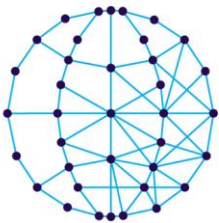


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THE EFFECT OF ORGANIZATIONAL JUSTICE PERCEPTION ON TURNOVER INTENTION IN COOPERATIVE ORGANIZATIONS: THE MEDIATING ROLE OF ORGANIZATIONAL IDENTIFICATION

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Abstract

Employee attitudes and behavior can affect a cooperative's continuity and strategic decisions. An employee's perception of organizational justice, organizational identification and turnover intention may influence a cooperative's efficiency. This study aims to determine the effect of organizational justice perception on turnover intention and the mediating role of organizational identification in this relationship. Based on the survey of 280 employees at the Central Union of Turkish Agricultural Credit Cooperatives in Turkey, data was analyzed using correlation and structural equation modeling analyses to test our hypothesis, and Baron and Kenny's (1986) procedures were employed to test the mediation effect. The scales, developed by Mael and Ashforth (1992), Niehoff and Moorman (1993), and Mobley, Horner and Hollingsworth (1978), were applied and tested for reliability and validity. The findings indicate that the employees' perception of distributive, interactional and procedural justice significantly positively affects organizational identification and distributive and interactional justice and significantly negatively affects the employees' turnover intentions, except for procedural justice. Organizational identification of employees has a significant negative effect on turnover intentions. Finally, organizational identification plays a partial mediating role in the relationship between employees' perception of interactional justice and turnover intention.

Keywords: cooperatives, organizational justice, organizational identification, turnover intention, mediation effect

Résumé

L'attitude et le comportement des employés peuvent affecter la continuité et les décisions stratégiques d'une coopérative. L'intention de quitter d'un employé et son identification à l'organisation, en fonction de la perception des employés à l'égard de la justice organisationnelle, peut influencer sur l'efficacité de la coopérative. Cette étude vise à déterminer l'effet de la perception de la justice organisationnelle sur l'intention de quitter et le rôle médiateur que joue l'identification organisationnelle dans cette relation. À partir d'une enquête conduite auprès de 280 employés de l'Union centrale des coopératives de crédit agricole de la Turquie, les données ont été analysées à l'aide de corrélations et d'analyses de modélisation d'équations structurelles pour tester les hypothèses, et l'effet de médiation a été vérifié suivant les procédés de Baron et Kenny (1986). Les échelles mises au point par Mael et Ashforth (1992), Niehoff et Moorman (1993) ainsi que Mobley, Horner et Hollingsworth (1978) ont été appliquées et testées pour en vérifier la fiabilité et la validité. Les résultats indiquent que la perception des employés à l'égard de la justice distributive, interactionnelle et procédurale influence significativement et positivement l'identification organisationnelle et la justice distributive et interactionnelle et qu'elle affecte significativement et négativement les intentions de quitter des employés, sauf en ce qui concerne la justice procédurale. L'identification à l'organisation des employés affecte significativement et négativement les intentions de quitter. Enfin, l'identification organisationnelle joue un rôle médiateur partiel dans la relation entre la perception des employés à l'égard de la justice interactionnelle et l'intention de quitter.

Resumen

Las actitudes y comportamientos de los empleados pueden afectar la continuidad y las decisiones estratégicas de una cooperativa. Sobre la base de la percepción de los empleados en relación con la justicia organizacional, la identificación organizacional y la intención de renunciar pueden influenciar la eficiencia de una cooperativa. El objetivo de este estudio es determinar el efecto de la percepción de justicia organizacional en la intención de renunciar y el papel mediador de la identificación organizacional en esta relación. Se analizaron los datos extraídos de una encuesta a 280 empleados de la Unión Central de las Cooperativas de Crédito Agrícola de Turquía mediante el uso de la correlación y el análisis de la modelización de ecuaciones estructurales para el ensayo de hipótesis; los procedimientos de Baron y Kenny (1986) se utilizaron para probar el efecto de la mediación. Se aplicaron las escalas desarrolladas por Mael y Ashforth (1992), Niehoff y Moorman (1993), y Mobley, Horner y Hollingsworth (1978) y se las sometió a pruebas de fiabilidad y validez. Los resultados indicaron que la percepción de los empleados respecto de la justicia relativa a la distribución, a la interacción y a los procedimientos tiene un efecto altamente positivo sobre la identificación organizacional y distributiva y sobre la justicia relativa a las interacciones; a su vez, tiene un impacto considerablemente negativo en términos de las intenciones de los empleados de renunciar, excepto en el caso de la justicia relativa a los procedimientos. La identificación organizacional de los empleados tiene un efecto notablemente negativo sobre las intenciones de renunciar. Por último, la identificación organizacional cumple un papel parcialmente mediador en la relación entre la percepción de los empleados respecto de la justicia relativa a las interacciones y la intención de renunciar.

Introduction

Organizational justice is related to employees' or groups' perceptions of fairness in the workplace (Greenberg, 1990:400). Prior research indicated that organizational justice has three distinct dimensions (Olkkonen and Lipponen, 2006:204). These dimensions are (1) distributive justice, which refers to the perceived fairness of the allocation of the resources or rewards (Colquitt, 2001:386; Niehoff and Moorman, 1993:533) (2) procedural justice, which refers to the perceived fairness of decision-making processes and procedures regarding allocating factors (Crawshaw et al., 2013:888); and (3) interactional justice, which refers to the perceived fairness of interpersonal treatment during work (Olkkonen and Lipponen, 2006:204).

Organizational identification is defined "as a perceived oneness with an organization and the experience of the organization's successes and failures as one's own" (Mael and Ashforth, 1992:103) and turnover intention is a conscious desire to leave the organization (Tett and Meyer, 1993:262). The purpose of this study is to investigate (a) the relationship between organizational justice and the turnover intentions of cooperative employees and (b) the mediating effect of organizational identification on the relationship between organizational justice dimensions and turnover intentions. The previous studies related to these research variables include the following:

Sharoni et al. (2012) reported statistically significant and negative relationships between organizational justice and turnover intention ($r=-0.51$; $p<0.01$). Poon (2012) found that distributive justice ($r=-0.44$; $p<0.001$) and procedural justice ($r=-0.44$; $p<0.001$) was significant and negatively related to turnover intention. Poon (2012) also reported that effective commitment partially mediated the relationship

between distributive justice and turnover intention and also demonstrated that procedural justice moderated the relationship between effective commitment and turnover intention. Nadiri and Tanova (2010) reported statistically significant and negative relationships between distributive justice and turnover intention ($r=-0.458$; $p<0.001$); procedural justice and turnover intention ($r=-0.508$; $p<0.001$), and interactional justice and turnover intention ($r=-0.542$; $p<0.001$). Pare and Tremblay (2007) found that procedural justice was significant and negatively related to turnover intention ($r=-0.43$; $p<0.01$). Rai (2013) reported that procedural ($r=-0.319$; $p<0.01$), distributive ($r=-0.426$; $p<0.01$), interpersonal ($r=-0.265$; $p<0.01$) and informational justice ($r=-0.312$; $p<0.01$) were significantly and negatively related to turnover intention. Ambrose and Schminke (2009) found that distributive ($r=-0.29$; $p<0.01$), procedural ($r=-0.35$; $p<0.01$), and interactional ($r=-0.27$; $p<0.01$) justice were statistically related to turnover intention. Karatepe and Shahriari (2014) reported that distributive ($r=-0.395$; $p<0.01$), procedural ($r=-0.151$; $p<0.05$) and interactional justice ($r=-0.276$; $p<0.01$) were significantly and negatively related to turnover intention. Loi, Hang-Yue and Foley (2006) reported that procedural ($r=-0.40$; $p<0.001$) and distributive justice ($r=-0.36$; $p<0.001$) were significantly and negatively related to the intention to leave. Jepsen and Rodwell (2012) reported both male's and female's perceived procedural, distributive, interpersonal and informational justice were negatively related to the intention to quit. And thus, this study hypothesizes that:

1. **Hypothesis 1:** Distributive justice negatively affects employees' turnover intentions.
2. **Hypothesis 2:** Interactional justice negatively affects employees' turnover intentions.
3. **Hypothesis 3:** Procedural justice negatively affects employees' turnover intentions.

Kumar and Singh (2012) reported that organizational identification is significantly and negatively related to turnover intention ($\beta=-0.38$, $p<0.01$). Abrams, Ando and Hinkle (1998) found that organizational identification is statistically significantly and negatively related to turnover intention (study 1: $r=-0.48$; $p<0.001$; study 2: $r=-0.56$; $p<0.001$). Van Dick et. al. (2004) carried out a study in four different samples to explain the relationships between turnover intentions, organizational identification and job satisfaction. According to their study, organizational identification is significantly and negatively related with turnover intention in four different samples (sample 1: $r=-0.41$; $p<0.01$; sample 2: $r=-0.52$; $p<0.01$; sample 3: $r=-0.40$; $p<0.01$; sample 4: $r=-0.21$; $p<0.01$). Lai, Chan and Lam (2013) reported that organizational dis-identification is significantly and positively related to the intention to quit ($r=0.34$; $p<0.01$). The following hypothesis developed based upon these studies:

4. **Hypothesis 4:** Organizational identification negatively affects employees' turnover intentions.

Rupp et al. (2014) reported that organizationally focused justice significantly and positively related to organizational identification in their meta-analytic study. Similarly, Carmon et al. (2010) found that informational justice ($r=0.29$; $p<0.01$) and interpersonal justice ($r=0.25$; $p<0.01$) are significantly and positively related to organizational identification. Olkkonen and Lipponen (2006) found that procedural justice ($\beta=0.34$, $p<0.001$) and distributive justice ($\beta=0.23$, $p<0.01$) were significantly related to organizational identification. Lipponen, Olkkonen and Moilanen (2004) reported that procedural justice ($r=0.44$; $p<0.001$) and interactional justice ($r=0.32$; $p<0.001$) were significantly related to organizational identification. Therefore, the following hypotheses are posited.

5. **Hypothesis 5:** Distributive justice positively affects organizational identification.
6. **Hypothesis 6:** Interactional justice positively affects organizational identification.
7. **Hypothesis 7:** Procedural justice positively affects organizational identification.

Başar and Sıgı (2015) found that the perception of distributive justice ($r=-0.32$; $p<0.01$), procedural justice ($r=-0.29$; $p<0.01$), interpersonal justice ($r=-0.40$; $p<0.01$) and informational justice ($r=-0.37$; $p<0.01$) was significant and negatively related to the intention to quit. They also reported that organizational identification partially mediated the relationship between the perception of interpersonal justice and the intention to quit and fully mediated the relationship between the perception of distributive justice and the intention to quit. Thus the following hypotheses were developed:

8. **Hypothesis 8:** Organizational identification mediates the relationship between distributive justice and employees' turnover intention.
9. **Hypothesis 9:** Organizational identification mediates the relationship between interactional justice and employees' turnover intention.
10. **Hypothesis 10:** Organizational identification mediates the relationship between procedural justice and employees' turnover intention.

Methods

Data Collection Procedure

The data were collected from employees working in The Central Union of Turkish Agricultural Credit Cooperatives of Turkey in 2015. The staff of this organization helped distribute our questionnaire to employees. There were 295 returned questionnaires in total. 15 questionnaires were excluded from the research because they were incomplete or filled out incorrectly. Thus, 280 questionnaires were used in this study.

Sample

Of the respondents, 32.5% were female and 67.5% were male. Most of the respondents were between 31 and 36 years old (35.7%). 20.4% of the respondents were between 25 and 30 years old; 16.8% were between 37 and 42; 15.3% were between 43 and 48; and 11.8% were between 49 and 54. In terms of education, 57.9% of the respondents had a bachelor's degree; 30.4% had a master's degree and 11.3% held a high school degree.

Measures

Organizational Justice

The perception of organizational justice perception was measured by a questionnaire developed by Niehoff and Moorman (1993). The questionnaire comprises 20 items and covers three dimensions of organizational justice, namely distributive, procedural and interactional justice. A five point Likert-type scale (1=strongly disagree; 5=strongly agree) was used to measure the responses. Five items were

used to measure distributive justice; six to measure procedural justice and nine to measure interactional justice.

Organizational Identification

Organizational identification was measured using 6 items developed by Mael and Ashforth (1992). The items were rated on a five-point scale (1=strongly disagree; 5=strongly agree).

Turnover Intention

Turnover intention was measured using 3 items developed by Mobley, Horner and Hollingsworth (1978). The items were rated on a five-point scale (1=strongly disagree; 5=strongly agree).

Data Analysis

SPSS 18 and AMOS 18 were used to analyze the data. The analysis includes a reliability analysis for each questionnaire; explanatory and confirmatory factor analyses; a correlation analysis to determine the relationship between variables; and structural equation modeling to test hypotheses.

Findings

Before testing our hypotheses, a confirmatory factor analysis (CFA) was conducted on each questionnaire. The results from the CFA show that all questionnaires were acceptable with good levels of fit indices (Marsh and Hocevar, 1985). Table 1 shows the acceptable fit indices for each questionnaire.

Table 1. Results of Confirmatory Factor Analysis

	χ^2	df	χ^2/df	RMSEA	GFI	CFI
Organizational Justice	123.07*	46	2.67	0.07	0.93	0.97
Organizational Identification	18.65*	7	2.66	0.07	0.98	0.98
Turnover Intention	11.38*	4	2.84	0.06	0.99	0.99

* $p < 0.01$

The correlations, means, standard deviations and reliabilities of the variables are presented in Table 2. Table 2 indicates that both organizational identification and turnover intention are related to distributive, procedural and interactional justice. Accordingly, the variables are significantly correlated: distributive justice and organizational identification ($r=0.33$; $p < 0.01$); distributive justice and turnover intention ($r=-0.55$; $p < 0.01$); procedural justice and organizational identification ($r=0.31$; $p < 0.01$); procedural justice and turnover intention ($r=-0.37$; $p < 0.01$); interactional justice and organizational identification ($r=0.43$; $p < 0.01$); interactional justice and turnover intention ($r=-0.54$; $p < 0.01$). Similarly, organizational identification and turnover intention are determined as significant ($r=-0.36$; $p < 0.01$).

Table 2. Scale Means, Standard Deviations, Correlations and Reliability Indices of Variables (N=280)

	M	SD.	1	2	3	4	5
1. Distributive Justice	3.16	0.99	(0.84)				
2. Procedural Justice	2.70	1.03	0.47**	(0.88)			
3. Interactional Justice	3.25	0.92	0.64**	0.60**	(0.95)		
4. Organizational Identification	2.11	1.07	0.33**	0.31**	0.43**	(0.89)	
5. Turnover Intention	3.63	0.98	-	-	-	-	(0.87)
			0.55**	0.37**	0.54**	0.36**	

Notes: Cronbach's Alphas are in parentheses on the diagonal.; M: Mean; SD.: Standard Deviation

**p<0,01

In order to analyze causal linkages, structural regression models weredesigned. Two models have been formed to test the hypothesis and determine the mediation effect. As the first step,we determined whether distributive, procedural and interactional justice were predictors of turnover intention according to model 1. Table 3 shows that standardized regression estimates fell between the variables.As it can be seen in Table 3,turnover intention is significantly and negatively predicted by distributive justice (standardized $\beta=-0.34$; $p<0.01$). Similarly, interactional justice negatively affects employees' turnover intention (standardized $\beta=-0.49$; $p<0.01$). This supports both hypothesis 1 and 2. However, turnover intention is not significantly predicted by procedural justice (standardized $\beta=0.08$; $p=0.33$) and thus, hypothesis 3 is not supported.

Table 3. The Findings of the Structural Regression Model for Distributive, Procedural, Interactional Justice and Turnover Intention (First Model)

			Standardized Regression Weights	Standard Deviation	p
Distributive Intention	Justice	→Turnover	-0.34	0.12	0.00
Procedural Intention	Justice→	Turnover	0.08	0.08	0.33
Interactional Intention	Justice→	Turnover	-0.49	0.17	0.00

The structural regression model had acceptable fit indices(Marsh and Hocevar,1985); $\chi^2=291.2$, $df=79$, $\chi^2/df=3.68$, RMSEA= 0.07, GFI=0.92.

As the second step,we included organizational identification in the research model to test the role of mediation in it. As it can be seen in Table 4, distributive (standardized $\beta=0.20$; $p<0.01$), procedural (standardized $\beta=0.19$; $p<0.01$) and interactional (standardized $\beta=0.25$; $p<0.01$)justice significantly and positively affects organizational identification. Thus, hypotheses 5, 6 and 7 are supported. On the other hand, organizational identification significantly and negatively affects turnover intention (standardized $\beta=-0.13$; $p<0.001$), thus supporting hypothesis 4. Turnover intention is not significantly predicted by procedural justice (standardized $\beta=0.01$; $p=0.76$) and so hypothesis 10 is not supported. The strength of the effect of interactional justice on turnover intention decreasedfrom (standardized $\beta=-0.49$; $p<0.01$)

to (standardized $\beta=-0.34$; $p<0.001$). Therefore, organizational identification only partially mediates the relationship between interactional justice and the turnover intention of employees. In this case, hypothesis 9 is partially supported. The strength of the effect of distributive justice on turnover intention increased from (standardized $\beta=-0.34$; $p<0.01$) to (standardized $\beta=-0.60$; $p<0.001$). Therefore, organizational identification does not mediate the relationship between distributive justice and turnover intention. Thus, hypothesis 8 is not supported.

Table 4. The Findings of the Structural Regression Model for Mediation Effects (Second Model)

	Standardized Regression Weights	Standard Deviation	p
Distributive Justice → Organizational Identification	0.20	0.08	0.00
Procedural Justice → Organizational Identification	0.19	0.06	0.00
Interactional Justice → Organizational Identification	0.25	0.08	0.00
Distributive Justice → Turnover Intention	-0.60	0.07	***
Procedural Justice → Turnover Intention	0.01	0.03	0.76
Interactional Justice → Turnover Intention	-0.34	0.05	***
Organizational Identification → Turnover Intention	-0.13	0.03	***

*** $p<0.001$; The structural regression model had acceptable fit indices (Marsh and Hocevar, 1985) ; $\chi^2=653.87$, $df=172$, $\chi^2/df=3.80$, $RMSEA=0.07$, $GFI=0.90$.

Conclusion

This current study examines the impact of the perception of distributive, procedural and interactional justice of cooperative's employees on turnover intention through organizational identification. The findings show that turnover intention is significantly and negatively predicted by distributive justice and interactional justice. However, the effect of procedural justice on turnover intention is not significant. On the other hand, organizational identification was significantly and positively predicted by distributive, procedural and interactional justice. Accordingly, organizational identification significantly and negatively affects turnover intention. Organizational identification partially mediated the relationship between interactional justice and the turnover intention of employees.

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Notes

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