



THE EFFECT OF ORGANIZATIONAL JUSTICE ON TURNOVER INTENTIONS:

A FIELD STUDY IN GAZIANTEP

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Abstract

The aim of this study is to determine employee perception of organizational justice which is an indicative of employee turnover intentions. In accordance with this purpose, 150 questionnaires were conducted with the employees of 3-4 and 5 star hotels still operating in Gaziantep.

Analyses show that, there is a significant and negative correlation between organizational justice and employee turnover intentions. Results indicate that factors of organizational justice reduce the rate of employees' turnover intentions.

Key Words: Organizational justice, turnover intentions.



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INTRODUCTION

The increase in the number of studies regarding the concept of organizational justice proves the importance of the subject. One of the factors which organizational justice has an effect on is turnover intentions of employees.

As long as employees complete each other's inadequacies and cover the needs of one another, their interaction in organization survives. The way individuals behave during these interactions, depends on the people they look up to (Kulik & Ambrose, 1992:212). According to Adams (1965), employees always compare their investments (educational background, experience, performance etc.) and gains (wage, promotions, equality, recognition etc) with the people who are in the same status as them. Employees do this comparison based on their own standards of justice. Individual's perception of justice differs from each other. Therefore, these different perceptions result in positive or negative behaviors. The positive perception of organizational justice increases the organizational commitment and productivity. The negative perception of organizational justice, on the other hand, harms the organization and employee turnover rates escalate.

Organizational justice is considered to be one of the leading factors affecting the intentions of employees to quit and helping them to work in a secure workplace environment. In this context, attitudes and behaviors towards employees is of great importance since the concepts of justice, trust, satisfaction and belongingness are the key factors of success in organizations (Demirkaya and Kandermir, 2014:15)

This study aims to measure the effect of employees' sense of organizational justice on their turnover intentions. This study is based on the data analyses collected from the hotel employees in the scope of necessary requirements. The findings are expected to contribute to the literature.

2. LITERATURE REVIEW

When we examine the literature, we see that in order to explain employee turnover intentions, a lot traditional models mostly focus on the behaviors of employees against their jobs and organizations (Farrell and Rusbult, 1981; Mobley, 1977; Steers and Mowday, 1981). These models indicate that considering leaving the job as an option complies with the premise of low level of organizational commitment and satisfaction.

The factors affecting the employee turnover intentions can be categorized as external factors (unemployment rate, alternative job opportunities etc.), organizational factors (wages, rewarding, management type etc) and personal factors (personality, age, family background etc.) (Cotton and Tuttle, 1986; 63-64). Employees take these factors into consideration so as to decide on their level of job satisfaction. If an employee is dissatisfied with his job, then he looks for the possibilities of quitting his job and of new employment opportunities. Then the employee comes to a decision by making a comparison between his current job and the other job opportunities (Mobley, 1977; 238). The existence of justice in an organization is the indication of the commitment to its employees. In this case, employees would also be loyal to the organization (Fischer, 2004). Employees exhibit intentions to leave their job in the case of feeling treated unfairly by their organization (Gürpınar, 2006:56).

In the studies of Alexander and Ruderman (1987), Konovsky and Cropanzano (1991), Lipponen et al. (2004) the results show that employees who think they are unfairly paid, have a high tendency to quit their jobs.

According to the studies of Çakar and Ceylan (2005:60), the more the employees' commitment to their organization, the less they show the indications of turnover intentions.

In the study of Dailey and Kirk (1992:305), it is stated that the most influential factor in employee turnover intentions is the perception of operational justice. Alexander and Ruderman (1987:177) reported that the reason for turnover intentions is related directly to employees' sense of distributive justice.

Altıntaş (2006:31), however, states in his study in which he conducted a research on the academicians with different titles in various state universities in Turkey that distributive justice has no effect whatsoever on turnover intentions.

In the Meta analysis study of Colquitt et al. (2001) regarding the outcomes of organizational justice, both distributive and procedural justice are stated to have a high rate of negative correlation with employee turnover intention.

In the study by Özer and Günlük (2010), a high rate of negative correlation between organizational justice and turnover intentions was determined.

In the study of Örucü ve Özafşaroğlu (2013), it is stated that there is a negative and a significant correlation between employees' perceptions of organizational justice and their intentions to quit job.

3. METHODOLOGY

3.1. Subject

This study aims to find the effect of distributional, procedural and interactional justice in businesses on employees working in hotel managements in Gaziantep. In this research, opinions of employees working in hotels in Gaziantep about justice and turnover intentions were analyzed.



3.2. Objective and Importance

The effect of justice on employee commitment in hotel managements is a very important issue. It is thought that the perception of employees regarding justice affects employees' turnover intentions.

One of the most important sectors in Turkey is tourism. And the most important business in tourism sector is hotel managements. In this study, we aim to determine the effect of employees' perception of justice on their turnover intentions in hotel managements in Gaziantep.

3.3. The Population and the Sample

The sample of this study involves 750 people from 3-4 and 5 star hotels in Gaziantep. It was intended to reach the target number of participants, yet some employees could not be reached. Therefore, 170 people were able to fill in the questionnaires. However, 20 questionnaires seemed to be corrupted or incomplete, so only 150 questionnaires were analyzed.

In the studies regarding the proper sample number to represent the population, acceptable number of sample was stated to be 140. In other words, sample of this study has the characteristics of representing the population.

3.4. Data Collection Tools

In this research, questionnaires were used as data collection tools. Questionnaires consist of two parts and 35 questions in total. In the first part, there are questions about demographical information about participants, and in the second part there are 25 questions regarding the perceptions about distributive, procedural and interactional justice and turnover intentions. The second part of the questionnaire was prepared with the help of the adapted version of organizational justice scale developed by Niehoff and Moorman (1993). Questions about turnover intentions were adapted from Reychav and Weisberg (2009). In this part, 5 point likert scale was used and the items were "1= Strongly disagree....5= Strongly agree". As a data analysis tool, SPSS 21.0 package program was used and this research was done in October 2015 by researchers themselves.

3.5. Hypotheses

In order to test the relations in line with the purpose of the study, following hypotheses were made:

H₁: There is a significant correlation between the employee turnover intentions and the perception of interactional justice in hotel managements.

H₂: There is a significant correlation between the employee turnover intentions and the perception of procedural justice in hotel managements.

H₃: There is a significant correlation between the employee turnover intentions and the perception of distributive justice in hotel managements.

3.6. Results and Discussion

This part consists of three sections. In the first section, demographical information of participants, in the second section validity and reliability analyses and in the third section correlation and regression analyses are given.

3.6.1. Demographical Information of Participants

Tables regarding participants' age, sex, educational background, tourism education, the unit they work in, working time, monthly income are shown below.

Table 1. Participants by their sex

	N	Percentage (%)
Sex	Male	116 77,3
	Female	34 22,7
	Total	150 100.0

In table 1, the distribution of participants by their sex is demonstrated. According to the table, 116 (77,3%) participants are male and 34 (22,7 %) of them are female.

**Table 2. Participants by their age group**

	N	Percentage (%)
Age		
18-30	55	36.7
31-40	73	48.7
41-50	20	13.3
51 and above	2	1.3
Total	150	100.0

Distribution of participants by their age group is shown in Table 2. According to this table, most of the participants are between 31 and 40 (n=73). Additionally, there are 55 participants from 18-30 age group, 20 participants from 41-50 age group, and 2 people from 51 and above age group.

Table 3. Participants by their educational backgrounds

	N	Percentage(%)
Educational Background		
Primary School	43	28.7
High School	94	62.7
Associate degree	10	6.7
Undergraduate	3	2.0
Total	150	100.0

Participants' educational background is shown in Table 3. According to the table, out of 150 participants, 43 (28,7 %) people are primary school graduates, 94 (62,7%) of them are high school graduates, 10 (6,7%) of them got associate degree and 3 (2,0%) of them are undergraduates.

Table 4. Participants' tourism education background

	N	Percentage (%)
Tourism Education		
Yes	20	13,3
No	130	86,7
Total	150	100.0

Table 4 shows the distribution of participants by their tourism education ("Did you take any tourism and hotel management training?"). 20 participants (13.3%) said yes and 130 participants (86,7%) said no.

Table 5. Participants' positions in business.

	N	Percentage (%)
Position		
Senior Manager	43	28.7
Mid-level Manager	94	62.7
Junior Administrative Officer	10	6.7
Other Hotel Employees	3	2.0
Total	150	100.0

Table 5 shows the distribution of participants by their position in banks. According to the table, 1 person (0,7 %) is a senior manager, 10 (6,7%) participants are mid-level manager and 20 (13,3%) participants are junior administrative officer. Also, 119 (79,3%) of participants are other hotel employees.

**Table 6. Participants by the units they work in**

	N	Percentage (%)	
Units	Accounting	3	2.0
	Front office	37	24.7
	Sales marketing	11	7.3
	Food and beverages	73	43.7
	Technical service	2	1.3
	Housekeeping	24	16.0

Table 6 shows the distribution of participants in terms of the units they work in. We can see in the table that 3 participants are (2.0%) in accounting, 37 (24,7%) participants are in front office, 11 (7,3%) participants are in sales marketing, 73 (43,7%) participants are in food and beverage, 2 (1,3%) of them are in housekeeping department.

Table 7. Participants' distribution by their working time in the sector

	N	Percentage (%)	
Working Time	Less than 1 year	1	0.7
	1-3 years	25	16.7
	4-6 years	67	44.7
	7-9 years	35	23.3
	10 years and more	22	14.7
	Total	150	100.0

According to Table 7, which shows the distribution of participants by their working time in the sector, 1 (0,7%) participant works less than one year, 25 (16,7%) participants work between 1-3 years, 67 (44,4%) participants work between 4-6 years, 35 (23,3%) participants work between 7 to 9 years and 22 (1,3%) participants work 10 years and more in the sector.

Table 8. Distribution of participants by their monthly income

	N	Percentage (%)	
Income	800 TL and less	1	0.7
	801-1000 TL	65	43.3
	1001-2000 TL	74	49.3
	2001-3000 TL	7	4.7
	3001- 4000 TL	3	2.0
	Total	150	100.0

Table 8 shows the distribution of participants by their monthly income. According to the table, 1 (0,7%) person has 800 TL and less, 65(43,3%) participants have 801-1000 TL, 74 (49,3%) participants have 1001-2000 TL, 7 (4,7%) participants have between 2001 and 3000 TL, 3 (2,0%) people have 3001-4000 TL monthly income.

3.6.2 Results of Reliability Analysis

Second part of the results section deals with the reliability analysis results. Table 9 shows the results of analysis regarding the questions about turnover intentions and distributive, procedural and interactional justice.

Table 9. Results of reliability analysis

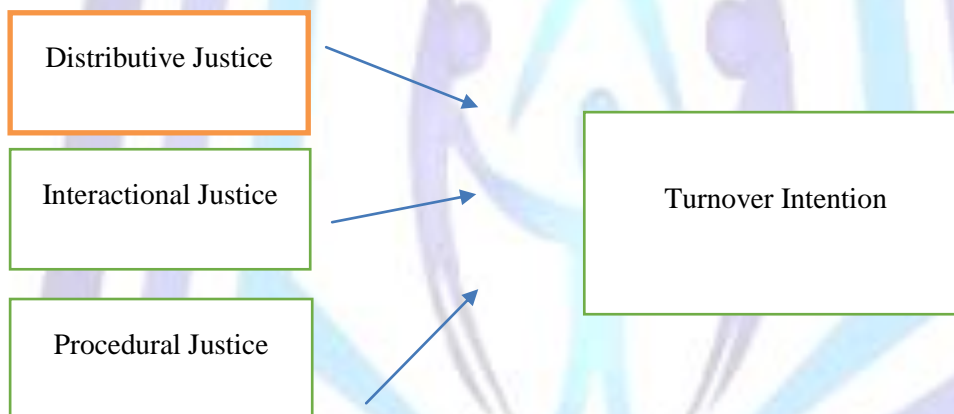
Faktors	Cronbach's Alpha	N of Items
Distributive Justice	0,972	5
Interactional Justice	0,916	6
Procedural Justice	0,980	9
Turnover Intention	0,995	5

Cronbach's Alpha was examined for the reliability analysis of question items. Whether the statements are consistent or not is understood by measuring the relationship among them. In this way, we get reliability coefficient, which takes a value between 0 and 1 and the reliability increases when the value gets close to 1 (Ural ve Kılıç, 2005:258). Cronbach Alpha values of the factors are calculated as; 0.972, 0.916, 0.980 and 0.995 relatively. According to Turan (2012:8), "If the Cronbach's Alpha value is above 0,70, then the scale is reliable." Therefore, the scale is reliable as we can see.

3.6.3. Results of Correlation and Regression Analysis

The purpose of our study is to examine the effect of distributional, procedural and interactional justice on turnover intentions. In this context, the outline of the study is given in the template below.

Figure 1. Correlation Template



Correlation test is used to determine the intensity and the direction of the relationship between two variables. (Ural and Kılıç, 2013:243). In this study, correlation test was used in order to determine the relationships between "Distributive Justice" and "Turnover Intention", "Interactional Justice" and "Turnover Intention", "Procedural Justice" and "Turnover Intention".

As it can be seen in Table 10, there is a negative and moderate correlation between turnover intentions and interactional justice (Pearson Correlation coefficient = - , 416).

Table 10. Correlation Results of Turnover Intention and Interactional Justice

Correlations			
		Turnover Intention	Interactional Justice
Turnover Intention	Pearson Correlation	1	-,416**
	Sig. (2-tailed)		,000
	N	150	150
Interactional Justice	Pearson Correlation	-,416**	1
	Sig. (2-tailed)	,000	
	N	150	150



As a result of this correlation analysis, H₁: “There is a significant correlation between the employee turnover intentions and the perception of interactional justice in hotel managements.” was accepted.

Table 11. Correlation Results of Turnover Intention and Procedural Justice

Correlations			
		Turnover Intention	Procedural Justice
Turnover Intention	Pearson Correlation	1	-,563**
	Sig. (2-tailed)		0,00
	N	150	150
Procedural Justice	Pearson Correlation	-,563**	1
	Sig. (2-tailed)	0,00	
	N	150	150

Table 11 shows that there is a negative and significant correlation between turnover intention and procedural justice. (Pearson Correlation coefficient = - , 563)

As a result of this correlation analysis, H₂ : “There is a significant correlation between the employee turnover intentions and the perception of procedural justice in hotel managements.” was accepted.

Table 12. Correlation Results of Turnover Intention and Distributive Justice

Correlations			
		Turnover Intention	Distributive Justice
Turnover Intention	Pearson Correlation	1	-,040**
	Sig. (2-tailed)		,626
	N	150	150
Distributive Justice	Pearson Correlation	-,040**	1
	Sig. (2-tailed)	,626	
	N	150	150

As Table 12 shows, there seems to be no correlation between turnover intention and distributive justice. In this case, H₃ : “There is a significant correlation between the employee turnover intentions and the perception of distributive justice in hotel managements.” was refused.

Table 13. Results of Regression Analysis

Independent Variables	β	T	p	R ²	Adjusted R ²	F
Procedural Justice	,815	-13.204	.000	.378	.368	44.583
Interactional Justice	-1,420	.556	.000			

Regression analysis was made to determine the effect of interactional and procedural justice on turnover intentions. Results are shown above in the Table 13. It is found that there is a negative and significant effect of interactional and procedural justice on turnover intentions (F = 44.339; p<0.001). Adjusted R² is 0.368 and the perception of interactional and procedural justice explains the 36% of turnover intentions.

CONCLUSION

We reached important results in this study which was done in order to determine the effects of organizational justice perceptions on turnover intentions. First of all, correlation was established among distributive, interactional and procedural justice and turnover intentions. As a result of the correlation analyses, it is seen that there is a correlation between interactional justice and turnover intentions, and between procedural justice and turnover intentions. The hypotheses in the beginning of the study;

H₁ : There is a significant correlation between the employee turnover intentions and the perception of interactional justice in hotel managements.



H₂ : There is a significant correlation between the employee turnover intentions and the perception of procedural justice in hotel managements.

were accepted.

There is no correlation between distributive justice and turnover intentions, on the other hand. Therefore the hypothesis;

H₃ : There is a significant correlation between the employee turnover intentions and the perception of distributive justice in hotel managements.

was refused.

In the light of these findings, it has been determined that interactional and procedural justices in hotel managements have a negative and significant correlation with turnover intentions.

As a secondary analysis regression analyses were made. As a result of these analyses, it was determined that the perceptions of procedural and interactional justices have a negative and significant correlation with turnover intentions. (F = 44.339; p<0.001). The value of Adjusted R² is 0.368, showing that the perceptions of interactional and procedural justice explains the 36% of turnover intentions.

As a consequence, we see that the perceptions of organizational justice in hotel managements have a positive effect on employee turnover intentions, meaning that these positive perceptions increase the organizational commitment and reduces the rate of turnover intentions.

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