

# Organizational Justice Dimensions and Relationship to The Turnover Intention

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**Abstract**—This research provides knowledge of the relationship between turnover intention and organizational justice. Employees state that behaviors and practices at work are affected by the behavior, choices and activities of the organization. If the organization does not deal adequately with all abilities and exercises, the employee may leave the organization. In this way, this article talks about the ideas and previous research that are identified with the previous problems.

**Index Terms**— Turnover Intention, Organizational justice, Procedural, justice, Informational justice, Distributive justice, Interpersonal justice.

## I. INTRODUCTION

Various organizations put resources into human resources because their importance in the organizational environment cannot be denied. The performance and disappointments of organizations depend on the performance of employees. Moreover, the high efficiency and performance of organizations could not be managed without the support and involvement of employees (Samad, 2006), because employees run a greater risk of achieving the goals and system of the organization. Entertainment by experts is an incredible concern for organizations and this problem is not solved (George, 2015). Difficulties in selecting and maintaining employees lead organizations to implement approaches to retain specialists. Since the 1990s, there has been an incredible focus on supporting employees. This has made the availability of significant data conceivable to determine this problem. This includes, but is not limited to, organizational and unique variables, political and organizational culture, mental perspectives, and socialization (Flint, Haley and McNally, 2013; Williams and Glisson, 2013). However, the problem of rotational intensities because of the organization is uncertain (Brashear, Manolis and Brooks, 2005). The factors identified with the rotation goals of different organizations must be recognized. This study will break through the rotation intentions of bankers. Today, managers need talented, experienced, and talented people because the profitability and productivity of the company depends on people's performance.

Assembling is an industry that has evolved on a large scale

or in large quantities from crude material to a complete raw material. Production also requires labor and machines, preparations and equipment for the use, production and delivery of products to retailers. In Malaysia, the producer segment is very involved in the economy. Total national production indicated that production contributed RM243,446 each year from 2015 and that the assessment will be expanded to RM253,941 in the coming years. The production area also offered various vacancies. In total, the production department opened 2,266 ways to fill in the situation that was not covered by the organization. To maintain efficiency and continue to do business, manufacturing companies must retain skilled people and reduce the rotation problem.

In the focused world, production areas from different perspectives are increasingly being used for permanent support in shopping centers (Fathi, 2011). The organization must maintain its image by reducing normal problems, including staff turnover. Production is one of the components with basic rotation problems. As the report from The Sun daily (2014) shows, a whole of twenty four percent turnover were generated in equity production (Singh, 2010).

Organization. In terms of street work. Com Job Outlook 2015 (Job Path) The number of companies requesting the first and second quarters of this year is 73%. In total, 41% of employees strive for better jobs outside the organization after receiving the reward. The message was supported by Rubiah (2012). Employees leave the organization to receive a superior offer and opportunity from another organization. Wong (2010) discovered that the employee leaves the organization because the benefits and benefits provided by the organization do not meet their needs.

Turnover intention could be characterized by the fact that employees are not enthusiastic about working with the organization and their goal is to leave the organization. Regarding to Griffeth and Hom (1991), turnover intention refers to the employee's goal of leaving his job. Some analysts justify this turnover intention as a predictor of real turnover in the organization (Meyer, 1998). Xue Min (2015) distinguished that not all employees who pursue sales goals will leave the organization. The actual number of sales is not the basic component of the employee's goal of leaving the organization. Several factors may also be the explanation for the employee intentionally leaving the organization (Hom, 1991).

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## II. ORGANIZATIONAL JUSTICE

In 1987, Greenberg discovered that organizational justice can be seen in an alternative view of organizational behavior. Moreover, the expert suggested that organizational justice should be an increasingly comprehensive and related factor. Colquitt (2006) believed that organizational justice could be applied to another condition, such as non-organizational justice, by considering some local factors. People must have a constructive impression of the adequacy of treatment offered by the organization because it reflects the degree of organizational justice in this organization (Arnold, 1992).

Greenberg described the concept of organizational justice as an emotional view of tackling the adequacy of the organization for their employees. The judiciary could see through a number of unique characteristics of employees' jobs, such as the impression of decency in the circulation of pay, commitment and contribution to basic management (Tett, 1993). In the organization, they influence the person's perspective on an equivalent, or inconsistent processing: the fairness of the time spent on the transfer and the share can result in the favorable result of the organizational responsibility of employees and reduce the intention of employees leave or leave the organization (Kim, 2009).

Research has shown that employees inform three groups about the apartments in the working environment. They analyze the justice of results (fairness of distribution) and fairness of the relational exchange that they experience with others (interaction justice) and fairness of conventional terms (justice of procedure). procedural justice, Distribution justice and interaction justice are generally associated. They can be treated seriously as three segments of general suitability.

As described by Cropanzo et al. (2007), both the employees and organization had the opportunity to gain an innovation benefit if the justice of the organization was updated in each of the exercises. If the organization offers appropriate treatment, the employee usually builds up an excellent and trusting relationship with the organization (Beheshtifar, 2013).

The decency of the individual result obtained by the employee is closely related to the performance of the employee's work. This affects not only the decency of individual results, but also other aspects of justice, such as the suitability of relational treatment and the decency of business systems. The expert also clarifies that the results of individual reasonableness can be characterized as an appropriate treatment of freight, rewards and outstanding payments. Each of these exercises can influence the performance of the employee's job.

Organizational justice can help the association in overseeing worker successfully in light of the fact that, since justice in organizational justice is one of the significant factors in distinguishing workers' conduct. Decision of employees to leave or to be influenced by organizational practices and methodology. (Greenberg, 2005)

Nojani et al. (2012) believed that the individual or employee shows their negative feelings and doubts about the organization, since the company was not equal to each of the employees. This leads to poor observation of employees. Yaser and Mohd Sobri explain organizational justice as a choice and movement (part of wealth, reward and reward) as the organization that does justice to employees.

Given Hazzi (2012), it should be easy for companies, managers, supervisors or functions to be negotiated when making decisions about employee choice, because justice in an organization can be considered a company if the organization makes the same choice. This benefits the organization and the employee, and the two meetings lead to a positive response to the elections.

The idea and the nature of justice relate to the circumstances and outcomes on which the expert must focus. Organizational justice is usually divided into three types: division of justice, procedural justice and interactive justice and distributive justice (Xue, 2015). Other experts also believed that there are three main segments of organizational justice, including relational justice and insightful justice.

Colquitt classified organizational justice in four dimensions and considered informational and interpersonal justice as different dimensions. The message was supported by the claim that the attitude of everyone was very different.

## III. INTENTION TO LEAVE

The intention to leave the company is characterized by employees' desire to separate the current organization (Mobley, Griffeth, Hand and Meglino, 1979). Employees who hope to leave the organization center to fill new positions and are therefore less enthusiastic about their current position (Vigonda, 2007). Kassing, Piemonte, Goman, and Mitchell (2012) state that the purpose of retirement is a significant miracle and that it is urgently necessary to investigate further elements of the intention to remedy this problem. There are some components that are identified with the employee's intention to leave. These include, but are not limited to, quotas, work schedules, advance openings and working conditions. According to Tett and Meyer (1993), there are some indirect components that worry about the variables about the house that affect their mood. Other than that, there is another form of intention to leave that is called a voluntary automatic occupation task (Milgrom and Oster, 1987). Deliberately leaving the profession involves individual preparation to leave the organization, while automatically leaving the profession brings about a limited goal for the company (Elamin, 2012).

## IV. ORGANIZATIONAL JUSTICE AND TURNOVER INTENTIONS

In the current organizational structure, employee fluctuation goals and organizational capacity have become increasingly important (Erdogan, 2002). As the social trade hypothesis suggests, relationships play an important role in the organization and these relationships become trust, shared tasks and expensive if relationships remain stable (Cropanzano and Mitchell, 2005). There is little difference between economic and social enterprises regarding inspiration for employees (Niehoff and Moorman, 1993). Employees with better economic transactions are exceptionally active as opposed to social transactions ((Niehoff and Moorman, 1993). Employees who prefer monetary transactions to social ones in the organizational environment currently have lower sales targets if they have better finances, they have too with a better pay structure., Equity and prices The best and most sensitive organizational

framework creates trust in the employees of the organization and leads to lower sales targets (Aryee et al., 2002).

In a meta study, Cohen-Charash and Spector (2001) discovered elements of organizational justice, distribution and procedural justice, as well as a negative organization with fluctuation goals. In another study, Byrne (2005) discovered that both procedural justice and interaction had a negative relationship with the revenue targets of employees. Moreover, Brashear et al. (2005) have found that procedural and distributive justice have a negative relationship with the objectives of staff turnover. Personnel Business units try to establish rules and guidelines to maintain organizational justice within the organization. No matter how long organizational justice is used, every employee receives a similar offer on all work-related issues. Organizational justice has a large organization with staff turnover (Kohlmeyer and Parker, 2005; Zagladi, Had Widjojo, Noermejoti and Rahayo, 2015). Byrne (2005) discovered that organizational justice influences the income of employees. Harris, Andrews and Kalmar (2007) found that the goal of staff turnover will currently be affected if organizational equity is considered (Farooq, 2014).

### V. EFFECTS OF ORGANIZATIONAL JUSTICE ON TURNOVER INTENTION

Some studies have shown that distribute and procedural justice has a significant correlation and negative to the turnover intention. However, given the impact of the common model, procedural justice becomes stronger in anticipating turnover intention as opposed to distributive justice. Regardless, Ramie discovered that there is no great link between turnover intention and procedural justice, but the enormous and negative connection between turnover intention and distributive justice. Hashim and Hassan examined the position of organizational justice between expatriate academic staff and national in Malaysia to job outcomes (Adams, 1965). His research showed that interactive justice and distributive justice have an impact on the goal of ostracism to stay in the organization. procedural justice and distributive justice have participated to turnover intention of Malaysian jobholder. Kim's research clarified the impact of informational justice during the period when the scale was reduced from a management perspective. This study shows that unwanted correspondence during the disassemble process leads employees to evaluate their organization with the organization. Given their rating and impression of this organization, they're decide on the turnover as the best outcome. In the previous study, it was announced that the employee's goal had chosen intention as an option because he believed the manager's relational treatment was low. Furthermore, branches of this study showed that there was a pessimistic and remarkable relationship between turnover intention and interpersonal justice between the head of the organization and employee (Cropanzano, 2001).

### VI. CONCEPTUAL FRAMEWORK

Based on the above the literature review, a conceptual framework has been created (Figure 1) to portray the connection among turnover intention and organizational justice.

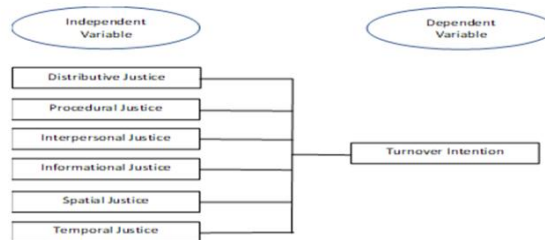


Figure 1: Conceptual Framework of organizational justice and turnover intention

### VII. FUTURE RESEARCH

Most of the scholar agreed turnover intention, which is influenced by organizational justice (Almansour, 2012). In any case, there is virtually no center of analysis for the other two justice dimensions, namely spatial justice and temporal justice. Further research requires progressive experimental research aimed at spatial and temporal justice. Experts and researchers gradually need experimental evidence for the relationship between new elements of justice with different outcomes, such as the intention to sell. In addition, only a few investigations were conducted in a universal environment. More studies from around the world are needed to distinguish common characteristics and contrasts between cultures (Nojani, 2012).

### VIII. MANAGEMENT IMPLICATIONS

Affected experts who are interested in the issue of employee turnover should recognize and positively point out that there is an area that is above average in terms of pay distribution, formal basic management practices and relational treatment. Striving for adequacy. In general, the absence of a positive vision of organizational justice would lead to sales goals.

### IX. CONCLUSION

Research has helped improve our understanding of the relationship between turnover intention and organizational justice. At the time of the research, the results are added to the partner (employees, Ministry of Human Resources and manufacturing sectors). Partners can recognize the conditions under which they can improve turnover intention through better implementation and planning. In this way, the company and the employee understand the purpose of learning, practice and hypothesis, not only in reality, but also their profit in organizations (Osama, 2012).

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