

From Organizational Justice to Turnover Intentions: Job Satisfaction's Moderating Effect

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Abstract: - Employee turnover has remained one of the major challenges for Albanian companies in recent years. It affects the functioning of organizations and the well-being of their employees. Despite extensive research aimed at understanding the explanatory mechanisms of employee turnover intentions to retain valuable employees for companies, the phenomenon persists. This study aims to investigate the effect of organizational justice on turnover intention by using job satisfaction as a moderator. Data was collected from companies in the telecommunications sector using a randomly selected sample of 275 employees to complete questionnaires. The findings indicate that procedural justice significantly influences turnover intention, whereas distributive justice does not have a statistically significant effect. Furthermore, job satisfaction does not moderate this relationship. These findings provide telecommunications company management with a clear understanding of how to improve human resource management practices to reduce employee turnover intentions.

Key-Words: - Organizational Justice; Procedural Justice; Distributive Justice; Job Satisfaction; Turnover Intention, Telecommunication sector; Human Resource Management.

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1 Introduction

Faced with market dynamics, technological developments, and digitalization, companies are compelled to redesign their organizational policies and human resources (HR) practices to foster employee engagement and transform them into active contributors to the workforce. The ability to prevent the loss of human and intellectual resources stands as a pivotal factor in a company's competitiveness, [1]. In order to sensitize companies, researchers have turned to the study of turnover intentions, [2], [3]. The loss of skilled employees yields a decline in performance, both in terms of quality and quantity, and incurs high costs in the selection and training process of new employees, [4], [5]. To reduce employee turnover intention, companies should pay attention to the factors that influence the prevention of turnover. One factor that determines the employee turnover intention is organizational justice, [6]. An extensive body of research indicates that, in general, employees who consider their organization fair in work procedures may acquire a favorable attitude about their job, [7], [8]. Employees who perceive unfair conditions may experience unpleasant emotions such as frustration, dissatisfaction, or a sense of being undervalued [9], which are linked to

decreased job satisfaction and a diminished sense of dignity at work, [10].

Another predictor of turnover intentions is job satisfaction, [11]. Job satisfaction is the pleasurable emotional state caused by viewing one's employment as accomplishing or helping the fulfillment of one's work values, [12]. Moreover, job satisfaction is related to the well-being and the health of the employees [13], [14], work engagement [15], [16], and job performance [17], [18].

This study aims to analyze the concept of organizational justice and its impact on turnover intentions in developing countries. However, it should be mentioned that there aren't many of these studies in Albania. Albania has a relatively high concentration and mobility of employees. Such research would assist all stakeholders in understanding the motivations that lead employees to make such a decision. Furthermore, by examining job satisfaction as a moderating variable, the study adds to our understanding of the psychological mechanisms that influence organizational justice decisions and employee intent to leave.

2 Literature Review

The topic of justice has become a significant field of study, which helps organizations understand the behavior of employees toward justice in the workplace, [19]. Organizational justice expanded from a two-factor model, consisting of procedural and distributive justice, to a four-factor one, involving interpersonal and informational justice, [19], [20]. Employees believe they are being paid or treated fairly, which leads to distributive justice, [21]. Distributive justice is the perceived fairness of the organization's distribution of resources, [22], [23]. Procedural justice considers that employees believe that procedures are fair when they are consistent, ethical, and free of bias, [24]. Meanwhile, the literature linking the various justice elements to leaving is fairly confusing; some research shows that distributive justice affects the intention to leave [25], [26], while other studies show an effect for procedural justice, [20], [27]. [28] evaluated the association between the variables in the link between organizational justice and job satisfaction. Empirical and conceptual investigations reveal a direct link between distributive and procedural justice and job satisfaction, [29], [30], [31].

Job satisfaction is an employee's positive or negative emotional judgment of how satisfied they are with their employment, [32]. Working conditions [33], personality traits [34], and compensation [35] all contribute to employee satisfaction, as do the company's social responsibilities [36]. Most academics have long regarded job satisfaction as one of the most relevant factors in seeking to understand turnover, [37], [38], [39], [40]. Turnover intention refers to an employee's voluntary inclination to leave the organization [41], typically driven by the perception that better opportunities exist elsewhere [42]. The precise forecast of expected turnover allows employers and policymakers to intervene and thereby prevent actual turnover, [43]. In measuring turnover intention, the authors followed empirical studies that found turnover intention to be an appropriate indicator for assessing actual turnover, [41], [44], [45], [46]. Further research is required to discover whether some variables have a causal relationship with turnover and how this relationship is moderated by other variables, [47]. Several studies found that job satisfaction moderates the impact of organizational justice on turnover intention [48], in contrast with [49], which discovered that the variable does not significantly moderate this relationship.

3 Methodology

3.1 Sample and Procedures

An online survey was conducted in Tirana, Albania, because there is a greater concentration of companies that operate in this sector and consequently have the largest number of employees. The selection of the telecommunications sector in this study is based on two main reasons. First, continuous technological developments accelerate frequent changes in this sector. Second, it represents a developing sector, which is expanding through investments and the expansion of services.

First, the companies were identified, and the questionnaire was distributed to all levels of employees, from rank-and-file professionals to top management, to collect and analyze their opinions on the goal of turnover intention in relation to the tools that hinder it, such as distributive and procedural justice. Job satisfaction serves as a moderating component in this relationship. A total of 378 surveys were distributed, of which 275 were returned complete and usable for analysis (with a response rate of 73%). Initially, the database was examined for the presence of missing values and outliers. It was found that the database did not contain any missing values or outliers. The study analysis was conducted using the Smart PLS-SEM program, useful for analyzing statistical models even when the sample size is small, as in our case (275).

3.2 Measures

The perception of organizational justice is assessed on two dimensions: distributive justice and procedural justice, using 15 questions derived from [50] and [51]. Respondents also filled out the 6-item turnover intention measure created by [52]. [53] Devised a five-item scale to measure job satisfaction. For all measurements, a five-point Likert scale was employed, with one representing "strongly disagree" and five representing "strongly agree."

The sample includes data from 275 different respondents, of whom the majority (63%) are female, and the rest (37%) are male. Most of them, 60%, have a master's degree, followed by 35% who have a bachelor's degree, and only 5% who have completed secondary education. Regarding the current job position, the majority of respondents are professionals (67%), while 16% are lower-level managers. The remaining employees are mid-level managers, and only 3% are company directors.

3.3 Validity and Reliability

The study's primary data were collected by a questionnaire survey, so the validity and reliability of this instrument are being examined. The Alpha coefficient values for each variable range from 0.758 to 0.961, indicating strong reliability, [54]. The measurement model analysis demonstrates strong reliability for all constructs, with Cronbach's alpha and composite reliability values exceeding the required threshold of 0.7 (Table 10, Appendix). Also, rho_A supports the scales' internal coherence.

In terms of convergent validity, distributive justice and procedural justice have high AVE values (>0.50) [56], whereas the variable "intention to leave" has values at the boundary (AVE = 0.455) (Table 1, Appendix). Discriminant validity was determined using the HTMT ratio. All values are below the required threshold of 0.90 [55], indicating that the variables are distinct from one another (Table 2, Appendix).

4 Analyses and Results

Based on the literature, the authors built the following two hypotheses.

Hypothesis 1: Organizational justice in the workplace is negatively related to turnover intention.

The analysis confirms the impact of distributive justice and procedural justice on employee turnover intention, with p-values less than 0.05, 0.001, and 0.000, respectively.

Procedural justice had a higher influence ($\beta = -0.474$, $p < 0.001$) than distributive justice ($\beta = -0.265$, $p < 0.01$), indicating that the impression of fair processes is more important in reducing the intention to leave (Table 3).

Table 3. Mean, StDEV, T- Values, P- Values

	Original Sample (O) (β)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
DJ->TI	-0.265	-0.268	0.076	3.465	0.001
PJ->TI	-0.474	-0.476	0.068	6.975	0.000

Note: DJ- (Distributive Justice), PJ- (Procedural Justice), TI- (Turnover Intention)

Source: created by the authors

Furthermore, the coefficient of determination (R^2) and effect size (f^2) were examined to make within-sample predictions (Table 4 and Table 5).

The R^2 statistic is 0.457, indicating that distributive and procedural justice accurately explain 45.7% of the variation in intention to leave. The R^2 value reflects the model's in-sample predictive power, and the small difference between R^2 and the adjusted R^2 (0.453) confirms a moderate level of explanatory power, [56].

Table 4. R^2 and adjusted R^2 values

	R^2	R^2 Adjusted
TI	0.457	0.453

Note: TI- (Turnover Intention)

Source: created by the authors

Table 5. f^2 values

	TI
DJ	0.075
PD	0.239

Note: DJ- (Distributive Justice), PJ- (Procedural Justice), TI- (Turnover Intention)

Source: created by the authors

The effect size (f^2) analysis indicates that procedural justice exerts a moderate influence ($f^2 = 0.239$) on turnover intention, whereas distributive justice demonstrates a smaller effect ($f^2 = 0.075$), [57]. This suggests that procedural justice contributes more substantially to the explanatory power of the model and represents a more influential determinant in reducing turnover intention.

Hypothesis 2: Job satisfaction moderates the relationship between organizational justice and intention to leave.

To test this hypothesis, the researchers examined the structural path coefficients of the model (Table 6). The results show that the connection between distributive justice and intention to leave is not statistically significant ($\beta = -0.057$, $t = 0.750$, $p = 0.453 > 0.05$). This suggests that views on fair resource allocation do not directly affect turnover intention in this model. In contrast, procedural justice has a negative and statistically significant effect on intention to leave ($\beta = -0.297$, $t = 4.618$, $p < 0.001$). This means that higher levels of perceived fairness in organizational procedures relate to a decrease in employees' intention to leave. Job satisfaction has the strongest negative effect ($\beta = -0.449$, $t = 7.502$, $p < 0.001$). This highlights its important role in reducing turnover intention. As for the moderating effect, the results indicate that it is not statistically significant ($\beta = -0.048$, $t = 1.224$, $p = 0.222$). This shows that the proposed interaction effect is not supported by the data. Overall, the

findings confirm the important roles of procedural justice and job satisfaction in reducing turnover intention, while the effects of distributive justice and the moderating mechanism are not supported in this model.

Table 6. Mean, STDEV, T – Values, P- Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values
DJ -> TI	-0.057	-0.063	0.077	0.750	0.453
PD -> TI	-0.297	-0.294	0.064	4.618	0.000
JS -> TI	-0.449	-0.451	0.060	7.502	0.000
Moderating Effect -> TI	-0.048	-0.045	0.039	1.224	0.222

Note: DJ- (Distributive Justice), PJ- (Procedural Justice), JS – (Job Satisfaction), TI- (Turnover Intention)

Source: created by the authors

The results of the model estimated through PLS-SEM show that the included variables explain a significant portion of the variance in intention to leave, with an $R^2 = 0.534$ (adjusted $R^2 = 0.527$) (Table 7). This indicates that about 53.4% of the variance in intention to leave is explained by organizational justice and job satisfaction, reflecting a moderate explanatory power of the model [55].

Table 7. R^2 and adjusted R^2 values

	R^2	R^2 Adjusted
TI	0.534	0.527

Note: TI- (Turnover Intention)

Source: created by the authors

Table 8. f^2 values

	TI
DJ	0.003
DP	0.088
JS	0.178
Moderating Effect	0.006

Note: DJ- (Distributive Justice), PJ- (Procedural Justice), JS – (Job Satisfaction), TI- (Turnover Intention)

Source: created by the authors

Table 9. Total Effects

	TI
DJ	-0.057
DP	-0.297
JS	-0.449
Moderating Effect 1	-0.048

Note: DJ- (Distributive Justice), PJ- (Procedural Justice), JS – (Job Satisfaction), TI- (Turnover Intention)

Source: created by the authors

To identify the strength of the relationship between the model variables, the value of the total effect was identified. Table 8 and Table 9 present the values of Cohen's f^2 statistic, where the total

effect is composed of the cumulation of weak to medium effects of the variables and their impact.

According to the findings, procedural justice and job satisfaction significantly affect the reduction of turnover intention; distributive justice is not statistically significant. Furthermore, the moderating effect is not confirmed.

5 Conclusion

This study investigated telecommunications employees' perceptions of organizational justice and how they related to job satisfaction and turnover intentions. Turnover rate is an essential indicator of an organization's success and efficiency [58], but it may also be detrimental because the expense of replacing talented individuals is often prohibitively expensive, [4]. Perceptions of organizational justice in the workplace center on the fairness of outcomes and/or human interactions, [59]. As a result, this study found that employees who receive distributive and procedural justice are less likely to leave their current job. Procedural justice, as a more relevant component in employee intent for turnover, underlines the importance of how organizational decisions are made and the extent to which employees are treated with dignity. The findings are similar to previous research, [60], [61]; however, they differ from [62], [63], which discovered that distributive justice was the strongest predictor of turnover intent, followed by procedural justice.

Furthermore, the study suggests that job satisfaction is an important component of employee retention strategies, as it strengthens the relationship with the organization; however, its moderating effect on the relationship between organizational justice and turnover intention is not supported. The lack of a significant moderating effect of job satisfaction is also consistent with the study by [64], where the effects of job satisfaction are transmitted through intermediate psychological states without changing the strength of the relationship.

This research is the first to explore how employees' perceptions of job satisfaction and fairness in the workplace influence their willingness to leave the telecommunications industry in Albania. The findings can be used by HR management and executives to address human capital and talent management issues in today's organizations. The first implication is related to the development of fair labor practices that promote transparency in decision-making, particularly in evaluation and promotion, as well as employee participation in decision-making processes. Such practices increase employees' perceptions of fairness

in organizational practices, which is becoming increasingly important, especially considering the competitive environment and the challenge of retaining and attracting human talent. In this context, procedural justice and the practices that enable it should be the focus of attention among managers and organizational leaders. Since job satisfaction is a strong predictor of turnover intention, it is recommended to ensure working conditions, foster a supportive and collaborative organizational climate, or implement reward systems that reflect fairness in the labor market. These interventions not only enhance job satisfaction but also play an indirect role in mitigating employees' turnover intention.

Although the study's findings were validated using quantitative analysis, only limited data were generated due to the single source used. Furthermore, a bigger sample size could lead to a more generalizable result. The variables investigated in this study could be expanded to produce more precise results that will assist telecoms firms and policymakers in preserving their valuable human resources.

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APPENDIX

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Distributive Justice	0.961	0.962	0.969	0.839
Procedural Justice	0.951	0.953	0.960	0.775
Turnover Intention	0.758	0.824	0.828	0.455

Source: created by the authors

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	Procedural Justice	Distributive Justice
Procedural Justice	0.678	
Turnover Intention	0.602	0.722

Source: created by the authors

Table 10. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	(AVE)
Distributive Justice	0.961	0.962	0.969	0.839
Procedural Justice	0.951	0.953	0.960	0.775
Job Satisfaction	0.835	0.854	0.884	0.605
Moderating Effect	1.000	1.000	1.000	1.000
Turnover Intention	0.758	0.816	0.829	0.457

Source: created by the authors