



Organizational Justice as Predictor of Turnover Intentions among Employees of Higher Educational Institute of Khyber Pakhtunkhwa

Warda Sadiq (Corresponding Author)

Ph.D. Scholar, Department of Psychology, Hazara University Mansehra, Pakistan

wardasadiqwarda996@gmail.com

Dr. Sher Dil Assistant Professor

Department of Psychology, Hazara University Mansehra, Pakistan

sherdilkhanjadoon@gmail.com

ORCID 0000-0002-5165-5707

Dr. Syeda Farhana Kazmi

Professor, Department of Psychology, Hazara University Mansehra, Pakistan

s.farhanakazmi@gmail.com

ABSTRACT

Organizational justice is the perception of the just procedure or fairness an employee feels within the organization. Organizational justice influences number of positive and negative outcomes within the organizations. One such outcome is termed as turnover intentions. Turnover intentions are cognitions, thoughts or plans to quit the current organization. In current study, the impact of organizational justice on turnover intentions among higher education institutional employees of Khyber Pakhtunkhwa is studied, and gender-based differences in turnover intentions were also examined. A sample of 698 employees were accessed through convenient sampling technique. Two questionnaire, Organizational Justice Scale and Expanded Multidimensional Turnover Intentions Inventory. The results indicated that organizational justice was negatively related to turnover intentions. Organizational justice negatively predicted turnover intentions, and caused 5.3% variation in turnover intentions. Gender differences were revealed with respect to turnover intentions, whereas females scored higher on turnover intentions as compared to males. The limitations and implication of the research were also discussed.

Key Words: *Organization Justice, Turnover Intentions, Gender Differences, Higher Educational Institutes, Employees.*

Introduction

Organizational justice has gained focused of the researchers over the decade and significant research has recently been carried out to study the phenomenon. The phenomenon is studies in terms of its impact on different outcomes. Organizational justice significantly impacts the individuals and organizations. It is argued that organizational justice helps in addressing the challenges that may hinder the progress of the organizations, hence improve the overall organizational grow and foster a healthier environment for the employees (Al-Ali et al., 2019). Adamovic (2023) pointed out that organizational justice has been studied extensively. The main area under investigation is factors effecting organizational justice, the perceptions of fairness and justice, and the subsequent impact on employee satisfaction and well-being. The researchers have shifted the focus from understanding to promotion of fairness and justice. Cropanzano and Molina (2015) studied the phenomenon of organizational justice and defined it as the perception of fairness regarding organization's policies, its procedures, and practices. Organizational justice is beneficial for organizations by developing an understanding of fairness and drawbacks of unfair treatment. High perceptions of fairness increase the

organizational commitment. Unterhitzenberger and Lawrence (2025) argued that when employees perceived reduced justice or injustice, they may experience stress, decreased job satisfaction, and reduced commitment to the company. Rbiaa and Dextras-Gauthier (2025) characterized organizational justice in terms of personal evaluation of managerial conduct, comprising the ethical and moral standard in such conduct. Organizational justice is further divided into three domains; distributive justice, procedural justice, and interactional justice, whereas interactional justice is further divided into two sub domains; interpersonal justice and informational justice.

Distributive Justice. Distributive justice is defined as perception of justice in distributing goods and services. The factor is based on the concept of social mobility and utilizes the economic structures (Lamont, 2017). The employees perceives that resources within organizations are fairly distributed and every employee gets its due share of the resources (Poon, 2012).

Procedural Justice. Mulgund (2022) defined procedural justice in terms of perceived fairness of the means used to make decisions. Procedural justice differs from distributive justice in process involved in making a decision.

Interactional Justice. Bies (2001) defined interactional justice as social or communicative process, or the perception of how fairly others treat. According to Cropanzano and Molina (2015) interactional justice is further divided into interpersonal and informational justice; whereas interpersonal justice is defined in terms of perception of being treated with dignity and respect. Przeczek et al. (2021) pointed out that in order to perceive organizational justice, interpersonal justice plays a vital role. On the other hand, informational justice is defined in term of provision of relevant information and explanations. Colquitt (2012) defined informational justice as providing accurate and adequate information. When informational justice is absent, the employees believed that they have been mistreated (Przeczek et al., 2021).

Turnover Intentions

According to Aguenza and Som (2012) organizational survival and success is determined by retention ratio of the employees. Anitha and Begum (2016) stressed the need to retain talented and highly qualified staff as turnover intentions cost the organizational success. Turnover intention poses a danger to the very existence of the organization. Any organization may be threatened by turnover intentions, when employees consider options of leaving the organizations. Turnover intention is defined in terms of cognitive process involving thoughts, plans and desires to leave the job (Feng & Angeline, 2010).

Bester (2012) argued that turnover intentions are followed by actually leaving the job. He described turnover intention in terms of behavioral intention or cognition, and employees leave the organization. Turnover intentions are characterized as degree of willingness and plans to quit an organization. Bester added that turnover intentions may also involve intentional and willful attempts to leave the organization. Obeng et al. (2024) defined turnover as ratio of employees left with total number of employees in that organization during the specific period. Obeng and colleagues divided turnover in two types, voluntary and involuntary. They argued that both voluntary and involuntary have detrimental impact on organization.

Method

Objectives of the Study

The study was based on the following objectives

1. To investigate the impact of the organizational justice on the turnover intentions of the employees.

2. To investigate the gender-based difference in turnover intentions.

Hypotheses

1. Organizational justice has a negative relationship with turnover intentions among higher educational institutional employees.
2. Organizational justice negatively predicts the turnover intentions among higher educational institutional employees.
3. Age of the participants is related to organizational justice and turnover intentions.
4. Females will have higher levels of turnover intentions as compared to males.

Operational Definitions of Variables

Organizational Justice

Cropanzano and Molina (2015) defined organizational justice as perception of fairness regarding organization's policies, its procedures, and practices. It is perception of the just procedure or fairness an employee feels within the organization. In current research it is operationalized on the scores obtained on the organizational justice scale.

Turnover Intentions

Obeng et al. (2024) defined turnover in terms ratio between employees leaving the organizations and total number of employees in that organization during the specific period. Turnover intentions are willfull and deliberate thoughts to leaving the orginatons. In current research the turnover intentions are operationalized using expandend multidimentional turnover intentions scale.

Research Design

To examine the relationship between the variables a cross-sectional survey research design was used.

Sample of the study

The present study was conducted on the employees of higher educational institute. A sample of 698 was approached through convenient sampling. Both males (n = 395) and females (n = 303) were recruited for the purpose with a mean age of 38.32 and a standard deviation of 8.52.

Research Instruments

Demographic Information Form

Organizational Justice Scale

Flint et al. (2012) developed Organizational justice scale to tap the precieved orgnizaitonal justice. The scale consisted of 20-items having 5-point Likert scale response categories. Higher scores indicated higher levels of perceived organizational justice.

Expanded multidimensional turnover intentions scale

Expanded multidimensional turnover intentions scale was devoped to assess the turnover intentions. Ike et al . (2023) developed Expanded-multidimensional turnover intentions. The scale has 25 items and a five point Likert scale response category. Higher score indicated higher levels of turnover intentions.

Procedure

The data were collected individually from the employees of higher educational institute of Khyber Pakhtunkhwa. A conveniently selected sample of 698 was briefed about the nature and purpose of the research. They were asked about their voluntary participation and were informed about their liberty to withdraw at any time. The participants were assured about privacy and confidentiality of the data. The participants were requested to complete the questionnaire without leaving any question unanswered.

Results

The data was analyzed to check the hypotheses, both descriptive and inferential statistics were computed using Statistical Packages for Social Sciences. Correlation, Regression and t-test were run to test the hypotheses.

Table 1

Correlation Coefficient among Age, Organizational Justice and Turnover Intentions among Employees (N = 698)

Variables	M	SD	1	2	3
Age	38.32	8.52	-	.023	.087*
OJS	57.04	12.84	-	-	-.230***
EMTIS	86.00	15.08			-

Note. OJS = Organizational Justice Scale, EMTIS = Expanded Multidimensional Turnover Intentions Scale.

$p > .05$. * $p < .05$. *** $p < .001$.

Table 1 indicated that age has no significant correlation with organization justice, whereas a positive correlation with turnover intentions. Organizational justice has a significant positive correlation with turnover intentions.

Table 2

Analysis of Organizational Justice as Predictor of Turnover Intentions among Employees (N = 698)

Predictor	R	R ²	B	B	F	SE
Organizational Justice	.230	.053	-.270	.230	38.62***	.043

It is observed that Organizational justice significantly predicted turnover intentions ($B = -.270$. $SE = .043$). Organizational Justice explained 5.3% variation in turnover intentions ($F_{1, 697} = 38.62$, $p < .001$).

Table 3

Means, Standard Deviation and t-test for Turnover Intentions with respect to Gender of the Employees (N = 698)

Variable	Male		Female		t (696)	p	Cohen's D			
	(n = 395)		(n = 303)							
	M	SD	M	SD						
Turnover Intentions	84.40	14.28	88.10	15.62	3.23	.001	.244			

Table 3 indicated that significant gender differences exist in turnover intentions with females are more inclined to turnover.

Discussion

Present study aimed at finding the inter-relationship between organizational justice and turnover intentions among employees of higher educational institutes of the Khyber Pakhtunkhwa. Two scales were administered to assess the variables under consideration and a conveniently selected sample of 698 males and females employees of higher educational

institutes. The alpha reliability of both scales was high, reflecting that both scales are useful for the current population.

The results in table 1 revealed that age is positively related to turnover intentions ($r = .087, p < .05$). Previous researchers reported negative relationship between age and turnover intentions. Ali et al. (2025) age is negatively related to turnover intentions. In an earlier study Martin et al. (2021) found that age is related to turnover intentions.

The results in table 1 revealed that age was not related to organizational justice among employees of higher educational institute. However, previous researches have identified the relationship between age and organizational justice. Nasurdin and Lay Khuan (2011) found that age is negatively related to organizational justice.

The results in table 1, revealed that organizational justice has a significant negative correlation with turnover intentions. The results are in line with the previous researches. Moon et al. (2024) found that turnover intentions have a negative relationship with organizational justice. They argued that results revealed that increase in organizational justice results in decrease in turnover intentions and vice versa.

The results revealed that organizational justice negatively predicted turnover intentions. Organizational justice significantly predicted turnover intentions ($B = -.270, SE = .043$). Organizational justice explained 5.3% variation in turnover intentions ($F_{1,697} = 38.62, p < .001$). Zhao et al. (2024) found that organizational justice is a significant predictor of turnover intentions. Similarly, Moon et al. (2024) reported that organizational justice is a significant predictor of turnover intentions.

It was hypothesized that females will score higher on turnover intentions as compared to males. The results confirmed the hypothesis and females scored higher as compared to males. The results are in line with previous researches. Sijabat (2020) reported that gender-based significant differences exist with respect to turnover intentions.

Conclusion

The current study concluded that age was positively related to turnover intentions and non-significantly related to organizational justice. Turnover intentions are negatively related to organizational justice and organizational justice significantly negatively predicted the organizational justice. Females scored high on turnover intentions.

Limitation and suggestion

The current study was limited in use of self-reported measure for assessing the organizational justice and turnover intentions, that may create social desirability and response biasness. Future researcher should use multiple methods to decrease the social desirability and response biasness.

The sample of the study included on employees of higher educational institutes, hence the more dynamic sample by adding different organizational setup can increase the diversity of the sample and provide a better insight with another organizational setup.

Implications

The current research has implications for organizations and professionals. Organizational psychologist and practitioners may design strategies to foster organizational justice, thus reducing the turnover intentions.

References

Adamovic, M. (2023). Organizational justice research: A review, synthesis, and research agenda. *European Management Review*, 20(4), 762-782.

Aguenza, B. B. and Som, A. P. M. (2012). Motivational factors of employee retention and engagement in organizations. *International Journal of Advances in Management and Economics*, 1(6):88–95.

Al-ali, A. H., Qalaja, L. K., & Abu-Rumman, A. (2019). Justice in organizations and its impact on Organizational Citizenship Behaviors: A multidimensional approach. *Cogent Business & Management*, 6, 1-18. <https://doi.org/10.1080/23311975.2019.1698792>

Ali, M., Baker, M., Grabarski, M. K., & Islam, R. (2025). A study of inclusive supervisory behaviors, workplace social inclusion and turnover intention in the context of employee age. *Employee Relations: The International Journal*, 47(9), 1–23,

Anitha, J., Begum, F. (2016). Role of organisational culture and employee commitment in employee retention. *ASBM Journal of Management*, 9(1).

Colquitt, J. A. (2012). In S. W. J. Kozlowski (Ed.), *The Oxford handbook of organizational psychology* (Col. 1:526-547). New York: Oxford University Press

Cropanzano, R., & Molina, A. (2015). Organizational Justice. doi:10.1016/B978-0-08-097086-8.22033-3.

DOI: 10.35940/ijmh.F1419.018622

doi: <https://doi.org/10.1108/ER-04-2024-0252>

Feng, W. C., & Angeline, T. (2010). Turnover intention and job hopping behavior of music teachers in Malaysia. *African Journal of Business Management*, 4(4), pp. 425-434.

Flint, D., Haley, L. M., & McNally, J. J. (2012). Dimensionality of organizational justice in a call center context. *Psychological reports*, 110(2), 677-693.

<https://doi.org/10.1080/09537287.2023.2251424>

<https://doi.org/10.1111/emre.12564>

<https://doi.org/10.2147/RMHP.S486535>

<https://doi.org/10.2466/01.07.21.PRO.110.2.677-693>

Ike, O. O., Ugwu, L. E., Enwereuzor, I. K., Eze, I. C., Omeje, O., & Okonkwo, E. (2023). Expanded-multidimensional turnover intentions: scale development and validation. *BMC Psychology*, 11(1), 271. <https://doi.org/10.1186/s40359-023-01303-2>

Lamont, J. (Ed.). (2017). *Distributive justice*. Routledge.

Martin, L., Nguyen-Thi, U. T., & Mothe, C. (2021). Human resource practices, perceived employability and turnover intention: does age matter?. *Applied Economics*, 53(28), 3306-3320. <https://doi.org/10.1080/00036846.2021.1886238>

Moon, K.-K., Lim, J., & Kim, J. -S. (2024). Examining the effect of organizational justice on turnover intention and the moderating role of generational differences: Evidence from Korean public employees. *Sustainability*, 16(6), 2454. <https://doi.org/10.3390/su16062454>

Mulgund, S. (2022). Importance of distributive justice, procedural justice and fairness in workplace. *International Journal of Management and Humanities*, 8(6), 1-6.

Nasurdin, A. M., Lay Khuan, S. (2011). Organizational justice, age, and performance connection in Malaysia. *International Journal of Commerce and Management*, 21(3), 273–290. doi: <https://doi.org/10.1108/10569211111165316>

Obeng, H. A., & Atan, T. (2024). Understanding turnover intentions: The interplay of organizational politics, employee resilience, and person-job fit in Ghana's healthcare sector. *Sustainability*, 16(22), 9980. <https://doi.org/10.3390/su16229980>

Poon, J. M. L. (2012). Distributive justice, procedural justice, affective commitment, and turnover intention: a mediation-moderation framework. *Journal of Applied Psychology*, 42(6), 1505-1532.

Pręczek, C., Rosiński, J., & Manko, B. A. (2020). Research review in organizational justice. *Journal for Perspectives of Economic, Political and Social Integration*, 26(1- 2).

Rbiaa, O., & Dextras-Gauthier, J. (2025). Unpacking the link between organizational justice and innovative behavior: a meta-analytic review across sectors. *Cogent Business & Management*, 12(1), 2546560. DOI: 10.1080/23311975.2025.2546560

Sijabat, R. (2020). Gender difference on the modeling of turnover intention behavior. *Fokus Ekonomi: Jurnal Ilmiah Ekonomi*, 15(1), 167-182. <https://doi.org/10.34152/fe.15.1.167-182>

Unterhitzenberger, C., & Lawrence, K. (2025). Fairness matters: organisational justice in project contexts. *Production Planning & Control*, 36(1), 45-60.

Zhao, S., Ma, Z., Li, H., Wang, Z., Wang, Y., & Ma, H. (2024). The impact of organizational justice on turnover intention among primary healthcare workers: The mediating role of work motivation. *Risk Manag Healthc Policy*, 17, 3017-3028

