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## 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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### 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

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