

The Impact of Perceived Organizational Injustice on Employees Turnover  
Intentions In Guraghe zone public service sector

By

Siyoum Amiga

A Thesis Submitted To The School Of Graduate Studies Of Wolkite University  
College of Business And Economics In Partial Fulfillment Of The Requirements  
For The degree of Masters of Business Administration

June, 2018

Wolkite, Ethiopia



**WOLKITE UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**

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## LETTER OF CERTIFICATION

This is to certify that Siyoum Amiga has carried out his project work on the topic of “The impact of perceived organizational Injustice on employee’s turnover intention” in Guraghe zone public service sector under my supervision. This work is original in its nature and it is suitable for Submission in partial fulfillment of the requirement for the award of Master’s Degree in Business Administration (MBA).

Tasew Shedaga (PhD candidate)

(Advisor)

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Date

Alemayehu Takele (MBA)

(Co-advisor)

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Date

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Signature

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Signature

## **Examiners Thesis Approval Sheet**

### **Wolkite University**

#### **School of Graduate studies**

We the undersigned, members of the board of Examiners of the final open defense by Siyoum Amiga have read and evaluated his study entitled “The impact of perceived organizational Injustice on employee’s turnover intention in Guraghe zone public service sector” and examined the candidate’s oral 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.

_____	_____	_____
Chairperson	Signature	Date
_____	_____	_____
External Examiner	Signature	Date
_____	_____	_____
Internal Examiner	Signature	Date

#### **SGS Approval**

Final approval and acceptance of the thesis is contingent upon the submission of the final copy of the thesis to the School of Graduate Studies (SGS) through the Department/School Graduate Committee (DGC/SGC) of the candidate’s department. Stamp of SGS Date:

**Stamp of SGS      Date:\_\_\_\_\_**

## **Declaration**

I, Siyoum Amiga, declare that this project work entitled “The impact of perceived organizational Injustice on employees’ turnover intention in Guraghe zone public service sector” is my original work. I have carried out it independently with the guidance and suggestion of the research advisor and it has not been presented in Wolkite University or any other university in Ethiopia.

Siyoum Amiga

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The researcher

Signature

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Date

## **Acknowledgment**

First and foremost, I would like to give my glory and praise to the Almighty of GOD for his invaluable cares and supports throughout the course of my life and helped me since the inception of my education to its completion and enabled me to achieve my career. Next, I'm grateful to appreciate my Advisor Tasew Shedaga and my co-advisor Alemayehu Takele who has taken all the trouble with me while I was preparing the project. Especially, their valuable and prompt advice, their tolerance guidance and useful criticisms throughout the course in preparing the project paper, constructive corrections and insightful comments, suggestions and encouragement are highly appreciated.

My sincere and heartfelt gratitude goes to employees of Guraghe zone for their frank response to my questionnaires without which this project paper would be meaningless. In addition I would like to give many thanks to my friend Mr Kibatu Tessema who encouraged and supported me throughout this project. Finally, I would like to express my sincere gratitude to all the people around me without whom this project would not have been completed.

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## **Abstract**

*The purpose of this study was to investigate the impact of perceived organizational injustice on employee's turnover intention in Guraghe zone public service sectors. The population under study was all employees in Guraghe zone public service sectors. Using proportionate stratified random sampling based on the size of statistical community, 281 administrative employees were participated in the study. The study had a descriptive and causal research design and the required data were collected by using the validated form of organizational justice questionnaire containing 22 questions and validated form of turnover intention questionnaire, containing 3 questions. The reliability was estimated using Cronbach's alpha coefficient for distributive, procedural and interactional justice respectively were, 0.93, 0.69 and 0.80 and 0.92 for turnover intention. The obtained data were analyzed using frequencies, mean, and linear regressions. Result indicates that the level of employee's perception of organizational justice is below average, whereas their intention to leave their organization is high. The result of mean of perceived organizational justice and turnover intention showed that employee's level of turnover intention is high. This high level in turnover intentions indicates that majority of employees 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 of information that they receive about the outcomes. The results of linear regression showed that the best predictor of turnover intention was distributive injustice. Based on findings, the researcher recommended the management of Guraghe zone public service sectors to take actions that rise justice perception and decrease turnover intentions.*

**Key: words:** *Organizational justice, Procedural justice, Distributive justice, Interactional justice, turnover intention*

# CHAPTER ONE

## 1. INTROCUCTION

### 1.0 Background of the study

The nature of competitive world markets, new trends in corporate restructuring, slow-growing economies and a strong focus on short-term profits have changed the traditional employment relationship radically because organizations are pressured to initiate rapid changes. Today's organizations cannot succeed without the employees' agreement to contribute to the mission and survival of their organization. Employers and employees need to agree on the contributions (Rousseau, 2004). The main problem faced by any organization is how to provide an environment that facilitates the development of emotional bonds between members in order to keep talented employees in the organization (Ciftcioglu, 2010). More over turnover intention is one of the main problems in Human Resources (HR) and organizational management (Ciftcioglu, 2010), this shows Turnover not only increases the cost of employing staff, but also diminishes the organization's knowledge capital and weakens its standing (Liu et al., 2010).

The survival of any organization depends largely on the employees working within the organization. The feeling, thinking, attitude and intention of these employees have a far reaching effect on whether the organization will achieve its goals and objectives. The feelings of the employees and their perception of the organization determines whether they will continue to work for the organization or not. As essential as the technical competence of employees is, it is not a sufficient condition for the victory of an organization (Ademola, 2012).

A study of organization by Lawyer, (1992) shows that recruitment and benefits assist to attract candidates to an organization while positive organizational culture and environment are the main drivers for employee satisfaction and retention. People are social beings and organizations therefore have to create settings in which employees are able to interact socially. One concept that is fundamental to human social interaction is justice. Whether, it is a promotion decision, the assignment of tasks, the allocation of rewards or just about any other type of social exchange, matters of fairness are very important for organizations. Employees' perception of fairness in

organizational setting also known as organizational justice, influence their attitude and behavior, consequently, their intention to stay or quit (Gopanzano, 2009).

Organizational justice is a concept expresses employees' perceptions about the extent to which they were treated fairly in organizations and how such perceptions influenced organizational outcomes (Greenberg, 1990). In this sense, the concept of organizational justice is related to employees' perceptions about the decisions and practices of organizational management and their perceptions of fairness in work-related issues such as employees' work-related attitudes and behaviors (Eskew, 2009, p. 185). People are naturally attentive to the justice of events and situations in their everyday lives, across a variety of contexts (Gopanzano, 2009). Individuals respond to actions and decisions made by organizations every day.

One of many reasons that cause an individual turnover intention is closely related to organizational justice, which denotes the fairness and evaluation of treatment received by an individual in the organization (Cropanzano & Greenberg, 1997). It is, in other words, associated with the ways in which employees determine whether they have been treated fairly in their jobs or other work-related outcomes (Moorman, 1991). significant attention has been devoted to the dimensionality of organizational justice, leading to the conclusion that employees distinguish three forms of justice (Niehoff and Moorman, 1993) distributive justice (fairness of the outcomes that the employee receives), procedural justice (fairness of the procedures used to determine those outcome allocation decisions) and interactional justice (fairness of communications or interpersonal treatment that accompanies an organization's formal procedures). Employees evaluate their experiences at work in terms of whether these experiences are just and whether organizations show interest as an individual (Lind & Tyler, 1988).

Individuals react to actions and decisions made by organizations every day. An individual's perceptions of these decisions as fair or unfair can influence the individual's subsequent attitudes and behaviors. Fairness is often of central interest to organizations because the implications of perceptions of injustice can impact job attitudes and behaviors at work. Justice in organizations can include issues linked to perceptions of fair play, equal opportunities for promotion, and personnel selection procedure. 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 unfair decisions

or outcomes, negative reactions occur towards the organization, such as poor performance, absenteeism, and turnover intention (Folger & Konovsky, 1989).

Hence, employees of Guraghe zone public service like any other employees also need justice in their working environment in order to achieve objectives of their organization. Taking this importance of having justices in work place, the researcher was interested in investigating the impact of organizational justice perception on turnover intention in Guraghe zone public service sectors.

### **1.1 Statement of the problem**

Justice in organizational systems is important from at least two perspectives. One view argues that justice is an important end in itself - a virtue that organizations should pursue (Schminke, 2001). Another more pragmatic perspective, considers justice in organizational settings important because of the negative consequences that result in its absence (e.g., Adams, 1965; Crosby, 1984). Organizational justice is one of the major predictors of turnover intention and before the actual turnover it is very important to study turnover intentions. Bluedom (1982) recommended the use of turnover intention over actual turnover is preferred because actual turnover is more difficult to predict than intentions as there are many external factors that affect turnover behavior. Turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with the actual turnover and more preferably show the feeling of currently working employees.

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. The rate of turnover of employees has various effects on the organization and the society at large (Mobley 1982). The effects could either be positive or negative. The greater understanding of the process of labor turnover can increase the degree of which organization and employees within organization can influence this effect (Chory and Westerman, 2007). Some researchers do not see employee turnover to be dysfunctional, however, at the organizational level there is strong

evidence that higher turnover has replacement and recruitment costs (Deery and Iverson, 1996; Manley, 1996).

A major focus of dysfunctional turnover is on its effects on organizational performance. As employee talent forms the basis for competitive advantages within many industries (Pfeffer 1994; 2005), it is not surprising that high rates of employee turnover have been found to hamper firm performance (Glebbeck & Bax, 2004).

Organizational justice could be linked to many work outcomes, including but not limited to job satisfaction, organizational commitment, and employee turnover intention (Colquit, 2001). Research has consistently found the three dimensions of organizational justice to be related, albeit differentially, to employee work-related attitudes and behaviors (Colquitt et al., 2001; Aryee et al., 2002), Welbourne et al. (1995) noted that organizational justice dimensions have been found to be important predictors of a wide variety of outcomes, including satisfaction with leaders, reactions to performance appraisals (Greenberg, 1986; Kidwell and Bennett, 1994; Thomas and Bretz, 1994), and the likelihood of managers to use new systems (Blancero and Dyer, 1996). Situations where justice has been lacking have been linked with negative consequences (Chen, 2000), such as lower performance, higher turnover intentions, decreased organizational commitment, theft, and decreased citizenship behaviors (Cropanzoni & Greenberg, 1997; Folger & Cropanzoni, 1998; Greenberg 1990c, 2002), reduced job performance (Pfeffer & Langton, 1993), reduced quality of work (Cowherd & Levine, 1992), frustration, reduced self-image, and moral outrage (Greenberg, 1990b). Furthermore, perceived injustices have been related to other human resource programs such as drug-testing programs and pay-raise decisions (Folger & Konovsky, 1989; Haar & Spell, 2009).

Justification of the study (Human resources are the key success of the organization) means the role of employee`s in any organization is the most principal operational aspect that could not be replaced. The longer time a given employee`s stays in a given work process the more he/she contributes, this means when an employee leaves there will be something critical that business process in particular and the organization in general will lose.

The preliminary survey undertaken by the researcher through unstructured interview indicate that, employee`s perception of justice in the work place indicated that they are dissatisfied with the unfairness of the way rewards are distributed and with the procedure decision are made

regarding the distribution of those rewards, as well as interpersonal treatment they receive from the management. Moreover, they raised the following concern over the management: the existence of favoritism in approval of development opportunities', lack of concern by the management for their voice, lack of procedure for challenging and reversing ill-advised decisions as well as they forwarded their concern on the consistency of the way allocation of resources are allocated across person, situation and time. The prevalence of these problems is leading employee`s to dissatisfaction, absenteeism and turnover intentions. Hence, the researcher was interested in investigating the impact of this organizational justice perception on employee`s turnover intention in Guraghe zone public service sectors.

To this end, the researcher was tried to answer the following research questions.

- What is the level of justice perception among employee`s of Guraghe zone public service sectors?
- What is the level of turnover intention among employee`s of Guraghe zone public service sectors?
- What is the impact of organizational justice on turnover intention among employee`s of Guraghe zone public service sectors?

## **1.2 Objective of the study**

The overall aim of the study is to investigate the impact of perceived organizational justice on employee`s turnover intentions in case study of Guraghe zone public service sectors. The specific objectives include:-

To assess level of perception of organizational justice among employee`s of Guraghe zone public service sectors.

To assess the level of turnover intention among employee`s of Guraghe zone public service sectors.

To examine the impact of organizational justice on turnover intentions in Guraghe zone public service sectors.

### **1.3 Scope of the Study**

The scope of the study was limited to 26 sectors which are operating under Guraghe zone public service sectors. The data for this study was delimited to employees of these zonal sectors. Moreover, the researcher was motivated specially to get the level of justice perception and their extent of turnover intention of employees of Guraghe zone public service sectors.

### **1.4 Significance of the study**

The results of this study have its own contribution in various ways. Firstly, it may give signal to the management of all sectors of Guraghe zone on employee's perception of justices in their organization. It also has its own contribution in assessing the current level turnover intention among employees. Furthermore, it gave the researcher the opportunity to gain deep knowledge of conducting a research project. Finally, it helps as reference for individuals who want to conduct further study in similar or related topic in other organizations.

### **1.5 Limitations of the Study**

Although researcher had a great group of participants who were willing to fill the questionnaire, there were also some employees who would not volunteer to be part of the study for unknown reasons. But this problem has no significant effect on the study.

### **1.6 Potential Ethical issues of the Study**

The following Ethical issues were considered by the researcher during this study

#### **Confidentiality**

The respondents were assured that they could not be confused and their responses were remain confidential, besides the information they gave for the researcher kept confidential and used for academic purpose only. This helped to ease the hesitation of participants and convinces them to participate to the survey.

#### **Organizational approval**

A written letter that explains the research idea and the purpose of the study was provided to the study organization and by doing so the researcher obtained approval before starting this paper.

**Informed consent**

Cover letter explains the purpose of the questionnaire and the right to accept or refuse to participate in the research activities was given to the participant of this study to get their right consent from them, by doing so, the researcher was tried to accept full approval from the organization and full consent from the respondents.

**1.7 Organization of the paper**

The study is organized in to five chapters. Accordingly, the first chapter deals with the introductory part of the study; the second chapter discusses the details of related literature of the study; the third chapter focuses research methodology and the fourth chapter discusses data presentation and analysis and finally in chapter five conclusions is drawn based on analysis and possible recommendations also forwarded by the researcher based on investigation.

## **CHAPTER TWO**

### **2. REVIEW OF RELATED LITERATURE**

#### **2.0 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 at the end; the impact of organizational justice on turnover intention from literature point of view also be introduced.

#### **2.1 Organizational justice**

Philosophers and social commentators were writing about justice long before management scientists. Among the ancient Greeks, for example, Herodotus' History and Plutarch's 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 (Greenberg 1990). 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 (Greenberg 1990). 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 theory is concerned with employees' perceptions of justice in work-related issues (Greenberg, 1990). In this sense, the concept of organizational justice is related to employees' perceptions about the decisions and practices of organizational management (Witt, 1993, p. 19) and their perceptions of equity in work-related issues such as employee's work-related attitudes and behaviors (Eskew, 1993, p.

185). In other words, organizational justice is concerned with the rules developed to distribute or to take decisions on distribution of acquisitions such as tasks, goods, services, rewards, punishments, wages, organizational positions, opportunities and roles among employees and societal norms that constitute the basis for these rules (Folger and Cropanzano, 1998).

Briefly, organizational justice constitutes the employees' perceptions of justice in work-related matters (Greenberg, 1990). According to Greenberg (1996), the concept of organizational justice refers essentially to perceptions of justice and equality by individuals in an organization. As defined here, organizational justice is a personal evaluation about the ethical and moral standing of managerial conduct. It follows from this approach that producing justice requires management to take the perspective of an employee. That is, they need to understand what sorts of events engender this subjective feeling of organizational justice. On this important competency, many fall short.

### **2.1.1 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.

#### **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 can pose a 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).

#### **2.1.2 Three 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. Roberts, Coulson and Chonko 1999; 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. Most of the researchers agree that distributive justice helps in increasing organizational effectiveness (Tang and Sarsfield- Baldwin, 1996).

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. 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).

Adams used social exchange theory framework to evaluate fairness. Social exchange theory asserts that exchanges between employer and employee can lead to obligations, and meeting these obligations can evoke positive reactions, while unfulfilling obligations may lead to negative outcomes (Blau, 1964). 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**

Distributive justice ignores the procedures or means through which these ends are established, so the literature has provided the term procedural justice to explain the perceived fairness of the means used to determine those outcomes (Folger & Konovsky, 1989), 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.

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). Interactional justice reflects the social side of procedural justice is the interpersonal treatment people receive as procedures are enacted, which is fostered when decision makers treat people with respect and sensitivity and explain the rationale for decisions thoroughly (Bies & Moag, 1986)

Interactional Justice is defined by sociologist John R. Schermerhorn 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.

### **2.2 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. Turnover can be categorized as voluntary turnover and

involuntary turnover. When employees decides to leave the organization their own choice, is called voluntary turnover, while, when an organization removes an employee is called involuntary turnover (Price & Mueller, 1981). 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.

Employee turnover is the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period (Price, 1977). “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.

### **2.2.1 Types of Turnover**

#### **a. Voluntary and Involuntary Turnover**

When employee separates from the organization by his/her willing, it is voluntary turnover. But if the separation occurs without the interest of the employee, it is involuntary turnover. Voluntary reasons for leaving-such as another job that offers more responsibility and/or improved salary and benefits, a return to school for a full time-are more controllable than involuntary reasons, such as employee’s death, chronic illness, or spouse transfer. It is valid to focus on the incidence of voluntary employee turnover precisely, because it is more controllable than involuntary turnover. It is also a common trend to calculate the costs of voluntary turnover, because when these costs are known, an organization can begin to focus attention on reducing them, particularly where such costs have significant strategic effects.

## **b. Functional and Dysfunctional turnover**

The voluntary turnover includes dysfunctional and functional turnover. The dysfunctional turnover is not to the interest of the organization whereas the functional turnover is encouraged to happen. Whether voluntary turnover is functional or dysfunctional is concern for organization.

Employee turnover has been defined as functional if the employee's departure produces increased value for the organization. When turnover is functional, the resulting difference in workforce value is positive and high enough to offset the costs of transacting the turnover. Turnover is dysfunctional when the resulting difference in workforce value is negative or the positive change in workforce value doesn't offset the costs. Often this is interpreted to mean that high performers who are difficult to replace represent dysfunctional turnovers, and low performers who are easy to replace represent functional turnovers.

### **Internal and External Turnover**

Internal turnover occurs when an employee transferred/promoted to another position within the organization. This type of turnover usually satisfies the interest of both parties-Employer and Employee. The replacement could be from internal or from external sources. External turnover arises when an employee separates the organization to join another. This may happen due to voluntary or involuntary reasons.

### **2.3 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 which are working in the organization (Zahid H.B., 2013). Turnover intention has been widely used in many researches as an appropriate dependent variable as it is linked with actual turnover. Bluedom (1982) recommended the use of turnover intention over actual turnover is preferred because actual turnover is more difficult to predict than intentions as there are many external factors that affect turn over behavior. Intention of employees' turnover is workers' feeling towards for better working environment. 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 intent 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; Hom et al., 1992). 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.

The time always comes when an individual considers the possibility of terminating his or her employment with an organization (Wang et al., 2010). Turnover intention can be defined as a conscious psychological willingness to leave an organization (Tett & Meyer, 1993) and as an employee's intention to leave the current organization and look for other employment alternatives. Hom and Griffeth (1991) define turnover intention as a construct that includes three components: intent to search, thinking of quitting and intent to quit. Turnover intention is accepted as the main antecedent of an employee's turnover behavior (Ciftcioglu, 2010). Turnover intention can be described as the cognitive process of thinking, planning and desiring to quit a job (Ahmad et al., 2010). In other words, turnover refers to employee withdrawal from an organizational position or a career path. 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. As Bedeian et al. (1991) have stated, the intention to leave has been consistently correlated with turnover (Wang et al., 2010). As Williams and Hazer (1986), Farkas and Tetrick (1989) and Allen and Meyer (1996) have suggested, job satisfaction and organizational commitment reduce turnover intention and that is why researchers should identify emotional responses and psychological factors in the turnover process (Wang et al., 2010). The fairness associated with HR practices has been related to a number of work attitudes including organizational commitment (Ogilvie, 1986; Brockner et al., 1988; Brockner et al., 1990), job dissatisfaction and turnover (Aquino et al., 1997). As a consequence of these outcomes, it has been suggested that organizational justice research possesses a significant societal value (Sashkin

& Williams, 1990; Sabbagh et al., 1994). Masterson et al. (2000) have argued that there is “substantial evidence that fairness is an important dimension.

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.

### **2.3.1 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).

### **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 regarding distributive justice, procedural justice, and interactional justice. 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. 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). Research has demonstrated that unjust processes generate negative consequences in the workplace like low job satisfaction, turnover, low commitment and organizational citizenship behavior (Cropanzano & Greenberg, 1997; Folger & Cropanzano, 1998).

### **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, and 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). There is a close relationship between employee satisfaction and employee turnover (Loveday, 1996). If the employees' morale decrease and there is insecurity in a job, employees are likely to leave the organization and seek alternative employment.

## **2.4 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. A research 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 (Tajfel and Turner 1979, 1986; Turner 1985) and group-oriented organizational justice theories (Lind and Tyler 1988; Tyler and Lind 1992; 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 (Ashforth and Mael 1989; Ashforth, 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.

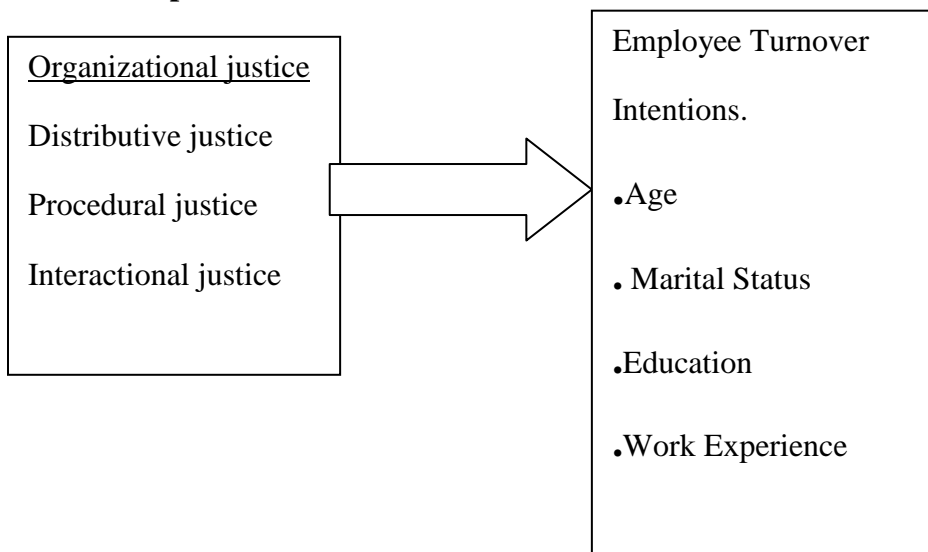
Numerous studies have been conducted to explain the importance of the allocation phenomenon (i.e., the distribution of positive and negative reinforcements) in organizations. For example, Lawler (1977) noted that the distribution of organizational rewards such as pay, promotion, status, performance evaluations, and job tenure can have powerful effects on job satisfaction, quality of work life, and organizational effectiveness. Folger and Konovsky (1989) found that perceptions of distributive justice are significantly correlated with pay raise satisfaction as well as with job satisfaction (Martin & Bennet, 1996; McFarlin & Sweeney, 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. Of the five variables, only turnover intentions showed a stronger effect on distributive justice than on procedural justice. This result is consistent with the findings of other investigations of the distributive fairness perceptions-turnover relationship (Finn & Lee, 1972; Telly, French, & Scott, 1971). For example, in their study, Finn and Lee (1972) divided their sample into an equity subsample and an inequity subsample based on perceived fairness of salary. They found that the inequity subsample displayed higher turnover intentions than did the equity subsample. They also found that the equity subsample clearly demonstrated more job satisfaction than did the inequity subsample. Telly et al. (1971) attempted to determine if perceptions of inequity are associated with turnover among hourly employees in a branch of a large aerospace company. This study showed that perceptions of inequity are related to turnover.

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). Distributive justice focuses on outcome distribution, whereas economic exchange focuses on reward-related transactions. Therefore, economic exchange may explain why employee`s who sense 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.

### 2.4.1 Conceptual frame work



Source: Adopted from Navin Kumar, 2011

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

#### 3.0. Description of the study Area

Guraghe zone is one of the 13 zones of Southern Nation's Nationalities and Peoples, Regional State (SNNPRS). It is located at 430km north of the southern nation's nationalities and peoples, regional state capital (Hawassa) and 155km south of Addis Ababa.

Guraghe zone is bordered in the North, Northwest, Northeast and East by Oromia region, in the West by Yem special woreda, in the South by Hadiya zone, and in the Southeast by Silte zone.

Guraghe zone is structured into thirteen Woredas and two town administrations. On the other hand, Guraghe zone contains 437 rural Kebeles and fifteen municipal centers.

According to central statistical Agency (2007) the total population of Guraghe zone is 1,280,484. It shares 8.5 percent of the southern region population (i.e. 15, 042,531).

Guraghe zone stands in 4th position in southern region in terms of zonal population. From the total population of the zone, the number of male population 622,254 and that of female is 658,229. The percentage share of female population in the zone is 51.5 percent.

According to SNNP regional finance and economic development Bureau statistical abstract (2007), the total land area of Guraghe zone is 5,932 square kilometers.

Guraghe zone shares 5.3 percent from the southern region average population distribution i.e. (110,931.9 sq.km).

According to Guraghe zone public services and human resource development (2018) report, there are 26 public organizations. The total employees of the organization were 1048(men, 679 and, female 369).

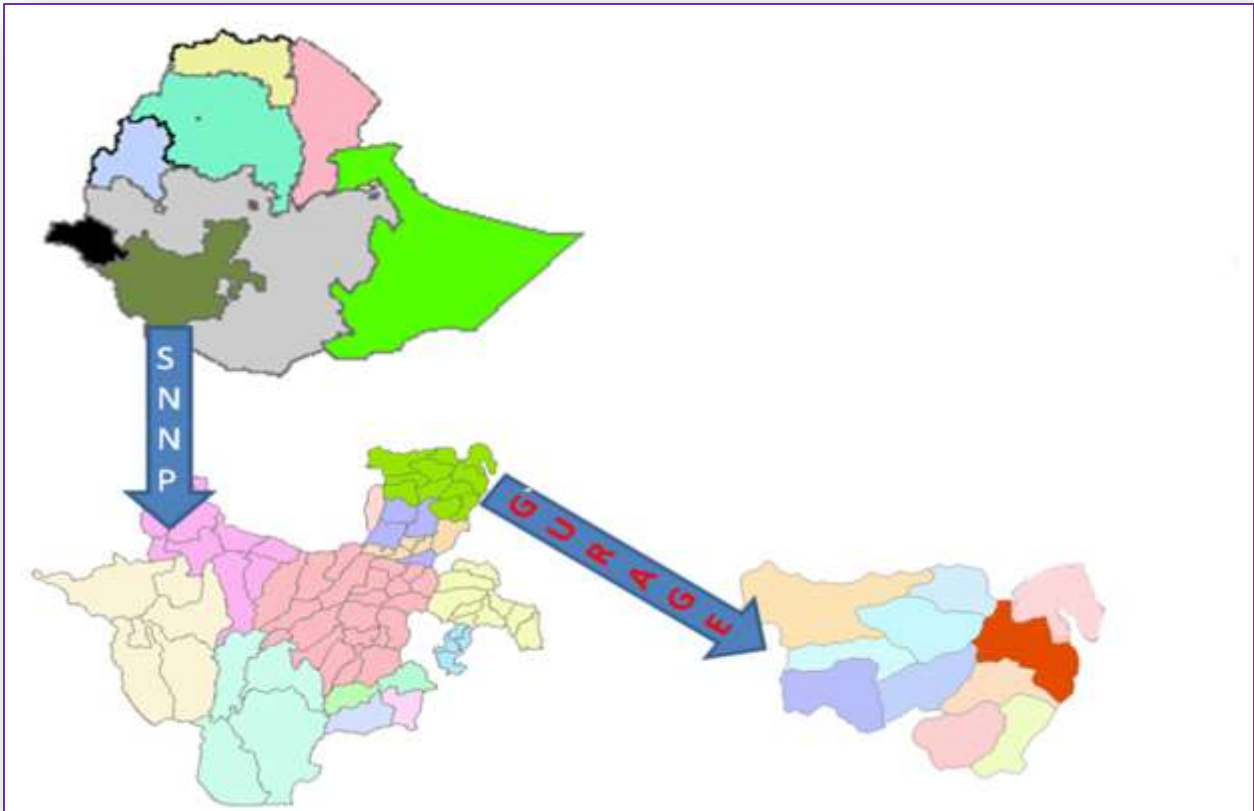


Fig3.1: Administrative map of Guraghe zone Source: GetuArgaw, (2013)

### 3.1 Research Design and type

In this study both descriptive and Causal research design was used in order to investigate the impact of perceived organizational justice on employee`s turnover intention. Descriptive research design was used because the researcher wants to describe the frequency as well as the extent to which employees perceive the extent of 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 employee`s, causal research design was used.

### 3.2 Sampling Design

#### 3.2.1 Target Population

The preliminary survey undertaken by the researcher by approaching human resource management department of Guraghe zone public service sector indicates that, there are 1048 employee`s in the 26 offices under Guraghe zone public service sectors.

### 3.2.2 Sampling Elements

The respondents were employees from the twenty six offices under Guraghe zone public service sectors.

### 3.2.3 Sample size

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 was used slovin's formula to determine the sample size from the study population, at 95% confidence interval which is at  $\pm 0.05$  level of error.

Slovin's formula-  $n = N / (1 + Ne^2)$ , as (Guilford, J.P and frucher.B, 1973) cited in (slovin 1960).

Where, n = Number of samples, N = Total population and e = Error tolerance

$n = 1048 / (1 + (1048 * 0.05^2))$ , where N=1048 and  $e = \pm 0.05$  n= 290

As indicated above the target population of the study was 1048. Using the general formula above, the researcher calculated out the sample size to be 290. Therefore, the sample size selected for the study under consideration was 290.

### 3.2.4 Sampling Method and technique

The researcher was 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 sampling technique used in this study was stratified random sampling. Under this method the target population was first separated into mutually exclusive, homogeneous segments (strata), and then a simple random sample was selected from each segment (stratum).

The samples selected from the various strata were then combined into a single sample. The basis for stratification in this study was offices and gender. Accordingly, each office is treated as one strata and proportionate stratified sampling technique was used to draw sample from each offices. In proportionate stratified sampling, the number of elements allocated to the various strata is proportional to the representation of the strata in the target population. That is, the sizes of the sample drawn from each office were proportional to the relative size of that office in the target population.

### **3.3 Data collection tools**

In this study both primary and secondary sources of data was be used. The primary data was collected from respondents and secondary data was collected from various secondary sources.

### **3.4 Questionnaire Design**

In order to realize the target, the researcher was used well designed structured questionnaire as the best instrument for the collection of primary data. The questionnaire was completed by the employee`s of offices under Guraghe zone public service sector. As far as the structure of the questionnaires is concerned, the questionnaires had multiple-choice response and scaled-response.

#### **3.4.1 Data Gathering measurement**

For gathering data regarding demographic information from the respondents, the demographic questions was developed by the researcher to gather information about respondent`s gender, age, education qualification, experience as well as marital status. As to the questionnaire for organizational justice and turnover intention is concerned, the scales for this variables had been adopted from the existing literature.

### **3.5 Method of Data Analysis and interpretation**

The statistical packaging for social science (SPSS) version of 20 was utilized to analyze the data obtained from primary sources. To summarize demographic data of respondents and to determine employee`s level of organizational justice perceptions and turnover intentions, descriptive statistics like Tables, percentages and mean measures was used. The data was analyzed using multiple linear regressions to measure the impact of perceived organizational justice on turnover intention.

### **3.6 Reliability and validity**

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 alpha was used to test reliability of the study.

As it had been discussed in the data gathering measurement part of questionnaire variables, the questionnaires were for the study 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.

**Table 3.3 The result of reliability statistics of the questionnaire**

Distributive justice		Procedural justice		Interactional justice		Turnover intention	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.933	6	.696	7	.801	9	.918	3

Source: author's computation

The reliability table shown above the value is 0.93, 0.69, 0.80, for distributive, procedural, and interactional justice respectively and the rest 0.91 is Cronbach's Alpha values of turn over intention. According to (Julie pallant, 2007) Cronbach's Alpha value shown in the reliability table above Cronbach's Alpha value's of turn over intention and distributive justice (0.93,0.91) respectively are suggesting very good internal consistency reliability for the scale with this the two variable. Values above 0.8 are preferable and values above 0.7 are acceptable. Total reliability statistics of the study is 0.83 therefore it had preferable internal consistency.

## **CHAPTER FOUR**

### **4. DATA ANALYSIS AND INTERPRETATION**

#### **4.0 Introduction**

The study was conducted by a survey in the form of paper and pencil questionnaire. The accuracy of data entry, missing data, assumptions of multivariate analysis was examined for all relevant variables before conducting the analysis. Multiple Linear regression analysis was used to test the impacts of independent variables on dependent variables.

#### **4.1 Data Screening**

The primary emphasis of this project is to investigate the impact of perceived organizational justice on employee's turnover intention. The primary data was collected from employees of Guraghe zone public service organization using questionnaires and 290 questionnaires were distributed and out of which 281 were collected and from these all of them were found to be valid. In addition, 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**

The demographic profile of 281 employees in Guraghe zone public service sectors who were participants of this study were summarized below in the form of frequencies and percentages.

Table 4.1 Demographic Characteristics of the Participants

<b>Characteristics</b>	<b>Category</b>	<b>Frequency</b>	<b>%</b>
<b>Gender</b>	<b>Male</b>	<b>180</b>	<b>64.1</b>
	<b>Female</b>	<b>101</b>	<b>35.9</b>
<b>Age</b>	<b>18-30</b>	<b>13</b>	<b>4.6</b>
	<b>31-40</b>	<b>210</b>	<b>74.7</b>
	<b>41-50</b>	<b>57</b>	<b>20.3</b>
	<b>Above 50</b>	<b>1</b>	<b>.4</b>
<b>Educational level</b>	<b>Diploma</b>	<b>0</b>	<b>0</b>
	<b>Degree</b>	<b>263</b>	<b>93.6</b>
	<b>Masters</b>	<b>18</b>	<b>6.4</b>
	<b>Phd and above</b>	<b>0</b>	<b>0</b>
<b>Work experience</b>	<b>Less than one year</b>	<b>0</b>	<b>0</b>
	<b>1-5</b>	<b>3</b>	<b>1.1</b>
	<b>6-10</b>	<b>213</b>	<b>75.8</b>
	<b>Above 10 years</b>	<b>64</b>	<b>22.8</b>
<b>Marital status</b>	<b>Single</b>	<b>13</b>	<b>4.6</b>
	<b>Married</b>	<b>265</b>	<b>94.3</b>
	<b>Divorced</b>	<b>3</b>	<b>1.1</b>
	<b>Widowed</b>	<b>0</b>	<b>0</b>

Source: author's computation, 2018

The descriptive statistics related to age, gender, education, marital status and experience of the 281 participants are given in detail in table 4.1. As far as a gender characters' of respondents is Concerned, 64.1% of the respondents are male while the rest of 35.9 % are females. This implies that the involvement of men and women in the Guraghe zone is not equal. In terms of age distribution, 79.3% of the respondents fall within age group of 18-40 year whereas, the rest of respondents (20.7%) are above the age of 40. This shows that more than half of employees (79.3%) are young and have an age between 18 - 40 years. As to qualification of the respondents,

93.6% of respondents hold degree while 6.4% of them are master's holders. When organizational tenure was investigated, it can be seen that, 1.1% of employees in Guraghe zone have been working for 1-5 year; 75.8% of them have had a tenure between 6-10 years and 22.8% have been working more than 10 years. Finally interims of marital status, 4.3% of employees are single; 94.3% are married; 1.1% of them are divorced and no one is widowed. This implies that more than half of employees have been with their beloved wife or husbands while the rest of employees have no experience of marriage.

#### **1.4 Descriptive Statistics of Perceived organizational injustice dimension 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 response rate of the respondent by using frequencies, percentage and mean. 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 here under each variable all variables are evaluated based on a 5-point scale (1 being strongly disagreed to 5 being strongly agreed)

**Table: 4.9 Mean of Perceived Organizational injustice and turnover intention**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
distributive injustice	281	1	5	2.01	.505
procedural injustice	281	2	4	2.36	.393
interactional injustice	281	1	4	2.25	.451
turn over intention	281	1	5	4.27	.511

Source: author's computation, 2018

## **4.5 Employees perception of organizational injustice**

### **4.5.1 Employees perception of distributive injustice**

Distributive justice refers to the degree to which rewards or outcomes are allocated in an equitable manner according to inputs. As it can be seen from the mean scores of perception of distributive justice, it has a value of 2.01 which is low compared to other dimensions of organizational justice. This indicates that employee's perception of their just share is unfair considering their responsibilities, experience, education, training and amount of effort they bring in to work place. This is most of the case in public institution where salary of government employees usually gets low benefit compared to their counterpart employees of private organization though they have the same qualification and education level. 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 Guraghe zone administration management needs to bring both internal (equity within zonal sectors) and external equity (equity with external market). Though it is difficult for the management to bring external equity, at least it is possible to bring internal equity by fair application of procedures used for reaching decision on distribution of rewards.

### **4.5.2 Employees perception of procedural injustice**

Accordingly, employee's perception of justice in decision making process within the Guraghe zone public service sectors is low with mean score of 2.36. This implies that the current procedure adopted by the Guraghe zone public service sectors management is ill constructed and don't base on accurate information and predetermined standard for making a decisions. In addition, employees believe in unavailability 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 low perception of procedural justice by employees is a clear indication of the existence of undemocratic administrative system and ill procedure within in Guraghe zone administration.

### **4.5.3 Employees perception of interactional injustice**

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 public service management who are involved in executing procedures or determining outcomes. Accordingly, employee's perception of interactional justices within their management is low with mean score of 2.25. This indicates that the majority of employees have negative 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 respect, dignity, kindness and consideration as well as not sensitive to their personal needs and deals with them in deception 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 as well as appropriate justification of decisions (i.e., efforts to explain the results of decisions), honesty (i.e., avoidance of deception), propriety (i.e., absence of prejudicial statements and inappropriate questions), and respect (i.e., sincere and deferential treatment of individuals) are expected from the Guraghe zone public service sector's management who are involved in executing procedures.

#### **4.5.4. Employees level of Turnover intention**

Accordingly, employee's level of turnover intention is high with the mean score of 4.27. This high level in turnover intentions indicates that majority of employees 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.

#### **4.6 Organizational injustice dimensions and turnover intention difference among education level, marital status, experience and age group**

The one-way analysis of variance (ANOVA) is used to determine whether there are any significant differences between the means of three or more independent (unrelated) groups. in this study, the researcher has used Levene's test and the result shows the homogeneity of variance assumption was tenable in each case with p values for each variables greater than 0.05.

#### 4.6.1 one way ANOVA result on organizational injustice dimensions and turnover intention based on education level

Table 4.4 Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig
Distributive injustice	2.445	3	277	.064
procedural injustice	2.421	3	277	.053
interactional injustice	2.534	3	277	.065

Source: author's computation, 2018

As shown in table above, test of homogeneity of variances are found to be tenable and all the p values are greater than 0.05 hence it is possible to use ANOVA.

**Table 4.4.1: A one way analysis of variance table showing the differences in organizational injustice perception based on educational levels**

Variable	Degree	Masters	D f	F	p
Distributive injustice	2.00	2.70	277	15.001	0.000*
Procedural injustice	1.76	2.73	277	6.122	0.000*
Interactional injustice	2.15	2.39	277	3.748	0.001*

Source: author's computation. 2018

According to ANOVA output, employees were differed significantly on perception of distributive justice,  $F(3,277) = 15.001$ ,  $P < 0.05$ , procedural justice,  $F(3,277) = 6.122$ ,  $P < 0.05$  and interactional justice  $F(3,277) = 3.748$ ,  $P < 0.05$  based education levels.

**Table 4.4.3 Test of Homogeneity of Variances of turnover intention**

Levene Statistic	df1	df2	Sig
2.331	3	277	.071

Source: author's computation, 2018

As shown in table above, test of homogeneity of variances are found to be tenable and all the p values are greater than 0.05 hence it is possible to use ANOVA

**Table 4.4.4: A one way analysis of variance table showing the differences in turnover intention based on educational levels**

Variable	Degree	Masters	D f	F	P
Turnover intention	3.879	4.13	277	2.138	2.138

Source: author's computation, 2018

According to ANOVA output, insignificant difference were found on turnover intention,  $F(3,277) = 2.138$ ,  $P > 0.05$  between all educational level.

**4.6.2one way ANOVA result on organizational justice dimensions based on marital status**

**Table 4.4.5 Test of Homogeneity of Variances**

	Levene Statistic	df1	df2	Sig
distributive justice	1.293	2	278	.276
interactional justice	1.359	2	278	.259
procedural justice	.210	2	278	.811

Source: author's computation, 2018

As shown in table above, test of homogeneity of variances are found to be tenable and all the p values are greater than 0.05 hence it is possible to use ANOVA

**Table 4.4.6:A one way analysis of variance table showing the differences in organizational injustice perception among various marital statuses.**

Variable	Single	Married	Divorced	D f	F	P
Distributive injustice	2.389	2.13	2.55	278	1.535	0.217
Procedural injustice	2.50	2.19	2.33	278	0.855	0.427
Interactional injustice	2.50	2.38	2.86	278	1.218	0.297

Source: author's computation, 2018

According to ANOVA output, insignificant difference were found on perception of distributive injustice,  $F(2,278) = 1.535$ ,  $P > 0.05$ , procedural injustice  $(2,278) = 0.855$ ,  $P > 0.05$ , and interactional injustice,  $F(2,278) = 1.218$ ,  $P > 0.05$  based on marital status.

**Table 4.4.7 Test of Homogeneity of Variances of turnover intention**

Levene Statistic	df1	df2	Sig.
2.769	2	278	.064

Source: author's computation, 2018

As shown in table above, test of homogeneity of variances are found to be tenable and all the p values are greater than 0.05 hence it is possible to use ANOVA

**Table 4.4.8: A one way analysis of variance table showing the differences in turnover intention based on marital status**

Variable	single	Married	divorced	D f	F	P
Turnover intention	4.22	3.91	4.22	278	2.138	0.011*

Source: author's computation, 2018

According to ANOVA output, significant difference were found on turnover intention based on marital status with  $F(2,278) = 2.138, P < 0.05$ .

**Table 4.4.9. Bonferroni PostHoc Pair wise Multiple Comparison of marital status with turnover intention.**

(I) marital status of respondent (J) marital status of respondents	Mean Difference (I-J)	Std. Error	Sig.
Single married	-2.4964406044E-1*	.0825371227	.008
Single divorced	-.0725307698	.2263325002	1.000
Married Single	.2496440604*	.0825371227	.008
Married Divorced	.1771132906	.008 .2298462808	1.000
Divorced Single	.0725307698	.2263325002	1.000
Divorced Married	-.1771132906	.2298462808	1.000

\*. The mean difference is significant at the 0.05 level.

Source: author's computation

Statistically significant difference in turnover intention were found between single and married with  $p < 0.05$

### 4.6.3 one way ANOVA result on organizational justice dimensions based on experience

In order to facilitate comparison among different experience levels, the researcher purposely created four groups

4.4.10 A table showing experience groups and their respective size.

Groups	Experience (in years)	Group size (N)
Group 1	employees having less than one year of experiences	19
Group 2	employees having from 1 to 5 years of experiences	153
Group 3	employees having from 6 to 10 years of experiences	82
Group 4	employees having more than 10 years of experiences	27
		Total = 281

Source: author's computation, 2018

### Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig
distributive injustice	.535	3	277	.658
interactional injustice	.053	3	277	.984
procedural injustice	1.000	3	277	.393

Source: author's computation, 2018

As shown in table above, test of homogeneity of variances are found to be tenable and all the p values are greater than 0.05 hence it is possible to use ANOVA

Table 4.4.11 a one way analysis of variance table showing the differences in organizational justice perception among experience

Variable	Group 1	Group 2	Group 3	Group 4	Df	F	P
Distributive injustice	2.12	2.28	2.29	2.52	277	0.431	0.744
Procedural injustice	2.37	2.33	2.35	2.79	277	0.669	0.572
Interactional injustice	2.56	2.47	2.39	2.67	277	0.406	0.749

Source: author's computation, 2018

According to ANOVA output, insignificant difference were found on perception of distributive injustice,  $F(3,277) = 0.431$ ,  $P > 0.05$ , procedural injustice  $(3,277) = 0.669$ ,  $P > 0.05$ , and interactional injustice,  $F(3,277) = 0.406$ ,  $P > 0.05$  based on experience level. This means that employees having less than one year of experience have the same perception on organizational injustice dimensions with those employees who have 1 to 5 years, 6 to 10 years and above 10 years experiences.

**Table 4.4.12: A one way analysis of variance table showing the differences in turnover intention based on experience group**

**Test of Homogeneity of Variances turnover Intention**

Levene Statistic	df1	df2	Sig.
.121 3	3	277	.948

Source: author’s computation, 2018

As shown in table above, test of homogeneity of variances are found to be tenable and all the p values are greater than 0.05 hence it is possible to use ANOVA

Variable	Group 1	Group 2	Group 3	Group 4	Df	F	P
Turnover intention	4.06	4.08	4.03	4.09	277	0.114	0.952

Source: author’s computation, 2018

According to ANOVA output, insignificant difference were found on turnover intention,  $F(3,277) = 0.114$ ,  $P > 0.05$  based on experience level. This means that employees having less than one year of experience have the same turnover intention with those employees who have 1 to 5 years, 6 to 10 years and above 10 years experiences.

**4.6.4 one way ANOVA result on organizational justice dimensions and turnover intention based on age groups**

In order to facilitate comparison among different groups, the researcher purposely created four age groups. The groups are shown in the below table

#### 4.4.13 A table showing age groups and their respective size

Groups	Age (in years)	Group size(N)
Group I	18-30 years old employees	145
Group II	31-40 years old employees	91
Group III	41-50 years old employees	27
Group IV	Above 50 years old employees	18
Total =281 employees		

Source: author's computation, 2018

Table 4.4.14: a one way analysis of variance table showing the differences in organizational injustice perception among various age groups

Variable	Group I	Group II	Group III	Group IV	Df	F	P
Distributive injustice	2.25	2.28	2.49	2.43	277	0.352	0.788
Procedural injustice	2.29	2.38	2.73	2.60	277	0.683	0.563
Interactional injustice	2.40	2.49	2.66	2.58	277	0.424	0.736

Source: author's computation, 2018

According to ANOVA output, no significant difference were found on perception of distributive injustice,  $F(3,277) = 0.352$ ,  $P > 0.05$ , procedural injustice  $(3,277) = 0.683$ ,  $P > 0.05$ , and interactional injustice,  $F(3,277) = 0.424$ ,  $P > 0.05$  based on age group. This means that employees falling within age range from 18 to 30 have the same perception on organizational injustice dimensions with those employees that have fall on age range of 31-40, 41-50 and Above 50 years.

**Table 4.4.15: a one way analysis of variance table showing the differences in turnover intention among various age groups.**

#### **Test of Homogeneity of Variances turnover intentions**

Levene Statistic	df1	df2	Sig.
.068	3	277	.977

Source: author's computation, 2018

As shown in table above, test of homogeneity of variances are found to be tenable and all the p values are greater than 0.05 hence it is possible to use ANOVA

Variable	Group 1	Group 2	Group 3	Group 4	Df	F	P
Turnover intention	4.06	4.06	4.09	4.08	277	0.021	0.996

Source: author's computation, 2018

According to ANOVA output, insignificant difference were found on turnover intention,  $F(3,277) = 0.021$ ,  $P > 0.05$  based on age groups.

#### 4.6 Regression Analysis

In Table below the details of regression analyses are described. The impacts of perceived organizational justice on turnover intention are shown with the help of regression analysis. Regression is used to predict the value of a certain variable based on other variable.

The model of regression is: -

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + \epsilon$$

Where x is independent variable

Y is the dependent variable

$\beta_0$  .....is constant

$\beta$  .....coefficient of independent variable

$X_1$ ..... $X_n$ ....independent variable

$\epsilon$ .....error /disturbance term

#### Pre analysis tests of the assumption of multiple linear regressions.

Assumption #1 there is no multicollinearity

The coefficient table allows to more formally check that predictors are not too highly correlated for the assumption to be met VIF scores to be well below 10, and tolerance score to be above 0.2 which is the case in this regression model.

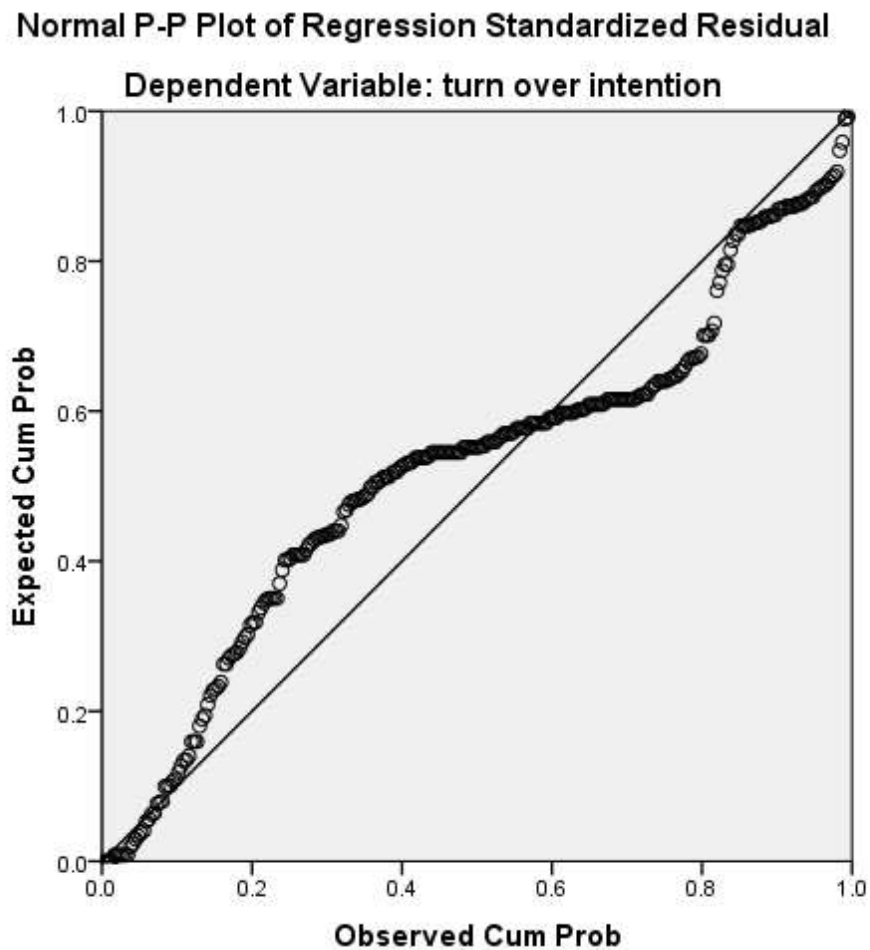
Assumption #2 the values of residuals are independent

As it can be seen from the regression analysis tables the Durbin-Watson statistic for this assumption to be met values to be close to 2. Values below 1 and above 3 cause for concern and may render the the analysis invalid. In this case the value is 1.931 so the assumption has been met.

Assumption #3 the variance of the residual is constant

The studies plot of standardized residuals vs standardized predicted values showed no obvious signs of funneling; suggesting the assumption of homoscedascity has been met.

Assumption #4 the values of the residuals are normaly distributed



This assumption can be tested by looking at the p-p plot for the model. The closer the dot lie to the diagonal line the closer to the normal the residuals are distributed. In this case the data points hardly touch the line at all indicating that assumption#4 may be violated. However, as only extreme deviations from normality are likely to have a significant impact on the finding the results are probably still valid.

Assumption #5 there are no influential cases biasing the model

The last assumption can be tested by going back to data files of SPSS and looking at the cook's distance value as it can be seen the SPSS created a new column in the data file. So cook's distance values were all under 1, suggesting individual cases were not unduly influencing the model.

#### 4.6.1 Determining how well the model fits

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 <sup>a</sup>	.494	.488	.366

a. Predictors: (Constant), interactional justice, procedural justice, distributive justice

The above table of interest is the model Summary table provides the  $R$ ,  $R^2$ , adjusted  $R^2$ , and the standard error of the estimate, which can be used to determine how well a regression model, fits the data. As shown above, R Square ( $R^2$ ) indicates the proportion of the variance in the turnover intention which is accounted for by the model. In essence, this is a measure of how good a prediction of the turnover intention we can make by knowing the organizational justice. The value of R Square is accepted when it is greater than 25%. Accordingly, in this study R square was found to be 0.494 which indicates that 49.4% of variance in turnover intention is explained by organizational Justice and the remaining are explained by other variables which are not explored in this study.

#### 4.6.2 Statistical significance

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.151	3	12.050	90.015	.000 <sup>b</sup>
	Residual	37.082	277	.134		
	Total	73.234	280			

a. Dependent Variable: turn over intention

b. Predictors: (Constant), interactional justice, procedural justice, distributive justice

The value of F illustrates the extent of association among dependent and independent variables. Greater the value of F, greater will be the association among variables value and it must be greater than 10 to say a model is fit. Accordingly, in this model f value is found to be 90.015.

#### 4.6.3 Estimated model coefficients

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.968	.137		43.504	.000
distributive justice	-.487	.069	-.481	-7.056	.000
procedural justice	-.675	.081	-.519	-.562	.574
interactional justice	-.269	.079	-.237	-3.424	.001

a. Dependent Variable: turn over intention

As data obtained from the above coefficient table the general form of the equation to predict the impact of turnover intention from distributive, procedural and interactional justice is:

$$\text{Predicted impact of turnover intention} = 5.968 - (.481 \times d.\text{just}) - (.519 \times p.\text{just}) - (.237 \times i.\text{just})$$

A standard coefficient beta was used to determine the strong predictor of turnover intention from organizational justice dimensions. The Standardized Beta Coefficients give a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor variable has a large impact on the criterion variable. Hence, in this study distributive justice is found to be a strong predictor of turnover intention and as the regression analysis above shows it is a very crucial variable need great attention with  $\beta = -0.481$ . This indicates that when one unit is added to distributive justice, turnover intention is reduce by 0.481 units and when employees feel that their share is fair considering their responsibilities, experience, education, training and amount of effort they bring in to work place, they will less likely to leave their organization. Moreover, interactional justice is found to be a second predictor next to distributive justice with  $\beta = -0.237$  and followed by procedural justice  $\beta = -.519$ . This finding in this study is

consistent with the study of (McFarlin and Sweeney, 1992), 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, Guraghe zone public service sector's management needs to bring both internal (equity within zonal sectors) and external equity (equity with external market).

## **CHAPTER FIVE**

### **5. CONCLUSION AND RECOMMENDATION**

#### **5.1 conclusions**

Based on the finding of the study, the following conclusions are drawn:

In present study, it was determined that employee's perception of organizational justice is found to be low. This was deducted from the three dimensions of organizational justice which were perceived to be low by the employees.

As it can be seen from the mean scores of perception of distributive injustice, which is low compared to other dimensions of organizational justice.

This indicates that employee's perception of their justice share is unfair considering their responsibilities, experience, education, training and amount of effort they bring in to work place.

As to employees perception of interactional injustice is concerned, it is also found to be low.

This low perception of interactional justice indicates that most of public sector's employees are not satisfied with the interpersonal transaction that they receive from the management.

Procedural justice perception was also found to be low. This implies that the current procedure adopted by the Guraghe zone public service sectors management is ill constructed and don't base on accurate information and predetermined standard for making a decisions. In addition, employees believe in unavailability of opportunity to appeal or challenge the decision as well as to request for additional information or feedback regarding a decision and its implementation.

In present study, it was also determined that public sectors employees at Guraghe zone have a high turnover intention. This high level turnover intention indicate that majority of employees 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.

Based on result obtained from one way ANOVA and independent sample T-test, the following results were found.

Employees differed significantly on perception of distributive justice, procedural injustice and interactional justice based on education level on the contrary, no significant differences were found on turnover intention based on education level.

Employees differed significantly on turnover intention based on marital status however; insignificant differences were found on perception of distributive justice, procedural justice and interactional justice based on marital status.

Insignificant differences were found on perception of distributive, procedural and interactional justice as well as on turnover intention based on experience and age groups.

The main objective of this study was to investigate the impact of organizational justice on turnover intention so that result obtained from multiple linear regressions showed that the best predictor of turnover intention from organizational justice dimension is distributive injustice. This finding in this study is consistent with the study of (McFarlin and Sweeney, 1992), Kumar&Eng., 2012; Idil Tamer,2012; Amah, 2009; Firth, Mellor & Moore, 2007). Accordingly, in their study they found distributive injustice as major predictor of turnover intention from organizational injustice dimensions.

## **5.2 Recommendations**

Based on the findings of the study, the researcher forwarded the following recommendations to the management of Guraghe zone public service sectors.

Public sectors should consider taking actions that will raise employee's perceived organizational justice while making employees generally more comfortable in their current situation. For example, the organization may further connect with the employees by raising the perception of fairness in decision making processes. In the long run, efforts by organizational decision makers to increase distributive, procedural and interactional justice may lead to a win-win situation in which the organization will be able to decrease turnover.

From a managerial point of view, the management should give importance to organizational justice in the organization.

Guraghe zone public service sector's management who are involved in executing procedures should have sound interpersonal skills as well as should give appropriate justification of decisions, honesty and propriety.

The management of Guraghe zone public service sectors should 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 employees to access help and support to tackle unforeseen injustice.

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.

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**APPENDIX**  
**WOLKITE UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF MANAGEMENT**  
**MBA PROGRAM**

Dear respondent,

My name is Siyoum Amiga and, I am attending MBA program at Wolkite University.

Right now I am conducting a research project entitled “The impact of perceived organizational injustice on employees’ turnover intentions (a case study of employees of Guraghe zone public service sector’s)”. As part of my research project, I need to collect information from you as a member of civil servants of Guraghe zone; therefore the successful completion of my research study requires your assistance. Please assist me by giving correct and complete information. Your participation is entirely voluntary and the questionnaire is completely anonymous. Finally, I confirm you that the information that you share me will be kept confidential and only used for the study purpose.

**Contact Address**

*If you have any query, please do not hesitate to contact me and I am available as per your convenience at (telephone No: 09-19225907 or e-mail address: amigasiyoum@gmail.com.*

*Thank you in advance for your generous time and frank and prompt responses!!*

**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 -----

PhD and Above-----

5. Work experience in the organization

Less than 1 year-----

1 to 5 years-----

6 to 10 years-----

above 10 years-----

**Section 2-organizational injustice 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 injustice questionnaire**

<b>N o</b>	<b>Items</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>1</b>	I am rewarded fairly considering the responsibilities I have.					
<b>2</b>	I am rewarded fairly in view of the amount of experience I have.					
<b>3</b>	I am rewarded fairly taking into account the amount of education and training I have.					
<b>4</b>	I am rewarded fairly for the amount of effort I put forth					
<b>5</b>	I am rewarded fairly for the work I have done well					
<b>6</b>	I am rewarded fairly for the stresses and strains of my job.					

## Procedural injustice questionnaire

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

	a decision.					
<b>7</b>	My organization's procedures provides opportunity for all side affected by a decision to be represented.					

### **Interactional injustice questionnaire**

<b>No</b>	<b>Items</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly agree</b>
<b>1</b>	When decisions are made about my job, the management treats me with respect and dignity					
<b>2</b>	When decisions are made about my job, the management threatens me with kindness and consideration					
<b>3</b>	When decisions are made about my job, the management is sensitive to my personal need					
<b>4</b>	When decisions are made about my job, the management deals with me in a truthful manner					
<b>5</b>	When decision are about my job, the management is concerned for					

	my rights as an employee					
<b>6</b>	Concerning decisions made about my job, the management discusses with me the implications of the decisions					
<b>7</b>	The management offers adequate justification for the decision made about me					
<b>8</b>	When making decision about my job, the management offers explanations that make sense to me					
<b>9</b>	My supervisor explains very clearly any decision made about my job					

### Section 3 -Turnover Intentions Questionnaire

Please respond to the following questions on your intention of leaving your organization by putting a thick mark (√) in your option. Please choose from the following Rating.

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 another job.					

## Annex

Table.3.1: proportionate sampling determination

Samples was taken from each office based on proportionate stratified sampling

Clusters of public organization	No of employees/ total population	Total selected employees/ population
<b>Economic cluster sectors</b>	534	148
1. Agriculture	74	21
2. Trade and industry	54	15
3. Ur .development and housing	60	17
4. Construction	31	9
5. Road and transport	59	16
6. Water, mining and energy	51	14
7. Revenue	57	16
8. Finance and Economy	93	16
9. Cooperative	55	15
<b>Social cluster department</b>	247	68
2. Education	49	13
3. Health	72	20
4. Public service &HRD	38	10
5. Administration	60	17
5 zone council	38	10
<b>Cross cutting cluster</b>	267	74
1. Women and children	30	8
2. Youth and sport	53	15
3. Culture and tourism	77	21
4. Social welfare and Labour	27	7
5. Justice	49	14
6. Security	31	9

Source, prepared by the researcher, 2018

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
1	(Constant)	5.968	.137		43.504	.000		
	distributive justice	-.487	.069	.481	-7.056	.000	.393	2.544
	procedural justice	-.045	.081	-.035	-.562	.574	.476	2.099
	interactional justice	-.269	.079	-.237	-3.424	.001	.380	2.630

a. Dependent Variable: turn over intention

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.703 <sup>a</sup>	.494	.488	.366	1.931

a. Predictors: (Constant), interactional justice, procedural justice, distributive justice

b. Dependent Variable: turn over intention