

Title: Examine the Role of Organization Justice in Predicting Turnover Intention Among Employees

Author: Noor Azlina Yusoff, Ramayah Thurasamy, Mohd Yusoff Yusliza, Juhari Noor Faezah

Abstract: This study investigates the impact between two important variables in the workplace - organizational justice and turnover intentions in the higher education sector. The study focuses on the higher education sector, where employee retention is critical. Data from academic staff employed in higher education institutions were acquired from a convenience sample through a self-reported online questionnaire from November 2021 until January 2022. The sampling technique involved reaching out to academic staff through research universities. In order to obtain data quantitative, questionnaires included multiple items replicated from earlier studies. Out of the 500 academic staff members who were sampled, 304 responded, resulting in a response rate of 61.00%. These 304 responses were included for analysis. To evaluate the proposed hypothesis, we conducted a statistical analysis using the partial least squares (PLS) structural equation modeling (SEM) technique in Smart PLS 4.0 software. The relationship between distributive justice and interactional justice was found negatively related to turnover intention among academic staff in research universities while procedural justice was not related to turnover intention. These findings also provide valuable insights into the impact of organizational justice on employee retention in the higher education sector. The findings could have implications for employers, human resource practitioners, and policymakers looking to understand the factors influencing employee turnover in this sector. In conclusion, the study highlights the significance of the study and its potential to contribute to the existing literature on organizational justice and turnover intentions. The study demonstrates the importance of creating a just workplace culture in higher education and its potential impact on employee retention. Future research limitations and recommendations are also outlined in the report.

Keywords: Organizational justice, Turnover Intention, Higher education sector

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