



WOLKITE UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE EFFECT OF PERCEIVED ORGANIZATIONAL JUSTICE ON EMPLOYEES
TURNOVER INTENTION THE CASE OF SELECTED FINANCE & ECONOMY
DEVELOPMENT OFFICES AT GURAGE ZONE

A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDY PREPARED FOR
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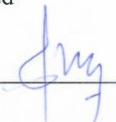
Declaration

I, Ajamo Mohammed, declare that this thesis entitled: **“the Effect of Perceived Organizational Justice on Employees Turnover Intention the Case of Selected Finance & Economy Development Offices at Gurage Zone”** is outcome of my own effort and study and that all sources of materials used for the study have been dully acknowledged.

To the best of my knowledge, this study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Masters of Business Administration.

By: Ajamo Mohammed

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ADVISORS' APPROVAL SHEET

This is to certify that Ajamo Mohammed has carried out his thesis work on the topic of the **Effect of Perceived Organizational Justice on Employees Turnover Intention on Selected Finance & Economy Development Offices at Gurage Zone** under my supervision. This work is original in studied case area and appropriate for Submission in partial fulfillment of the requirement for the award of Master's Degree in Business Administration (MBA).

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We the undersigned, members of the board of Examiners of the final open defense by Ajamo Mohammed have read and evaluated his study entitled, **The Effect of Perceived Organizational Justice on Employees Turnover Intention the Case of Selected Finance & Economy Development Offices at Gurage Zone** and examined the candidate's verbal presentation. This is therefore to certify that the study has been accepted in partial fulfillment of the requirements for the degree of masters of business administration.

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Abbreviation

GZDoFED.....Gurage Zone Department of Finance & Economy Development

WOFED.....Woreda Office of Finance & economy Development

FED.....Finance & Economic Development

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Abstract

This study has main purpose of survey the effect of perceived organizational justice on employee's turnover intention in Gurage Zone Finance and Economic Development Offices. The researcher has used proportionate stratified random sampling based on the size of statistical community, 114 administrative and main work process employees were participated in the study. The study had a Descriptive and Inferential research design. their intention to leave their organization is high (3.97). The result of mean of perceived organizational justice and turnover intention showed that employee's level of turnover intention is high. This is because employees are not satisfied with the organizations outcome that they receive, with the procedures by which they should be governed and with interpersonal treatment as well as the quality of information that they expect about the outcomes. In the research model R Square value is .476 which imply that the model (independent variables) can explain 47.6% of the variance in dependent variable. The results of linear regression showed that distributive injustice was the stronger predictor of turnover intention. Based on findings, the researcher recommended the management of FED to take actions that rise justice perception and decrease turnover intentions.

Key: words: Distributive justice, Interactional justice, Organizational justice, Procedural justice, Turnover intention

CHAPTER ONE

1. INTRODUCTION

In this introductory chapter background of the study, statement of the problem, basic research questions objectives of the study, definition of terms, significance of the study, scope of the study and methodology will be discussed.

1.1. BACKGROUND OF THE STUDY

Organizations are largely dependent on the employees working within the feeling, thinking, attitude and intention of these employees have a far reaching positive or negative effect on whether the organization will achieve its goals and objectives. The feelings of the employees and their perception of the organization setting determines whether they will continue to work for the organization or not (Ademola, 2012). Employee intention to leave may adversely affect an organization, particularly if the resulting level of turnover is higher than the usual levels. This, in turn, can result in a decrease in customer satisfaction. Furthermore, employee intention to leave is linked with recruitment and selection, employment, the direct costs associated with replacement, with management as well as with pressure on other employees, the loss of social capital, service quality, training, and the indirect costs caused by low morale (Aladwan et al., 2013). Employee turnover is a natural outcome of doing business, yet it is harmful to an organization in large quantities, so it should be kept to a minimum. There are certain instances during which turnover can be utilized to benefit the company such as terminating poor performers, allowing for internal promotion, and hiring new employees with innovative ideas. New employees often bring positive input into the company if the turnover is handled correctly. Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2004). Therefore, there is need to develop a fuller understanding of the employee turnover, more especially, the sources- what determines employee turnover, effects and strategies that managers can put in place minimize turnover. With

globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated Meaghan et al. (2002). Lashley (2000) refers to lost investment in training and lost staff expertise as particular examples of turnover costs and opportunity costs. Empirical evidence has shown that lost productivity resulting from staff turnover may account for more than two-thirds of the total turnover cost (Hinkin and Tracey, 2008). As turnover increases, service quality may decline as it takes time and resources to “back fill” departing employees. (Lynn,2002).

In Ethiopia, even though few studies like: study conducted on ERA , IRC, AAU, Arbaminch University & Some Commercial Banks shows about turnover of employees, there is only one empirical study conducted on public organizations, i.e., the study done on MoFED (Ministry of Finance and Economic Development) professional employees turnover which was supported by formal and published research. Most of the researches were done on business organizations & only one research was done on the Public Service Organization. Therefore, this study is done on Public Service Organization which is Gurage Zone FED because, of employees turnover is a big issue in the sector. Currently, most young employees are leaving the organization due to unknown reasons. Taking this importance of having justices in work place, the researcher is interested in investigating the impact of organizational justice perception on staff’s Turnover Intention the Case of Selected Gurage Zone center & Woredas Office of Finance & Economy Development (WOFED)..

1.2. STATEMENT OF THE PROBLEM

Gurage Zone Finance and Economic Development is one of the public service in spending hiring and other associated costs for new employees. The costs of turnover in non-monetary terms are much worth than monetary ones in the sector. The quality of service faces so much problems due to substitution of experienced employees with non-experienced once. A high turnover rate is contradictory to high performance because it shows that one of the core conditions of high performance – i.e. a highly committed young workforce – is not met. Additionally, high commitment on HRM requires long periods of training and socialization. High employees’ turnover has become a problem for government public service institutions in Ethiopia. Well

experienced and qualified professionals leave position they held in government offices. Gurage Zone Finance and Economic Development is one of the victims of this high employees' turnover. Currently the sector is facing a frequent turnover of staff, and as such the high turnover is costing the organization in terms of productivity, money and time.

The researcher is interested in investigating the impact of this organizational justice perception on staff's turnover intentions of FED Offices. Furthermore, due to no access of enough research done on the impact of perception of organizational justice on turnover intentions especially in finance and economic institutions in Ethiopia, the researcher is interested in making his own contribution.

Moreover western researches show that turnover intentions are immediate determinant of actual turnover and it is important to investigate turnover intentions before the actual turnover in Gurage Zone FED offices context. Therefore, the researcher wants to investigate those problems stated above by conducting systematic study in finance & economic development environment and in mean time possible measures

1.3 BASIC RESEARCH QUESTIONS

- What is the relationship between organizational justice dimensions and turnover intention among the employees of FED office?
- What is the level of organizational justice perception among employees of FED office?
- How do organizational justice dimensions relate to employees turn over intention?
- What are the major predictors of turnover intention from organizational justice dimensions?

1.4 OBJECTIVE OF THE STUDY

1.4.1 MAIN OBJECTIVE

The main objective of the study is to assess the Perceived effect of organizational justice on employees' turnover intention at selected offices in Gurage Zone Woredas.

1.4.2 SPECIFIC OBJECTIVES

- To investigate the relationship between organizational justice dimensions (distributive Justice, procedural Justice and interactional Justice) and employees turnover intention
- To explore the level of organizational justice perception among employees of FED office?
- .To assess organizational justice dimensions related to employees turnover intention
- To determine predictors of turnover intention from organizational justice dimensions.

1.5 SCOPE & LIMITATION OF THE STUDY

The scope of the study is limited to selected Woreda offices which are operating under Gurage ZoFED. Namely Abeshge Woreda OFED, Wolkite town administration OFED, Kebena Woreda OFED and Zonal DoFED center. The data for this study was delimited to only these four offices out of 15 offices because of two points which are:- One is their proximity to zonal center Wolkite, that means the researcher now is working at Wolkite town and can access these offices easily and can have the advantage of collaboration relative to far woredas. The second point is these three woredas and zone center are well representative for all FED offices of the zone with respect of employee's turnover situation, which means woredas like Kebena and Abeshge are

between those woredas turnover of employees is relative high, Wolkite Town somehow moderate & Zonal DoFED low. According Zonal DoFED annual report 2007 E.C.

Regarding limitations the researcher was confronted with many reluctant respondents & some of them filled the questionnaire with carelessness& it made the researcher repetitive contact with them to correct mistakes. Another limitation the researcher came across was lack of available data at FED offices especially time serious data about man power of the FED sector this lowered the completeness of the research.

1.6 SIGNIFICANCE OF THE STUDY

The results of this study will have its own contribution in following ways.

- ✓ It probably give signal to the management of the Woredas OFED office staff's perception of justices in their organization.
- ✓ It also may have its own contribution in assessing the level of turnover intention among employees.
- ✓ It might give the researcher the opportunity to knowledge of conducting a research project.
- ✓ Finally, it also may help as reference for individuals who want to conduct further study in similar or related topic in other organizations.

1.7 ETHICAL CONSIDERATION

Confidentiality and privacy are some of the most corner stone of field research activities in order to get relevant and appropriate data. The researcher assured the purpose of the research paper and confidentiality of any information gathered through questionnaire on the introductory part of the paper. During data gathering some respondents didn't show willingness to respond to the questionnaire but, the researcher approached and explained the purpose and assured the confidentiality and finally they were positive to give response. The result of this survey is intended to serve only for academic purpose.

1.8 OPERATIONAL DEFINITION OF TERMS

Organizational justice may be defined as the study of fairness at work (Byrne and Cropanzano, 2001) Distributive Justice consists of the fairness of associated with the decision related to distribution of resources within an organization (Colquitt,2001) . Procedural Justice refers to employees perception of the fairness of the management policies & procedures that regulate a process leading to decision outcome (Colquitt,2001). Interactional Justice is defined as the just treatment that an employee receives as a result of managerial decisions. (Colquitt,2001). Turnover intention reflects a worker's deliberate and intentional tendency to leave their job and the company (Maier et al., 2013). Employee Retention: the process of keeping employees on the staff, and not losing them to rival firms (Dictionary of HRM, 2006) Job satisfaction: persistent feelings that are thought to be associated with perceived differences between what is expected and is experienced in relation to the alternatives available in a given situation (Martin, 2007:17). Organizational commitment: the relative strength of an individual's identification with and involvement in a particular organization (Martin, 2007:19). Public Service :the various departments and agencies that carry out government policies and provide the services that are funded by the government (Dictionary of HRM, 2006). 1.10

1.9 ORGANIZATION OF THE STUDY

The study has incorporated five chapters. The first chapter is the introductory part, which consists of the back ground information, statement of the problem, the basic questions, the objective and significance of the study. The second chapter is the review of related literature; the third chapter deals with the background information methods of the study (research design and methodology). The last two chapters show the results of the research .The fourth is data analysis & interpretation. The fifth and the last chapter brief the summary, conclusion, and recommendations. Annexes and the bibliography are attached at the last pages of the research.

CHAPTER TWO

2. REVIEW OF LITERATURE

2.1. INTRODUCTION

This chapter provides a comprehensive review on organizational justice and turnover intention in the first part of this chapter, the concept of organizational justice and its dimensions are discussed. This section is followed by the review on the concept of turnover intention the end; the effect of organizational justice on turnover intention from literature point of view will also be introduced.

2.2. ORGANIZATIONAL JUSTICE

Philosophers and social commentators were writing about justice long before management scientists. Among the ancient Greeks, for example, Herodotus' History and Plutarch Lives described the achievements of the lawgiver Solon, who reformed Athenian government. These are the prescriptive approaches, since they seek to logically determine what sorts of actions truly are just. As such, they reside comfortably within the domain of business ethics (Greenberg1990). While organizational justice borrows from these older traditions; it has its own distinctions. Unlike the work of philosophers and attorneys, managerial scientists are less concerned with what *is* just and more concerned with what people believe to be just (Greenberg1990). In other words, these researchers are pursuing a descriptive agenda. They seek to understand why people view certain events as just, as well as the consequences that follow from these evaluations. In this regard, justice is a subjective and descriptive concept in that it captures what individuals believe to be right, rather than an objective reality or a prescriptive moral code. Organizational justice was defined by Greenberg (1996) as a concept that expressed employees perceptions about the extent to which they were treated fairly in organizations and how such perceptions influenced organizational outcomes.

Organizational justice may be defined as the study of fairness at work (Byrne and Cropanzano, 2001). (Colquitt et al., 2013) Organizational justice defined as a multidimensional construct composed of four distinct factors distributive justice (perceived fairness related to outcomes and

distributions), procedural justice (perceived fairness of procedures used to determine outcome distributions), interpersonal justice (quality of interpersonal treatment received when procedures are implemented), and informational justice (level of adequacy, honesty, and convenience of information conveyed about why procedures are used a certain way or how outcomes are determined). Organizational justice has captured the attention of experts due to its effects on a wide repertoire of employee attitudes, cognitions, and behaviors towards the organizations and their members. Previous studies (Campbell, Perry, Maertz, Allen, & Griffeth, 2013; Kim & Kao, 2014; Silva & Caetano, 2016; Suurd Ralph & Holmvall, 2016) have shown that justice perceptions promote higher organizational commitment, higher job satisfaction, and lower TI. This observation finds support in social exchange theory (Blau, 1964), which posits that if employees perceive benefits in their work exchanges, they are likely to continue to participate in them; if not, if there is little compensation or unfair organizational treatment, employees are likely to avoid future exchanges, and one form of avoidance involves resorting to withdrawal cognitions and/or behaviors (Flint et al., 2013).

2.2.1 WHY EMPLOYEES CARE ABOUT JUSTICE

There are three main reasons why justice matters to people (Cropanzano, Rupp, Mohler, & Schminke, 2001).

Long term benefit

People often “sign on” for the long haul. Consequently, they need to estimate *now* how they are likely to be treated *overtime*. A just organization makes this prediction easy. According to the “control model,” employees prefer justice because it allows them to predict and control the outcomes they are likely to receive from organizations. According to the control model of justice, appropriate personnel policies signal that things are likely to work out eventually. Most of us understand that every personnel decision cannot go our way, but justice provides us with more certainty regarding our future benefits.(Cropanzano, Rupp, Mohler, & Schminke, 2001).

Social consideration

People are social animals. We wish to be accepted and valued by important others while not being exploited or harmed by powerful decision-makers. In the “group-value model,” just treatment tells us that we are respected and esteemed by the larger group. We are also at less risk for mistreatment. This sense of belonging is important to us even apart from the economic benefits it can bring (Tyler & Blader, 2000; Tyler & Smith, 1998). As you might expect this compose potential problem for organizations. To the extent that justice signals our value to an employer, the more we care about the organization the more distressed we become when we are treated unfairly.

Ethical consideration

People also care about justice because they believe it is the morally appropriate way others should be treated (Folger, 2001). When individuals witness an event they believe is ethically inappropriate, they are likely to take considerable risks in the hopes of extracting retribution (Bies & Tripp, 2001, 2002). Such unfortunate (from the organization’s point of view) reactions may occur even when an employee simply witnesses the harm and is not personally wronged (Ellard & Skarlicki, 2002; Spencer & Rupp, 2006).

2.2.2. DIMENSIONS OF ORGANIZATIONAL JUSTICE

Research has shown that an employee evaluate three families of workplace events. They examine the justice of outcomes (distributive justice), the justice of the formal allocation processes (procedural justice), and the justice of interpersonal transactions they encounter with others (Interactional justice). They can be meaningfully treated as three components of overall fairness (Ambrose & Arnaud, 2005; Ambrose & Schminke, 2007), and the three components can work together. However, if one’s goal is to promote workplace justice, it is useful to consider them separately and in detail. This is because each component is engendered in distinct ways, arising from different managerial actions.

Distributive Justice

Distributive justice focuses on the fairness of outcomes of the manner in which the reward allocation is taken into consideration. Distributive justice plays an important role in individual employee performance where his performance is compared with the performance of other employees. The biggest example of distributive justice is distribution of sales commission as per the number of sales. Distributive justice was found to explain more variance than procedural justice in predicting organizational level outcomes such as commitment and turnover in sales studies (e.g. Brashear, Manolis and Brooks, 2005). But the same concept can't be applied for promotions. While considering the decision for promotion the factor quantity and quality of work comes into picture. The job of distributive justice is to ensure that the influence of luck is reduced and the distribution of goods is fair.

Since its inception, distributive justice has been rooted in Adams' (1963) equity theory. Adams' theory of equity stipulates that a fair balance must be created between an employee's inputs and an employee's outputs. In understanding Adams' (1963) theory, it is important to recognize that the theory is created on the belief that employees become de-motivated if they feel that inputs outweigh outputs. Inputs relate to items such as hard work, enthusiasm, skill level, commitment and dedication, whereas outputs are the rewards achieved such as pay, benefits, and recognition. (Liu, Y., Long, L.R. and Li, Y. 2003)

Based on this theory, Adams postulated that when there is a perceived equal balance between inputs and outputs, a strong and a productive relationship is created which inevitably results in a motivated employee (Biby, 2008). This theory suggests that employees feel obligated to reciprocate when they personally benefit from their employers actions, such as fair pay and rewards system offered by their organization (Haar& Spell, 2009). Additionally, as Adams pointed out, employees will judge their outcomes by their perception of what other employees performing the same job should receive (Biby, 2008).

Procedural Justice

The notion that fair procedures are the best guarantee for fair outcomes is a popular one. Procedural justice is concerned with making and implementing decisions according to fair processes. People feel affirmed if the procedures that are adopted treat them with respect and dignity, making it easier to accept even outcomes they do not like Morton Deutsch. (2000).

enabling a more integrated approach. It was Leventhal et al. (1980) who have succeeded to bring out procedural justice to a wider field and suggested that there are at least six procedural rules that individuals use in judging fairness. These procedural rules are procedures that are consistent across individuals and over time (consistency), decisions that are grounded on good information and informed opinion (accuracy), opportunities in place that can be used to modify or reverse decisions based on inaccurate information (correctness), allocation processes that represent the concerns of all important subgroups and individuals (representativeness) allocation processes that are compatible with prevailing moral and ethical standards (ethically),

No personal self-interest and blind allegiance that may narrow conceptions In short, as Dirks and Ferrin (2002) state, “procedural justice deals with the processes that lead to decision outcomes”. Any violation by a decision-maker or an organization can lead to perceptions of procedural injustice (Leventhal et al., 1980; Kickul et al., 2005).Procedural justice focuses on the fairness of the manner in which the decision-making Process is conducted (Folger & Konovsky, 1989). There occurs a shift in perception of an individual from what was decided to how the decision was made (Cropanzano & Folger, 1991).

Interactional Justice

Interactional justice, as organizational justice’s third component deals with the way the parties approach each other in an organization and focuses on the interpersonal treatment subordinates receive from management. In this sense, procedural justice examines the process by which rewards are allocated, whereas interactional justice is concerned with peoples’ perception of interpersonal treatment (Elicker et al., 2006). The interactional justice deals with how a person is treated when executing procedures and determining outcomes (Sam Fricchione, 2006). In other word, Sociologist Schermerhorn defines Interactional Justice as the degree to which the people affected by decision are treated by dignity and respect. Interactional justice is divided into two parts. The first part is called as interpersonal justice and the second part is informational justice. Interpersonal justice is defined as the way in which a person is treated by his supervisors, subordinates etc. Treatment by a supervisor is defined as respect, dignity, motivation, encouragement etc. Informational justice is defined as the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. Where more adequacy of explanation is prevalent, the perceived

level of informational justice is higher (Sam Fricchione 2006). Informational justice showcases the transparency in the procedures adopted to achieve certain decision or outcome.

In the last decade new industrial growth and increase in employment opportunity has resulted in increase in turnover intentions among employee. While considering the factors of loyalty, honesty and personal ethics the turnover intentions were seen to be on the negative side of its effect on the employee. The factors of increase wage, higher rank and more incentives were overcome by the ethical factors. In spite of these positive attributes the turnover ratio of an organization was still on a rise. The factors of interpersonal treatment and informational justice were found to be correlated with ethical perception of an individual (Sam Fricchione, 2006).

2.3. EMPLOYEE TURNOVER

Employee Turnover may be defined as the change in the workforce during a definite time period. In other words it is a measure of the extent to which the old employees leave and new employees enter the organization in a given period Griffeth and Hom, (2001), also define turnover across three dimensions Voluntary, Involuntary and Dysfunction turnover. Voluntary turnover is initiated by employee while involuntary is initiated by the organization due to an employee's poor performance or organization restructuring. Dysfunction turnover on the other hand can be harmful to the organization, when high performance or employees who are hard to replace leave the organization. Historically, it has been investigated that involuntary turnover is generally good for the organizational interest (Mc Shane & Williams,1993); but voluntary turnover is considered very detrimental for organization.

“Labor turnover rates provide a valuable means of benchmarking the effectiveness of HR policies and practices in organizations. They do not tell the whole story, but if turnover is significantly higher than in comparable organizations, this should stimulate action to investigate why this is the case and to do something about it”(Armstrong 2010). Employee turnover is one of the major concerns of HR practitioners since resignation of value contributing employees affects the performance and competitiveness of the organization. That is why many researches could be conducted. According to Dr. Gabriel et al (2012) as cited in (Abbasi et al,2000) employees are seen as a major contributor to organizations competitive advantage and to maintain this advantage employee turnover should be discouraged by management. Those

organizations which are ignorant to employee turnover problem or retention of employees, they will get difficulty in achieving organizational objectives.

2.3.1 TYPES OF TURNOVER

Voluntary and Involuntary Turnover

Voluntary turnovers are those caused by the employee out of his/ her own choice (*e.g.* to take job in other organization for better salary) while non-voluntary turnovers are because of the decision of management (*e.g.* dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations (Loquercio *et al.*, 2006).

Voluntary turnovers are further distinguished into functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover is of greatest concern to the management due to its negative impact on the organization's general performance. Dysfunctional turnover could be further classified into avoidable turnover (caused by lower compensation, poor working condition, etc.) and unavoidable turnovers (like family moves, serious illness, death, etc.) over which the organization has little or no influence (Taylor, 1998).

2.4. EMPLOYEES TURN OVER INTENTION

Employee's turnover intention or intention to leave or quit is a depraved feeling or need of employee's to leave organization (Zahid H.B., 2013). Turnover intention, a strong predictor of quitting an organization, it becomes a final step before an employee actually leaves the organization (Lee & Bruvold, 2003). The measurement of this construct often entails using a certain period of time (Suliman & Al-Junaibi, 2010). The thought behind using this interval as a measurement is that employee turnover intention is a time-consuming process. This process has three stages (Falkenburg & Schyns, 2007). It starts with thinking of leaving the organization followed by the intention to search for a new job and is finally directed to the intention to leave (Falkenburg & Schyns, 2007; J. Mayfield & M. Mayfield, 2008). The intention to quit is not only conceived as an important determinant of actual turnover but also provides important information for management to control employees' avoidance behaviors. For example, employees with high turnover intention tend to become less productive and efficient (Balogun et

al., 2013). A turnover intention is a mental decision prevailing between an individual's approach with reference to a job to continue or leave the job (Jacobs and Roodt, 2007). Turnover intentions are the instant connection to turnover behavior (T.Hussain et al 2012) cited in (Boles et al, 2007). Employees voluntarily leave organizations for a variety of reasons, including low satisfaction with their jobs, low satisfaction with their employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring. On the other side, turnover intention may be defined as the intention of employees to quit the organization. Intentions are a statement about a specific behavior of interest. Turnover intention is the probability that an individual will change his or her job within a certain time period and thus it leads to actual turnover. It is the individual's intention to voluntarily quit the organization or the profession. Turnover intention has been acknowledged as the best predictor of actual turnover. Actual Turnover is expected to increase as the intention increases. The measurement of Turnover Intention can determine the likelihood of the staff leaving the organization.

This helps to determine how one can find opportunities to reduce the overall turnover. Turnover intention is a complex phenomenon that depends on various factors. Many researches on employee turnover behavior indicates that age, gender, tenure, designation, experience, compensation, education, nature of employment are predictors of turnover intentions of employees in the organization. As in a study on the retail industry it was also found that following variables apart from demographic variables such as satisfaction with pay and supervision, organizational commitment and procedural justice etc. are associated with turnover intentions (Khatri et al.2001).

Turnover intentions can largely affect the commitment level of the other employees (Azlin Natasha Armizi,2008). Organizations have to take strategic steps to reduce the turnover intentions of the employees. In order to have a competitive edge over the other organizations, the turnover has to be controlled by taking measures favorable for the employees which may lead to increase in their commitment level. Organizations invest significant effort and resources in attracting, selecting and retaining conscientious, proactive and committed employees. The antecedents of employee turnover and turnover intention have represented a key area of research in the organizational literature (Griffeth et al., 2000).

In order to fully understand how social exchange relationships affect turnover decisions, it is important to consider the mechanisms through which perceived organizational justice acts on turnover intention (Dawley et al., 2010). Turnover intention is one of the main problems in HR and organizational management. Turnover has various results such as increasing the cost of employing staff, diminishing the organization's knowledge capital and damaging its reputation (Liu et al., 2010, Lum et al., 1998). As Moynihan and Pandey (2007) have stated, there are three categories of factors that affect turnover intention. These categories include environment or economy, employees and organization level.

Turnover intention is accepted as the main antecedent of an employee's turnover behavior (Ciftcioglu, 2010). Cai and Zhou (2009) suggest that dissatisfaction with the work environment is an important precursor of an employee's decision to leave the organization or profession concerned. There are diverse factors affecting turnover, which can make it difficult to predict turnover behavior accurately and some of these are job satisfaction, organizational commitment, compensation, leadership member exchange, group cohesion, psychological uncertainty, and role/job stress. The employees spend most of their time in a day at their workplaces. For an employer it is important to make the environment conducive for the employees so that they better perform and also the organizational efficiency can be increased. Many organizations are working on designing the retention strategies for the employees so that the talent in the organization can be utilized in the best possible way. As there is lot of cost associated with the employees whether direct or indirect cost. The various costs can be recruitment, selection, training etc. So in order to maximize the return on investment done on the employees it is important to focus on reducing the rate of turnover of the employees as it is a kind of discouragement for the existing employees and also a loss for the organization.

2.4.1 ANTECEDENTS OF TURNOVER INTENTIONS

There are various determinants for voluntary turnover such as Job Satisfaction, Job stress (Psychological), Quality of work Life (Economic) and Age, Tenure, Marital status (Demographic) etc. It can also be concluded from the available literature that there are significant correlations between turnover intention and demographic variables such as age, qualification

designation and it was found that age, designation and experience are negatively significantly correlated with turnover intentions (Gurpreet Randhawa,2007).

Quality of Work Life

Quality of work life (QWL) constitutes a major part of any employee's life. As most the time of an employee's life is spent on their jobs so it is important to have better quality of work life. Quality of work life means the favorableness or un-favorableness of the work environment of the people. It refers to the quality of relationship between employees and the total working environment. It is a multi-dimensional concept which constitutes many dimensions that have an influence on the job of the employees and are also considered for measuring the quality of work life. Many researchers have been done in the past, the result of which has shown that there are a number of factors which affect the quality of work life. These factors are adequate and fair compensation, safe and healthy working condition, opportunity to use and develop human capacities, opportunity for career growth, social integration in the work force, constitutionalism in the work organization, work and quality of life, special relevance of work etc.

Organizational Justice

Organizational justice is the study of the fairness in an organization and how the people perceive it. It is the perception of fairness according to individuals. "At its most general level, organizational justice is an area of psychological inquiry that focuses on perceptions of fairness in the workplace. It is the psychology of justice applied to organizational settings". It becomes imperative for the organizations to have committed and loyal employees, thus the organization needs to be fair in its system. There are three types of organizational justice: distributive (fairness of outcomes), procedural (fairness of processes) and interactional (fairness of interpersonal treatment one receives from authority figures). When employees feel that they are treated fairly by the organization in every aspect, they are inclined to show more positive attitude and increased commitment towards their jobs. On the other hand, perceived injustice (absence of justice) in an organization negatively affects the psycho-social well-being of employees (Robin, 2012). In as much as employees are not rewarded according to their contributions, each employee is not provided roughly the same compensation, all employees are not treated the same, a single worker or group is discriminated or maltreated at the expense of others, work decisions are not based on accurate information, appropriate stake-holders are not allowed to

have input into a decision, there is no appeal process for addressing mistakes and above all, employees are not treated with dignity, courtesy and respect, their job performance, job satisfaction, attitudes, work moods, job involvement and behaviors will be adversely affected (Robin, 2012).

Job stress

Stress is state of mental or emotional strain or tension resulting from adverse or demanding circumstances. Stress is synonymous with negative conditions. A job stress individual is likely to have greater job dissatisfaction, increased absenteeism, increased frequency of drinking and smoking, increase in negative psychological symptoms and reduced aspirations and self-esteem.

The use of role concepts suggests that occupational stress is associated with individual, interpersonal and structural variables. Stress on the job is costly for employers, reflected in lower productivity, reduced motivation, job skills, turnover and increased accidents. It adds to the health costs and so is a significant cause of economic loss for both individual and the organization. It has been evidenced that employees who experience more job stress have more intention to quit (Ahmad,2012). When stress is caused by working environment and it harms employee performance, is called as stimulus. Thus control over the job stress can help the Human Resource Managers to reduce the organizational cost by reducing the turnover rate.

Job Satisfaction

Job satisfaction is the end feeling of a person after performing a task. To the extent that a person's job fulfills his dominant needs and is consistent with his expectations and values, the job will be satisfying. The level of job satisfaction seems to have some relation with various aspects of work behaviors such as accidents, absenteeism, turnover and productivity. Most of the studies showed that low absentee employees were more satisfied with their jobs. Less satisfied employees are more likely to quit their jobs than more satisfied employees. Job satisfaction is seen to be the stronger predictor of turnover intention (Martin, 2007). Scholars speculate that employee turnover can be predicted using comprehensive measures of job satisfaction; otherwise stated, high job satisfaction is associated with low employee turnover. Moreover, research shows that the relationship between job satisfaction and actual employee turnover is moderated by intentions. Schwepker (2001) noted that positive and statistically significant relationships

have been reported in dozens of studies exploring leaving intentions and actual leaving behavior. In other words, intention to leave a job is an immediate precursor to actually leaving.

2.5 ORGANIZATIONAL JUSTICE AND TURNOVER INTENTIONS

In current organizational structure, employee turnover intentions and organizational justice has gained much importance (Erdogan, 2002). According to social exchange theory, relationships play an important role in organizational setting and these relations turn into trust, mutual commitments and loyalty if relationships remain stable (Cropanzano & Mitchell, 2005). There is quite small difference of relationship between economic exchanges and social exchanges in relation to employee motivation (Niehoff & Moorman, 1993). Employees with better economic exchanges are highly motivated towards their job as compared to social exchanges ((Niehoff & Moorman, 1993). Employees who prefer economic exchanges over social exchanges in organizational setting, then their turnover intentions are lower when they have better economic exchanges in terms of better pay structure, justice and reward system. Better and fair organizational systems develop employees trust in organization and results into lower turnover intentions (Aryee et al., 2002). In a Meta-analysis, Cohen-Charash and Spector (2001) found dimensions of organizational justice, distributive and procedural justice, have negative relationship with employee turnover intentions. In another study, Byrne (2005) analyzed that both procedural and interactional justice have negative association with employee turnover intentions. In addition to this, Brashear et al. (2005) found that procedural and distributive justice has negative association with employee turnover intentions. Human resource management departments try to establish rules and regulations in order to maintain organizational justice within organization. As long as there is fair application of organizational justice, each employee gets equal share in all job related matters. Organizational justice has significant relationship with employee turnover (Parker and Kohlmeyer, 2005; Zagladi, Hadiwidjojo, Rahayo and Noermejoti, 2015). Byrne, (2005) analyzed that organizational justice has positive impacts on employee output level. Harris, Andrews and Kacmar, (2007) found that when the attention is paid towards organizational justice, then employee turnover intention becomes weak.

As stated earlier, employees who intend to leave organization have low levels of interest in their current job. Banking employees work in high stress and their working routine is strict as compared to other employees. Therefore, in order to understand this behavior in banking sector, this study was conducted. In addition to turnover intentions, employee perception about organizational justice and moderating role of job embeddedness was also analyzed. Empirical relation between Organizational justice and turnover intention

2.5 EMPIRICAL RELATION BETWEEN ORGANIZATIONAL JUSTICE AND TURNOVER INTENTION

Employees evaluate their experiences at work in terms of whether these experiences are fair and whether organizations show interest as an individual (Lind & Tyler, 1988). If the employees perceive a decision as being fair, the employment relationship is more likely to comprise higher commitment and greater job satisfaction (Colquitt et al., 2001). When the employees have been subjected to unjust decisions or outcomes, negative reactions occur towards the organization, such as poor performance, absenteeism, and turnover intention (Folger & Konovsky, 1989). Hassan (2002) stated that if the allocation decision which is distributive justice and the process of allocation which is procedural justice are perceived as fair it should lead to reduced tendency to leave the organization. It is vital for organizations to be fair and just to their employees and involve them in their everyday plan activities as it will reduce the turnover rate or level. Are search by Hassan (2002) revealed that Distributive Justice has a significant negative influence on turnover intentions. Distributive justice has significant effect on employees' behavior and is highly correlated with employees' turnover intention

Organizational justice can be an effective mechanism for lowering professional employees 'intention to leave their current agency. Several previous studies have found a negative relation between perceptions of procedural and distributive justice and federal employees' turnover intention (Choi forthcoming; Rubin 2009). The present study built upon this research by clarifying the underlying process through which fairness perceptions may affect professional employees' turnover intention. This effort was guided by the social identity perspective group-oriented organizational justice theories Tyler and Blader (2000, 2003). According to these theories fair treatment provides employees with important feedback about their social status and standing in their organization. Further, this positive feedback increases their organizational identification (Harrison, and Corley, 2008) which, in turn, motivates them to become more

involved in their jobs and influences their continuing work in their present organization. Using data collected through a survey of 764 professional employees from a state agency, this study relied on structural equation modeling to assess the role organizational identification as a mediator in the relation between procedural and distributive justice perceptions and professional employees' job involvement and turnover intention.

Numerous studies have been conducted to explain the importance of the allocation phenomenon (i.e., the distribution of positive and negative reinforcements) in organizations. For example, Lawler (1977) noted that the distribution of organizational rewards such as pay, promotion, status, performance evaluations, and job tenure can have powerful effects on job satisfaction, quality of work life, and organizational effectiveness. (Iqbal K, 2013) also found that employees' perception of procedural justice has a great affect on their job satisfaction while distributive justice did not have any significant impact on job satisfaction., 1992). Alexander and Ruderman (1987) reported that distributive fairness is a direct cause of turnover intentions. In this study, six organizational outcome variables including job satisfaction, turnover intentions, tension/stress, trust in management, conflict/harmony, and evaluation of supervisor were selected. They found that five of the six variables showed substantial justice effects; only tension/stress, were unrelated to either procedural or distributive justice. Four of the five variables were affected more by procedural justice than by distributive justice.

Aghaei, Najaf.,etal.,(2012) concluded in their study that there is a negative and significant relation between distributed justice and intention to leave. Also it was found in this research that there is no significant relationship between procedural justice and intention to leave. In addition to the results of the research, it was also shown that a negative and significant relation exists between interactional justice and intention to leave. Muzumdar, Prathamesh (2012) found in the study that the influence of interactional justice combining the effects of both interpersonal and informational justice is found to more on an employee's intention of turnover compared to other forms of justice. Also it was concluded that the procedural fairness has more importance when compared to outcome fairness with respect to turnover intentions.

Aslam, Rabiaetal., (2006) concluded that organizational justice has positive impact on job satisfaction. It means that if employees find their organization just and fair in distribution, processes and interactional system, employees feel more satisfied in terms of their pay, future

progress opportunities, work schedule, co-workers and supervisors. Also it has been proved from the results that employees are more satisfied when they perceive their outcomes and rewards to be fair as compared to those employees who considered their rewards and outcomes as unfair. Thus satisfied and committed employees show less turnover intentions.

Research has provided evidence that procedural and distributive justice have different predictive roles, which may be based on different facets of exchange theory: economic exchange and social exchange (Kwon, 2006; Moorman, 1991). We use this argument to explain relationships between the two types of organizational justice and turnover intention. Distributive justice focuses on outcome distribution, whereas economic exchange focuses on reward-related transactions. Therefore, economic exchange may explain why teachers who feel unjustifiably under rewarded will tend to leave for a more rewarding workplace. Procedural justice focuses on social transactions and involves perceptions about the *way* one is treated in the allocation of organizational rewards. Therefore, we may expect social exchange, which is based on trust, loyalty, and the individual's commitment, to explain why a teacher who feels mistreated will develop intent to leave for a workplace that treats him or her with better social procedures.

2.5. CONCEPTUAL FRAME WORK

In order to study the effect perceived organizational justice on employee turnover intention, the following model has been provided, the model consists of **independent variables** organizational justice dimensions: distributive justice, procedural justice and interactional justice and the **dependent variable** employee turnover intention.

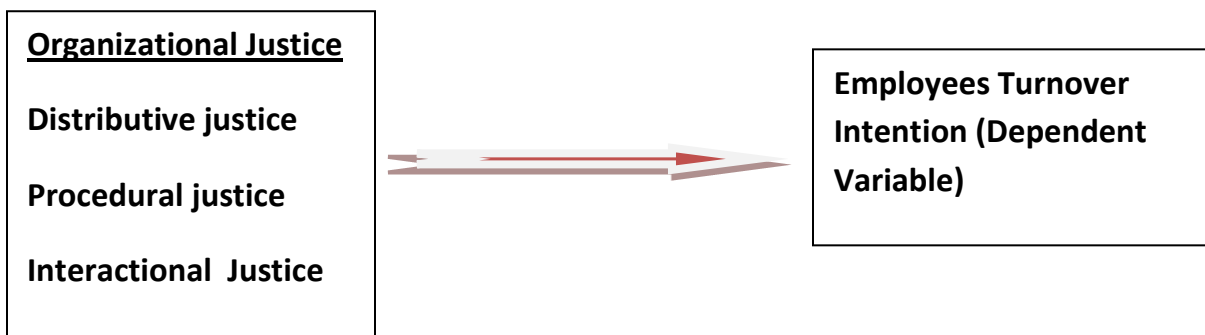


Fig.1 conceptual framework

Source: The researcher taken from research question & from main variables of the study.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents a comprehensive overview of the research methodology that used be employed to conduct the study. It also discusses the data collection instruments that were deployed, the population and sampling procedures and the method of data analysis.

3.2. RESEARCH DESIGN AND TYPE

Both Causal and descriptive research design has been used in order to investigate the impact of perceived organizational justice on selected woreda's OFED staff's turnover intention. Descriptive research design has been used because the researcher wanted to describe the frequency as well as the extent to which how employees perceive the justice in the work place as well as their level of turnover intention. In order to investigate the extent to which justice perception affects the turnover intention of the woredas OFED employees, causal research design has been used, through the cause effect relationship of these two variables has been investigated.

3.3. TARGET POPULATION

Table 1 Target population by sex and location

S.N	Name of sample areas	Appointed Work force		
		Total female Population	Total male Population	Total Population
1	Zonal FED center	33	50	83
2	Abeshge Woreda FED Office	19	19	39
3	Kebena Woreda FED Office	19	17	36
4	Wolkite Town FED Office	24	16	40
	Total	116	127	198

3.4. SAMPLING SIZE

The researcher had used probability sampling method for the study. Under this sampling method, every item of the universe has an equal chance of inclusion in the research. The ever increasing need for a representative statistical sample in empirical research has created the demand for an effective method of determining sample size and there are different tools for determination of sample size. The researcher had used solvent's formula to determine the sample size from the sample population, at 95% confidence interval which is at ± 0.05 level of error.

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{198}{1 + 198(0.05)^2}$$

$$n = 132$$

As indicated above the target population of the study is 198. Using the general formula above, the researcher calculated out the sample size to be 132. So, the sample size for this research is 132.

3.5. SAMPLING TECHNIQUES

For this research the researcher had used Proportional stratified sampling techniques because, this sampling technique gives the advantage of representativeness between strata which is categorized by offices location. Using the formula of this sampling technique the researcher had obtained appropriate sample size as the following manner.

Sample size calculating formula

$$n_x = \frac{N_x}{N} * n$$

Where

n – Total sample size

N – Total population

n_x – Sample size for x FED office

N_x – Population at work in X FED office

Table 2 Sample size for Zonal & Woredas FED offices

s.n	Name of FED offices	Population at work	Sample size
1	Zonal center	83	55
2	Wolkite	40	27
3	Kebena	36	24
4	Abeshge	39	26
	Total	198	132

3.5 DATA COLLECTION INSTRUMENT

Data for the survey had been collected using self-administered questionnaires. Questionnaires are developed using standardized approach. The questionnaire comprised of close-ended questions. The closed-ended questions were either presented on a Likert scale. The Likert scale helps to make the questionnaire easy to interpret and simple for the respondents to answer. The questionnaire could therefore had completed in less time.

3.6. METHODS OF DATA ANALYSIS

To analyze the data collected by questionnaire, the researcher had used both descriptive analysis to statistically describing, aggregating and presenting the constructs of interest and inferential analysis for statistics In this case the research had been used Pearson’s correlation coefficient and multiple linear regressions. The researcher has used SPSS version 20 program to analyze the data.

3.7 RELIABILITY AND VALIDITY

Creswell (2009: 190-192) considers the reliability of the instruments as the degree of consistency that the instruments or procedure demonstrates. According to (Morgan et al., 2004: 122-123)

Cronbach's Alpha is a very common measure of reliability (internal consistency) in the research literature. Accordingly Cronbach's alphas have been used to test reliability of the study.

As it had been discussed in the data gathering measurement part of questionnaire variables, the questionnaires for the study were adopted from previous studies made on different areas. As Uma (2000: 59) suggests adoption of items used by previous researchers is advisable because of the approval of content validity and criterion related validity of these items by previous scholars. Furthermore the questionnaire was approved by the researcher's advisors before the distribution. Hence, the internal validity of the instruments used in this study was guaranteed.

Table 3 Reliability result of questionnaire items

Variables	Reliability measure	Result
Distributive Justice	Cronbach's alpha	.70
	No of items	6
Procedural Justice	Cronbach's alpha	.75
	No of items	7
Interactional Justice	Cronbach's alpha	.80
	No of items	8
Turnover Intention	Cronbach's alpha	.70
	No of items	10

From the table the result falls between .7 and .8 being Interactional Justice .8 the high and Distributive Justice and Turnover Intention .7 relatively low. The average value of reliability according Cronbach's alpha coefficient is .74 this value which is above .7 so, the result can be considered reliable with the sample on study.

CHAPTER FOUR

4. DATA PRESENTATION ANALYSIS AND DISCUSSION

In this chapter the data obtained via data collected from questionnaire filled by employees of Finance and Economy Development on selected offices in Gurage Zone are analyzed and **presented below.**

4.1 DATA SCREENING

The primary emphasis of this paper is to investigate the effect of organizational justice on employee's turnover intention. The primary data was collected from the ZDoFED and WOFED employees using questionnaires and 132 questionnaires were distributed and out of which 114 were collected. Prior to all analyses, in order to ensure accuracy of the data entered into SPSS, accuracy by developing frequency tables was taken place. Every variable was checked and the tables related to the frequencies, and the maximum and minimum values for each item, which revealed no entry mistakes

4.2 DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

4.2.1 FREQUENCY ANALYSIS OF THE RESPONDENT'S PROFILE

The demographic profile of the sample respondents is presented and analyzed below. The purpose of assessing respondents' age, sex, is that, to determine whether the researcher considered heterogeneity of sample units. On the other hand assessing the work experience and education level of the respondents' is that, when the respondents are more experienced and educated they have better opportunity to understand the case and give better response than else.

Table 4. Demographic Characteristics of the respondents

Characteristics	Category	Frequency	%	Cumulative %
Gender	Male	67	58.8	58.8
	Female	47	41.2	100
Age	18-30	42	36.8	36.8
	31-40	47	41.2	78
	41-50	20	17.5	95.5
	Above 50	5	4.5	100
Educational level	Diploma	17	14.9	14.9
	Degree	92	80.7	95.6
	Masters & above	5	4.4	100
Work experience	Less than one year	5	4.4	4.4
	1-5	28	24.6	29
	6-10	35	30.7	59.7
	Above 10 years	46	40.3	100
Marital status	Single	25	22	22
	Married	82	72	94
	Divorced	6	5.5	99.5
	Widowed	2	0.5	100

From the table we can see that from the total respondents (114) 58.8% or 67 of them are males, and the rest 47 or 41.2% are females. This shows that the degree of involvement of male and female at Finance and Economy Development offices is nearly close. When we see about age distribution of respondents 47(41,2%) are between 18-30 in other way 42 or 36.8% are between 31-40 years old and the rest 25 or 22% represent age group from 41- 50 and above. From this we can conclude that the majority participants lie in age category of 18-40 This indicates that this sector has a potential advantage for working by more productive age employees which helps to achieve its objectives.

Regarding marital status of respondents 82 employees are married which constitutes 72% this imply that most of employees in these organizations are married in other way 22% of employee respondents are single and the remaining 8(6%) are divorced and widows. This shows that majority of employees at Finance & Economic Development offices at Gurage Zone are married& can be generalized that married employees are more stable & tend to stay in the organization compare to single ones.

The education level of respondents as shown in table the majority (92) are degree holders which is 80.7% , 17 or 14.9% constitute diploma and the rest 5(4.4%) are master degree holders. From this data can be concluded that 85.1% of the respondents hold first degree and above This implies that it is a good advantage for the FED sector strategy application and gives the organization a competitive advantage.

The work experience part explains about the tenure of respondents at the organizations on study which shows 46(40.3%)employees have work experience more than 10 years of service, 35(30.7%) of employees worked between 6 to 10 years in these institutions and the rest 33 which represents 29% of total respondents have work experience from months up to 5 years of service. This indicate that more than 70% of employees in FED offices have more than 5 years of work experience and shows that most of the employees are well experienced & they are expected to be well aware in their respective job & it is very important for the organization success.

4.3 DESCRIPTIVE STATISTICS OF PERCEIVED ORGANIZATIONAL JUSTICE AND TURNOVER INTENTION

Descriptive statistics are used to summarize quantitative data, enabling patterns and relationships to be discerned which are not apparent in the raw data (Dawson 2002).The common purpose of these techniques is to summarize both variability (that is the spread of the numbers) and the center of data. In this study, the descriptive statistics was used as a way to examine the mean which are not apparent in the raw data. This descriptive statistics was used by the researcher to determine the employee's perception of organizational justice and turnover intention. The summary of the descriptive statistics is shown in Table 4.2 indicate that all variables are evaluated based on a 5-point scale (1 being strongly disagreed to 5 being strongly agreed)

Table 5. Mean of Perceived Organizational Justice and Turnover Intention

		Distribution justice	Procedural justice	Interaction al justice	Turnover intention
N	Valid	114	114	114	114
	Missing	0	0	0	0
Mean		2.22	2.31	2.21	3.95
Median		2.67	2.71	2.50	3.90
Mode		2.83	2.29	2.13	3.80
Std. Deviation		.66	.60	.66	.36

4.4 EMPLOYEES PERCEPTION OF ORGANIZATIONAL JUSTICE

I. Employees perception of distributive justice

Distributive justice refers to the degree to which rewards or outcomes are allocated in an equitable manner according to inputs. When we see the mean scores of perception of justice, it has a value of 2.22 which is almost the same compared to other dimensions of organizational justice and little bit more than the average. This indicates that employees perception of their just share of outcomes is not fair considering their responsibilities appointed, experience, education, training and amount of effort they bring in to work place. As it can be difficult to determine what constitute an appropriate level of reward for a particular degree of input, employees tend to make in subjective judgment in relative terms, looking for a contribution- outcome ratio that is similar to that of their peers or those working in other organizations. This indicates that FED management needs to bring internal equity within the organizations by fair distribution of outcomes.

II. Employees perception of procedural justice

Procedural justice is the perception of justice in the decision-making process. This kind of justice is based on the employee's perception about rightness or wrongness of procedures and methods in decision making relevant to him or others (Greenberg 1996). A just process is one that is applied consistently to all, free of bias, accurate, representative of relevant stakeholders, correctable and consistent with ethical norms (Leventhal, 1980). Accordingly, employees perception of justice in decision making process within the observed organizations is medium with mean score of 2.31 This implies that the current procedure adopted by the FED management is not well constructed and don't base on accurate information and predetermined standard for making a decisions.

In addition, employees believe in not sufficient availability of opportunity to appeal or challenge the decision as well as to request for additional information or feedback regarding a decision and its implementation. This average perception of procedural justice by FED employees is a clear indication of the existence of poor administrative system and not properly implemented procedure within in Financial Offices.

III. Employees perception of interactional justice

Interactional justice is the perceptions of justice relating to the explanations provided to employees that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion as well as the degree to which employees are treated with politeness, dignity, and respect by FED management who are involved in executing procedures or determining outcomes. Accordingly, employees perception of interactional justices within their organizations is low with mean score of 2.21. This indicates that the majority of employees were not satisfied attitude about fairness of interpersonal transaction they receive from the management. Accordingly, whenever decisions are made about their job, their management doesn't treat them with good respect, dignity, kindness and consideration as well as not well sensitive to their personal needs and deals with them in concerned manner. Moreover, the management not explains very clearly any decisions made about their job as well as not offers adequate justification and explanation about the implication of decision to them.

Therefore, Sound interpersonal skills and collegial interactions as well as appropriate justification of decisions, and respect are expected from the organization's management who are involved in executing procedures.

IV. Staffs level of Turnover intention

Turnover Intentions embodies a conscious and calculated willingness to leave an organization (Tett& Myer, 1993) and entails thoughts of quitting (e.g. Mobley, Horner, & Hollingsworth, 1978). Accordingly, staffs level of turnover intention is high with the mean score of 3.95 This high level in turnover intentions indicates that majority of staffs have perceived low level of organizational justice, which means the employees are not well satisfied with the outcome of the organizations that they share, with the procedures by which they acquire outcomes and with interpersonal treatment as well as the quality information that they receive about the outcomes.

4.5 BI-VARIATE CORRELATIONS BETWEEN ORGANIZATIONAL JUSTICE AND TURNOVER

To determine whether there are significant relationships between organizational justice's dimensions with turnover intention, a Pearson Correlation Coefficient analysis was carried out. This provided correlation coefficients which indicated the strength and direction of linear relationship. These findings are presented below in the following manner.

Table 6. Pearson correlation between organizational justice and turnover intention

	Distributive justice	Procedural justice	Interactional justice	Turnover intention
Pearson Correlation	1			
Sig. (2-tailed)				
N	114			
Procedural justice	Pearson Correlation	.389**	1	
	Sig. (2-tailed)	.000		
	N	114	114	
Interactional justice	Pearson Correlation	.345**	.337**	1
	Sig. (2-tailed)	.000	.000	
	N	114	114	114
Turnover intention	Pearson Correlation	-.238*	-.256**	-.116
	Sig. (2-tailed)	.011	.006	.219
	N	114	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The result in the above table show that there is a weak negative relationship between distributive justice and turnover intention ($r=0.24$, $P=0.011$), as well as there is also a moderate significant relationship between procedural justice and turnover intention ($r=-0.26$ $P=0.006$) whereas, there is weak significant positive relationship between interactional justice and turnover intention ($r=-0.22$ $P=0.219$). The above result implies that there is a low negative relationship between dimensions of organizational justice and turnover intention these negative relationship between organizational justice and turnover intention which implies that employees perception of

organizational dimensions is low and employees turnover intention is strong to leave the FED offices.

4.6 REGRESSION ANALYSIS

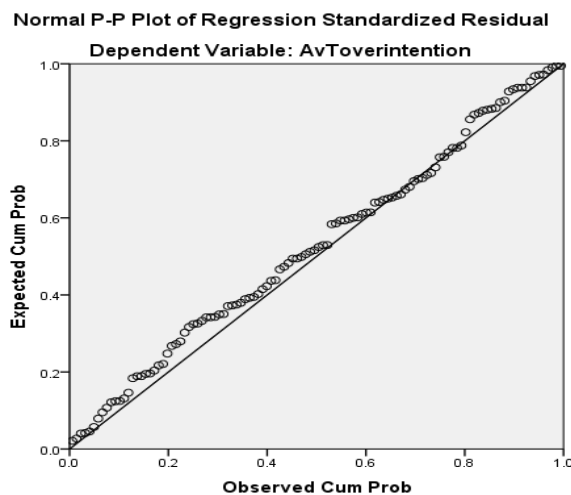
In Table 8 below the details of regression analyses are described. The effects of perceived organizational justice on turnover intention are shown with the help of regression analysis.

Assumptions to be considered while calculating Regression

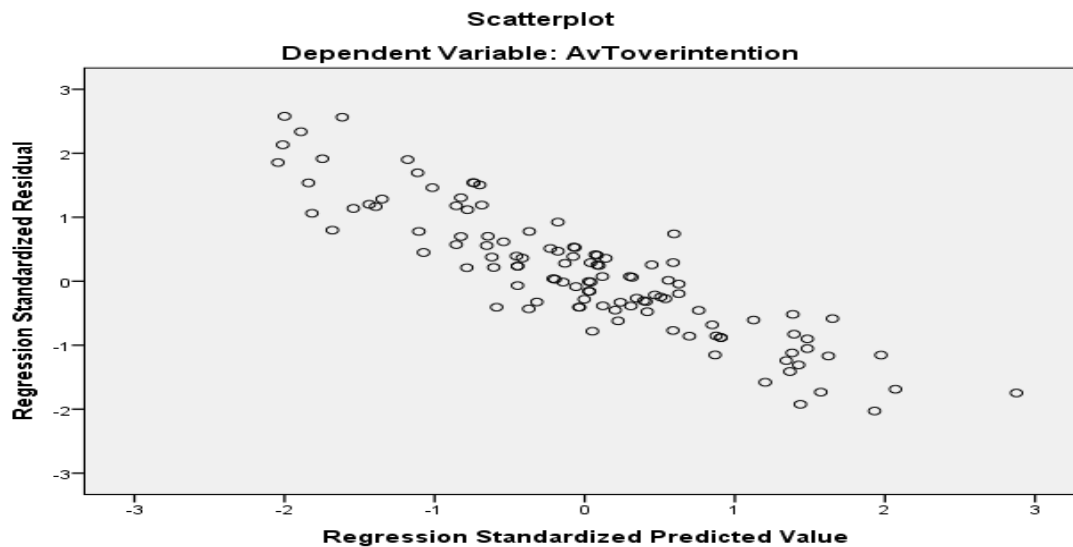
Assumption 1 there is no multicollinearity

Tabachnick & Fidell (1996,p.86) suggest that the coefficient table allows to more formally check that in model predictors are correlated with outcome or dependent variable above 0.3 preferably. In this case the 3 independent variables (distribution justice, Procedural justice and Interactional justice) correlate substantially with turnover intention (-.24, -.27 and -.12 respectively).

Assumption 2 the values of the residuals are normally distributed



This assumption can be tested by looking at the p-p plot for the model. The closer the dot lie to the diagonal straight line the closer to the normal the residuals are distributed. In this case the data points touch the line at all indicating that assumption 4 may be fulfilled. Suggesting that no major deviation from normality.



Assumption 3 Outliers, Linearity and Homoscedasticity should be considered

Scatter plot and normal distribution plot explains about outliers, linearity and homoscedasticity. The scatter plot is roughly rectangular distributed which shows that there is no major deviation from the centralized rectangle. Tabachnick & Fidell (1996,p.86) define outliers cases that have a standardized residual of more than .33 or less than -.33. As displayed in the graph points lie between .3 and -.3 so, the assumption of outlier is met.

- Normality- The residuals should be distributed above the predicted dependent variable score.
- Linearity- The residual should have a straight line relationship with predicted dependent variable. The scatter plot shows straight linear relationship with dependent variable (turnover intention).
- Homoscedasticity- The variable of residual about predicted (dependent variable) score should be the same for all predicted scores. As we can see on both graphs all 3 issues explained above the assumption 3 has met.

Table 7. Regression Analysis: Predicting turnover intention by organizational justice dimensions

Model summary

Model	R	R Square ^b	Adjusted R Square	Std. Error of the Estimate
1	.888 ^a	.476	.475	.457

a. Predictors (constant): Distributive justice, procedural justice, interactional justice

b. Dependent variable: turnover intention

The model summary tells us how much the dependent variable variance is explained by the independent variables, in this model R Square value is .476 which imply that the model (independent variables) can explain 47.6% of the variance in dependent variable (turnover intention) this is well accepted result because, the minimum result to meet R Square is 25%.

Coefficients^{a,b}

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	6.856	.137		50.448	.000		
	distributive justice	-.876	.069	-.454	-7.056	.000	.393	2.544
	procedural justice	-.534	.081	-.296	-4.962	.005	.476	2.099
	interactional justice	-.474	.079	-.246	-3.424	.001	.380	2.630

a. Dependent Variable: turn over intention

b. b. Linear Regression through the Origin

In this table particularly the standardized coefficient helps to know which variables included in the model contributed a prediction of the dependent variables. In this case the largest beta coefficient has distributive justice -.454 which contributed more, relative others beta coefficients to explain variance of dependent variable. This indicates that when one unit is added to distributive justice, turnover intention is reduce by 0.454 units and when staffs feel that their share of outcome is fair considering their overall efforts they bring in to work place, they will less likely to leave the FED offices. Moreover, interactional justice made the least effort with beta -.246 to explain the variance of dependent variable. Procedural justice which has beta -.296 is the second largest contributor to predict the dependent variable. In all beta results the significance is less than .05 (.000, .000, .001) which means distributive justice makes a strong unique contribution to predict dependent variable and others variables contribution is statistically significant.

This finding in this study is consistent with the study of (Kumar & Eng., 2012; Amah, 2009; Firth, Mellor & Moore, 2007).Accordingly, in their study they found distributive justice as major predictor of turnover intention from organizational justice dimensions. Thus, the FED's management will be better if they provide the opportunity for the emersion of distributive justice in finance and economic work settings.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1 Summary of the Findings of the Study

The main purpose of this study is to investigate the perceived effect of organizational justice on employees turnover intention in selected FED offices in Gurage Zone. To answer the research questions and to attune research objectives of the study the descriptive & inferential research methods has been carried out. To this effect the study was conducted in randomly selected 3 woreda& zonal center FED offices of Gurage Zone.

A total of 132 zonal & woreda FED office employees were selected through proportionate random sampling technique, to participate in the study. To gather necessary information on the issue 132 questionnaires were distributed to employees, and 114 were properly filled and returned, The quantitative data collected from employees through questionnaire were analyzed by using statistical package for social science (SPSS version 20) to determine descriptive statistics such as: percentage, mean, standard deviation and inferential statistics, Pearson product correlation coefficient and regression are used.

The mean score of distributive justice, procedural justice, interactional justice & turnover intention is 2.22, 2.31, 2.21 and 3.97 respectively. Indicating that all organizational justice dimensions are with mean scores almost low, but turnover intention mean score is high near 4, this shows that: Employees attitude on just share of outcome is low regarding the effort they exert in the organizations, procedures in these offices are not well constructed with accurate information and interpersonal interaction of the management body with employees is low, because of these low perception on organization justice turn over intention is high and it leads to the actual turnover.

A Pearson correlation was used to compute and to examine the relationship on employees perception of organizational justice and turnover intention. The results indicated that there is negative relationship between employees perception of organizational justice and turnover intention on all dimensions negative relationship between distributive justice and turnover intention ($r=-0.24$, $P=0.011$), as well as there is also a negative relationship between procedural

justice and turnover intention ($r=-0.26$, $P=0.006$) also, there is weak negative relationship between interactional justice and turnover intention ($r=-0.12$, $P=0.219$). Independent variables (distributive justice, procedural justice and interactional justice) are not highly correlated having values of (.389, .345 and .337) which is less than .7

This shows that of employees' perception of organizational justice were associated with turnover intention in the study area. The result indicates that there is a low negative relationship between dimensions of organizational justice and turnover intention which implies that employees' perception of organizational dimensions is low and employees' turnover intention is high & it has a strong effect to quit the FED offices because, turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with actual turnover.

The effects of perceived organizational justice on turnover intention are shown with the help of regression analysis. All assumptions are considered while calculating regression, regarding **no multicollinearity** assumption correlation between independent variables is not high with values .389, .345 & .337 all are less than .9 and the assumption is met. The other assumption is the **values of the residuals should normally distributed**, the normal PP plot of graph points cluster is diagonally aligned with straight line of the graph so, the assumption is respectful, other assumption is **Outliers, Linearity and Homoscedasticity** should be considered. According to scatterplot graph all the above mentioned issues are considered and the result is retained.

In the model summary table of regression R Square value is .476 which implies that the model (independent variables) can explain 47.6% of the variance in dependent variable (turnover intention). As the same time coefficient table standardized coefficient beta shows that distributive justice is the most predictor variable (-.454) on dependent variable, followed by procedural justice (-.296) and interactional justice (-.246).

5.2 CONCLUSIONS

Having based on the finding of the research drawn conclusions are the following:

From the result of the study, it was real that staffs' perception of organizational justice is found to be low. This was obtained from the three dimensions of organizational justice which were perceived to be low by the staff of FED. Procedural justice perception was found to be low. This

indicates that the procedure adopted by FED offices's management for reaching decision is biased and a majority of staffs believes that there is no fairness when decision are made on distribution. Also, staffs perception of distributive justice is also found to be low. This indicates that staffs perception their just share of outcome is unfair considering their responsibilities, experience, education, training and amount of effort they bring in to work place. The same has been shown with interactional justice. In most of public institutions where government employees usually gets low benefit compared to their counterpart employees of private organization though they have the same qualification and education level. As to staff perception of interactional justice is concerned, it is also found to be low. This low perception of interactional justice indicates that most of college's staffs are not satisfied with the interpersonal transaction that they receive from the management.

In present study, it was also determined that academic staffs at FED offices have a high turnover intention. This high level turnover intention indicate that that majority of staffs have perceived low level of organizational justice, which means the employees are not satisfied with the outcome that they receive, with the procedures by which they acquire outcomes and with interpersonal treatment as well as the quality information that they receive about the outcomes.

5.3. RECOMMENDATIONS

In this study, the researcher found that employees of FED offices have high turnover intention because, of low perception about organizational justice. As the research findings shows this low perception on the organizational justice may result actual employees turnover. So, recommendations based on the conclusions drawn above are the following:

1. The research findings suggest that FED office management bodies are recommended to consider taking actions that raises employee's perceived organizational justice while making employees generally more comfortable in their current situation. For example, the organization may further interact with the employees by exercising the perception of fairness in decision making processes.

2. These perceptions of injustice can influence attitudes and behavior for bad feeling and poor job satisfaction of employees, in turn having a negative impact on the FED offices's success. The result found in this study can increase management's understanding of the employee turnover

process and, in doing so, improve the management of employee turnover statistics and its associated costs. Because, mostly employees whose quit are those who are well trained and have high experience. Human resource practices could benefit from the predictive validity this study provides and it could be used in the reduction of employee turnover.

Therefore, the management of FED offices are suggested to be prepared to take both an anticipatory and retrospective approach to injustice to minimize the negative consequences associated with it by revising systems and procedures to eliminate the potential for gross injustices as well as by providing a controlled, accessible, responsive, non-retributive means for staffs to access help and support to tackle unforeseen or one off instance of injustice. The voice principle is crucial here. Having a voice can serve both a preventive and a remedial role in promoting organizational justice: incorporating employees view in to ongoing organizational governance and management, and enabling individuals to gain information about, challenge or change decisions that have already been made is very crucial. And finally public institutions like FED should review and make positive reform on employees low benefit compared to their counterpart employees of private organization having the same qualification and education level.

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APPENDIX

WOLKITE UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF MANAGEMENT

MBA PROGRAM

Dear respondent,

I am attending MBA program at Wolkite University. Right now I am conducting a research project entitled “**The Effect of perceived organizational justice on employees turnover intentions on the staffs of selected Woredas offices of Finance & Economy Development at Gurage Zone**”. As part of my research project, I need to collect information from you as a member of the Finance & Economy Development Office; So, please fill the following questionnaire by giving correct and complete information. I thank you in advance for your time and honest collaboration.

Finally, I confirm you that the information that you share me will be kept confidential and only used for the study purpose. For any information please call 0911 03 00 99.

General instruction:

1. You are not required to put your name.
2. Please, put \surd mark in the box of your choice.
3. Please, attempt all questions because, all have equal importance for the research.

Section 1 – Demographic Information

Please complete the following biographical information.

1. Gender Male Female
2. Age group 18-30 31-40 41-50 Above 50
3. Marital status
- Single Married Divorced Widowed
4. Educational level: Diploma Degree Masters and Above
5. Work experience in this office
- Less than 1 year 1 to 5 years 6 to 10 years Above 10 years

Section 2-organizational justice Questionnaire

The following organizational justice questionnaires have three subparts; distributive justice, procedural justice and interactional justice questionnaires. Please respond to the following questions on your perception of justice in your organization by putting a thick mark (√) in your option. Please choose from the following rating.

Distributive justice questionnaire

No	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I am rewarded fairly considering the responsibilities I have.					
2	I am rewarded fairly in view of the amount of experience I have.					
3	I am rewarded fairly taking in to account the amount of education and training I have					
4	I am rewarded fairly for the amount of effort I put forth					
5	I am rewarded fairly for the work I have done well.					
6	I am rewarded fairly for the stresses and strains of my job.					

Procedural justice questionnaire

No	Items	Strongly disagree	disagree	Neutral	Agree	Strongly agree
1	My office's procedures provide opportunities for collecting accurate information for making decisions.					
2	My office's procedures provide opportunities to appeal or challenge decisions.					
3	My office's procedures generate standards so that decisions can be made with consistency.					
4	My office's procedures are constructed in a manner to hear concerns of all affected by decisions.					
5	My office's procedures provide for useful feedback regarding decision and its implementation					
6	My office's procedures allow for requests for clarification or additional information about a decision.					
7	My office's procedures provides opportunity for all side affected by a decision to be represented.					

Interactional justice questionnaire

No	Items	Strongly disagree	Dis agree	Neutral	Strongly agree	agree
2	When decisions are made about my job, the top management treats me with respect, kindness and consideration					
3	When decisions are made about my job, the top management is sensitive to my personal need					
4	When decisions are made about my job, the top management deals with me in a truthful manner					
5	When decisions are about my job, the management is concerned for my rights as an employee.					
6	Concerning decisions made about my job, the top management discusses with me the implications of the decisions					
7	Top management offers adequate Justification for the decision made about me					
8	When making decision about my job, the top management offers explanations that make sense to me					
9	My immediate coordinator explains me very clearly any decision made					

	about my job.					
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Section 3 -Turnover Intentions Questionnaire

No	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	I often think about leaving this organization.					
2	I will probably be looking for another job soon					
3	I will leave this organization any time if I get the same job in another institution.					
4	I will leave this organization any time if I get another better job.					
5	I have no intentions of leaving my present job.					
6	I am certain I will be staying here.					

7	I do not have any specific how much longer I will stay.					
9	I plan to leave my job shortly.					
10	Deciding to stay or leave my job is not a critical issue for me at this point in time.					
11	I am actively seeking an alternative job.					