

Relationship of Organizational Justice and its Dimension with Turnover Intention among Employees of Electronic Media

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The aim of conducting the present study was to identify the relationship of organizational justice and its dimensions (distributive justice, procedural justice and interactional justice) with turnover intention among employees from electronic media. Additionally, it explored the relationship of gender, education and marital status with organizational justice and turnover intention. In order to measure the level of organizational justice of the employees of electronic media (N=300), the Organizational Justice Scale (Lim, 2002), comprising of three sub-scales (distributive justice, procedural justice and interactional justice) was used. Intention to leave the organization was measured through Turnover Intention Scale (Seashore et al, 1982). Correlational analysis showed a negative relationship of organizational justice, distributive justice, procedural justice and interactional justice with turnover intention among media industry employees. Demographic analysis showed significant mean differences in gender, education and marital status among organizational justice, its dimensions and turnover intention. Limitations and implications of the study are also discussed.

Keywords: Organizational justice, turnover intention, employees of electronic media

The role of Media is very dominant in our lives. Media industry is facing serious problems and issues in retaining their

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employees, which makes it difficult for them to accomplish their goals. There is also a scarcity of researches on the sample related to electronic media. The reason for choosing this topic is to find the perceived fairness of media employees in their organization and their intentions to leave the organization due to those perceptions. The description of organizational justice is given by Rastgar, Davoudi, Oraj and Fartash (2012) as the fairness perceived in an organization. As characterized by Rawls (1971), justice is considered to be the primary virtue of social organizations. According to the theories of justice, the decision making of individuals depends largely upon their perceptions of justice (Camgoz & Karapinar, 2011). There are three dimensions of organizational justice, that is, distributive justice, procedural justice and interactional justice (Tyler & Bies, 1990). Organizational justice is a field of psychological investigation that targets fairness perception in an organization. To work effectively an organization primarily requires organizational justice. A form of organizational justice defines the nature of social communication at work (Konovsky, 2000). Perceptions are typically established by the employees in regard to the fairness of outcomes encircling the change that takes place within an organization (Cobb, Folger, & Wooten, 1995).

The first type of organizational justice is known as fairly received outcomes, commonly named as distributive justice. It is described by Folger and Cropanzano (1998) as the fairness of outcomes perceived by an employee and given by an organization. As conferred by Tyler (1989) organizational justice started with distributive justice. The fairly distributed outcomes are evaluated by distributive justice (Deutsch, 1985). To evaluate fairness, individuals also view interpersonal treatment acquired during execution of procedures, the facets that specifically focused on relationship between the authority which was first acquainted by Bies and Moag (1986). They differentiated it from structural facets of procedural justice and named it as interactional justice. In general, interactional justice has two categories. The first is named as interpersonal justice that refers to the treatment of employees

with dignity and respect. The second is known as informational justice that refers to the complete information given to the employees (Stitkin & Bies, 1993). Interactional justice is a distinct dimension that is strongly supported by a consequent research (Bies & Shiparo, 1987). Moreover, deviant behaviors are more strongly affiliated to interpersonal justice (Colquitt, Conlon, Yee Ng, Wesson, & Porter, 2001).

According to Gilliland (1993) procedural justice was divided into interpersonal treatment, explanations and formal processes. Interpersonal and informational justices are frequently related to explanations and interpersonal treatment (Greenberg, 1990). There are number of rules proposed by researchers (Gilliland, 1993), such as, in the context of selection, perceptions of job relatedness are based upon the reactions to formal processes, whether one's abilities are demonstrated or not, chance of reconsideration and consistent appreciation. In the beginning, two different central determinants stated the concept of procedural justice.

Intention to leave one's employing organization is known as turnover intention which violates the relation between an employee and an organization (Cho, Johanson, & Guchait, 2009). Hellman (1997) also explained turnover intention as the intention of an individual to leave the organization. As indicated by turnover, there is a conflict between individuals and organization. An organization might suffer from some serious losses such as, reselecting and retaining costs (Cho & Guchait 2009). Strong evidence is presented by Nadiri and Tanova (2010) to confirm the fact that high turnover rate has recruitment and replacement costs. The probability of an individual to change a job in a certain time period is defined as turnover intention (Souise-Posa & Henneberger, 2002) which is a direct precursor of actual turnover. Price (2001) pointed out that the most researched phenomenon in organizational behavior is turnover intention. The planning of an employee to leave the organization is known as turnover intention (Lacity, Lyer & Rudramuniyaiah, 2008).

A study by Kumar and Gupta (2008) examined organizational justice, job satisfaction and turnover intention. The results demonstrated that organizational justice had a positive relationship with job satisfaction whereas organizational justice and turnover intention were negatively correlated. Additionally, Ali and Jan (2012) conducted a study in Pakistan among pharmaceutical organizations. They aimed to study the relationship of organizational commitment, organizational justice and turnover intention. The results showed that distributive justice and procedural justice were negatively related to turnover intention.

Rastgar and Pourbrahimi (2013) conducted a research which studied the relationship between organizational justice and turnover intention. Their results showed a negative relationship between organizational justice and turnover intention. Furthermore, the study of Iyigun and Tamer (2012) investigated the effect of organizational justice and turnover intention on 156 respondents of an electronic chain store. The results of their study showed that organizational justice had a negative effect on turnover intention. On the other hand, Razdi, Ramlay, Salehuddin, Othman and Jalis (2009) examined the relationship between organizational justice and turnover intention. The sample comprised of middle and lower departmental managers of hotels. The results revealed that distributive and procedural justice had negative effect on turnover intentions whereas no relation exists between interactional justice and turnover intention. There are also number of other researches that show a negative relationship between forms of organizational justice and turnover intention (Aghaei, Moshiri, & Shahrbanian, 2012; Hassan, 2002; Leea, Murrmannb, Murrmannb, & Kimc, 2010; Remei, Ayazwan, Joseph, & Mookestag, 2013).

Apart from the main hypotheses of this study, this study shall also explore the relationship of organizational justice and turnover intentions with demographic variables such as gender, education and marital status among employees of electronic media. The purpose of getting this additional information has paved the

way for future researchers to get an insight and investigate the role of these demographic variables in influencing perceptions of fairness and intention to leave the organization.

In the light of the literature presented above following are the proposed hypotheses:

1. There shall be a negative relationship between procedural justice and turnover intentions among electronic media employees.
2. There shall be a negative relationship between distributive justice and turnover intentions among electronic media employees.
3. There shall be a negative relationship between interactional justice and turnover intentions among electronic media employees.

Method

Design of the Study

It is a correlational study which was conducted among the employees of electronic media.

Sample

As there is a scarcity of researches on electronic media employees the data was collected from different private and public channels of electronic media. The sample includes 300 employees from different media channels of Islamabad. As inclusion criteria the minimum age range was 20 years. The minimum level of education was graduation. The age ranged from 20 to 56 years. Monthly income ranged from 10,000 to 175,000 rupees per month. Job experience ranged between 1 year and 47 years. Descriptive for the sample are mentioned in the table.

Table 1
Frequencies and Percentages of Participants' Gender, Education, Marital Status (N=300)

Sample	<i>f</i>	%
Gender		
Male	252	84
Female	48	16
Total	300	100
Education		
Graduate	145	48.30
Post-graduate	155	51.70
Total	300	100
Marital Status		
Single	122	40.70
Married	178	59.30
Total	300	100

The above mentioned table shows the frequencies and percentages of the participants with reference to different demographic variables.

Measures

In the present study the scale developed by Lim (2002) to measure the perception of organizational justice was used. It is a five point Likert scale (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). In total it has 17 items which are divided into three subscales. There are five items for distributive justice, seven items for procedural justice and five items for interactional justice with the reliability of .82, .94 and .91 (Lim, 2002) respectively.

Seashore et al., developed the scale of turnover intention in 1982. It is a seven point rating scale (1 = Strongly Disagree, 2 = Disagree, 3 = Somewhat Disagree, 4 = Undecided, 5 = Somewhat Agree, 6 = Agree, 7 = Strongly Agree). It consists of only three items having the alpha reliability of .90 (Seashore et al., 1982). This scale included the items : "I am likely to search for a new job

within a year”, “I often think of quitting” and “I will probably look for a new job in the next year”.

Procedure

The permission was taken from the respective organization before distributing the questionnaires. Afterwards the participants were approached individually for the purpose of data collection. Informed consent was taken from the selected individuals. The purpose of collecting the data was also communicated to all the participants. Questionnaires were handed over to each individual along with the demographic sheet. They were assured that the data will only be used in the research and will be kept highly confidential.

Results

Mean, standard deviations and Cronbach alpha reliabilities were computed to get descriptive information about the sample. For the purpose of verifying the hypotheses of this study, Pearson product moment correlation was computed. To get an overview about differences in gender, marital status and educational level among study variables, independent sample t-test was computed.

Table 2

Descriptive and Reliability Analysis of Organizational Justice and its Dimensions and Turnover Intention

Variables	α	M	SD
Organizational justice	.91	55.63	12.02
Distributive justice	.85	15.96	4.36
Procedural justice	.89	21.34	6.13
Interactional justice	.88	18.33	4.6
Turnover intention	.86	11.22	5.24

The above mentioned table shows the reliabilities, mean and standard deviations of the study variables.

Table 3

Interscale Correlations among Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice and Turnover Intention (N=300)

Scales	OJ	DJ	PJ	IJ	TOI
OJ	-				
DJ	.83**	-			
PJ	.86**	.66**	-		
IJ	.66**	.35**	.30**	-	
TOI	-.40**	-.47**	-.27**	-.23**	-

** $p < .01$

Note: OJ= Organizational Justice, DJ= Distributive Justice, PJ= Procedural Justice, IJ= Interactional Justice, TOI= Turnover Intention

The positivity or negativity and of the relationship between the study variables are discussed in Table 3. There is a negative relationship between organizational justice and turnover intention ($p < .01$, $r = .40$). The dimensions of organizational justice also have a significant and negative relationship with turnover intention that is, distributive justice ($r = -.47$, $p < .01$), procedural justice ($r = -.27$, $p < .01$) and interactional justice ($r = -.23$, $p < .01$).

Table 4

Mean Differences in Gender among Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice and Turnover Intention (N=300)

Variable	Male (n=252)		Female (n=48)		t(298) p		95% CI		r
	M	SD	M	SD	LL	UL			
OJ	56.42	12.09	51.50	10.90	2.62	.01	1.23	8.6	.43
DJ	16.08	4.46	15.38	3.80	1.13	.31	-.65	2	-
PJ	21.60	6.20	19.98	5.62	1.68	.09	-.27	3.5	-
IJ	18.75	4.62	16.15	3.85	4.14	.00	1.20	4	.61
TOI	11.08	5.34	12.00	4.62	1.23	.26	-2.55	.70	-

Note: OJ= Organizational Justice, DJ= Distributive Justice, PJ= Organizational Procedural Justice, TOI= Turnover Intention r = Cohen's d

Table 4 shows significant mean differences on overall organizational justice and interactional justice among males and females. On the other hand distributive justice, procedural justice and turnover intention showed non-significant differences in gender. The score of males is high on both organizational justice and interactional justice. The values of effect size depict that gender has a large effect on organizational justice and interactional justice.

Table 5

Mean Differences in Education among Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice and Turnover Intention (N=300)

Variable	Graduate (n=145)		Postgraduate (n=155)		t (298)	p	95% CI		Cohen d
	M	SD	M	SD			LL	UL	
	OJ	57.77	11.28	53.63			12.38	3.02	
DJ	16.53	3.90	15.42	4.70	2.19	.03	.12	2.09	.25
PJ	22.04	6.11	20.68	6.08	1.92	.05	-.03	2.74	-
IJ	19.19	4.60	17.52	4.48	3.19	.00	.64	2.70	.36
TOI	11.61	5.41	10.86	5.06	1.25	.23	-.43	1.94	-

Note: OJ= Organizational Justice, DJ= Distributive Justice, PJ= Organizational Procedural Justice, TOI= Turnover Intention

Table 5 shows significant mean differences on organizational justice and two of its dimensions (distributive justice and interactional justice). Additionally, there were non-significant mean differences on procedural justice and turnover intention among graduates and post graduates. The score of graduates was high on overall organizational justice and its dimensions of distributive and interactional justice. The values of effect size depict that educational level has large effect on organizational justice, distributive justice and interactional justice.

Table 6

Mean Differences in Marital Status among Organizational Justice, Distributive Justice, Procedural Justice, Interactional Justice and Turnover Intention (N=300)

Variable	Single (n=122)		Married (n=178)		t(298)	p	95% CI		r
	M	SD	M	SD			LL	UL	
OJ	53.60	11.50	57.03	12.21	2.44	.01	-6.20	-.67	.28
DJ	14.90	4.20	16.70	4.34	3.61	.00	-2.80	-.83	.42
PJ	20.69	5.65	21.78	6.41	1.52	.13	-2.51	.32	-
IJ	18.02	4.68	18.53	4.54	0.95	.34	-1.58	.55	-
TOI	12.80	4.90	10.15	5.21	4.43	.00	1.47	3.82	.51

Note: OJ= Organizational Justice, DJ= Distributive Justice, PJ= Organizational Procedural Justice, TOI= Turnover Intention, r=Cohen's d

Table 6 shows significant mean differences in overall organizational justice, distributive justice and turnover intention. Non-significant difference was found in marital status with procedural justice and interactional justice. The scores of married individuals were high on organizational justice and distributive justice whereas the score of single individuals was high on turnover intention. The values of effect size depict that marital status shows large effect on organizational justice, distributive justice and turnover intention.

Discussion

The behavior of employees and their attitudes at work are critically affected by organizational justice that is also shown in earlier studies (Shaw, Wild, & Colquitt, 2003). The studies demonstrated continuously that turnover intention is negatively affected by organizational justice (Owolabi, 2012). Furthermore, little attention is given to the perceptions of justice in an organization and its effect on turnover intention among employees of electronic media within the context of Pakistan.

As far as fairness in media organizations is concerned, the focus of this study was to see whether organizational justice (distributive justice, procedural justice, and interactional justice) is

negatively related to turnover intentions among electronic media personnel in Pakistan. Additionally, the relationship of organizational justice and turnover intentions was also studied with gender, marital status and level of education among electronic media employees.

The first hypothesis that there shall be negative relationship between procedural justice and turnover intention among electronic media employees was supported. In the current findings procedural justice is significantly and negatively related to turnover intention. It can be said that a high level of perceived procedural justice straight away causes turnover intention of employees. Second hypothesis of this study stated that there shall be negative relationship between distributive justice and turnover intention among electronic media employees. Results of this study supported this proposition in line with the previous studies. Third hypothesis stated that there shall be negative relationship between interactional justice and turnover intention among electronic media employees. Data of this study supported this hypothesis as well.

These findings are in consistency with the previous literature. A relationship of distributive justice with turnover intention was studied by Remei, Ayazwan, Joseph and Mookestag (2013). They also found a negative relationship between distributive justice and turnover intention. Similarly, a research by Leea, Murrmannb, Murrmannb and Kimc (2010) also revealed negative relationship between distributive justice and procedural justice with turnover intention. Additionally Hassan (2002) also revealed the same findings that turnover is negatively related to procedural justice and distributive justice. Tourani et al., (2016) also demonstrated a negative relationship of procedural and interactional justice with turnover intention among hospital nurses in Iran. Similarly, Phayoonpun and Mat (2014) studied the relationship of distributive justice and procedural justice among IT professionals of ICT industry in Thailand. Their findings also provided support to the proposition that procedural and distributive justices are negatively related to turnover intention.

The present research also aimed to examine the relationship of organizational justice and turnover intention with gender, education and marital status among electronic media employees. According to the results of this study, gender differences exist between these two variables. Women have lower justice perceptions as compared to men. Level of education showed significant mean differences on distributive justice and interactional justice. The score of graduates was high on distributive and interactional justice. Single or unmarried employees scored low on organizational justice and its dimensions and high on turnover intention as compared to married employees. These findings provide an insight for the future researchers to consider the role of these demographic variables in determining fairness perceptions and employees' intention to leave the organization.

Conclusion

This study was an attempt to examine the positive role of organizational justice and its dimensions on turnover intentions among employees from electronic media industry. The findings of this study suggest that the organizations do consider the importance of procedural, distributive and interactional justice in order to reduce the cost of hiring new employees because employees' intention to leave the organization increases when they perceive their work environment to be unfair in terms of distribution of resources, procedures for the distribution of resources and promotion.

Limitations and Suggestions

There are a few limitations in this study. The sample size was too small (N=300) to generalize the study over all the employees of electronic media in Pakistan and it just focused only on electronic media. It should include a large sample size with employees all over the country. Secondly, female ratio was very low as compared to males that suggest caution in inferring any

proposition from this sample. Then again, the private and government employees were not equal in the sample which also restricted the generalization of the study over all the organizations of electronic media. Additionally, respondents might not have replied truthfully and the response rate was very low as the self-report measure was used. A large number of questionnaires were discarded due to this reason. It would be more useful to collect the data from multiple sources, for example, colleagues and supervisors or managers. At last, due to convenient sampling different ranges of organizations were included that provided a varied age range among respondents of this study which made this study less focused on a specific element. Moreover, the impact of job satisfaction and organizational justice on turnover intentions among employees related to electronic media should also be examined in the future studies.

Implications of the Study

To avoid turnover of employees, it is suggested to all the managers or supervisors of electronic media organizations or channels to focus equally on justice among all employees. As the study found negative relation between turnover intention and organizational justice and because there are many negative outcomes for an organization, such as, get ready of new-employed workers; finding an alternate representatives and beneficiary; and capacities of organization. Justice should be exercised in work settings among all the employees to make them feel inspired and committed to their jobs. Results of the present study suggest supervisors and managers in electronic media industry or organizations to equally maintain justice among employees of the organization which might make the quitting intentions less. Furthermore, reasonable and steady processes of employment and work for the change of observing procedural justice should not be forgotten. An easy approach to execute this is by assuring that managers or supervisors go through lawful training to understand the way of fairly allocating rewards.

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