, Asian and American societies. Hence, there is need for this study in a developing country like Nigeria, where there is a scanty literature on organizational justice and turnover intention.

In terms of organizational justice, previous researches in Nigeria have done little regarding its relationship with turnover intention. For example the study of Balogun, Oluoyinka and Owoade (2011), Omoruyi, Chipunza and Samuel (2011), Ucho and Atime (2013), Nwabere (2014) and Yasar, Emham and Ebere (2014), all of them are on organizational justice but none of them cover the dependent variable of the proposed study. One of the few that make an attempt in that direction was the work of Owolabi in 2012. This work failed to look at the various justice dimensions to establish which among them has the strongest impact on turnover intention.

This paper set to examine the impact of organizational justice on employees' turnover intentions. This paper is divided into three sections. The first portion consists of general introduction, while the second part consists of the review of literature and methodology, and the last part covers the findings and conclusion of the study.

2. Methodology

Cross sectional survey research design method was used; data were collected in 2015 from 302 MBA students (employees of public organizations) of Ahmadu Bello University, Nigeria. The study unit of analysis was individual – male and female, population during the study were 1100 students who are employees of private organizations. The required sample size of 285 was computed according to Krejcie & Morgan, (1970). Probability sampling method and Simple random probability sampling technique was used for this research in drawing sample from both male and female student. In an attempt to get the completed questionnaire returned as quickly as possible, the data was collected through survey method using self-administered questionnaire approach. The survey method strategy was adopted because this study's objectives are descriptive and explanatory.

Organizational justice was measured using Colquitt's (2001) four dimensional questionnaire developed and validated in 2001. Colquitt's scale was developed from the work of Thibaut and Walker (1975), Leventhal (1976, 1980), Bies and Moag (1986) and Shapiro, Buttner and Barry (1994) drawing on the four dimensions of justice. Colquitt used and tested the 20 item scale on two distinct groups. First, with a sample of students and secondly with employees from two automobile manufacturing firms. The findings from the studies revealed that each of the four dimension scale was good and worthy enough of being considered as a separate and distinct in capturing the dimensions of organizational justice. Distributive justice was measured using 4 items scale. Sample of the items include "does your compensation level reflect the effort you have put into your work? And is your compensation level justified, given your performance?" Procedural justice was measured using 7 items scale. Sample of the items include "have you been able to express your view and feelings during those procedures? And have those procedures upheld ethical and moral standards?" Interpersonal justice was measured using 4 items scale. Sample of the items include "has (he/she) treated you in a polite manner? And has (he/she) treated you with respect?" Lastly, informational justice was measured using 5 items scale. Sample of items in the scale include "has

(he/she) been candid in (his/her) communication with you? And has (he/she) communicated details in timely manner?" All the 4 dimensions of organizational justice were rated using a Likert scale ranging from '1= strongly disagree; 4= strongly agree.

The first dimension of organizational justice (Distributive) was measured using 4 items scale reported in Colquitt (2001). The analysis extracted two items that includes: DOJ4 – my salary level is justified, given my performance and DOJ3 –my salary reflects what I have contributed to the organization with factor loading of 0.887 respectively.

Secondly Procedural/dimension of organizational justice was measured with 7 items reported in Colquitt (2001). Two items were extracted from the analysis that includes POJ2 – I have influence over my salary level arrived at by the procedures and POJ1 – I have the opportunity to express my views during the procedures to arrive at my salary have a factor loading of 0.867.

Thirdly, interpersonal dimension of organizational justice was measured using 4 items scale reported in Colquitt (2001). The analysis extracted three items that includes: IPOJ3 – my supervisor treat me with respect, IPOJ2 – My supervisor treat me with dignity and IPOJ4 – My supervisor refrain from improper remarks or comments have a factor loadings of 0.885.

Fourthly, informational dimension of organizational justice was measured using 5 items scale reported in Colquitt (2001). The analysis extracted two items that includes: IOJ4 – My supervisor communicate details in a timely manner and IOJ5 – My supervisor tailor his communication to individuals' specific needs have a factor loading of 0.833.

A total of 11 items were deleted from the items of organizational justice dimensions for various reasons, such as low communality value, low factor loading and cross loading less than 0.50. The correlation matrix revealed the presence of many coefficients of 0.3 and above and the Kaiser meyer-okin measure of sampling adequacy (KMO) value meet the recommended threshold value of 0.5 and the Bartlett's test of sphericity reached statistical significance, supporting the factor ability of the correlation matrix (Kaiser, 1970, 1974).

The PCA analysis revealed the presence of a component with eigen value exceeding 1, total variance explained was 76.14%. An inspection of the scree plot shows a clear break after one component and to aid in interpretation of the components a varimax rotation was performed. The rotated solution revealed the presence of simple structure with both components showing a number of strong loadings respectively. The reliability coefficient measured by Cronbach's alpha for the four dimensions of organizational justice; distributive, procedural, interpersonal and informational were 0.762, 0.855, 0.770 and 0.726 respectively.

Turnover intention or intention to leave was measured using Moynihan and Pandey (2007) two (2) items scale were rated using a 4 points Likert scale ranging from '1= strongly disagree; 4= strongly agree. The responses of the questionnaire items were analyzed using principal component analysis (PCA) to check for the validity of turnover intention construct. The analysis extracted two items that includes: Tin2 - I often look for job opportunities outside this organization have a factor loading of 0.837. The correlation matrix revealed the presence of many coefficients of 0.3 and above and the Kaiser meyer-okin measure of sampling adequacy (KMO) value meet the recommended threshold value of 0.5 and the Bartlett's test of sphericity reached statistical significance, supporting the factor ability of the correlation matrix (Kaiser, 1970, 1974).

The PCA analyses of turnover intention construct revealed the presence of a component with Eigen value exceeding 1 and total variance explained of 75.86%. An inspection of the scree plot shows a clear break after one component and to aid in interpretation of the components a varimax rotation was performed. The rotated solution revealed the presence of simple structure with both components showing a number of strong loadings respectively. The reliability coefficient measured by Cronbach's alpha for turn over intention was 0.741.

3. Empirical Results

Multiple regression analysis was conducted to determine the influence of psychological contract and organizational justice on turnover intention. The regression analysis identifies the most contributory variables among the dimensions organizational justice that best predict the employees' turnover intention in Nigerian.

Table 1: Regression results

<i>Variable</i>	<i>Intercept</i>	<i>Coefficient</i>	<i>t-statistic</i>
Distributive	-0.164	-0.117 (0.080)	-2.057*
Procedural	-0.201	-0.137 (0.086)	-2.325*
Inter-Personal	-0.173	-0.120 (0.084)	-2.058*
Informational	0.040	0.035 (0.069)	0.582
R ²		0.044	
Adj R ²		0.031	
F-Statistics		3.441	
Durbin Watson		1.957	

Source: Regression output, 2015

The results showed in Table 1 demonstrated that the regression equation with predictors that were significant, $R = 0.210$, $R^2 = 0.044$, $R^2 \text{ adj} = 0.031$, $F = 3.441$, $P < .001$. In other words, the multiple correlation coefficients between the predictor and the dependent variable were 0.210; the predictor accounted for 4.4% of the variance. The generalizability of this model in another population was 0.031. The value of R^2 dropped to only .013 (about 1.3%) in the adjusted $R^2 \text{ adj}$, which indicates that the cross validity of this model was fine. The significant F-test revealed that the relationship between the dependent variable and the independent variables was linear and the model significantly predicted the dependent variable. The F-test = 3.441, $P < .001$ indicates an overall significant prediction in the independent variables to the dependent variables, but it lacks information about the importance of each independent variable.

Hypothesis 1 predicted that distributive justice contract was not significantly related to employee turnover intention. The regression coefficient result was significant ($\beta = -.117$, $t = -2.057$, $p = .041$). Therefore, distributive justice is a likely predictor of turnover intention among employees in Nigerian. Thus, hypothesis 1 was not supported.

Hypothesis 2 predicted that procedural justice was not significantly related to employee turnover intention. The regression coefficient linking procedural justice and turnover intention was significant ($\beta = -.137$, $t = -2.325$, $p = .021$). Thus, hypothesis 2 was not supported.

Hypothesis 3 predicted that interpersonal justice was not significantly related to employee turnover intention. The regression coefficient linking Interpersonal justice and turnover intention was significant ($\beta = -.120$, $t = -2.058$, $p = .040$). Thus, hypothesis 3 was not supported.

Hypothesis 4 predicted that informational justice was not significantly related to employee turnover intention. The regression coefficient linking informational and turnover intention was not significant ($\beta = .040$, $t = .582$, $p = .561$). Thus, hypothesis 4 was supported.

Table shows the individual contributor of each predictor with a regression equation. Among the four predictors, procedural justice ($\beta = -.137$, $t = -2.325$, $p = .021$) had the highest standardised beta coefficient, which indicates that procedural justice, is the most important variable in predicting the turnover intention. The other important predictor in descending order is interpersonal justice ($\beta = -.120$, $t = -2.058$, $p = .040$) and lastly distributive justice ($\beta = -.117$, $t = -2.057$, $p = .041$). However, informational justice ($\beta = .035$, $t = .582$, $p = .561$) is not significantly related to turnover intention. Three predictor variables impacted on the dependent variable in the direction hypothesized. This means that employees who experienced absence of procedural, interpersonal and distributive justice were more likely to experience higher level of turnover intention.

4. Discussion

The aim of this study is to examine the impact of organizational justice in predicting employee turnover intention. The study further contributes to the organizational justice theory by examining the implications its dimensions on turnover intention. In particular, the present findings contribute to turnover intention literature by providing additional evidence in support of the notion that organizational justice helps in increasing negative work behaviours.

The test of hypotheses indicates that perception of procedural, interpersonal and distributive justice make contribution to turnover intentions. The implication of this finding is that employees are highly concern about decisions, and how decision that affects them is arrived at. Also, they are more concerned about their interpersonal interactions. This implies that the more employees perceived that the distribution and procedure followed by their organization to arrive at a decision as unfair the more they have the intention to leave the organization. This is in line with the suggestion of Kim and Mouborgne, (2003) that people care about the decisions you make, but they even care more about the process you used along the way. This same position is supported by theory, stating that people are more accepting of decisions that result from fair procedures than with decisions that result from unfair processes.

This study could not indicate any empirical evidence of the impact of informational justices on turnover intention. By implication, it does not mean that this dimension of organizational justice cannot

influence employees' turnover intention, but more importantly, employees in the Nigerian banking industry placed more emphasis on procedural, interpersonal and distributive justice than informational organizational justice.

Concluding Remarks

The main objective of this study was to examine the impact of organizational justice on turnover intention. Based on the findings of this study, we conclude that Nigerian work environment is faced with a number of challenges in terms of human resource development. These include issues related to meeting the expectations of employees.

Organizational justice is part of the basic need of employees. Employees want to be valued as human not only as human capital of an organization. Employees want their ideas to be taken seriously and they want to be educated on the rationale. Thus, it could be concluded that if an employee perceives fairness in distribution of outcomes, procedures to arrive at outcomes and good interpersonal relations used by his organization, he is likely to have lower turnover intention.

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