

12th International Strategic Management Conference, ISMC 2016, 28-30 October 2016, Antalya, Turkey

## The Mediating Effect of Job Satisfaction On The Relation Between Organizational Justice Perception And Intention To Leave

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### Abstract

The purpose of this research is to examine the mediating effect of job satisfaction on the relationship between the perception of organizational justice and the intention to leave. To investigate the stated relationships data is collected from public and private banks in İstanbul. Questionnaires are prepared based on the measurement instrument used by Niehoff and Moorman (1993), Minnesota Satisfaction Questionnaire (1967) and Grandey (1999). A total of 294 headquarter and branch employees filled out questionnaires. The obtained data from the questionnaires are analyzed through the SPSS statistical packaged software. The results indicate that procedural and distributive justice has significant influence on intention to leave. In addition, job satisfaction mediated the relationship between procedural and distributive justice and turnover intention. Lastly, interactional justice has no significant influences on neither job satisfaction nor turnover intention.

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Peer-review under responsibility of the organizing committee of ISMC 2016.

*Keywords:* *Keywords:* Organizational Justice Perception; job satisfaction ; intention to leave

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### 1. Introduction

Principles and rules within organizations are determined by the top management so as to fulfill and protect the interests of both the organization and the individuals. The employees who obey these rules or norms usually keep on working with positive emotions within the institution (Özdevecioğlu, 2005:269). What is mainly important is to

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apply those specified principles, rules and norms equally and fairly to everyone within the institution. The practices carried out within this framework are described in the literature by the concept of organizational justice. The evaluations made by the employees as to how fair the administrative practices within the institution are explained by the term referred to as the perception of organizational justice (Greenberg, 1990). The degree of justice perceived in the so-called practices and in the distribution of the rewards that are performed for the employees forms the opinion in the employees' minds that their interests and rights will be protected in the future. These positive thoughts and perceptions are associated with positive business outcome over the behaviours and attitudes of employees (Colquitt et al., 2001: 428). Additionally, the perception of organizational justice is a major factor in terms of how employees react to unemployment, whether or not they accept their tasks according to the instructions given by their administrators, their loyalty to the organization, whether or not they exhibit behaviours of organizational citizenship, and also in defining job satisfaction (Dieckman et al., 2004: 239).

Job satisfaction, in general, is the positive or negative attitudes of a person towards his/her job. In this context, positive spiritual status toward the job are equivalent to job satisfaction, and negative attitudes towards the job will reveal job dissatisfaction (Mathur et al., 2011: 219). A high level of job satisfaction pertaining to employees is an important element in the performance and success of the organization. From this perspective, it follows that the managements comprising employees satisfied with their job are more efficient than those in which employees that are dissatisfied with their job are involved (Judge et al., 2001), in addition to which those whose job satisfaction levels are quite high keep on working in the same management for a longer period of time (Shalley et al., 2000).

Apart from positive emotions and attitudes developed towards work, job dissatisfaction occurs as the result of negative experiences. As the employees' dissatisfaction with the current working conditions and practices increases, the sense of job dissatisfaction escalates, as well. One of the significant elements of experiencing job dissatisfaction on the part of employees is the perception of organizational justice. Both of the two meta-analytic studies that evaluated the relationship between organizational justice and job satisfaction have put forward the powerful correlation between the variables (Cohen-Charash and Spector 2001; Colquitt, 2001). The intention for leaving one's job is the thought of an individual about leaving the job in a near future (Mobley, 1982). While leaving the job, the individual leaves at the same time his/her experiences and knowledge. For this reason, cease of employment (resignation) causes managements to pay such costs as the cost of job recruitment and placement, educational costs, and the cost of damages or accidents in the process of the adaptation to work (Sanderson, 2003: 46).

The objective of this research is to examine to what extent the perceptions of organizational justice pertaining to the employees working in the banking sector affect their job satisfaction at work and also to investigate their intentions to resign from work as the result of this effect. While examining the effect of organizational justice on the intention to leave work, the means of satisfaction at work pertaining to employees is considered to be the mediator. In the native literature, the number of studies that investigate the effects of the perceptions of organizational justice on the intention to leave work is rather limited for our country in particular (Örücü and Özafşaroglu, 2013, 336). In addition to this, as for the relationship between the perception of organizational justice and the intention to leave work, no study dealing with the effect of the mediator of job satisfaction has yet been found.

## **2. Literature Review**

### **2.1. Perception of Organizational Justice**

Studies regarding organizational justice start with Adams' Equity Theory. In Equity Theory, the degree of job success and job satisfaction of individuals is related with equity/inequity perceived by the employee as regards the environment she/he is working in (Luthans, 1981:197). In this theory, working individuals compare what they achieve as the result of their own labor with those achieved by the other colleagues of theirs, such as applying the rule of 'equal pay for equal work' to employees in an equal manner, and having equal rights in given permissions. The perception of justice is not confined to the comparison of outputs alone. The organizational rules and principles, and the way these rules are applied as well as the interaction between employees are also taken into consideration (Özdevecioglu, 2005:270).

In the light of this information, organizational justice represents the individuals' perceptions of fair/just behaviours

within the organization and their behavioural reactions to such perceptions (Eryee et al. :269). In general, organizational justice is examined in three basic dimensions. Distributive justice explains the fact that the administration distributes rewards, punishment or resources in line with given criteria as well as the reactions of the individuals to the consequences of this distribution. Procedural justice, on the other hand, stands for the perception of justice pertaining to the administration in regard to the procedures applied by them while taking decisions. Interactional justice, however, represents the perceptions of the individuals in regard to the quality of behaviours they confront while the organizational procedures are being applied (Colquitt and J. Greenberg, 2003:159).

### **2.2. Job Satisfaction**

Locke stated that job satisfaction was "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976:1300). In other words, job satisfaction is the positive or negative emotional evaluation of the employee regarding to what extent s/he is satisfied with her/his job (Spector, 1997). In this respect, job satisfaction is a subjective evaluation unique to the individual on a considerable level. This attitude developed by the individuals towards their work can be positive or negative in terms of various internal and external factors of the job performed, such as payment, working conditions and workplace environment. Job satisfaction has emotional and cognitive dimensions. While the emotional dimension shows the existing emotional mood of the individual, the cognitive dimension means cognitive content as well as the evaluation of current conditions and the comparison of expectations and standards (Organ, 1988:547). In general, while the employees with a high level of sense of job satisfaction behave in a positive and constructive manner towards their work and their organization, those with a low level of sense of job satisfaction bear negative feelings for work (Greenberg and Baron, 2000:43).

### **2.3. Intention to Leave Work**

Leaving work (resignation), in general, is the employee's either voluntary or involuntary resignation from the organization. Resignation generally takes place by following a certain process. One of the most important stages in this process is the intention to leave work (Price, 1977:3). Within this framework, the intention to leave work is defined as one's thought to seriously leave his/her current job (Mor Barak et al., 2001:633). The intention to leave work emerges from various external factors like alternative job opportunities, or for reasons unique to the individual, or from organizational factors (Cotton and Tuttle, 1986).

## **3. Framing Hypotheses**

### **3.1. Relationship Between The Perception of Organizational Justice and Job Satisfaction**

McFarlin and Sweeney (1992) indicated that distributive justice was a more powerful predictor of job satisfaction than was procedural justice. Furthermore, Masterson, Lewis, Goldman and Taylor (2000) revealed that procedural justice was a stronger predictor of job satisfaction than interactional justice, while both had significant independent effects. Also according to the native literature; in accordance with the researches carried out in the field of organizational justice, high levels of the perception of justice boost employees' job satisfaction. In the organizations where the perception of organizational justice is at higher levels, employees' job satisfaction rates are quite high, which indicates that employees seem to be more eager to fulfill the institutional targets. When there is no perception of justice, declines in job satisfaction rates are observed (Keklik and Us 2013:148). Thus, in this research it was hypothesized that organizational justice perception is an important predictor of job satisfaction.

**H1:** An employee's perceptions of distributive, procedural and interactional justice, will influence his/her job satisfaction.

### **3.2. Relationship Between The Perception of Organizational Justice and The Intention to Leave Work**

Organizational justice perceptions may also predict employees' intention to quit. Robert and his colleagues (et al. 1999) stated that organizational justice perception has a negative relation with intention to leave. Eric and Nancy (2008) indicated that organizational justice perception indirectly affects intention to leave. Similar results are found in the native literature, as well. When the employees' perceptions of justice towards their organization is at high rates, their performances at work escalate, and their intentions to leave work decreases (Örücü and Özafşarhoğlu 2013; İyigün 2012; İşcan and Naktiyok 2004).

**H2:** An employee's perceptions of distributive, procedural and interactional justice will influence his/her turnover intentions.

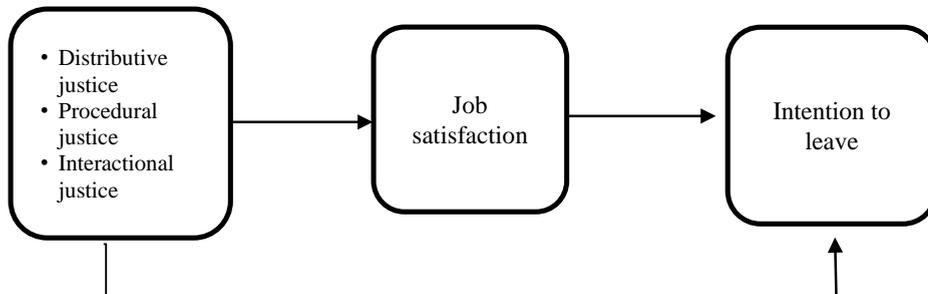
### 3.3. Relationship Between Job Satisfaction and The Intention to Leave Work

High levels of job satisfaction decreases the rate of employees in organizations who intend to leave work. The studies that confirm this relationship are many in number (Aghaei et al., 2012; Mitchell et al., 2001; Mobley, 1982). A negative relationship between job satisfaction and the intention to leave work is consistently confirmed in the native literature, as well (Hacıoğlu et al. 2009:70). According to the researches carried out, it was put forward that the employees whose job satisfaction rates were high did not consider changing their jobs; on the contrary, they kept on arriving at work just on time (Ünler et al., 2014:240).

### 3.4. The Mediating Effect Of Job Satisfaction On The Relationship Between The Perception of Organizational Justice and The Intention To Leave Work

Organizational justice affects employees' motivations and job satisfaction rates as well as their commitment to their organization, which also increases the success rates of organizations (Martin and Bennet, 1996; İyigün 2012: 60). If employees perceive that they are incorporated into the decisions implemented within the organization in regard to the matters involving themselves and if they also perceive that they have equal opportunities to reach the administrators, their perceptions of justice within the institution will also get strengthened. Since the strong perception of justice within the organization will increase the employees' commitment and trust towards the organization, the employees, in this regard, will not ever have the intention to leave their work (İyigün 2012: 60). Moreover, the researches also informed that perceptions of distributive and procedural justice had interactive effects on job satisfaction and commitment (McFarlin and Sweeney,1992; Tang and Sarsfield-Baldwin1996).

**H3:** An employee's job satisfaction will mediate the relationships among perceptions of distributive, procedural and interactional justice, and intention to leave



**Figure-1**  
Model of the study

## 4. Methodology

### 4.1. Research Goal

In this study, we aimed to investigate the mediating effect of job satisfaction on the relationship between the perception of organizational justice and the intention to leave work.

#### 4.2 Sample and Data Collection

The data collected from the employees who work for of public and private banks in İstanbul. The survey was conducted with the link invitation to the headquarters and branches employees that easily accessed via an Internet portal. 500 employees were randomly selected to participate in this study, and a total of 294 responded, turned back and approved to the assessment. The sample consisted of 169 (57,5%) male and 125 (42,5%) female participants who ranged in age from 18 to 39 years old. In total, 170 (57,8%) of employee works for private and 124 (42,2 % ) for public banks and 111 of participants works in headquarter of these banks.

#### 4.3. Measures

Perception of organizational justice is measured with three dimension as distributive justice, procedural justice interactional justice. These 20 questions are adopted from Niehoff and Moorman (1993). The Cronbach alpha for the 20 items was 0.954. The 9 items were related to procedural justice (alpha value 0.947), 6 items to interactional justice (alpha value 0.892) and 5 items to distributive justice (alpha value 0.889). Reliability and factor analysis of organizational justice are given in table 1.

**Table 1. Reliability and Factor Analysis of Organizational Justice**

Dimension	Item	Factor Loading	Variance	Cronbach's Alpha
Procedural Justice	Ad13	0,831	28,843	0,947
	Ad12	0,785		
	Ad15	0,749		
	Ad17	0,715		
	Ad14	0,714		
	Ad18	0,712		
	Ad16	0,701		
	Ad19	0,699		
	Ad20	0,605		
Interactional Justice	Ad8	0,795	20,911	0,892
	Ad7	0,786		
	Ad9	0,706		
	Ad6	0,616		
	Ad11	0,588		
	Ad10	0,566		
Distributive Justice	Ad3	0,839	19,776	0,889
	Ad2	0,809		
	Ad4	0,769		
	Ad5	0,761		
	Ad1	0,723		
<b>Total Variance % 69.53</b>				

Minnesota Satisfaction Questionnaire developed by Weiss and friends (1967) is used to measure job satisfaction. The Cronbach alpha was found to be 0.929.

Respondents also completed the 3-item intention to leave scale that developed by Grandey (1999). The Cronbach alpha was calculated to be 0.908. All scales used a five-point Likert-type scale, ranged from 5 “totally agree” to 1 “totally disagree”. Factor loadings of intention to leave scale are given in table 2.

**Table 2. Reliability and Factor Analysis of Intention to leave**

	Factor Loading
I intend to leave with this job indefinitely.	,950
I often think to leave this job.	,924
I would leave this job if I could find a better one	,891
<b>Total Variance %84,978</b>	
<b>Cronbach Alpha 0.908</b>	

In our questionnaire 43 items are used to measure perception of organizational justice, job satisfaction and intention to leave. Before testing the given hypotheses, the validity and reliability of our scale is assessed. The principle factor analysis with varimax rotation is applied to identify component factors having eigenvalues greater than one.

**4.4. Analyses and Results**

The correlations among and descriptive statistics for the variables in this study are given in Table 3.

**Table 3. Means, Standard Deviations and Correlations**

Variable	Mean	SD	1	2	3	4	5
Procedural justice	3,024	0,898	1,000				
Interactional justice	2,655	0,902	0,806**	1,000			
Distributive justice	2,801	0,993	0,563**	0,568**	1,000		
Job satisfaction	3,127	0,791	0,735**	0,646**	0,651**	1,000	
Intention to leave	2,579	1,127	-0,463**	-0,429**	-0,452**	-0,592**	1,000

n = 294, \*\*p<.01 level (2-tailed)

Among the correlation table, there are positive correlations between perception of organizational justice with job satisfaction and negative correlation between intentions to leave. Our research model is analyzed according to Baron and Kenny’s (1986) the mediation conditions. Thus, to evaluate the established hypotheses, we used hierarchical regression analyses for mediation analyses. The mediation analyses results are given in Table 4.

**Table 4 Regression Analyses for Mediation**

Independent Variables	Regression Model 1			Regression Model 2			Regression Model 3		
	Job satisfaction			Intention to leave			Intention to leave		
	β	t	p	β	t	p	β	t	p
Constant	0,913	8,682	0,000	4,638	22,226	0,000	5,273	23,997	0,000
Procedural justice	0,450	8,199	0,000	-0,319	-2,932	0,004	-0,006	-0,056	0,956
Interactional justice	0,036	0,652	0,515	-0,09	-0,827	0,409	-0,065	-0,637	0,524
Distributive justice	0,271	7,577	0,000	-0,305	-4,300	0,000	-0,116	-1,601	0,111
Job satisfaction							-0,696	-6,364	0,000
<b>F</b>	159,8			35,789			40,622		
<b>Model (p)</b>	0,000			0,000			0,000		
<b>R2</b>	0,619			0,263			0,351		

Three step hierarchical regression analysis was employed for hypotheses 1, 2, and 3. According to the Table 4, procedural justice ( $\beta=0,450$ ) and distributive justice ( $\beta=0,271$ ) have significant effect on job satisfaction on the other hand interactional justice has no significant effect on job satisfaction ( $p=0.515>0.05$ ). For the first hypothesis while employee's perceptions of distributive and procedural justice, will influence on his/her job satisfaction is supported, employee's perceptions of interactional justice, will influence on his/her job satisfaction is not supported. In the second model, procedural justice ( $\beta=-0,319$ ;  $p=,004$ ) and distributive justice ( $\beta=-0,305$ ;  $p=,000$ ), have significant negative influence on intentions to leave. Besides interactional justice has no significant influences on intention to leave ( $p=0.409>0.05$ ). The second hypothesis that procedural and distributive justice perceptions would decrease his/her turnover intentions is supported. In the last regression analyses procedural justice, distributive justice, interactional justice and job satisfaction was entered to the model to find out the mediation effect. Results have indicated that after job satisfaction has been accounted for, the procedural ( $\beta=-0,006$ ;  $p=,956$ ) and distributive justice ( $\beta=-0,116$ ;  $p=,111$ ) is not significant influence on the intention to leave. So, regression analysis results showed that job satisfaction will mediate the relationships between perceptions of only for distributive and procedural justice, and turnover intentions. So H3 is supported.

## 5. Discussion

The purpose of this research was to examine the mediating effect of job satisfaction on the relationship between the perception of organizational justice and the intention to leave organization. Correlations between employees' organizational justice perceptions were significantly related to job satisfaction and organizational turnover intentions. According to the results, it was found that interactional justice has no significant influences on neither job satisfaction nor turnover intention. On the other hand results showed that perception of procedural and distributive justice had a direct effect on job satisfaction and decrease the intention to leave work. The fairness of firm's procedures has impact on turnover intentions and job satisfaction however, previous studies had claimed that procedural justice concerned on more organizational outcomes and the attitudes of employees toward the institution (Folger and Konovsky, 1989; Lind and Tyler, 1988), however distributive justice connected more important predictor of individual outcomes like intentions to quit and satisfaction with work (McFarlin and Sweeney, 1992). Our findings were similar with Yavuz (2010), Eğilmezkol (2011) and Homayouni (2014) research findings. While job satisfaction of employees is high, they may become highly committed to their organizations which in turn results in lower turnover rates (Nadiri and Tonova, 2010). By the way it was also found that job satisfaction effect mediate the relationships between perceptions of distributive and procedural justice, and intention to leave. This finding is the originality of this study.

There are also some limitations that need to be addressed. The sample was gathered from only from private and public banks which are located in İstanbul. The results could be generalized after only collecting more data from different part of the cities in Turkey. And also in data collection, participation banks could take into consideration and sample size have to increase for future research.

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