



Organizational Justice and Turnover Intention

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Abstract: The essence of firms creating fairness in the organization is now recognized as essential since individual perception and reactions to fairness in the organization differs. In this study, we explored the link between organizational justice and turnover intention in private security firms in Port Harcourt. The researcher examined the impact of distributive justice, procedural justice and interactional justice on job satisfaction. Drawing from wide range of theoretical literature, the study focused on the complexities involved in reconciling organizational justice and turnover intention through job satisfaction. The population consisted of all the private security firms in Port Harcourt, Rivers State. A sample size of 250 staff members of 10 private security firms were selected through the random sampling technique. The analysis of the findings was done using means, standard deviation, and t-test statistics (dependant sample t-test). The findings showed that there is a positive link between distributive justice, procedural justice and job satisfaction but no significant link between interactional justice and job satisfaction. It was recommended that both organizations and employees should ensure a balance for a win-win situation to be possible, also a study should be carried out in other organizations other than security firms in order to be able to generalize findings.

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice, Turnover Intention, Job Satisfaction, Private Security, Firms.

1. Introduction

Human resources are an important factor that influences effectiveness and efficiency in all organization, knowing that an organization is a social system where people are meant to interact with each other. Managers and employees in an organization are meant to work in collaboration for effective functioning of the organization and for positive output. As posited by (Rad & Yarmohammadian, 2006), organization cannot succeed without the effort of both managers and employees who happen to be the personnel in the organization.

As organization such as the security firms increases, the employees consider fairness, or justice, or equity to boost their satisfaction in the job. Organizational justice is seen as an individual perception of fairness of the treatment which is received from an organization and their reaction to such perception, (Fernandes, & Awamleh, 2006). Efforts to explain the importance of fairness in an organization has come under the study of organizational justice research (Greenberg, 1987, 1990). Research on organizational justice has demonstrated that concern about fairness can influence the attitude and behaviour of employees (Colquitt & Greenberg 2003). The extent to which an employee comprehends workplace interaction, procedures, and outcome to be fair in nature is known as organizational justice.

Organizational Justice was first coined by (Greenberg, 1987 & 1990) and is defined as an individual's perception of and reactions to fairness in an organization. Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, equity or law. Where there is no fairness in an organisation, employees tend to leave the organization to seek for better places and this might lead to high turnover and high turnover might lead to high cost.

Thus Issa et al (2013) defined turnover intention as the employees' thought to voluntarily quit his job which in turn will impact his performance and could in turn impact his organization's position.

As defined by Tett and Meyer (1993), turnover intention is the conscious and deliberate willfulness to leave the organization. Madina (2012) defined turnover intention as an employee's consideration of leaving his organization and looking for a new job opportunity within a certain period of time. Turnover intention can affect organizational performance, productivity and efficiency.

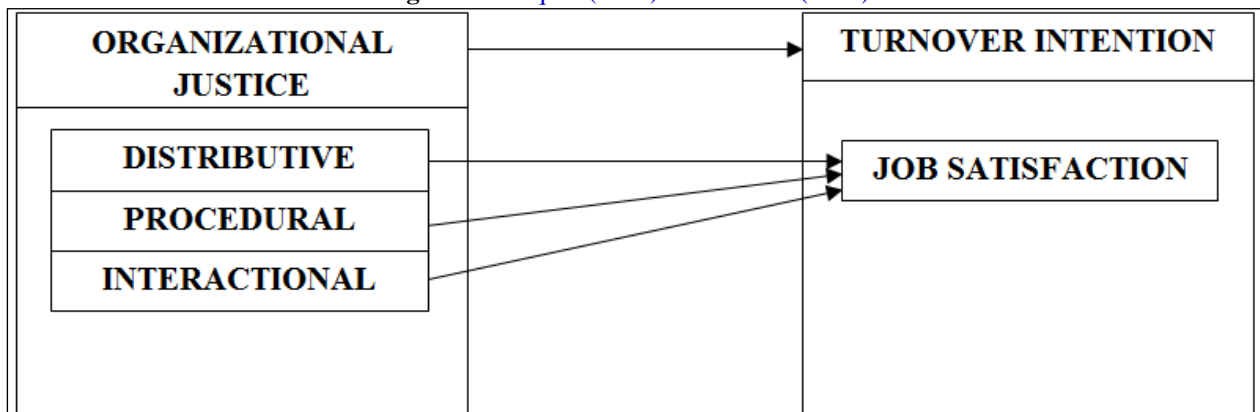
Therefore, it is important to note, that organizations such as the private security firms be fair to employees, ethically and otherwise in other to manage turnover intentions.

1.1. Statement of the Problem

Most organizations like the private security firms are not aware of the importance of organizational justice on employee turnover intentions, and those that are aware still do not fully play a fair game. This has led to employee leaving the firms to a place where they will be treated fairly, thereby leaving the former firm incurring high cost which could be direct or indirect. It is important to note that if justice is effective in an organization, employee turnover intention will be minimized and/or controlled. Therefore, the study tends to examine the impact of organizational justice and turnover intention in private security firms in Port Harcourt.

1.2. Operational Framework

Figure 1: Colquitt (2001) and Madina (2012).



Adapted from: Greenberg (1990),

1.3. Objective of Study

1. To examine the impact of distributive justice on job satisfaction
2. To examine the impact of procedural justice on job satisfaction
3. To examine the impact of interactional justice on job satisfaction

1.4. Research Questions

1. How has distributive justice influenced job satisfaction of employees in private security firms in Port Harcourt?
2. How has procedural justice influenced job satisfaction of employees of private security firms in Port Harcourt?
3. How has interactional justice influenced job satisfaction of employees of private security firms in Port Harcourt?

1.5. Research Hypotheses

H₀₁: There is no relationship between distributive justice and job satisfaction of employees of private security firms in Port Harcourt.

H₀₂: There is no relationship between procedural justice and job satisfaction of employees of private security firms in Port Harcourt.

H₀₃: There is no relationship between interactional justice and job satisfaction of private security firms in Port Harcourt.

2. Literature Review

The concept of fairness is an interesting one in that it is better understood and anyone could benefit from incorporating these insights into the way they interact with others around them. The notion of fairness is increasing per day because employee's monitors examine and scrutinize closely the actions and

decisions taken by their superiors and others around them. Sometimes they think that the treatments given them are unfair no matter how honest and transparent the facts might be.

Generally when an organization is unfair to its employee this could lead to increase in employee turnover intention, employee turnover could be voluntary or involuntary.

2.1. Organizational Justice

Organizational justice was a concept introduced by [Greenberg \(1987\)](#) with respect to how employees judge the behaviour of the organization and the employee's resulting attitude and behavior. People are naturally attentive to justice of events and situation in their everyday lives, across a variety of contexts ([Tabibnia, Setpute & Lieberman, 2008](#)). Justice in organizations can include issues related to perceptions of fair play, equal opportunities for promotion and personnel selection procedures.

According to [Mowday and Colwell, \(2003\)](#) organizational justice is essentially based on the equity theory developed by Adams. And equity theory focuses on individual's view of fairness about decision of distribution within the organization, and on individual's reaction to the unfair circumstances within the organization. Organizational justice is conceptualized as a multidimensional construct. Many literature has examined organizational justice as well as the associated outcomes, perceptions of justice has influenced many key organizational outcomes such as motivation ([Latham & Pinder, 2005](#)) and job satisfaction ([Al-Zubi 2010](#)).

2.2. Distributive Justice

This is the fairness connected with decision outcomes and distribution of resources. The outcomes may be tangible (pay) or intangible (praise). Distributive justice is a perceived justice of an employee that faces work related results like awards, duties and responsibilities. These results occur at the end of his work as a comparison of his contribution to work and the results of other employees ([Greenberg, 1990](#)). Distributive justice perception also relates to if earning within the organization is suitable, right and moral ([Folger & Cropanzano, 1998](#)).

2.3. Procedural Justice

Procedural justice is the fairness of the processes that lead to outcomes. Procedural justice is enhanced when individuals feel they have a voice in the process and or when the process involves consistency, accuracy, ethicality and lacks bias. It also refers to views on the fairness employed in decision making by organization ([Scanura, 1999](#)). [Cohen and Spector \(2001\)](#) defined procedural justice as a signal of emotional, cognitive and behavior reactions, such as organizational participation to the organization.

2.4. Interactional Justice

Interactional justice is the treatment given to an individual as decision are made and can be promoted by providing explanations for decisions and delivering the news with sensitivity and respect ([Bies & Moag, 1986](#)). [Colquitt \(2001\)](#) validated this study and suggested that interactional justice is broken into two which are interpersonal justice and informational justices interpersonal refers to the degree at which people are treated with dignity, politeness and respect. While informational justice has to do with explanation provided to people that convey information on why procedures were used in certain ways and why outcomes were distributed in certain fashion.

2.5. Turnover Intention

Turnover intention as a concept is seen as the conscious and deliberate decision and intention of a person to leave the organization. It is seen as a very crucial problem suffered by many organizations and has being looked into by different researchers. [Tett and Meyer \(1993\)](#) defined turnover intention as the conscious and deliberate willfulness to leave the organization. For [Issa,et al \(2013\)](#), it is the employee's thought of voluntary quitting his/her job which in turn will certainly impact his/her performance and could impact his/her organization position. Also, [Ali \(2008\)](#), defined turnover intention as the employee's intention to leave his organization.

2.6. Job Satisfaction

Job satisfaction has been found to be positively related with overall perception of organizational justice in such a way that greater perceived injustice results in lower levels of job satisfaction and greater

perceptions of justice results in higher levels of job satisfaction (Al-Zubi, 2010). Job satisfaction has widely being studied by many researchers. Tett and Meyer (1993) have defined job satisfaction as the person's emotional attachment to a certain job as a whole or to particular facet in his job. Also, Mbah and Ikemefuna (2012), opined that the higher the job satisfaction, the lower the turnover intention. They stated that satisfied employees in their jobs are more likely to stay with their organization which will result in lower employee turnover intention and actual turnover.

2.7. Relationship between Distributive Justice and Employee Job Satisfaction

Lambert, Hogan and Griffin (2007) found a significant influenced of distributive justice on job satisfaction. This means that employees that happen to be dissatisfied with their jobs would be victim of lack of distributive justice. Mcfarlin and Sweeney (1992) said that the effect of distributive justice are multidimensional, which include negative personal and emotional reactions that can result to job dissatisfaction. Fairness of rewards, job satisfaction and perceived work load are antecedents of turnover intentions among employees

2.8. Relationship between Procedural Justice and Employee Job Satisfaction

Some theorist have the opinion that when organizational procedures are fairly made to favour employees to the extent that they are satisfied with it there will be total commitment, involvement and satisfaction to their job and this would also affect their personal intention to quite working with the organization (Koh & Boo, 2004).

Lambert, Hogan and Griffin (2007) found that procedural justice influences job satisfaction. Jahangir, Akbar, and Begum (2006) in their study found that the relationship between procedural justice and job satisfaction is significantly and positively related. Therefore, a positive relationship is suggested between employee's perception on procedural justice on job satisfaction (Koh, & Boo, (2004).

2.9. Relationship between Interactional Justice and Employee Job Satisfaction

The study of interactional justice includes different actions showing social sensitivity such as when supervisors treat employees with respect and dignity. Mikalu, Petrik, and Tanzer (1990), found out that considerable proportion of perceived injustice are not connected to distributive justice nor procedural justice but rather is in connection to the manner in which people are treated interpersonally during interactions and encounter.

2.10. Theoretical Foundation

Adam's Equity Theory and Herzberg's two factor theory provided theoretical background to the study. Adam's Equity Theory: this theory is often called the equity theory of motivation and has been credited to Adams Stacey John in 1963. The theory emphasizes that an employee will compare his ratio of the outcomes he gets from his employing organisation to the inputs he contributes to the organisation with the same ratio for others inside and outside the organisation (Khalifa & Truong, 2010). The theory focuses on fairness and justness as perceived by the employees. According to the equity theorists, employees' feeling of the job satisfaction or dissatisfaction is a product of his computation of the ratio of the employee's job inputs such as qualifications, experience, health, skills, age, sex, social status and effort, to the outcome he gets from the job, examples his salary, intrinsic rewards, job status and fringe benefits as well as the comparison he makes whether just or unjust with others in the same cadre in other places.

The theory as proposed by Adams calls for fair balance to be struck between employees' inputs and an employees' outcome and this explains the focus on the exchange relationship where the employee gives something and in return expect something that is reasonably comparable to his input as well as his counterparts elsewhere (Maitai, 2008; Al-Zawahreh & Al-Madi, 2012). However, this evaluation process is personal and judgmental of the employees involved. It the employee perceives that his ratio is less than the compared person's ratio; he will feel distress in the form of anger or feeling of humiliation. Conversely, if the employees perceive that his ratio is higher than the ratio of the compared person, he will feel distress in the form of a sense of guilt (Khalifa & Truong, 2010). Deconineck and Bachmann (2007), had therefore reported that perceptions of pay fairness by employees can have a great impact on organization outcome and on job satisfaction, organizational commitment and turnover intention among employees.

2.11. Herzberg’s Two-Factor Theory

This theory is also referred to as the motivation-hygiene theory. This contends that the factors that can cause job satisfaction in work environment are not the same as those that will cause job dissatisfaction. Thus, these two factors are distinct from each other. It explains and bears much credence to why employees have low or high turnover intentions when they are satisfied or dissatisfied at work, respectively. The theory has been credited to Herzberg Frederick and his associates as a major finding in their investigation into the cause of job satisfaction and dissatisfaction among engineers and accountants in Pittsburgh in the United State of America (Ofojebe & Ezuagoh, 2010). Herzberg’s two-factor theory further proposes that satisfaction and dissatisfaction are entirely isolated issues with each having its continuum.

As the name implies the motivational factors are the motivators or satisfiers. The motivators are intrinsic factors that permit psychological growth and development on the job such as achievement, responsibility, advancement, nature of work itself and challenges (Ajila & Abiola, 2004; Wilson, 2010). The hygiene factors are termed dissatisfies and extrinsic; and they include organisational policy, supervision, wages and salary, work conditions, administration, interpersonal relations. Denial of the motivators does not in any way lead to job dissatisfaction and the presence of the dissatisfier does not lead to job satisfaction but only maintains the employees in the organisation even if they avoid work. Therefore, less of satisfiers and more of dissatisfies makes the employees to have few complaints while more of satisfiers and less of dissatisfies leads to a lot of complaints (Dartey, Baah & Amoako, 2011). Employers need to be concerned with the job itself and not only with the work condition.

3. Methodology

The study adopted descriptive survey design. The design allowed the researcher to collect data based on the administered questionnaire to describe features of interest to the researcher. The population consists of the private security (guard) firms in Port Harcourt municipal in Rivers State. A sample of two hundred and fifty (250) staff members of ten (10) security firms were selected through the random sampling technique. Organizational justice scale adopted from Niehoff and Moorman (1993) and job satisfaction questionnaire adopted from Femande and Awamleh, (2006) were the instruments used for data collection from respondents both structured in five Likert scale of 1 (strongly disagree) to 5 (strongly agreed). This study measures three dimensions of organisational justice namely, distributive justice procedural justice and interactional justice. The alpha coefficient for the three sub-scales in western studies was 0.90 (Niehoff & Moorman, 1993) and the job satisfaction scale in western studies was 0.87 (Rad & Yarmohammadian, 2006). However, the reliability Cronbach’s alpha for the three sub-scales of organisational justice were 0.80, 0.709 and 0.80 respectively while the reliability Cronbach’s alpha for job satisfaction was 0.82. All questionnaires were personally administered by hand and respondents were given instructions before completing the questionnaire. Data analysis adopted mean, standard deviation and t-test statistics (dependent sample t-test).

4. Results

Table 1. t-test of distributive justice and employee’s job satisfaction

variables	\bar{x}	SD	N	t	df	R	p-value	Decision
Distributive justice	2.96	0.36	250					P<0,05
			250	9.04	249	0.52	0.00	0.05
Employee’s job satisfaction	2.76	0.36						Significantly positive

Source: Survey Data, 2018

Table 1 shows: how distributive justice influences job satisfaction of employees in private security firms in Port Harcourt. The correlated t-test is statistically significant at df of 249, t 9.04 and P<0.05, 2-tailed with r 0.52. It was concluded that there is a positive relationship between distributive justice and employee’s job satisfaction.

Table 2. t-test of procedural justice and employee’s job satisfaction

Variables	-x	SD	N	T	df	R	P-value		Decision
procedural justice	2.64	0.38	250						P<0,05
			250	-4.5	249	0.4	0.00	0.05	Significantly positive
Employee’s job satisfaction	2.76	0.36							

Source: Survey Data, 2018

Table 2 shows: the extent of the relationship between procedural justice and job satisfaction of employees in private security firms in Port Harcourt. The correlated t-test not statistically significant at df 249, t -4.5, and P< 0.05, 2- tailed. The r value 0.4 showed that there is a positive relationship between procedural justice and employees’ job satisfaction.

Table 3. T-test of interactional justice and job satisfaction

variables	-x	SD	N	T	df	R	p-value		Decision
Distributive justice	2.80	0.33							P<0.05
			250	1.49	249	0.12	0.14	0.05	Not Significantly positive
Employee’s job satisfaction	2.76	0.36							

Source: Survey Data, 2018

Table 3 shows how interactional justice influences job satisfaction of employees in private security firms in Port Harcourt. The correlated t- test is not statistically significant at df of 249, t 1.49 and P<0.05. The r value 0.12 showed that there is no positive significant relationship between interactional justice and employee’s job satisfaction.

5. Discussion and Conclusion

From the results, distributive justice displayed at various levels of management of the private security firms in Port Harcourt directly influences employee’s job satisfaction. The perception of employees about the organizational distributive justice positively impacts on their level of job satisfaction. The extents of fairness of distribution of resources determine their level of job satisfaction. Based on this result, employees expects the management of their respective firms to exhibit high level of fairness in distributing the organizational resources in order to keep the motivation and the satisfaction of employees high. The result is in accordance with Mahboob and Khan (2017), Lotfi and Pour (2013), Al-Zubi (2010) and Akram, Khan, Yixin, Bhatti, Bilal, Hashim, and Akram (2016).

Further results indicated that procedural justice exhibited by the management has possible effect on employees’ job satisfaction among private security firms in Port Harcourt. The result means that the process of decision making in the organisation is fair and thus positively influencing the level of job satisfaction of the employees. In other words, employees expects the various leadership levels to show consistency, lack of bias behaviour, accuracy in decision making, representation of all concerned processes, avoid mistakes and show ethical behaviour to be satisfied in the job. Thus, there is a positive relationship between procedural justice and job satisfaction. Mahboob and khan (2017) also found that procedural justice leads to maximum job satisfaction, other studies have proven this result and they are Fatt, Khin and Heng (2010) and Nojani, Arjmandria and Afooz (2012).

The last result of the study shows a positive but no significant influence of interactional justice on employee’s job satisfaction among private security firms in Port Harcourt. The interactional justice prevailing in these firms during decision making influences the level of job satisfaction of employees. However, the positive relationship was found not to be significant. To the employees, interactional justice in an organization is evident in courtesy, dignity and sharing relevant information with them and treating them with kindness. Lotfi and Pour (2013) slightly supported this finding that interactional justice does not predict job satisfaction.

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