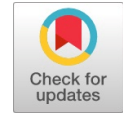


Organizational Justice and Turnover Intention: The Mediating Role of Quality of Working Life

Obaid Aldarmaki, Narimah binti Kasim



Abstract: Turnover intention (TI) is one of the critical issues that confront organizations and cost high capital investment. Most of previous studies focus on this issue among business organization while few examined it in public sector. Accordingly, this paper aims to examine the effect of organizational justice (OJ) on turnover intention among police personnel in United Arab Emirates (UAE). Further, quality of working life (QWL) is examined as a mediator between OJ and TI. A quantitative approach was deployed using a questionnaire. Data was collected from police in the capital of UAE. A total of 101 respondents participated in this study. The analysis was conducted using Smart Partial Least Square (PLS-SEM). The findings showed that OJ has a negative effect on TI. In addition, the IJ is the most important dimension of OJ followed by DJ and both have negative effect on TI. PJ has insignificant effect on TI. The QWL mediated partially the effect of OJ on TI. Decision makers are suggested to focus on OJ and QWL to reduce TI and there is an urgent need for more studies in public sector.

Keywords : Turnover Intention, Organizational Justice, Public Sector, Police Personnel, Quality of working life.

I. INTRODUCTION

Turnover intention (TI) of employees has recently received much attention from researchers and practitioners. This is due to the fact that turnover was found to have negative impact on several individual and organizational outcomes such as effectiveness, competitive advantage, performance, productivity and service quality [1]. TI is widely referred to as the intention of employees to voluntarily leave a job [2]. Companies around the globe are spending big capital on preparing employees and once those employees leave the job, the companies have to re-invest in newcomers. In United States (US) companies annually spend approximately US\$ 11 billion to start recruiting, selecting, hiring and training of employees [3]. In United Arab Emirates (UAE), the turnover rate is higher than the world average and companies spend US\$ 2.7 billion annually to cover the direct and indirect cost of turnover among employees [4]. Previous studies attempted to understand the predictors that lead to TI among employees. Majority of previous studies investigated the employees commitment, satisfaction, and support provided by organizations as the main causer of TI [5], [6]. In contrast, the literature is lacking in term of investigating variables such as OJ and QWL [7].

Manuscript published on 30 September 2019.

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Retrieval Number: K21200981119/19©BEIESP

DOI: 10.35940/ijitee.K2120.0981119

Journal Website: www.ijitee.org

Organizational justice (OJ) is an important predictor of TI and studies in UAE showed that due to issues of justice such as overload of work and unjust compensation and reward system, TI is increasing [8]. In addition, it was reported that one of the main reasons for the high TI rate in UAE is due to the imbalance between work and life, which increases the stress and the complaining about the job and ultimately affect the job attitude [9]. However, previous studies did not focus on the potential role of QWL and its effect as a mediating variable [10]. Statistical analysis conducted by the Federal Authority for Government Human Resources (FAHR) in 2014 showed that 5% of the workforce in public sectors has left their jobs. Previous studies suggested to investigate the TI among police personnel in UAE [11] due to the importance of these personnel in protecting the country [1]. Nevertheless, prior literature dealing with TI mainly focused on private sector in developed countries while the studies that deal with public sector are limited [11]. Consequently, the purpose of this study is to investigate the effect of OJ on the turnover intention among police personnel in Abu Dhabi. The study also aims to test the effect of OJ on TI as well as the mediating role of QWL between the variables.

II. LITERATURE REVIEW

A. Turnover Intention

Employees are the most important and valuable assets of any organization. Organizations invest in employees and develop their skills and capabilities to create competitive advantage and improve their organizational performance (OP). Researchers pointed out that employees are the source of resource and capabilities and their knowledge has a major impact on the competitive advantage and the OP of organizations [12]–[15]. Therefore, when some employees leave voluntarily their jobs, part of the resources and the capabilities of the organizations will go with them and this will impact the competitive advantage as well as the performance of these organizations [16]. The employees desire to leave their job and seek employment by other employers or starting their own job has increase recently. This act is referred to as turnover of employees. Researchers divided TI into two types. The first is a voluntary turnover and the second is involuntary turnover [17]. The former happens when the employees willingly decided to stop working with their employers and officially submit their resignation. The latter happens when for unforeseen reason, employees stop working or when the organization decided to



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downsize its working force [18]. In this study, the focus is on the voluntary turnover because of its substantial amount in UAE (63%) compare with the involuntary one [19]. Despite the scarcity of job opportunities, employees in UAE are intended to leave their job and seek employment with other employers. Reasons behind the TI were linked to QWL, satisfaction with job and salary, engagement, justice and trust as well as the leadership style of organizations [20], [4], [9], [21]. Despite the high rate of TI in UAE, the academic studies that investigated the issue are limited [11]. A study conducted by [22] investigated the TI among Dubai organizations focused on the effect of procedural and distributive justice as well as job satisfaction and organizational commitment on TI.

B. Organizational Justice

The origin of organizational justice theory was derived from seminal work of [23] who defined OJ as an the perception of employees about their organization and the its behaviour or decision related to their work which in turn has an impact on their attitude and behaviour toward their work and organization. The term OJ is closely related to the concept of fairness in the workplace [24]. [25] pointed out that researchers have operationalized the OJ into two dimensions (distributive justice and procedural justice) and other to three dimensions (DJ, PJ, and IJ) or four dimensions by adding the informational justice.

Usmani and Jamal (2013) referred to the difference in researchers' opinion and operationalization of OJ and concluded that the dimensions are three and any other additional dimensions can be included in the three main dimensions namely DJ, PJ and IJ. OJ has been used in few studies in the context of TI and public sector in particular [24]. Previous studies either used OJ as a multidimensional variable [5], [22] or unidimensional variable. In this study, the effect of OJ and its dimensions are investigated.

C. Conceptual Framework and Hypotheses Testing

Based on theory of OJ as well as the review of existing frameworks, this study proposes that the effect of OJ on TI will be negative. The study also proposed that these effects of OJ on TI will be mediated by quality of working life. Conceptual framework of this paper is shown in Figure 1.

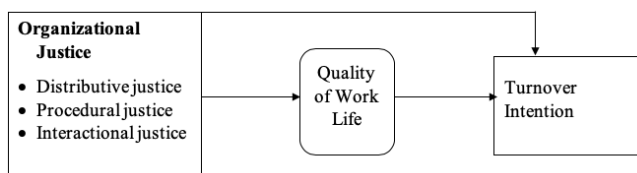


Fig 1: Conceptual Framework

Based on the framework and the literature review, the following section discusses the hypotheses of this study.

D. Organizational Justice and Turnover Intention

The effect of OJ on TI was widely investigated in business organization while this effect was investigated by few researchers in public sector context [24]. OJ is operationalized in this study to include DJ, PJ, and IJ. Previous studies examined the effect of OJ on TI. [22] found that the effect of DJ and PJ on TI is negative and significant.

[27] found that the effect of PJ on TI in US is negative. [28] found that there is a negative correlation between OJ and TI. Similar findings were derived by [29]. However, the study of [5] found that the effect of DJ is insignificant on TI. In this study, it is expected that the OJ and its dimensions will have negative effects on the TI among public sector employees in UAE. Accordingly, it is hypothesized:

H1: OJ has a negative significant effect on TI.

H1a: DJ has a negative significant effect on TI.

H1b: IJ has a negative significant effect on TI.

H1c: PJ has a negative significant effect on TI.

E. Mediating role of Quality of Working life

QWL is defined as employees' perceptions of employees' physical and mental well-being [30]. It is different from job satisfaction because it concerns not only the work but the balance between work and life, which include family, outdoor activities and leisure [31]. QWL was found to be studied by few studies. QWL affected negatively the burnout [6]. [31] found that quality of working life is a predictor of TI among women working in UAE. The mediating role of QWL was found significant in the study of [10] who found that QWL affected negatively the TI and mediated the effect of supervisor support with organizational commitment, life satisfaction and TI. [32] also examined the mediating role of QWL between service climate and TI in US hotels and found that QWL played a mediating role.

In this study, it is expected that QWL will mediate the effect of OJ on the TI of employees at public sector in UAE. Accordingly, it is hypothesized:

H2: QWL mediates the effect of OJ on TI.

III. DATA AND METHODOLOGY

This study is conducted in UAE and particularly on public sector employees. Among the public sector, police personnel are exposed to high level of stress due to work duties and their essential role in protecting the nation. Accordingly, the population of this study is the police personnel in Abu Dhabi. Statistic showed that a total of 34,000 are working as police personnel in Abu Dhabi [1]. These 34,000 police personnel are working in eight departments. A stratified sample was used to better represent the population. The sample size of this study is 380 respondents divided into eight groups based on the number of employees in each department.

The instrument through which the data is collected is a questionnaire. The procedural justice (5 items) and distributive justice (4 items) were adopted from [33]. Interactional justice (9 items) was adopted from [34]. In addition, quality of working life (9 items) was adopted from Nguyen and Nguyen (2012). The turnover intention (3 items) was adopted from [36]. Validation process was conducted to assess the validity of the questionnaire and a pilot study was done to assess the reliability of the measurements. After confirming the validity and the reliability of the questionnaire, the filed data collection took place. A total of 380 respondents were invited to answer the questionnaire.

After giving adequate time and following a proper follow up, a total of 104 answered the questionnaire. These 104 responses are sufficient for the use of PLS-SEM(PLS-SEM).

The data was examined to refine the data and prepare it for further analyses. No missing value were identified. However, three responses were deleted on the basis of outliers. Data was normally distributed because skewness and kurtosis are less than absolute two and no multicollinearity issues among the variables. Table I shows the process of data collection and refinement.

Table I: Process of Data collection and Refinement

Process	Action
Data collection	A total of 380 questionnaire were mailed out to respondents.
Returned questionnaire	104 questionnaires returned from respondents.
Missing value	No missing value
Outliers	Three responses were deleted due to outliers
Complete and Usable questionnaire	101 questionnaires

IV. FINDINGS AND DISCUSSIONS

A. Profile of Respondents

Respondents who answered the questionnaire of this study accounted to 101. Descriptive analysis using SPSS was deployed to presents the profile of the respondents. Table II shows that the highest percentage of respondents (89.1%) are males with age (69.3%) between 26 and 39 and they are married (77.2%). The respondents are holders of bachelor degree (35.6%) and master degree (32.7%) with experience as police personnel (94.1%) of more than five years. The highest percentage (66.3%) works as administrative.

Table II: Profile of Respondents

Variable	Label	Frequency	Percent
Gender	Male	90	89.1
	Female	11	10.9
Age	Less than 25 years	10	9.9
	26-39 years	70	69.3
	40-54 years	21	20.8
Marital status	Single	19	18.8
	Married	78	77.2
	Other	4	4.0
Education	Secondary	13	12.9
	Diploma	6	5.9
	Bachelor's Degree	36	35.6
	Masters	33	32.7
	Ph.D.	13	12.9
Experience	Less than 5 years	6	5.9
	5-10 years	22	21.8
	11-15 years	26	25.7

Job specification	15-20 years	31	30.7
	21-25 years	13	12.9
	26 years and above	3	3.0
	Customer Service	8	7.9
	Consultant	1	1.0
	Call Centre	3	3.0
	Operational Staff	8	7.9
	Special Task Staff	5	5.0
	Typist	2	2.0
	Administrator	67	66.3
	Accountant	1	1.0
	Technical Support	3	3.0
	Instructor	3	3.0

B. Measurement model

Assessment of the measurement model was conducted based on the suggestion of [37]. The value of factor loading is larger than 0.70 confirming that the items has good loading on their respective variables. However, a number of items were removed because of low factor loading. In addition, the table shows that the CA is greater than 0.70 as well as CR is also larger than 0.70. The AVE for all variables are larger than 0.50 indicating that the measurement has a convergent validity. For the discriminant validity, Table III shows that the loading of the variables is greater than the cross loading indicating a good discriminant validity.

Table III: Reliability and Validity

Variables	CA > 0.70	CR > 0.70	AVE > 0.50					
Distributive Justice	0.90	0.92	0.68	0.82				
Interactional Justice	0.92	0.94	0.74	0.52	0.86			
Procedural Justice	0.88	0.91	0.74	0.52	0.54	0.86		
Quality of Working Life	0.95	0.96	0.75	0.56	0.62	0.57	0.86	
Turnover Intention	0.84	0.90	0.76	-0.63	-0.66	-0.56	-0.58	0.87

C. Structural Model

The structural model was assessed based on the suggestions of [37]. First, the r-square was assessed and the variables of this study were able to explain 0.505 of turnover intention and 0.410 of quality of working life. The predictive relevance was also examined and the independent variables can predict the dependent variables. Effect size for all the paths are acceptable except for the path of procedural justice on turnover intention were less than 0.02. The path coefficient is presented in Table IV. The Table presents the results of direct effect hypotheses as well as the mediating hypotheses.



Hypotheses' number (H), path, path coefficient (β), standard deviation (SD), T-values (T), P-values (P), and remark are given in the table.

Table IV: Result of Hypotheses Testing

H	Path	β	SD	T	P	Remark
	Direct Effect					
H1	OJ \rightarrow TI	-0.688	0.044	15.633	0.000	Supported
H1a	DJ \rightarrow TI	-0.260	0.124	2.098	0.036	Supported
H1b	IJ \rightarrow TI	-0.389	0.134	2.909	0.004	Supported
H1c	PJ \rightarrow TI	-0.095	0.088	1.076	0.282	Not supported
	Mediating Effect					
H2	OJ \rightarrow QWL	0.640	0.061	10.448	0.000	Supported
	OJ \rightarrow TI	-0.525	0.092	5.690	0.000	
	QWL \rightarrow TI	-0.250	0.093	2.675	0.007	
	OJ \rightarrow QWL \rightarrow TI	-0.160	0.068	2.359	0.018	

First main hypothesis of this study predicted that the effect of OJ on TI is negative. The finding in Table 04 shows that the prediction is true ($\beta=-0.688$, $P<0.001$). Thus, H1 is supported. For H1a, the effect of DJ on TI is negative and significant ($\beta=-0.260$, $P=0.036$). For H1b, the effect of interactional justice on turnover intention is negative and significant ($\beta=-0.389$, $P=0.004$). thus, H1b is supported. For the third dimension of OJ, the effect of PJ on TI is negative but insignificant ($\beta=-0.095$, $P=0.282$). Thus, H1c is not supported. QWL was included in the model to test its mediating effect between OJ and TI. Before including QWL, the direct effect of OJ was significant ($\beta=-0.688$, $P<0.001$), and it reduced after including the QWL as a mediator but stayed significant ($\beta=-0.525$, $P<0.001$). The indirect effect of OJ on TI through the mediator QWL (OJ \rightarrow QWL \rightarrow TI) is also significant ($\beta=-0.160$, $P=0.018$) indicating that there is a mediation effect of QWL between OJ and TI and this mediation is partial because the direct effect stayed significant after including the mediator. Thus, H2 is supported.

V. DISCUSSION

This study aimed to examine the effect of OJ and its dimension on the TI in UAE. The finding indicated that OJ has a negative effect on TI. This indicates that the increase in the level of OJ will reduce the intention to leave the work. Similarly, the findings also indicated that IJ is the most important dimension of OJ followed by DJ. Policy makers in UAE public sectors are advised to increase the level of interactional and DJ to reduce the TI. The findings also showed that PJ has insignificant effect on TI. In agreement with these findings, researchers such as [22], [28], [29] found that OJ and its dimension have negative effect on TI. On the other hand, in the study of [5] some dimension were found to have insignificant effect on TI. The findings also showed that QWL mediated the effect of OJ on TI. This indicates that part of the effect of OJ on TI can be explained through the QWL. Thus, to reduce the TI, decision makers are advised to increase the QWL. This finding is consistent with the

findings of other researchers such as [10] and [32] who found that QWL mediated the effect of variables on TI.

VI. CONCLUSION

This study was conducted on UAE on police personnel. The study contributed to the literature by responding to the call of researchers to examine the TI in public sector. In addition, the study contributed to the literature in the sense that few studies examined the mediating role of QWL. The study included 101 respondents and focused only on police personnel. However, the responses are sufficient for the purpose of the analysis. Nevertheless, future studies are recommended to increase the sample size so that the findings can be more generalizable. Future studies are recommended also to include other public sectors such as public transport employees and white and blue collar employees to increase the generalizability of the findings.

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