

Justice perception and turnover intention in hotels: the mediating effect of employees' commitment

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Abstract:

The study was designed to investigate the effect of organizational justice on employees' turnover intention with the mediating role of organizational commitment among hotels employees. The instrument of the study was a questionnaire about demographic data, organizational justice scale (Niehoff and Moorman, 1993), organizational commitment scale (Porter et al., 1974) and turnover intention scale (Camman et al., 1979). The sample consisted of 327 employees from five-star hotels in Sharm El-Shiekh, Egypt. Statistical Package for Social Sciences (IBM SPSS Statistics 20) was used for data processing. In order to determine the relationship, Spearman's correlation and regression analysis were used. The findings revealed a significant relationship among the variables and supported all the hypotheses. The study recommended that hotels management should focus on increasing their employees' commitment through perceived organizational justice as an essential determinant of turnover culture.

Key words: Organizational justice, employees' commitment, Turnover intention.

1. Introduction

Human resources are the most important sector of any organization. So, if this part is loyal, consistent, satisfied and tends to maintain organization's goals, it will be an important factor in organizational effectiveness. Having such employees in the organization complies with higher performance and lower rates of turnover and delays (Lotfi and Pour, 2013). According to Greenberg (1986), employees generally compare the rewards they receive with the rewards which are received by their peers who make the same contributions to the organization. Hence, they judge whether the organization is fair or not. The term "Justice" in any organization is mainly based on human social interaction.; Whether, it is a rewards distribution, promotion, supervisory relations and appointment or any other type of social exchange (Yaghubi et al., 2009 and Owolabi, 2012). Greenberg (1987) defined organizational justice as employees' perception of the fairness in the organization and their reactions towards this perception. It refers also to the extent to which individuals perceive workplace procedures, interactions and returns to be equitable in nature (Baldwin, 2006). Because individuals continuously react to the organizations actions and decisions and their perceptions towards the fairness of these decisions can affect their organizational attitudes and behaviors, management should consider fairness as central interest because "injustice" will affect negatively job attitudes and behaviors at work (Javadin, 2008; Gopanzano, 2009 and Owolabi, 2012). as, perceptions of justice are important to both: the effective operation of organizations and the well-being of employees (Ambrose, 2002; Ambrose et al., 2002; Poole, 2007). Nowadays, organizational justice is among key variables that can assist the organizations in the path of effectiveness as a competitive advantage (Bidarian and Jafari, 2012).

According to the social exchange theory by Greenberg, justice consists of three main dimensions; distributive justice, procedural justice and interactional justice (Greenberg, 2005); for the first dimension, both employees and managers provide something valuable to each other part and receive something valuable in return. For example, employees provide their knowledge, skills intelligence and they receive wages, salaries, rewards and other benefits in return (Cropanzano et al., 2007; Poole, 2007; Sert et al., 2014). Distributive justice perception is very important for its influence on some of organizational outputs such as performance, job satisfaction, commitment, and turnover intentions (Flint and Haley, 2013). The second dimension (procedural) focuses on the fairness of the way in which the process of decision-making is conducted (Folger and Konovsky, 1989). Greenberg (2005) suggests that employees should take into consideration five criteria while they judge the fairness of decision making procedures; Apply rules consistently, opportunity to be heard, Use the information accurately, voice in the decision making, and safeguards against bias. In general, when individuals' perceived a low degree of procedural fairness, they are not satisfied relatively with outcomes (Bornstein and Dietrich, 2007). The third and last dimension (interactional) refers to the quality of interpersonal treatment received by employees, particularly as a part of formal procedures of decision making (Folger and Cropanzano, 1998; Baldwin, 2006). Moreover, interactional justice consists of two specific types of interpersonal treatment; labeled interpersonal justice which reflects the degree to which individuals are treated with politeness, and respect in the organization, and labeled informational justice, which focuses on the explanations that convey information about why procedures had been used in a certain manner (Greenberg, 1994; Bakhshi et al., 2009).

"Organizational commitment" refers to the behavior that relates employees to their organization (Mowday et al., 1982). According to Meyer and Allen (1997) there are three aspects of organizational commitment; (1) Affective commitment which refers to the emotional desire of the employees to stay in the organization; (2) Continuance commitment (cost-based), which refers to that individuals aim to remain in the organization because they believe that their opportunities in finding another job will be limited and they will suffer financially if they leave the organization, (3) Normative commitment (obligation); according to this aspect, employees do not leave the work due to moral responsibility. Altinoz et al., (2012) indicated that employees that have strong relationships with their organizations are less expected to leave their jobs. Therefore, organizational

commitment shapes the relationship between the employee and its organization and enables the employee to make the decision of continuation in their job. Moreover, committed individual can display more creativity and innovation (James et al., 2007).

Turnover refers to the departure of employees from the organization. A high rate of turnover is a real problem that faces several managers. Most theorists who explain turnover intention emphasizes that employee leave his job when his needs are not met and an alternative job becomes available and satisfies more his need (Owolabi, 2012). In the hotel industry, more than 81.5% of employees work in the same workplace for less than five years, and half of them leave the organization within one year (lee et al., 2013). This means that employees' turnover is a critical problem facing hotel managements, as it may increase the organization's direct and indirect costs (Gim et al., 2015). Staw (1980) showed that each turnover case in the hospitality field is estimated to cost up to \$2,500 as direct cost and \$1600 as indirect cost. Therefore, it is very important for hotel managers and human resources practitioners to develop favorable organizational environment to retain good employees.

2. Research Objectives, Conceptual framework and Hypotheses

The objectives of this study are to determine:

1. The relationship of justice perception with employees' commitment.
2. The relationship of justice perception with employees' turnover intention.
3. The relationship of commitment with employees' turnover intention.
4. The effect of justice perception on turnover intention through employees' commitment.

Figure (1) shows the relationship among variables of the study.

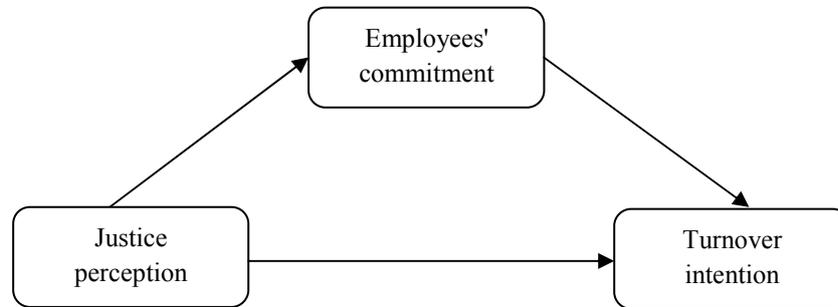


Fig. 1: Conceptual Framework

As for the research hypotheses, alternate hypotheses were used to identify if there is a significant relationship between the variables mentioned above. The following hypotheses are formulated:

- H1:** Organizational justice relate positively to employees' commitment.
H2: Organizational justice relate negatively to employees' turnover intention.
H3: Organizational commitment relate negatively to employees' turnover intention.
H4: Employees' commitment mediates the relationship between justice and turnover intention.

3. Research Methodology

The study was conducted on a random sample of 327 employees from five-star hotels in Sharm El-Shiekh, Egypt. The data obtained for this study were collected using a questionnaire. Four hundred (400) questionnaires were administered out of which three hundred and fifty six (356) questionnaires were returned (89% return rate). Twenty nine (29) questionnaires were disposed off because they contained incomplete information. Justice perception was measured using a scale developed by Niehoff and Moorman (1993), it composed of three subscales: distributive justice which consists of five items, procedural justice which had six items and interactional justice which had eight items. In order to measure organizational commitment, a scale with fifteen items developed by Porter et al. (1974) was used and to measure participant's turnover intention; a scale with three items developed by Camman et al. (1979) was used. The questionnaires used a five point likert-type scale ranging from "1=strongly disagree" to "5=strongly agree" to score the responses. Social Package for Social Sciences (IBM SPSS Statistics 20) software was used to analyze the data. Descriptive analysis, Spearman's Correlation and regression were used for data processing.

4 Results and Discussion

4.1 Reliability and validity analysis

Cronbach's Alpha coefficient was used to measure the reliability of the study instrument.. The overall reliability and validity coefficients are presented in table (1).

Table 1: Coefficient of reliability and validity of the scale constructs

No.	Constructs	No. of items	Cronbach's Alpha	Validity
1	Organizational Justice	19	.98	.989
2	Organizational Commitment	15	.97	.984
3	Turnover Intention	3	.97	.984
Overall Total Scale		37	.97	.984

Table (1) clarified that Cronbach's Alpha coefficient of all items of the study questionnaire had high scores (97%). George and Mallery (2003) indicates that Cronbach's Alpha coefficient acceptable at 0.60 or higher and excellent at 0.90 or higher. On the other hand, the overall validity coefficient of the questionnaire is 98.4%. Since all the three parts of the questionnaire had excellent Alpha scores, it can be assured that the instrument is reliable and the items included measure what it is supposed to measure.

4.2 Demographic profile of the respondents

The demographic profiles of respondents are shown in table (2). According to the data obtained, there were 84.4% males and only 15.6% female respondents. In terms of age, 36.7% of respondents were below 30 years. While 43.1% of them were of 30 to 40 years and 20.2% were above 40 years. According to the educational level, the majority of respondents (77.1%) were college graduates, 12.5% high school and 10.4% were held postgraduate degrees. With respect to department they work at, 43.7% of the respondents worked at the food and beverage department, 14.7% at housekeeping department while 23.5% of them at front office department and 18% at other departments. Finally, in terms of length of service, the majority of respondents (48.6%) were of 3-5 years length of service, 30.3% less than 3 years and only 21.1% of more than 5 years in the service.

Table 2: Demographic profile of the respondents

Demographics	Characteristics and Classification	Frequency (N)	Percentage (%)
Gender	Male	276	84.4
	Female	51	15.6
	Total	327	100
Age	below 30 years	120	36.7
	30- 40 years	141	43.1
	Above 40 years	66	20.2
	Total	327	100
Education	High school	41	12.5
	College graduate	252	77.1
	Postgraduate	34	10.4
	Total	327	100
Department	F&B	143	43.7
	Housekeeping	48	14.7
	Front office	77	23.5
	Other department	59	18
	Total	327	100
Length of service	Less than 3 years	99	30.3
	3- 5 years	159	48.6
	More than 5 years	69	21.1
	Total	327	100

4.3 Correlation analysis between variables of the study

This section discusses the coefficient of correlation among variables of the study. These correlations are illustrated as follows:

4.3.1 Relationship between organizational justice and commitment

In order to measure the relationship between justice perception and employees' commitment, the Spearman's correlation was used.

Table 3: Relationship between justice perception and employees' commitment

Spearman's rho	Variables		Organizational justice	Organizational commitment	
	Organizational justice	Correlation		1.000	.855**
		Sig. (2-tailed)			.000
N			327	327	
Organizational commitment	Correlation		.855**	1.000	
	Sig. (2-tailed)		.000		
	N		327	327	

** Correlation is significant at the 0.01 level (2-tailed).

Table (3) shows a highly positive correlation (.855) between organizational justice and organizational commitment. This finding indicated a high significance at 0.01 level. In addition, this correlation is positive and strong. This result is consistent with many studies (Javadin et al., 2008; Bakhshi et al., 2009; Zaman et al., 2010) which revealed that procedural and distributive justice associated with various aspects of organizational commitment. According to this finding, the previous hypothesis (H1) that says, "Organizational justice relates positively to employees' commitment" is supported.

4.3.2 Relationship between justice and employees' turnover intention

Table (4) illustrates the relationship between justice and turnover intention; the Spearman's correlation was used.

Table 4: Relationship between justice and turnover intention

Spearman's rho	Variables		Organizational justice	Turnover intention
	Organizational justice	Correlation Sig. (2-tailed) N	1.000 327	-.748-** .000 327
	Turnover intention	Correlation Sig. (2-tailed) N	-.748-** .000 327	1.000 327
** Correlation is significant at the 0.01 level (2-tailed).				

According to table (4) the relationship between organizational justice and employees' turnover intention is a highly significant at 0.01 level. The Spearman's correlation is negative and relatively strong (-74.8%). This result reflected a negative association between the two variables. In other words, the more the hotel employees feel justice and equity, the less they intend to leave the work. Some studies have been discussed this relationship for example, Al-Zu'bi (2010) found that when employees perceive a fair and equitable treatment from organization according to their efforts, they become loyal and want to stay in the work. Imran and Allil (2016) found that organizational justice contributes to retaining the employees. Also, Fatt et al (2010) indicated that distributive justice and procedural justice correlated with turnover intention. According to these findings, hypothesis (H2) that says, "Organizational justice relates negatively to employees' turnover intention" is supported.

3.3 Relationship between employees' commitment and turnover intention

As illustrated from table (5), there is a significant relationship between commitment and respondent's turnover intention at (0.01) level.

Table 5: Relationship between organizational commitment and turnover intention

Spearman's rho	Variables		Organizational commitment	Turnover intention
	Organizational commitment	Correlation Sig. (2-tailed) N	1.000 327	-.831-** .000 327
	Turnover intention	Correlation Sig. (2-tailed) N	-.831-** .000 327	1.000 327
** Correlation is significant at the 0.01 level (2-tailed).				

Table (5) clarified a negative correlation (-.831) between organizational commitment and turnover intention. This result agrees with the study of Saleem and Gul (2013) that revealed a negative association between organizational commitment and turnover intention of employees from public sector in Islamabad. It is noted from these findings that the hypothesis (H3) that says, "Organizational commitment relate negatively to employees' turnover intention" is supported.

4.4. Mediation analysis

Mediator variable identifies how the association between an independent variable and dependent variable takes place, mediation analysis is only conducted when there is a direct significant effect between independent and dependent variables; multiple regression analysis can be used to test the mediator effect (Bennett, 2000). Three regression equations are used to test the statistical significance of organizational commitment effect as a mediator variable.

4.4.1 The effect of organizational justice on organizational commitment

Tables (6), (7) clarify the first regression equation that shows to what extent the independent variable (organizational justice) predicts the mediator variable (employees' commitment).

Table 6: Model summary of organizational justice and organizational commitment

R	R ²	MSE	F	df1	df2	P
.927 ^a	.86	.173	1988.71	1.000	325	.000

- a. Predictors: organizational justice (X)
b. Outcome: employees' commitment (M)

Table 7: Beta Coefficients^a

Model	Unstandardized Coefficients		T	P
	B	Std. Error		
(Constant)	.372	.067	5.570	.000
Organizational justice (X)	.940	.021	44.595	.000

- a. Mediator Variable: Employees' commitment

The previous two tables (6), (7) indicated that $F(1.325)=1988.7$, $p < .01$, $R^2 = .86$ and coefficient ($b=.94$), $t(325)= 44.6$, $p < .01$. According to this finding, organizational justice (independent) predicts employees' commitment (mediator).

4.4.2 The effect of organizational justice on Turnover intention

Tables (8), (9) indicate the second regression equation that shows to what extent the independent variable (organizational justice) predicts the dependent variable (turnover intention).

Table 8: Model summary of organizational justice and turnover intention

R	R ²	MSE	F	df1	df2	P
.819 ^a	.67	.740	659.5	1.000	325	.000

- a. Predictors: organizational justice (X)
b. Outcome: turnover intention (Y)

Table 9: Beta Coefficients^a

Model	Unstandardized Coefficients		T	P
	B	Std. Error		
(Constant)	6.23	.138	45.05	.000
Organizational justice (X)	-1.12	.043	-25.68	.000

- a. Dependent Variable: turnover intention

Data obtained from tables (8), (9) showed that organizational justice as an independent variable has an impact on turnover intention as a dependent variable ($F=659.5$, $p < .01$, $R^2 = .67$ and coefficient $b = -1.12$, $t = -25.7$, $p < .01$).

4.4.3 The effect of organizational justice with organizational commitment on Turnover intention

Tables (10), (11) show the third regression equation that indicate to what extent the organizational justice and employees' commitment simultaneously predicts the dependent variable (turnover intention).

Table 10: Model summary of organizational justice, commitment and turnover intention

R	R ²	MSE	F	df1	df2	P
.876 ^a	.77	.522	536.2	2.000	324	.000

- a. Predictors: organizational justice (X), commitment (M)
b. Outcome: turnover intention (Y)

Table (10) clarified that organizational justice and organizational commitment together predicts turnover intention ($F= 536.2$, $p < .01$, $R^2 = .77$).

Table 11: Beta Coefficients^a

Model	Unstandardized Coefficients		T	P
	B	Std. Error		
(Constant)	6.65	.121	54.72	.000
Organizational commitment (M)	-1.13	.097	-11.70	.000
Organizational justice (X)	-.06	.097	-.61	.541

- a. Dependent Variable: turnover intention

Data obtained from table (11) indicates that commitment is a significant predictor of employees' turnover intention ($b = -1.13$, $t = -11.7$, $p < .01$). On the other hand, the direct relationship of organizational justice to turnover intention is insignificant ($b = -.06$, $t = -.61$, $p > .05$). Baron and Kenny (1986) showed that a mediator effect can exist in the following conditions: (a) the independent variable (X) predict the mediating variable (M), (b) the independent variable (X) predict the dependent variable (Y) and (c) when the independent variable and the mediator are simultaneously controlled in the model with the dependent variable, M variable should be a significant predictor of Y variable and the direct relationship between X variable and Y variable becomes less or insignificant.

According to the findings of multiple regression analysis, organizational justice has a positive impact on organizational commitment ($R^2 = .86$, $b = .94$, $p < .01$), organizational justice predict turnover intention ($R^2 = .67$, $b = -1.12$, $t = -25.7$, $p < .01$) and when organizational justice and organizational commitment entered simultaneously with turnover intention, organizational commitment was a significant predictor of turnover intention ($b = -1.13$, $t = -11.7$, $p < .01$) and the direct relationship between organizational justice and turnover intention was insignificant ($b = -.06$, $t = -.61$, $p = .54$). These results indicated that organizational commitment mediates the relationship between organizational justice and turnover intention. Normal theory tests were also used to measure indirect effects. The table (12) indicates the results of Sobel test (normal theory test).

Table 12: Sobel test

Effect	SE	Z	P
-1.061	.094	-11.32	.000

This table illustrates that indirect the effect from organizational justice on turnover intention through organizational commitment resulted in more significant effect ($z = -11.32$, $p < .01$). According to this finding, hypothesis (4) that says, "employees' commitment mediates the relationship between justice and turnover intention" is supported.

5. Conclusion and recommendations

The study was conducted to determine to what extent organizational justice aspects affect turnover intention among hotels employees and investigate the mediation role of organizational commitment in this relationship. The results of Spearman correlation found a significant negative correlation between organizational justice aspects and turnover intention. Also, a significant positive association between organizational justice and organizational commitment was found. Mediation analysis showed that organizational commitment mediates the relationship between organizational justice aspects and turnover intention. Because organizational justice disproportionately affects turnover intention among hotels employees through organizational commitment, the desire to remain and loyalty feeling will be the dominant culture within the organization providing that hotels management and human resource practitioners can effectively focus on enhancing employees' commitment. As this study was conducted on employees from hotels industry, future studies should focus on similar framework at different groups in service sectors such as banking, travel agencies and telecommunications. For future researchers, it is advisable to use other methods for gathering more in-depth data such as interviews in order to investigate other factors that can affect employee's turnover intention.

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الملخص العربي

تعد العدالة التنظيمية أحد محددات السلوك التنظيمي في المنظمات المعاصرة نظرا لعلاقتها المباشرة بالعديد من المتغيرات التنظيمية التي تؤثر في نجاح تلك المنظمات وتطورها من خلال قدرتها على تحقيق أهدافها التنظيمية بكفاءة وفعالية. وتعاني العديد من المنظمات ومنها الفنادق في الآونة الأخيرة من ارتفاع معدلات ترك العمل والتسرب الوظيفي نتيجة وجود مناخ تنظيمي غير مستقر، فضلا عن شعور العاملين في كثير من الأحيان بعدم المساواة وغياب العدالة. لذا يهدف البحث إلى دراسة العلاقة بين ادراك العاملين في الفنادق للعدالة التنظيمية وأثر ذلك في نية ترك العمل لديهم بالإضافة إلى تحليل الدور الوسيط للالتزام التنظيمي في هذه العلاقة. تم جمع البيانات الميدانية من خلال استمارة استقصاء وزعت على عينة عشوائية تتكون من 327 من العاملين بفنادق الخمس نجوم بمدينة شرم الشيخ. تم تحليل البيانات المتحصل عليها باستخدام الإصدار العشرين من برنامج تحليل الحزم الإحصائية للعلوم الاجتماعية "IBM SPSS Statistics 20". خلص البحث إلى وجود تأثير مباشر وكذا تأثير غير مباشر -من خلال الالتزام التنظيمي- للعدالة التنظيمية في نية ترك العمل لدى العاملين بالفنادق. يوصى البحث بضرورة تدعيم مستويات الالتزام والولاء لدى العاملين بالفنادق من خلال توفير بيئة عمل تسودها العدالة بأبعادها المختلفة.