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**Addis Ababa University**  
**College of Business and Economics**  
**Department of Management**  
**(Graduate program)**

**The effect of organizational justice on employee turnover  
intention in the Hospitality Industry: The mediating role of job  
satisfaction**

**By**

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**A Thesis Submitted to Department of Management Addis Ababa  
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**Approval by the Board of Examiners:**

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## **Statement of Declaration**

I Wondwossen Ayele have carried out independently a research work on the effect of organizational justice on employee turnover intention in the Hospitality Industry: The mediating role of job satisfaction in partial fulfillment of the requirement of the M.SC program in management with the guidance and support of the research advisor.

I, also declare that this thesis is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the thesis have been duly acknowledged.

Wondwossen Ayele

Sig \_\_\_\_\_

April 2022

## **Statement of Certification**

This is to certify that Wondwossen Ayele has carried out his research work on the topic entitled “The effect of organizational justice on employee turnover intention in the Hospitality Industry: The mediating role of job satisfaction”. The work is original in nature and is suitable for submission for the reward of the M.Sc. Degree in Management

Advisor: Dr. Lakew Alemu

Signature \_\_\_\_\_

## **Abstract**

*The general objective of this study is to examine the effect of the three dimensions of organizational justices (distributive, procedural, and interactional justice) on turnover intention with the mediating role of job satisfaction in the case of the hospitality industry. Towards this both descriptive and inferential research designs were deployed as techniques of data analysis. Sample respondents were selected using stratified random sampling technique from two selected companies in the hospitality industry in Addis Ababa namely Addis international catering and Sheraton Addis hotel. A self-administered structured questionnaire was used as instrument of data collection. The data was collected from 169 employees from the hospitality industry. Both descriptive and inferential data analysis techniques were deployed in analyzing the data. The correlation analysis matrix finding revealed that there exist a statistically significant negative correlation between the turnover intention and the three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice). The result of the main effect regression analysis revealed that, among the three dimensions of organizational justices, Distributive justice, procedural justice and Interactional Justice found to have statistically significant effect on turnover intention, at 1 percent significant level. The mediation step regression analysis results also revealed that job satisfaction has a mediating role between employees' turnover intention and the three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice). The study recommends that organizations in the hospitality industry should to implement distributive, procedural and interactional retention strategies to enhance employees' retention perception. Moreover, as job satisfaction has a mediating role between employee's turnover intention its necessary to put in place a mechanism to regularly measure the employee's level of job satisfaction and work to enhance the employee's level job satisfaction.*

**Key Words:** *organizational justice, distributive justice, procedural justice, interactional justice, job satisfaction, turnover intention*

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# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the study

In the current stiffly competitive business environment employees are the most basic asset among others for the organizations success. As the needs, goals and objectives of the organization are expected to be met by the employees working in the organization, thus employees' commitment plays the vital role for the survival and performance of the organization (Saengchai et al., 2019). Therefore, from the perspective of organization, employee retention is as equally important as the technology advancement. It is evident that why organizations are in highly in competition with each other in terms of hiring the most skilled employee, so they can develop and sustain competitive advantage over the others" (Arshad and Puteh, 2015).

People will engage in a variety of activities, works, and organizations in order to support their life. However, there are a variety of factors that influence how long people stay in these situations. As a result, people may move or leave their jobs or organizations if they are unhappy with the environment in which they work. The intention to leave one's job or organization, also known as flip over intention, is a requirement for quitting one's employment or organization (Belete, 2018). Employee's turnover intention refers to the likelihood of employees to leave their current job they are doing (Ngamkroeckjoti et al, 2012). Currently across the world and every sectors of the economy the issue of turnover becomes a critical human concern which influences the performance of organizations (Kumar, 2011). Therefore, regardless of their location, size or nature of business organizations always put the issue of Employees' turnover intention at the center (Long et al., 2012).

High level of professional employees turn over can have a negative impact on the business's ability retain customers and customer service quality, this in turn surely leads to low productivity and profitability (Mabindisa, 2013). It is due to its multi-dimensional effect on the overall performance and productivity of organization that higher degree of professional employee's turnover intention has become a major issue to higher officials and human resource manager across the globe.

Along with the term turnover, concepts like voluntary and involuntary movements across organizational boundaries come across. The employee initiates a voluntary movement of turnover, while involuntary turnover is initiated by the organization for various reasons, such as non-performance (Nurettin et al, 2020). Turnover of knowledgeable and experienced employees can lead to consequences such as tangible costs (recruitment, selection, benefits, training, integration, termination) and intangible costs (loss of know-how, workflow interruption, collapse of ties with suppliers and customers, among others) (Fátima et al., 2018). As high-performing employee's voluntary turnover is the major detrimental to organizational performance (Kwon and Rupp, 2013). Therefore, it is crucial to identify and understand possible causes that predict employee turnover intention.

In this regard understanding turnover intention and finding answers to the central questions of organizational studies has captured the interest of a number researchers for a long time (Park et al., 2019). The quest to find answers to these questions necessitates an understanding of the identifying factors that may present threats and opportunities for organizational sustainability and their sustainable development (Fátima et al, 2018).

Therefore, this study sought to examine the role of job satisfaction between the three dimensions of organizational justice namely; distributive justice, procedural justice and interactional justice and employee's turnover intention.

## **1.2. Statement of the Problem**

Organizational justice is defined as individual's perception about the fairness of the treatment they received from an organization and their behavioral reaction to such perceptions (Nadiri and Tanova, 2010). Organizational justice consists of three conceptual dimensions namely; distributive justice, procedural justice and interactional justice.

Although, empirical studies on the effect of organizational justice on employee's turnover intention are scarce, most of existing literatures on the effect of organizational justice on employee's turnover intention were done by incorporating these three dimensions only.

Previous studies on justice perceptions revealed that it have positive effect on organizational commitment and job satisfaction while it affects turnover intention negatively (Campbellet et al, 2013; Kim & Kao, 2014; Silva & Caetano, 2016;yue, 2019 and Kim et al, 2017). These findings are in consistent with social exchange theory (Blau,1964), which suggests that if employees perceive benefits in their work exchanges, they are likely to continue to participate in them and the reverse is perceived, employees are likely to avoid future exchanges.

Currently the service industry has expanded to such an extent that it is to be the world's largest industry, with high number of employees, and bringing a lot of revenue for countries like Ethiopia (Yeshiwond, 2009).

This increased number of hotels made the competition tougher both in terms of providing quality services in which competent human resource plays the vital role in this regard. Therefore, in order to remain competent in the industry and business company has to improve its services quality and retain its customers. It is only through offering quality services that any business can sustainably realize competitive advantage in such stiff competitive market environment which could be realize through retaining qualified and professional employees.

A fuller understanding of determinant factors for employee turnover intention in a company is a paramount importance for the managers, as it gives an insight and entry point to formulate and implement various effective strategies to ensure that there is employee continuity in the company to enhance overall performance. So it is imperative to study one of the biggest HR challenge in a company determinant of employee turnover and its influencing factors. Different scholars suggested that, there are many factors that will affect employee's turnover intention, such as colleague relations, organizational commitment, organizational justice, organizational reputation, communication, and organizational politics (Suhaidah, 2019).

The Hospitality industry has recently been confronted by this most talked impact of employee turnover. Addis international catering and Sheraton Addis hotel are the two-hospitality company under MIDROC which is one of the biggest private multi business company. This two sisters" company are chosen for this study because of the high employee turnover intention among their employees as perceived from the personal observation of the researcher as well as from the evidence obtained preliminary review of documents. Moreover, the

researcher also strongly suspect that lack of organizational justice in these two sister companies are the most important factors for the growing rate of employee turnover within the organization.

Employee's turnover intention has been extensively explored in human resource management. Although, it is a widely studied area most of the studies were included organizational commitment, occupational stress, and job satisfaction, working environment and salary while little is known about the role that variables such as organizational justice. Moreover, the limited literatures on the effect of organizational justice also focused on the three dimensions of organizational justice namely; distributive justice, procedural justice and interactional justice (Dailey and Kirk, 1992; Alexander and Ruderman, 1987; McFarlin and Sweeney, 1992; Loi et al. 2012).

In other hand Diego et al, (2018) pointed that unlike early studies of turnover intention they are generally focused on their external, work- related and personal correlates, recent research has shifted the focus onto the examination factors that might mediate or moderate the relationships between certain predictor variables and turnover intention (Boroş&Curşeu, 2013; Flint et al., 2013; Suurd Ralph &Holmvall, 2016). Empirical studies on the effect of organizational justices on employee's turnover intention are limited and that incorporated a variable that mediating the relationship between organizational justice and employee's turnover intention are scarcer. Moreover, there is no previous study on the mediating role of job satisfaction between organizational justice and employee's turnover intention in Ethiopia. In this regard, this paper intends to fill this gap through examining the effect of organizational justice on turnover intention through incorporating the mediating role of job satisfaction between organizational justice and turnover intention.

Therefore, the study contributes to the existing literatures through providing empirical avoidance on the effect of the three dimensions of organizational justices" (distributive, procedural, and interactional justice) on turnover intention as well as on the mediating role that job satisfaction between organizational justice and turnover intention.

### **1.3. Research Questions**

Based on the problem stated, the study intends to answer the following five research questions; distributive justice, procedural justice and interactional justice.

- ❖ Dose distributive justice has significant negative effect on employees' turnover intention in the case organization?
- ❖ Dose procedural justice has significant negative effect on employees' turnover intention in the case organization?
- ❖ Dose interactional justice has significant negative effect on employees' turnover intention in the case organization?
- ❖ Dose job satisfaction act as a mediator in the relationships between those organizational justice perceptions (distributive, procedural, and interactional justice) and employees' turnover intention?

### **1.4. The Objective of this study**

#### **1.4.1. General Objective**

The general objective of this study is to examine the effect of the three dimensions of organizational justices (distributive, procedural, and interactional justice) on employee turnover intention in the Hospital industry: The mediating role of job satisfaction.

#### **1.4.2. Specific objectives of the study**

In accordance with the general objectives of the study this study had the following four specific objectives:

- ❖ To examine the effect of distributive justice on employees' turnover intention in the case organization.
- ❖ To investigate the effect of procedural justice on employees' turnover intention in the case organization.
- ❖ To examine the effect of interactional justice on employees' turnover intention in the

case organization.

- ❖ To examine the mediating role of employees' job satisfaction in the relationship between the three dimensions of organizational justice (i.e. distributive, procedural, and interactional justice) and employees' turnover intention.

### **1.5. Significance of the Study**

The findings of this particular study and the recommendation to be forwarded based on the study findings will have the significance of extending or contributing the existing knowledge about employee turnover in the hospitality industry. High rate of employees turnover obviously have significant negative impacts both to employees and the hospitality industry as well as to the economy as a whole. Therefore, the findings of this particular study believed to help leaders in the hospitality industry create strategic plans for mitigating employee-turnover rates and enhancing their profitability. The contribution of the study is explained through awareness and understanding creation of the negative effect of employee turnover and importance employees' retention. Through providing valuable findings and recommendations that increases the level of understanding of leaders in the hospitality industry of this issue, the study will contribute towards improving and establishing of a long-term skilled workforce in the industry.

Besides the results of this study about employee motivation, job satisfaction, work environment, supervisor policy and turnover intention may help the industry leaders develop sustainable human-resource policies and strategies. Therefore, based on the findings of this study organizational leaders and human resource practitioners can develop retention policies and strategies commensurate with increases in human-capital assets. Finally leaders of the hospitality leaders may also use the findings from this study in evaluating the effectiveness their current practice of turnover strategies and policies in retaining skilled worker.

### **1.6. Scope of the Study**

The focus of this was on the mediating role of job satisfaction on turnover intention and supervisor justice and organizational justice in the case of the hospitality industry and confined on six variables including the dependent variable turnover intention and five independent variable namely supervisor justice, promotion opportunity, salary, work

environment, and job satisfaction.

Due to the fact that there is limited capacity both in terms of man power and finance as well as time constraint, every research need to have its own scope and boundary in terms of geographical and sect oral coverage. Accordingly this study is limited on the hospitality industry found only in Addis Ababa City. Furthermore, the study is also limited on employees of only two selected organizations from the entire hospitality industries; namely employees of Sheraton Addis and Addis international catering which are the two-hospitality company under MIDROC which is one of the biggest private multi business company.

### **1.7. Limitation of the Study**

As there is no research without limitation in the research world, this study has its own limitations. Every research study has a set of limitations with potential weaknesses or problems that are uncontrollable and could contribute to threats to the internal validity of a study (Kirkwood and Price, 2013). The primary limitation of this particular study was the sample size of the respondents, the study was delimited only sampled employees of two selected companies from the hospitality industry. Moreover, the study did not cover the hospitality industries outside Addis Ababa. Besides, although there are various factors with potential influence employees' turnover intention in the hospitality industry this study incorporated only a limited factors that affecting employees' turnover intention in the case industry. This in turn will apparently limit the generalize ability of the findings, conclusion and recommendation of the study to all hospitality industry in the country even to Addis Ababa city to.

### **1.8. Definition of Terms**

This sub section of the study presents the basic operational definitions or basic terms specific to this particular study. Definitions of the basic terms help readers understand the context of this research.

**Employee turnover:** Employee turnover is the difference in the rate of employees leaving a company and new employees filling up their positions (Katsikea, Theodosiou, & Morgan, 2015).

**Turnover intention:** Turnover intention can be defined as an employee's thoughts or plan to exit an organization (Lambert et al., 2013).

**Hospitality Industry:** Being a broad category of fields in the service industry it includes lodging, event planning, theme parks, transportation, cruise lines, and other in the tourism industry (Chon, Barrows, & Bosselman, 2013).

**Organizational justice:** while it has three dimensions: distributive, procedural and interactional, organizational justice refers to employees' perceptions of what is fair and what is unfair within their organizations (Colquitt et al., 2001).

**Distributive justice:** refers to the fairness of allocation of outcomes between members of an organization (Parker and Kohlmeyer, 2005).

**Procedural justice:** deals about the fairness of the process and procedures by which allocation decisions are made" (Parker and Kohlmeyer, 2005).

**Interactional justice:** emphasizes of the importance of the quality of the interpersonal treatment people receive during the implementation of procedures are (Colquitt et al., 2001).

**Job satisfaction:** Bashir & Durrani (2014) defined Job satisfaction as the status in which a person is satisfied and glad with the job.

## **1.9. Organization of the study**

This study is organized in five chapters. The first chapter deals with background of the study, research questions, objectives of the research, significance of the study, scope and limitation of the study, and finally the Structure of the study. The second chapter presents concepts and theories related to the study area. Third chapter presents the research design and methodology as well as the model specification. The fourth chapter of the study discusses the presentation, analysis and interpretation of the data deployed and the last chapter presents the summary of the main findings, the conclusion drawn and the recommendations forwards

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURES**

#### **2 Introduction**

Literature review allows researchers and readers understand more about the study area of a particular research. Although, research can be done alone it is not in isolation therefore, this section of the study presents the relevant literatures related to this particular research area. This chapter is consisted of three sections. The first section presents the theoretical related literature review to the topic of this particular study while the second section presented the empirical one. Finally the third section of the chapter comes with the conceptual frame work of the study.

#### **2.1 Background of the Hospitality Industry**

Before discussing why turnover represents a significant issue in the hospitality industry, it is important to understand the nature of the industry, as well as the potentially significant role of human-resources policies and strategies in reducing the turnover rate in the industry. Teng (2013) described the hospitality industry as an organization with a purpose to satisfy a full range of needs such as food, beverages, and accommodations. The hospitality industry involves frequent guest–host interactions and hospitality organizations that cater to the needs of a diverse group of people (Teng, 2013).

The hospitality industry remains a billion-dollar industry that depends on the disposable income and availability of its customers (Knani, 2014). The hospitality industry consists of various service fields that include lodging, restaurants, event planning, theme parks, transportation, cruise lines, and others.

Because the hospitality industry is comprised of production and service dimensions, the creation and delivery of services from the hotel to the customer are dependent on the employees (Faldetta, Fasone, &Provenzano, 2013). Thus, the success of this industry primarily depends on the recruitment, management, and retention of employees. This makes the high employee turnover rates of the hotel industry problematic.

Moreover, the seasonal nature of the hospitality industry remains a significant reason behind the high turnover rates (Faldetta et al., 2013). Even though hotel managers commonly hire and fire employees based on seasonal fluctuations, managers remain ignorant of the labor-versus-demand concept; therefore, hotel managers remain unprepared to synchronize labor to demand (Faldetta et al., 2013).

A significant need for industry leaders is to learn about better management techniques that would aid in retaining the most valuable, well-trained employees, effectively helping the industry compete in the hospitality market with ease (Brown, Thomas, & Bosselman, 2015). In particular, high turnover could be detrimental and disruptive to the hospitality industry (Faldetta et al., 2013).

Organizations spend a significant amount of money to replace an already-trained manager (Mapelu&Jumah, 2013). Training a new employee or manager also means losing the productivity of the trainer (Bryant & Allen, 2013). Replacing experienced employees, from managers to hourly employees, could become costly to the hospitality industry, because preparing new workers takes a significant amount of labor, which equals lost money (Milman& Dickson, 2014).

Reduction of the employee turnover rate could universally help the hospitality industry and the economy in the globalized world. Globalization has created business mobilization opportunities for individuals that are beneficial for the hospitality industry (Grobelna, 2015).

## **2.2 Theoretical Literature Review**

### **2.2.1 Definition of turnover intention and actual turnover**

Various intense changes in the economic and political arena had been witnessed in the last decades that influenced the condition international labor force. In the current globalized world due to heightening competition among nations in general and business firms in particular across coupled with the advancement of labor market employees" rate of turnover has increased over time in the recent past decades. The globalization of economies, together with market liberalization and the emergence of new recruitment and employment rules have created favorable conditions for labor instability and employee turnover (International Labor

Organization, 2016). Therefore, the issue of turnover received significant attention of researchers and managers all over the world.

There is no single definition for the term turnover intention. Accordingly it was defined by different authors in various ways. Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing (Ngamkroeckjoti et al., (2012). Turnover intention is defined as the conscious and deliberate willfulness to leave the organization (Meral, et al., 2012). Bothma and Roodt (2013) described it also as the extent to which an employee plans to depart or continue with the organization currently working for. It also refers to the behavioral attitude of an employee yearning to leave his/her current organization that can be used as an indication for the actual turnover (Awang et al., 2013). In the other hand actual turnover is also with various definitions. According to Li et al., (2019) actual employees' turnover can be defined as withdrawal of an employee from the organization that he was working for. It also further refers to employees' decision to depart and make it practical or actually leave an organization (Glissmeyer, 2012). Employees' turnover reveals the rate at which employees leave an organization and hence it explains the movement of personnel across the membership boundary of an organization (Chikwe, 2009).

### **2.2.2. Types of Turnover**

There are two types of employees' turnover; namely voluntary and involuntary turnover. As employees' turnover influenced by various factors like job supervisors policy it is important for organizations to distinguish voluntary from involuntary turnover, otherwise it will be difficult to come up with appropriate employees retention strategies only through estimation of such a relationship in terms of all leavers (Perez, 2008).

#### **2.2.2.1. Voluntary Turnover**

Voluntary turnover refers to withdrawal an organization by an employee's own discretion (Curran, 2012). Katamba (2011) described voluntary turnover as termination of membership of an organization by an employee of that organization. Being a voluntary phenomenon or an individual's self-initiated permanent termination of membership of the current organization it is beyond the control of employer (Perez, 2008). From the various its definition by different authors one can learn that such turnover is determined by employees' willingness to leave or

quit current job which is beyond employers' control. It can be also further sub-divided in two; namely as functional and dysfunctional turnovers (Taylor, 1998). The former refers to the resignation of substandard performers while the later refers to the departure of effective performers.

Moreover, dysfunctional turnover can be classified as avoidable turnover and unavoidable turnovers. When avoidable turnover caused by lower compensation, poor working condition, etc. and unavoidable turnovers caused by conditions that are involuntary to the employee like family moves, serious illness, death, so on. Therefore, organization has little or no influence over the unavoidable turnovers while it has over the avoidable one. The Involuntary turnover refers the decision of management to force the employee to leave the organization (Taylor, 1998).

#### **2.2.2.2. Involuntary Turnover**

Involuntary turnover refers to the forced termination of workers because of organizational policies and work rule. Therefore, such turnover considered as employers or organizations initiated turnover even when employees are preferred to stay in the organization initiated by the organization (often among people who would prefer to stay (Belete, 2018)). They further stated that an involuntary termination happen when employer/manager decides to quit its relationship with an employee due to economic necessity or a poor fit between the employee and the organization. According to Abdali (2011) involuntary turnover is a sort of turnover that occur due to the forces in voluntary to employees like sickness, death, moving abroad besides employer's initiated termination.

### **2.3. Causes of Employee Turnover**

Turnover can be caused by various factors that vary from organization to organization to some extent (Shah et al., 2010). According to Jha (2009) as there is no single factor that affects turnover intentions following a holistic approach in studying factors affecting turnover intention of employees is more appropriate. In general the factors for voluntary resign of employees their engagements in organizations can be broadly categorized as pull and push factors.

According to Asmamaw (2011) employees can voluntarily terminate their job due to either the pull (external) or push (internal) factors and sometimes, it can also be due to both factors together. The pull factors refers the availability of alternative jobs that attracts an employee to quit from his current job while the push factor is that creates dissatisfaction to an employee with the current job and make one motivated to see another alternative employment elsewhere.

People usually need to have better life standard and may be attracted by various serious of reason outside their organization like better paying, a career advancement opportunity that they would not receive in the short term if stayed with the organization they are currently working in. Therefore, the termination of current job due to such factors refers to the termination by pull factors whereas termination due to unfavorable working environment, organization policy and supervisor policy in their current organization refers to the termination by push factors. Although, there are many factors for employees' turnover indicated in related literatures the current study incorporated only supervisor justice, salary, working environment, promotion opportunity and job satisfaction.

### **2.2.1 Organizational justice**

In order to motivate themselves to improve, people can often evaluate them salve against some set of standards (yue, 2019). Judge et al, (2009) stated that people pursue to know their worth in various aspects such as personal and professional areas, and the result of this assessment of relative values could be explained in terms of their attractiveness, wealth and other success measures. According to social comparison theory proposed by Festinger (1954) individuals often make comparisons with others so as to gage their relative values regarding their own skills and own abilities and in doing so they can create a self-image. According to social comparison theory proposed by Festinger (1954) individuals often make comparisons with others so as to gage their relative values regarding their own skills and own abilities and in doing so they can create a self- image. The comparisons are not only in their personal lives but also in their professional lives and their places of work. For instance, employees may compare the treatment they have received from managers and coworkers to that which others receive (yue, 2019).

According to Nadiri and Tanova (2010) organizational justice is defined as individuals' perception about the fairness of the treatment they received from an organization and their behavioral reaction to such perceptions.

Organizational justice consists of three conceptual dimensions namely; distributive justice, procedural justice and interactional justice. Distributive justice refers to the fairness of allocation of outcomes between members of an organization while procedural justice deals about the fairness of the process and procedures by which allocation decisions are made" (Parker and Kohlmeyer, 2005). As the third dimension of organizational justice, interactional justice emphasizes of the importance of the quality of the interpersonal treatment people receive during the implementation of procedures are (Colquitt et al., 2001). Most of existing literatures on the effect of organizational justice on employees' turnover intention were done by incorporating these three dimensions only.

Previous studies on justice perceptions revealed that it have positive effect on organizational commitment and job satisfaction while it affects turnover intention negatively (Campbell et al, 2013; Kim & Kao, 2014; Silva & Caetano, 2016; Yue, 2019 and Kim et al, 2017). These findings are in consistent with social exchange theory (Blau,1964), which suggests that if employees perceive benefits in their work exchanges, they are likely to continue to participate in them and the reverse is perceived, employees are likely to avoid future exchanges

### **2.2.2 Job satisfaction**

Job satisfaction is one of the identified factors that affecting employees turnover intention. Job satisfaction could also influence employees' decisions to stay or leave their job. Job satisfaction may also shape turnover rates (Zopiatis et al., 2014). When employees become dissatisfied with their current job of different reasons they are likely to develop turnover intention while those satisfied with their current job develop the opposite attitude. As stated by Han and Jekel (2011) employees who are not satisfied with their jobs will experience negative attitudes towards their jobs and positive attitudes towards the intention to quit the job. Developing the sense of dissatisfaction with one's job may result in higher employee turnover (Chaulagain and Khadka, 2012). Various factors could affect employee's job satisfaction for instance it can be influenced by salary organizational justice, supervisors' justice working

environment etc. This situation could promote over time higher levels of burnout, leading to lower job satisfaction and greater turnover intention among employees (Diego et al., 2018). Therefore, the effect of such variables first leads to job dissatisfaction that in turn leads the development of turnover intention. This implies job satisfaction has a mediating role among the other predicting variables and turnover intention which is the main concern for this study. Job satisfaction is negatively related with turnover intention while it is positively related with supervisor justice.

## **2.4. Empirical Literature Review**

Nadiri and Tanova (2009) examined the relationship of organizational justice perceptions of hotel employees in North Cyprus with various work-related variables in which a total of 208 employees and their managers filled out questionnaires. The study finding revealed that distributive justice tended to be a stronger predictor of all of the study variables compared to procedural justice. Findings suggest that the fairness of personal outcomes that employees receive may have more impact on turnover intentions, job satisfaction and organizational citizenship behavior (OCB) than the perceived fairness of a firm's procedures. It was also found that even though improved job satisfaction seems to be related to OCB, organizational justice seems to be the key factor that has a strong effect on both OCB and job satisfaction.

Saengchai et al, (2019) studied the relationship between employee turnover intentions and supervisors support, job autonomy and job satisfaction with the mediating role of job satisfaction between job autonomy, employee turnover intentions and supervisors support. The finding confirmed that job autonomy is a key determinant of job satisfaction, as greater autonomy will lead to more satisfaction and lower the turnover. Meanwhile, the findings of the study have revealed the fact that supervisor support is also a key factor.

Hussain and Huei (2019) examined factors affecting employees' turnover intention in construction companies focusing on Grade 7 Construction Company in Klang, Selangor in Malaysia. The study findings indicated that communication and organizational politics had a negative relationship with employees' turnover intention Vaamonde et al, (2017) examined the possible mediating role of burnout and job satisfaction in the relationships between organizational justice and turnover intention. The study finding showed that perceptions of

distributive, procedural, and interpersonal justice have negative indirect effects on turnover intention through burnout and job satisfaction, whereas perceptions of informational justice affects turnover intention through job satisfaction. These results indicate that distributive, procedural, and interpersonal justice perceptions relate to lower levels of burnout, which in turn promote greater job satisfaction and lower turnover intention among employees. In addition, informational justice perceptions are positively related to job satisfaction, leading to a decrease in employees' turnover intention.

Okae (2017) investigated the relationship between employee turnover intention and job satisfaction, employee compensation, employee engagement, employee motivation, and work environment using multiple regression technique. The study found that, compunction, engagement and satisfaction have negative and statistically significant effect on turnover intention.

Babushe (2018) investigated the determinants of employees' turnover intention of Bureau of Finance and Economic Development (BoFED) of Benishangul Gumzu Regional State, Ethiopia. The study finding revealed that the dependent variable (turnover intention) have negative relationship with organizational commitment, promotion opportunity, salary, work environment, and job satisfaction.

Kuntardina et al, (2019) analyzed the influence of organizational justice and leader-member relation on job satisfaction and turnover intentions. The analysis result indicated that organizational justice directly affects the turnover intentions and influences indirectly through job satisfaction. While, leader-member relation directly affects the turnover intentions and indirectly leads job satisfactions.

Kim et al (2017) examined the associations amongst organizational justice, supervisory justice, authoritarian culture, and organization-employee relationship quality and employee turnover intention. The empirical finding revealed that organizational justice and supervisory justice are positively associated with organization-employee relationship quality, while negative association if found between authoritarian organizational culture and organizational justice and supervisory justice. In addition, it is also indicated that there exists a positive association between authoritarian organizational culture and turnover intention. Organizational

justice and organization-employee relationship quality are negatively associated with turnover intention.

Gezimu and Alemu (2019) studied the association that between the employee turnover intentions has with Compensation, Work environment and Supervision. The finding of the study indicated that organizational Compensation, Work environment and supervision were negatively associated with the employee's turnover intention in three government bureaus of Dire Dawa Administration: trade, Industry and Investment bureau, Land Development bureau, and Administration City Manager Office. Getachew(2019) assessed factors affecting the intention of employee turnover in Ethiopian hospitality industry with reference to three to five star hotels in Addis Ababa. As indicated in study finding Wage and remuneration, Career advancement opportunities, training and development, Proper leadership and reward and recognition are the dominant factors, which affect the employee's decision to leave.

Gul (2015) explored the relationship between organizational justice dimension (Distributive justice, Procedural justice and Interactional justice) and turnover intention by taking emotional exhaustion as a mediator. Results confirmed that emotional exhaustion have mediated the linkages between procedural justice-turnover intentions, distributive justice-turnover intentions and interactional justice and turnover intention.

Busayo and Ojo (2021) examined the correlation between five dimensions of job satisfaction and employees' turnover in respect of hotels in Lagos state. The study finding showed that employees' turnover has positive and statistically significant relationship with supervisor's support, job stress and workplace environment, while it has negative and statistically significant relationship with promotion opportunity.

Alkhateri (2018) examined the impact of perceived supervisor support on employees' turnover intention with the mediating effect of job satisfaction. The finding of the study confirmed that perceived supervisor support has significant positive impact on employee's turnover intention. In addition it is indicated that job satisfaction has significant mediating role between the two variables. Yue (2019) examined the associations amongst organizational justice, supervisory justice, authoritarian culture, and organization-employee relationship quality and employee turnover intention. The result revealed that organizational justice and organization-employee

relationship quality are negatively associated with turnover intention.

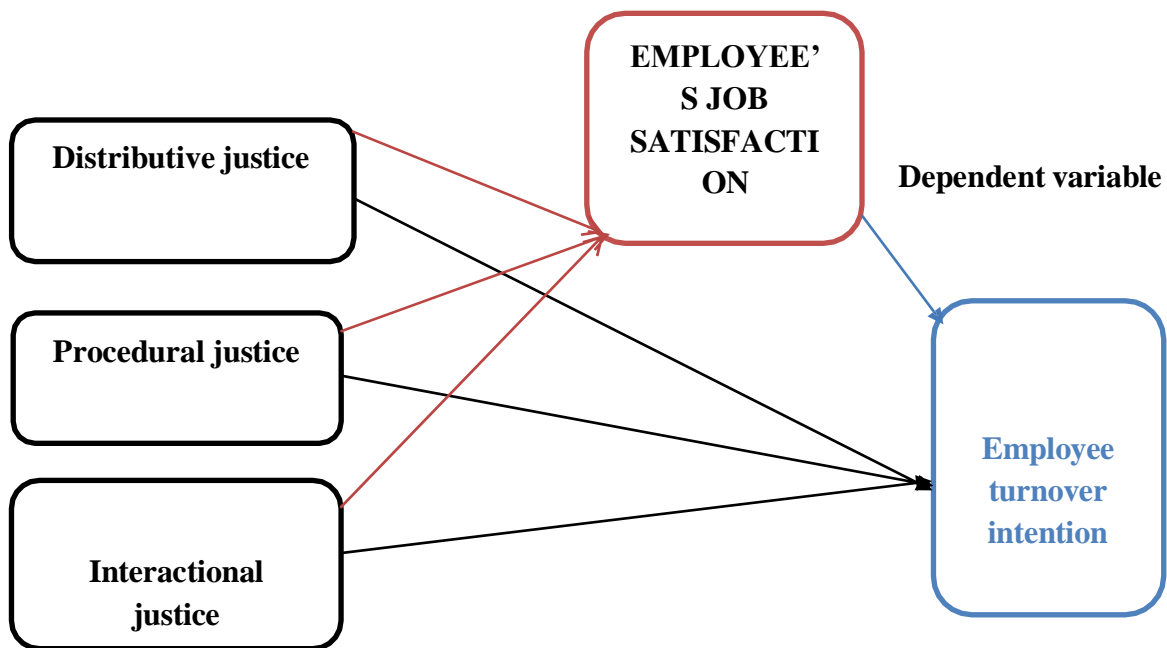
Kuo et al. (2014) studied the mediating effect of job satisfaction between work stress and turnover intention among long-term care nurses in Taiwan and the finding showed that it significantly mediated the relationship between. Feng, et al. (2017) drawing on data from a sample of Chinese nurses, observed that social status exerted significant indirect effects on TI through job satisfaction. Ferreira et al. (2017) conducted a multilevel study with Portuguese hotel employees and the result confirmed that job satisfaction fully mediated the relationship between different task characteristics and turnover intention.

## 2.5. Conceptual framework of the study

Based on the previous related literature in the area of employees' turnover intention the conceptual framework of the study was developed as follows;

**Figure 1: Research conceptual framework**

**Independent Variables Mediating variable**



Source: Adopted from (Golparvar et al, 2015)

Based on the literature reviewed and the conceptual framework developed, the following five research hypotheses are developed for this particular study:

**H<sub>1</sub>**: Distributive justice has positive and statistically significant effect on employees' Job satisfaction.

**H<sub>2</sub>**: Procedural justice has positive and statistically significant effect on employees' Job satisfaction

**H<sub>3</sub>**: Interactional justice has positive and statistically significant effect on employees' Job satisfaction.

**H<sub>4 a</sub>** : Job satisfaction has a mediating role between the relationships of distributive justice and turnover intention.

## **CHAPTER THREE**

### **METHODOLOGY**

Under this chapter of the study presents the research approach, the research design, and target population of the study, the sampling technique deployed, the method and instrument of data gathering, data analysis techniques and ethical consideration of the study.

#### **3.1. Research Approach**

This study intends to examine the effect of organizational justice including supervisor justice as another dimension of organizational justice together with distributive justice, procedural justice and procedural justice. As the research approach to be deployed in a study is determined by the nature of the data to be used. Here a quantitative survey was deployed as the main method of data collection. Thus, a quantitative survey data was deployed in this study. In this case a quantitative research approach is the most appropriate one (Uğural et al., 2020). Accordingly the study followed a quantitative research approach.

#### **3.2. Research Design**

A research design to be employed in a given study is determined by the purpose of that particular study. Accordingly, in order to answer the specific objective of the study both descriptive research design and explanatory research design was employed. The descriptive research design is appropriate to present the descriptive statistics of the variables incorporated in the study, whereas the explanatory research design is to be used in examining the cause and effect relation between the dependent variable and the explanatory variables (Elnaga & Imran, 2013). Therefore, both descriptive and explanatory research designs were utilized in this study.

#### **3.3. The Target Population of the Study**

The study was conducted on two organizations from the hospitality industry namely; Addis international catering and Sheraton Addis hotel. Therefore, the study targeted all employees who are currently working in Addis international catering and Sheraton Addis hotel. Generally the target population was 450 employees, 157 employees from Addis international catering

and 292 employees from Sheraton Addis hotel. The rationale for taking all employees of the two organizations is due to the fact that turnover intention is the issue of all employees regardless of their position, gender and level of education.

### **3.4. Sample size determination and Sampling Techniques**

#### **3.4.1. Sample Size Determination**

The population of this study is the entire workers in Addis international catering and Sheraton Addis hotel. In order to determine the right representative sample of the study the sample size determination formula developed by Taro Yamane (1967) was deployed in this study. Therefore, the sample size determination formula is presented below as follows;

$$n = \frac{N}{1 + N e^2}$$

Where:-

N= the size of the population=

450 n = the required sample

size

e = the error of precision or margin of error

$$5\% \quad n = \frac{450}{1 + 450(0.05)^2} = 211$$

$$n = 211$$

Applying 5% error margin, the sample size for the study was 211 members of the target population. Accordingly the sample size of this study is determined to be 211. The allocation of sample respondents from the total sample size is to be determined according to the share of the two organizations out of the total targeted population. Accordingly 65 percent of the sampled respondents (137) are from Sheraton Addis hotel and 35 percent (74) of the sampled respondent was selected from Addis international catering.

#### **3.4.2. Sampling Techniques**

Once the sample size is determined the next step was to select the representative respondents based on appropriate sampling technique. In this regard a sort of probability sampling technique called stratified random sampling was employed to select sample representative respondents. Because stratified random sampling technique gives for each item an equal probability of being selected (Elnaga & Imran, 2013).

### **3.5. Data Gathering Instruments**

In order to come up with valid and reliable research findings primary and secondary data type was deployed in this study. For gathering the required Primary data a well-designed survey questionnaire was used as an instrument of data collection. In addition to collect secondary data to be deployed various administrative documents and publications were reviewed. All the scales and survey items of this study that are used for testing the research hypotheses have been adapted from constructs that have been found to be valid and reliable in previous research studies.

### **3.6. Data Analysis Technique**

Based on their quantitative nature of the data deployed, the primary data collected from the selected sample respondents from two organizations from the hotel sector in the targeted sector was analyzed and interpreted using quantitative data analysis method. Descriptive statistics technique of data analysis was employed to analyze the demographic information and the respondents' perception towards, the implementation of the three dimensions of organizational justices (distributive justice, procedural justice and interactional justice), the level of employees' job satisfaction and the employees' level of turnover intention. In addition correlation analysis and regression analysis method were also used in examining the association between the dependent variable and the independent variables and the effect of the independent variables on the dependent variable. Mediated regression analysis was deployed to examine the mediating role of job satisfaction between the dependent variable and the explanatory variables.

### **3.7. Reliability and Validity tests**

#### **3.7.1. Reliability test**

Reliability test was done to measure the extent the different items in the same construct or the different questions in the questionnaire are consistent. The reliability measurement were computed on the different items under the same constructs using the internal consistency measurement i.e. Cranach's Alpha. The inter-item correlation or Cranach's Alpha coefficient

of evaluation for each constructs was registered to be greater than the cutoff point **0.70**. The result of the reliability test for the data deployed in this study confirmed that the internal consistency or the reliability of the data was high and can be acceptable because, the values of alpha coefficient for all factors were above the cutoff point criteria ( $\alpha \geq .70$ ). Therefore, the data deployed is reliable adequate to come up with valid output.

Table 3.1 Reliability test result

<b>Factors</b>	<b>Cranach's Alpha</b>	<b>No of Items</b>
Distributive Justice	.919	4
Procedural Justice	.759	6
Interactional Justice	.855	9
Employee's Job Satisfaction	.688	4
Employee's Turnover Intention	.825	3

*Source: own survey, 2021*

### **3.7.2 Validity test**

In order to understand the extent how much each question in the questionnaire are adequate in measuring what it was supposed to measure it is important to conduct a validity test. Primarily an attempt was made to develop the questionnaire based on the review of previous related literature and standard questionnaires used in the related studies. In addition the questionnaire was evaluated by research advisor and other management staffs prior distribution.

## **3.8. Ethical Consideration**

The information gathers from the respondents was used only for the purpose of this particular study and will never be passed for third party. Besides, the response of the respondents was used in this study at its original form without any manipulation. Respondents were kept anonymous and their personal information was also kept confidential.

## CHAPTER FOUR

### RESULT AND DISCUSSION

#### 4.1. Introduction

This chapter presents the study findings, interpretation of the results and discussions made over the findings. The first section of the chapter presents the survey data of the demographic characteristics of the respondents. The second section of the chapter presents the finding and discussion of the descriptive statistics analysis while the third section deals with the presentation of the result and discussion of the inferential statistics analysis.

#### 4.2. Questionnaire Response Rate

In this research a total of 211 questionnaires were distributed to the respondents and out of it 169 questionnaires were received back properly filed. Therefore, the questionnaire return rate was 81 percent which is adequate enough to come up with valid study findings.

#### 4.3. Demographic Characteristics of Respondents

Analysis of the respondents' demographic information helps researchers understand the variation among the respondents in terms of the key demographic variables. Therefore, this section sought to present the demographic characteristics of the study respondents according to sex, age, educational background, job position and years of experience of the respondents.

##### 4.3.1. Sex of Respondents

Table 4.1 Sex of the respondents

		Frequency	Percent
Valid	Male	110	65.1
	female	59	34.9
	Total	169	100.0

*Source: own survey, 2021*

The finding regarding the sex distribution of the respondents indicates that out of the total 169 respondents, male respondents take the 65.1 percent share while female respondents represent share is about 34.9 percent of the total sample respondents. This confirms that male respondents were dominant over those female respondents.

### 4.3.2. Age of the Respondents

Table 4. 2 Ages of the Respondents

		Frequency	Percent
Valid	<30	54	32.0
	31-40	60	35.5
	41-50	55	32.5
	Total	169	100.0

*Source: own survey, 2021*

Concerning the age of the respondents as revealed in the table 4.2, about 35.5 percent of the respondents fall in the age group between 31-40 years, followed by those in the age group between 41 and 50 years with 32.5 percent share. The remaining 32 percent of the respondents are in the age range between 21 and 30 years. It can be judged that the majority of the respondents about 64.5 percent are in the age range of 21-40 years which is productive age. Therefore, the organization under study has a large proportion of employees at the productive age that in turn help the organization enhance organizational performance if they are well retained.

### 4.3.3. Educational Background of the Respondents

Table 4. 3 Educational Background of the respondents

		Frequency	Percent
Valid	Diploma	39	23.1
	Degree	100	59.2
	Masters' degree	30	17.8
	Total	169	100.0

*Source: own survey, 2021*

Concerning the educational background of the respondents, 59.2 percent of the respondents are first degree holder, about 23 Percent of having diploma. Those who are master’s degree holders take 17.8 percent share.

From the result one can understand that the majority of employees of the case organization are well educated to understand, accordingly they will have higher degree tendency to look for a new job unless there has been a good retention mechanism

#### 4.3.4. Job position of the Respondents

Table 4.4 Job position of the respondents

		Frequency	Percent
Valid	team leader	36	21.3
	Expert	88	52.1
	senior expert	45	26.6
	Total	169	100.0

*Source: own survey, 2021*

As presented in table 4.4 above, the majority, about 52.1 percent of the respondents were experts followed by senior experts with 26.6 percent share. The rest 21.3 percent of the respondents were at team leader position. The result shows that the majority of the respondents are officers as expected for as is common for every organization.

#### 4.3.5. Years of Experience of the Respondents

Table 4. 5 Years of Experience of the Respondents

		Frequency	Percent
Valid	<1 year	12	7.1
	2-5 years	51	30.2
	6-10 years	16	45.6
	11-15 years	77	9.5
	>15 years	13	7.7
	Total	169	100.0

*Source: own survey, 2021*

Regarding the respondents work experience, the study finding revealed that 45.6 percent the respondents have 6-10 years” of work experience followed by those having 2-5 years of work

experience with 30.2 percent share. 9.5 percent of the respondents are with the work experience of 11-15 years, about 7.7 percent with above 15 years of service years, while the remaining 7.1 percent have less than 1 year of work experience. This shows that the majority about 62.8 percent of the respondents are with at least 6 years of work experience. These implies that a significant proportion of the employees of the case organizations are experienced enough and have higher demand in the labor market, which in turn increase their tendency of looking for new job unless well retained.

#### 4.4. Descriptive Statistics Analysis

In order to understand the respondents perception of the organizational justice and and its effect on employees’ turnover intention in the case of the organization under study, various statements were presented to measure the employees perception in this regards. Accordingly each statement under each stage category or the variables was subjected to the five likert scale of e measurement. in the likert’s five scale measurement each statement under a variable is scaled 1- 5 when 1 represent the respondents perception of a statement as very disagree, 2 stands for disagree, 3 for neutral, 4 for agree and 5 for very agree of the particular statements. The mean value of the respondents rating for each statement under a variable will be taken as the employees’ perception of a variable i.e. of the practice of the various stages of the performance management system. Therefore, the interpretation of the mean value for each variable is as follows; 1.00-1.80= very disagree, 1.80-2.60= disagree, 2.60-3.40=neutral, 3.40-4.20= agree, and 4.20-5.00= very agree.

##### 4.4.1. Distributive Justice

Table 4.6 Employees’ Perception on Distributive Justice

Statements	N	Mean	Std. Deviation
My compensation reflects the effort I put into my work.	169	3.04	1.162
My compensation appropriate for the work I have completed	169	2.87	1.252
My compensation reflects what I have contributed to the organization	169	3.03	1.099
Consider about my performance, my compensation got justified.	169	2.77	.957
<b>Mean DJ</b>	<b>169</b>	<b>2.93</b>	<b>1.12</b>

Source: own survey, 2021

Here under this section respondents were asked to rate their perception the various statements regarding the distributive justice. Accordingly all the various statements of the distributive justice were rated as neutral with mean score value ranging 2.77-3.04. In average the practice of distributive justice in aggregate, in the case organizations was rated by the sampled respondents as neutral with mean score value 2.93 (**Std. Deviation** =1.12), meaning respondents are in different to judge that the practice of distributive justice in their organizations as good or bad. However, it can be consider as an indication for at least the practice of distributive justice is not adequately good in the case organizations.

#### 4.4.2.Procedural justice

Table 4.7. Procedural justice

Statements	N	Mean	Std. Deviation
Job decisions are made by the supervisors or managers in an unbiased manner.	169	3.10	1.07
My supervisors or managers make sure that all employee concerns are heard before job decisions are made.	169	2.86	1.11
To make job decisions, my supervisors or managers collects accurate and complete information.	169	3.38	1.10
My supervisors or managers clarify decisions and provides additional information when requested.	169	3.47	.88
Job decisions are applied consistently across all impacted employees.	169	3.30	.90
Employees are allowed to challenge or appeal job decisions made by supervisors and/or managers.	169	2.79	1.10
<b>Mean Procedural Justice</b>	<b>169</b>	<b>3.15</b>	<b>1.03</b>

*Source: own survey, 2021*

In order to understand the performance planning practice of the case organization respondents were asked to rate their perception of the practice of procedural justice by the mangers in their organization, various statements procedural justice practices. Accordingly the result of the mean analysis of the employees“ perception revealed that, in overall the practice of procedural justice in the case organization as neutral, with aggregate mean score value of 3.15 (**Std. Deviation** =1. 03) attesting that respondents are yet in different to it as good or bad. The implication is that procedural justice as organizational justice is not well practiced and

requires special attention of the management of the organizations under study for improvement of the practice of procedural justice. Therefore, being one of the most important sort of organizational justice procedural justice is not adequately practiced to the level it is convincing to the employees.

### 4.4.3. Interactional justice

Table 4.8. Interactional justice

Statements	N	Mean	Std. Deviation
My coworkers, supervisors and managers treat me in a polite Manner	169	3.46	1.46
My coworkers, supervisors and managers treat me with ethically.	169	4.05	1.03
My coworkers, supervisors and managers treat me with respect	169	3.88	1.06
My coworkers, supervisors and managers do not make inappropriate remarks and/or comments in our daily interactions	169	3.28	1.25
My supervisor and/or manager have been candid and open in their communication with me.	169	3.49	1.02
My supervisor and/or manager have thoroughly explained the rationale behind my current pay level.	169	2.51	.85
The rationale behind my current pay level, as explained by my supervisor and/or manager, was clear and reasonable.	169	2.53	1.17
My supervisor and/or manager communicate information to me in a timely manner.	169	3.90	.792
My supervisor and/or manager explain information and details in a personalized manner.	169	3.41	1.14
<b>Mean Interactional Justice</b>	<b>169</b>	<b>3.39</b>	<b>1.09</b>

Source: own survey, 2021

The result in the table above indicates that as one of the most important component of organizational justice, in aggregate the practice of Interactional Justice in the case organizations was rated as a neutral with the mean score value of 3.39 (**Std. Deviation = 1.09**). This implies that most of the statements regarding interactional justice were perceived as good but some of them are perceived by the respondents as poorly practiced. In overall the result attested that employees of the organization are not happy of the practice of interactional justice in by the management.

#### 4.4.4. Employees' Job Satisfaction

Table 4.9. Employees' Job Satisfaction

Statements	N	Mean	Std. Deviation
I am satisfied with my job.	169	3.49	1.291
I am satisfied with my supervisor.	169	3.25	.845
I am satisfied with my organization.	169	3.51	1.030
I am satisfied with the support provided by my organization.	169	3.02	1.200
<b>Mean Employees' Job Satisfaction</b>	<b>169</b>	<b>3.34</b>	<b>.960</b>

Source: own survey, 2021

It is believed the practices of the components organizational justice namely; Distributive Justice, Procedural Justice and Interactional Justice, first affects that employees' job satisfaction rather than directly affecting employees' turnover intention. This implies that employees' job satisfaction has a mediating role between employees' turnover intention and the components of organizational justice.

In this regard respondents were asked to rate their level of satisfaction on their current job based on the various statements of job satisfaction. Accordingly the result of the respondents' perception of their job satisfaction revealed that in aggregate of the various statements of job satisfaction, employees of the case organizations perceived that they are in different of their level satisfaction on their current job .i.e. they are not either satisfied or dissatisfied on their current job with mean score value of 3.34 (**Std. Deviation = .96**). This implies that employees are not well satisfied with the working environment of the current organization they are working in. Although, the question whether this low level of job satisfaction of the employees' is due to the practice of the components of organizational is to be answered with further investigation, as low level of employee job satisfaction leads to higher turnover intention, in order to improve, it requires implementation of a good employee retention strategy.

#### 4.4.5. Employees' Turnover Intention

Table 4. 10. Employees' Turnover Intention

Statements	N	Mean	Std. Deviation
I often think about quitting my current job.	169	3.55	1.272
I plan to be looking for a new job within the next year.	169	3.35	1.419
I plan to be leaving my current place of work within the next year.	169	3.53	1.139
<b>Mean Turnover Intention</b>	<b>169</b>	<b>3.48</b>	<b>1.28</b>

*Source: own survey, 2021*

High level of professional employees turnover can have a negative impact on the a business's ability retain customers and customer service quality, this in turn surely leads to low productivity and profitability (Mabindisa, 2013). It is due to its multi-dimensional effect on the overall performance and productivity of organization that higher degree of professional employee's turnover intention has become a major issue to higher officials and human resource manager across the globe. Therefore, organizations need to put in place and implement a good employees' retention strategy to retain their experienced employees and remain competent in the current stiffly competitive business environment.

In this regard in order to understand the perception of employees of the case organizations, respondents were asked to rate their turnover intention based on the various statements of employees' turnover intention. Accordingly the result indicated that in aggregate employees of the case organizations have high turnover intention with the mean score value of 3.48 (**Std. Deviation =1.28**). The implication is that unless the case organizations work hard to improve its practice of organizational justice and the overall working environment, that there will be high level of employee's turnover in the future.

#### 4.5. Inferential Statistics Analysis

Inferential statistics analysis enables researchers to infer about the total population based on sample data. Here correlation analysis is used to examine the type and strength of the association between the variables deployed in the study while regression analysis is applied to investigate the effect of the explanatory variables namely; Distributive justice,

Procedural Justice and Interactional Justice on Employee's turnover intention as well as to examine the mediating role of Employee's job satisfaction between depend variable and the independent variables.

#### 4.5.1. Correlation Analysis

Table 4. 11. Correlation Analysis

	Mean DJ	Mean PJ	Mean IJ	Mean JS	Mean TI
DJ	1				
PJ	.833**	1			
IJ	.837**	.879**	1		
JS	.518**	.549**	.593**	1	
TI	-.842**	-.792**	-.826**	-.564**	1

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

Source: own survey, 2021

As presented in the table 4.11 below, the correlation analysis matrix finding revealed that there exist significant negative correlation between the dependent variable and the explanatory variables. Accordingly employees' turnover intention was confirmed to have strong and negative association with Distributive justice, Procedural Justice and Interactional Justice 1% significant level with correlation coefficient  $r = -.842$ ,  $r = -.792$  and  $r = -.826$ , respectively. It is also attested that employees' turnover intention has moderate negative relationship with job satisfaction 1% significant level with correlation coefficient  $r = -.564$ . In the other hand job satisfaction was found to have positive moderate association with Distributive justice, Procedural Justice and Interactional Justice 1% significant level with correlation coefficient  $r = .518$ ,  $r = .549$  and  $r = .593$ . However, the association between job satisfaction and employees' turnover intention was negative and moderate 1% significant level and with correlation coefficient value of  $r = -.564$ . It means that turnover intention decrease and job satisfaction increases with increase in the dimension of organizational. With the aim of examining the cause and effect relationship between the variables, the next step will be conducting the regression analysis of the variables.

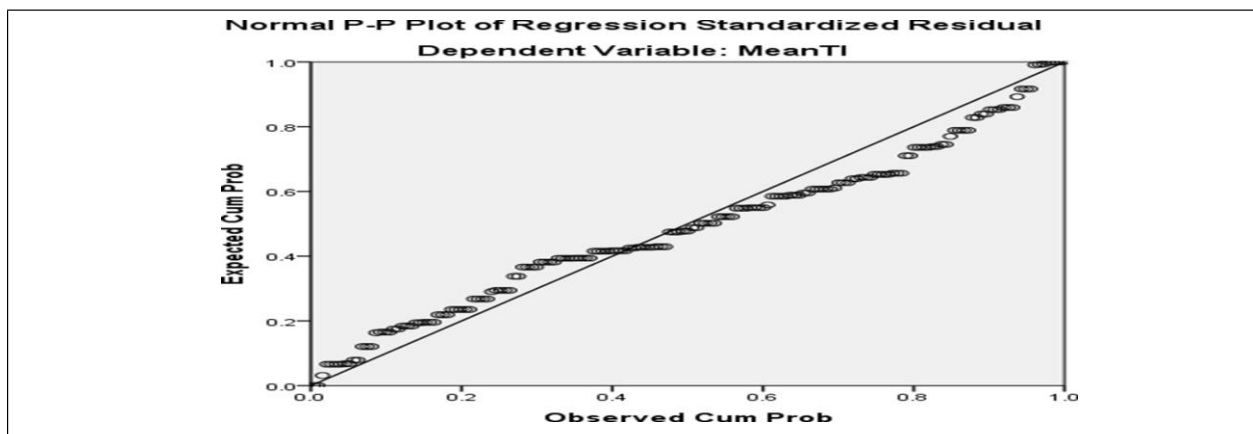
## 4.5.2. Diagnosis Test Result

In order to apply the ordinary least square (OLS) technique in regression analysis, the data to be deployed need to fulfill the five assumptions of OLS. The violation of one of these assumptions may lead to spurious regression result. Therefore, the diagnosis tests were performed aiming to avoid invalid regression results. The diagnosis tests result revealed that the model has passed all the tests i.e. heteroscedasticity, Multicollinearity, linearity and normality. As serial correlation is a potential threat for only time series data but not for cross-sectional data, it was not necessary to conduct such test for this study.

### 4.5.2.1. Linearity

In order to apply a multiple regression with ordinary least square (OLS) the relationship that exists between the dependent variable the independent variable need to be linear. In this study among the various methods of testing linearity scatter plot diagram with line of fit was applied to see whether the relationship is linear. The result of scatter plot diagram with line of fit confirmed that a linear relationship existed between the dependent variable and those independent variables.

Figure 4- 1: Test of Linearity

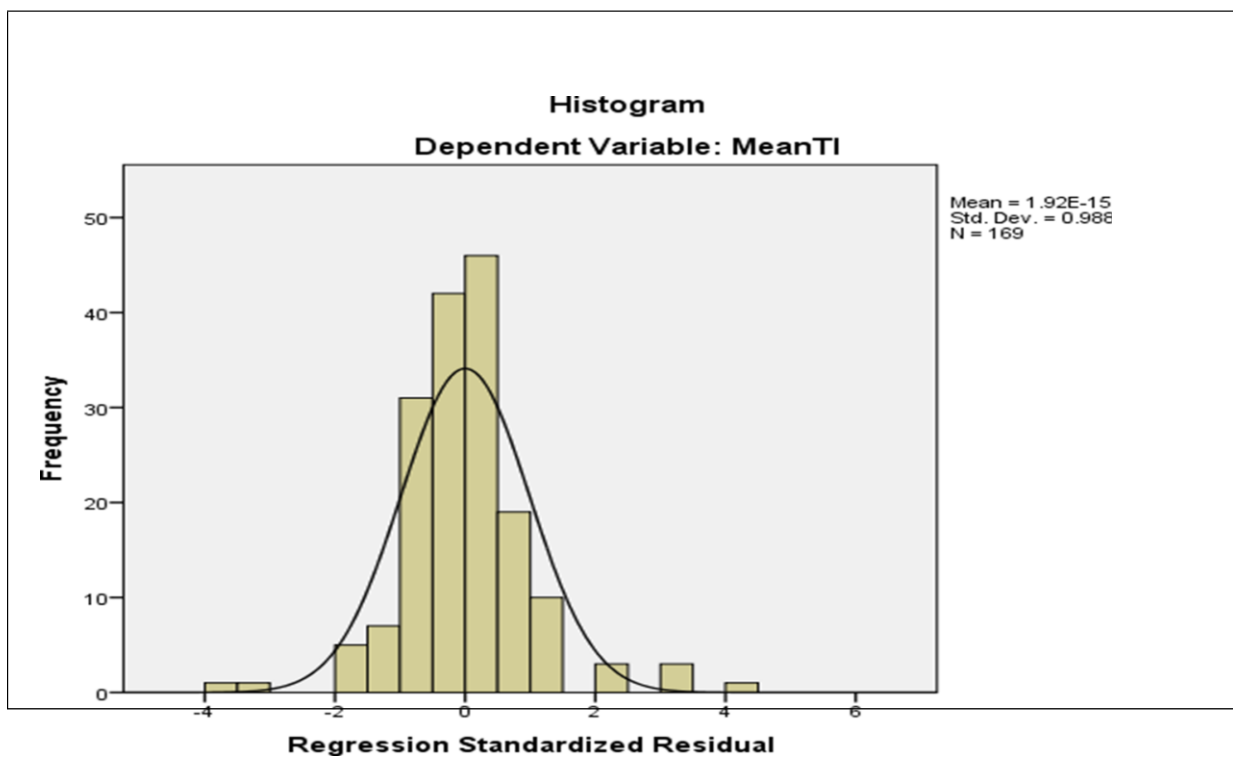


*Source: own Survey Data Analysis Output*

#### 4.5.2.2. Normality

One of the assumptions in multiple regression analysis with ordinary least square (OLS) method is that the sample data is obtained from normally distributed population. This implies that errors are normally distributed, and that a plot of the values of the residuals will approximate a normal curve (Keith, 2006). In this study histogram of the standardized residuals was used to test normality of data.

Figure 4.2 Test of Normality



*Source: own Survey Data Analysis Output*

As it can be seen in the histogram above the data deployed for this study was sourced from normally distributed population, confirming it fulfilled the assumption of normality.

#### 4.5.2.3. Multicollinearity

The problem of Multicollinearity occurs when two or more variables giving rise of the same piece of information are included in the regression model. In other word, Multicollinearity is

the result of unnecessary inclusion of related variables. A colinearity diagnostic test was conducted using the regression analysis. Variance inflation factor (VIF) is commonly used to detect Multicollinearity. In general, a VIF greater than 10 indicates a multicollinearity problem. An examination of VIF for variables in our model showed that multicollinearity was not a potential problem.

Table 4. 12. Test of Multicollinearity

Model		Collinearity Statistics	
		Tolerance	VIF
1	DJ	.257	3.885
	PJ	.195	5.123
	PJ	.180	5.564
	JS	.644	1.552

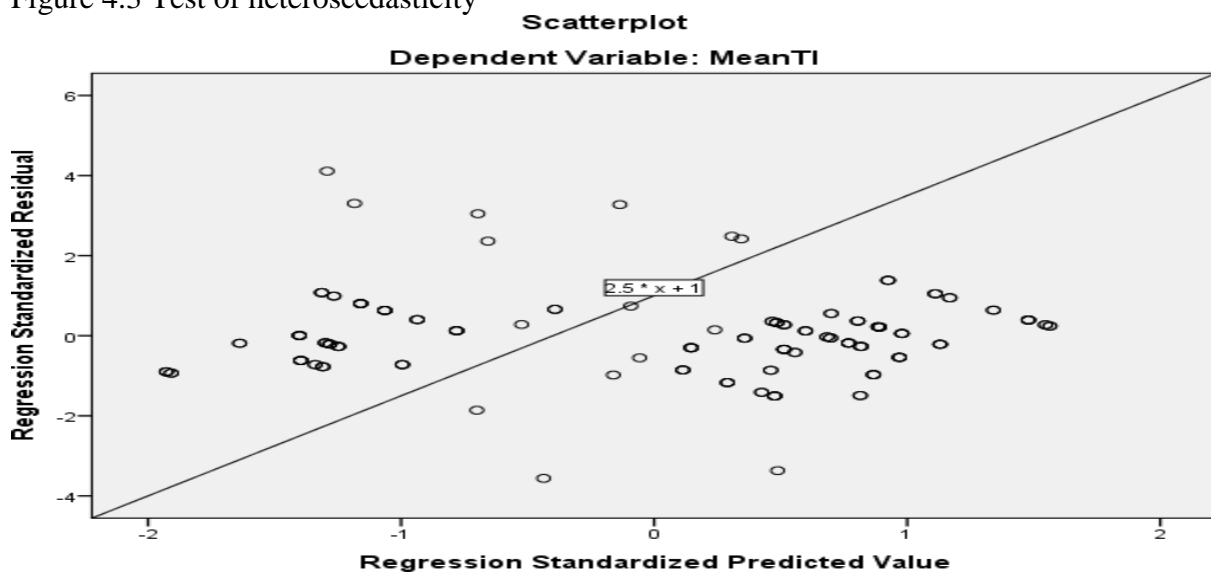
a. Dependent Variable: TI

Source: own Survey Data Analysis Output

#### 4.5.2.4. Homoscedasticity

This assumption tells us that every disturbance has the same variance whose value is unknown, that is regardless of their size, the dispersion of the error term (disturbance) is the same. Whenever this assumption is violated we will have the case of heteroscedasticity. Heteroscedasticity often occurs in cross sectional data.

Figure 4.3 Test of heteroscedasticity



Source: own Survey Data Analysis Output

As it can be seen in the Figure 4.3 above the standardized residuals are evenly distributed attesting that the data has no heteroscedasticity problem

### **4.5.3. Regression Analysis Result**

Multiple linear regressions with ordinary least square (OLS) method was applied to find out the impact of the explanatory variables on the dependent variable. Such technique is appropriate to make statements about how well one or more independent variables will predict the value of a dependent variable.

Mediation regression analysis was conducted in order to examine the mediating effect of job satisfaction between the dependent variable turnover intention and the three dimensions of organizational justice namely; distributive justice, procedural justice and interactional justice.

Therefore, assumptions of Barron and Kenny (1986) were used to test the mediation role of job satisfaction between organizational justice dimension (distributive justice, procedural justice and interactional justice) and turnover intention. This assumption can be presented in mathematical form as below:

$$C = C' + AB$$

Where;

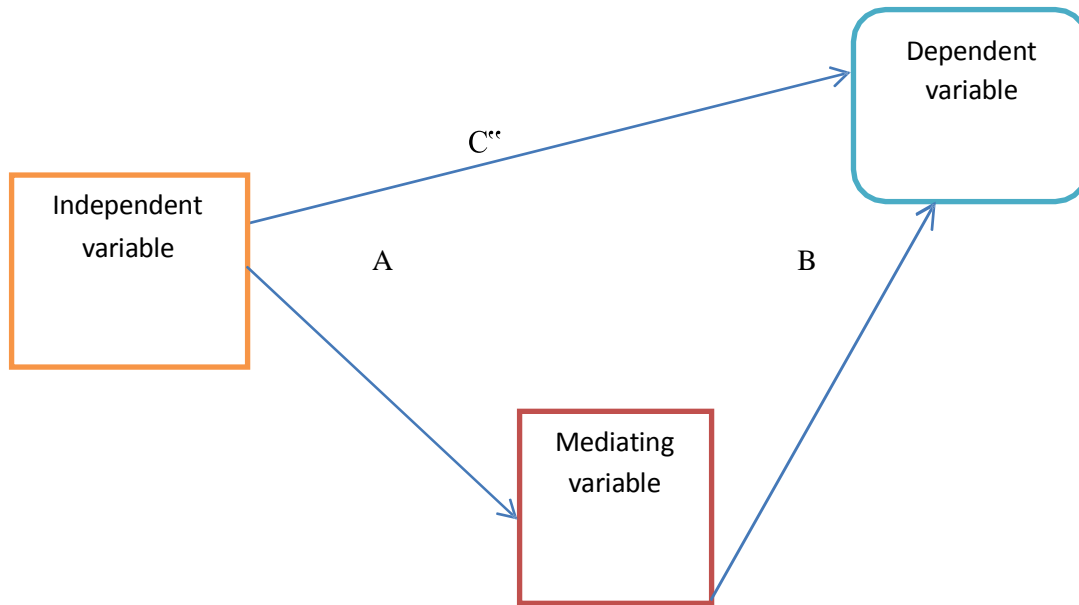
C= the direct effect of the independent variables on the dependent variable (the direct effect of distributive justice, procedural justice and interactional justice on employees' turnover intention)

C''= the effect of the dependent variables on the dependent variable after the mediating variable is controlled.

A= the direct effect of the dependent variable on the mediating variable.

B= the effect of the mediating variable as a controlled variable with the interest independent variables.

Figure 4.4 the mathematical form of the moderating effect



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*Source: adopted from the Barron and Kenny (1986) assumption*

In order to know the magnitude and the level of significance of the effect of each independent variable on the dependent variable, it is necessary to analyze the elasticity coefficient or value of Beta coefficient was required. The regression coefficient explains the average amount of change in the dependent variable that occurred due to a unit of change in an independent variable and its direction. Therefore, the larger value of Beta coefficient indicates the larger impact of an independent variable on the dependent variable while the smaller P-Value indicates the higher level of the significance of the impact of an independent variable on the dependent variable.

Here, in order to examine the mediating effect of job satisfaction between organizational justice dimension (distributive justice, procedural justice and interactional justice) and turnover intention, OLS is applied and, hence the elasticity coefficients have been captured. Moreover, it is also necessary to examine the relationship between the independent variables and the mediating variable and as well as the relationship between the mediating variable and the dependent variable too.

Based on the assumptions of Barron and Kenny (1986) the mediating effect of job satisfaction

between each organizational justice dimension (distributive justice, procedural justice and interactional justice) and turnover intention, analyzed using regression analysis and the results are presented as below;

Table 4.13. Main effect and Mediated Regression Analysis of job satisfaction between Distributive Justice and Turnover Intention

Predictor	JOB Satisfaction			Turnover intention		
	$\beta$	Adjusted $R^2$	$R^2_{\Delta}$	$\beta$	Adjusted $R^2$	$R^2_{\Delta}$
Step 1: Main effect of DJ	.158***	.264		-.824***	.708	
Step 2: <b>Job satisfaction</b>				-.564***	.314	
Step 3: Mediating Effect						
<b>Job satisfaction</b> <b>Distributive Justice after controlling</b> <b>job satisfaction</b>				-.157*** -.752***	.729	.021

\*\*\*P<0.01 and \*\*P<0.05

*Source: own Survey Data Analysis Output*

The result in table 4.13 presented the mediating analysis result of job satisfaction between Distributive justice and employees' turnover intention as directed by Baron and Kenny (1986). The result revealed that there is statistically significant positive effect of distributive justice on job satisfaction with beta coefficient value ( $\beta=.1.58$ ) at 1 percent level of significant. This result supports Hypothesis 1, which states, that "distributive justice has positive and statistically significant effect on employees' Job satisfaction". It is also confirmed that distributive justice has negative and statistically significant effect on employees' turnover intention with beta coefficient value ( $\beta=-.824$ ) at 1 percent level of significant. On the other hand with beta coefficient value ( $\beta=-.564$ ) at 1 percent level of significant, job satisfaction has revealed to has a negative and statistically significant effect on employees' turnover intention. After controlling job satisfaction, the effect of the Distributive justice on turnover intention is still statistically significant at 1 percent level of significant but it considerably reduced to beta coefficient value ( $\beta=-.752$ ). The adjusted R squared value was also showed a .021 due to the controlling of job satisfaction. It shows that job satisfaction mediates the relationship between Distributive justice and turnover intention, which supports Hypothesis 4a, which states, that

“job satisfaction will act as a mediator between Procedural justice and turnover intention”.

Table 4.14. Main effect and Mediated Regression Analysis of job satisfaction between Procedural Justice and Turnover Intention

Predictor	JOB Satisfaction			Turnover intention		
	$\beta$	Adjusted $R^2$	$\Delta$	$\beta$	Adjusted $R^2$	$R^2_{\Delta}$
Step 1: Main effect of PJ	.549***	.297		-.792***	.626	
Step 2: Job satisfaction				-.564***	.314	
Step 3: Mediating effect						
Job satisfaction Procedural Justice after controlling job satisfaction				-.185*** -.691***	.647	.012

\*\*\*P<0.01 and \*\*P<0.05

*Source: own Survey Data Analysis Output*

The result in table 4.14, showed that procedural justice has statistically significant positive effect on job satisfaction with beta coefficient value ( $\beta=.549$ ) at 1 percent level of significant. This finding is in line with Hypothesis 1, which states, that “procedural justice has positive and statistically significant effect on employees” Job satisfaction”. The result also indicated that procedural justice has statistically significant negative effect on turnover intention at 1 percent level of significant with beta coefficient value ( $\beta=-.792$ ). The result of the second step revealed that job satisfaction has negative and statistically significant effect on turnover intention with beta coefficient value ( $\beta=-.564$ ) at 1 percent level of significant. Regarding the mediating effect of job satisfaction between procedural justice and turnover intention, the result confirmed that job satisfaction has a mediating role between procedural justice and turnover intention. When job satisfaction is controlled the effect of procedural justice has shown a considerable fall to beta coefficient value ( $\beta=-.691$ ) and the adjusted R squared value was also showed an improvement by .012when due job satisfaction was controlled.

Table 4. 15. Main effect and Mediated Regression Analysis of job satisfaction between Interactional Justice and Turnover Intention

Predictor	JOB Satisfaction			Turnover intention		
	$\beta$	Adjusted $R^2$	$\Delta R^2$	$\beta$	Adjusted $R^2$	$\Delta R^2$
<b>Step 1: Main effect of IJ</b>	<b>.593***</b>	<b>.348</b>		<b>-.852***</b>	<b>.680</b>	
<b>Step 2: Job satisfaction</b>				<b>-.564***</b>	<b>.314</b>	
<b>Step 3: Mediating effect</b>						
<b>Job satisfaction</b>				<b>-.114**</b>	<b>.686</b>	<b>.006</b>
<b>Interactional Justice after controlling job satisfaction</b>				<b>-.758***</b>		

\*\*\*P<0.01 and \*\*P<0.05

Source: own Survey Data Analysis Output

The result in table 4.15, showed that Interactional justice has statistically significant positive effect on job satisfaction with beta coefficient value ( $\beta=.593$ ) at 1 percent level of significant. This finding is in agreement with Hypothesis 2, which states, that “Interactional justice has positive and statistically significant effect on employees’ Job satisfaction”. The result also attested that with beta coefficient value ( $\beta=-.826$ ) and at 1 percent level of significant Interactional justice has negative significant effect on turnover intention. After job satisfaction was controlled, the beta coefficient value was exhibited a considerable decline to  $\beta=-.758$  at 1 percent level of significance while a .006 points improvement was seen in the adjusted R squared value. This implies that job satisfaction has a mediating role between Interactional justice and turnover intention.

#### 4.5.4. Discussion

The main purpose of this particular study was to examine a serial multiple mediation model that explored the mediating effect of job satisfaction between the three dimensions of organizational justice (distributive justice, procedural justice and interactional justice) and in employees’ turnover intention in the hospitality industry in Ethiopia. Based on the finding of the correlation analysis and mediation regression analysis conclusions are drawn as below.

The finding of the correlation analysis of the study revealed that all the perception of three dimensions of organizational justice (distributive justice, procedural justice and interactional justice) are negatively related with employees' turnover intention of employees in the hospitality industry. These findings are in agreement with the finding of previous studies Gul et al (2015) in Afghanistan and Diego et al (2018) in Argentina. According to these findings whenever employees perceive fairness in distributive justice like; in salary and promotions, in procedural justice like in the procedures of decisions making as well as in interpersonal justice that can be explained in terms of in the quality of the interpersonal treatment provided to them will have less intention to leave their current job, while those who perceive low justice in the three dimensions of organizational justice have high intention to quiet their current job.

Mediation analysis result directed by Baron and Kenny (1986) revealed that job satisfaction mediates the relationship between Distributive justice and turnover intention, procedural justice and turnover intention, interactional justice and turnover intention. Individuals who perceive justice are more satisfied to their current job, which influences them to stay in their current job or not to leave the organization they are working for. This finding is in agreement with studies that have witnessed that organizational justice has positive effect on job satisfaction (Gul et al., 2015; Diego et al., 2018).

It should be emphasized that among the three dimensions of organizational justice, Interactional justice had the strongest indirect effect on turnover intention through the job satisfaction as mediators. This can be explained by the fact that perceived fairness in organizational Interactional justice promotes stronger work emotional responses, providing a basis for the development of relationships of greater trust, loyalty, and involvement with the organization (Colquitt et al., 2013).

The results of the study provide several practical implications for organizations. In this regard, human resource managers and specialists could design and implement different talent retention strategies in order to reduce the undesirable indirect effects of low organizational justice on turn over intention that can be conceived in terms of distributive, procedural, and interpersonal factors that can optimize employee retention.

There are also a number of retention tactics that can be implemented without incurring significant additional costs.

Higher compensation is part of distributed retention methods, but so are fringe perks and incentives designed at recognizing employees' motivation, performance, and dedication. Therefore, a combination of appropriate pay across organizational levels, career opportunities, promotions, bonus, and other kinds of rewards such as retirement benefits and travel possibilities would be the best of distributive retention strategy (Al Mamun&Hasan, 2017). This is particularly important for employees who possess skills that are in demand, since they are likely to be tempted by higher salaries or better benefits.

Procedural, interpersonal, and informational approaches are all used in these solutions. Implementing fair and equitable procedures for distributions and compensations as well as implementing programs that involve job rotation and eliminate position ambiguity and conflict, are all good procedural techniques (Bryant & Allen, 2013; Ferreira et al., 2017).

Human resource specialists claim that inadequate leadership and supervision leads to greater turnover rates when it comes to interpersonal methods. As a result, it is critical for businesses to train their managers in effective leadership skills and to foster open, respectful interpersonal relationships.

According to the mediation regression output, if retention strategies are properly implemented, organizations have a good possibility of enhancing organizational justice views, minimizing the negative effects of poor fairness on fatigue, work satisfaction, and, ultimately, TI. Efforts to improve talent retention should also include methods for evaluating the mediating variables in the turnover process on a regular basis (Bryant & Allen, 2013).

The regression analysis result has answered all the research hypotheses of the study. Accordingly the result of each hypothesis tested has been presented in table 4.16 below;

Table 4.16 Result of the research hypothesis testing

<b>Sr.no</b>	<b>Hypotheses tested</b>	<b>Result</b>
<b>H1:</b>	Distributive justice has positive and statistically significant effect on employees' Job satisfaction.	Accepted
<b>H2</b>	Procedural justice has positive and statistically significant effect on employees' Job satisfaction	Accepted
<b>H3</b>	Interactional justice has positive and statistically significant effect on employees' Job satisfaction.	Accepted
<b>H4a</b>	Job satisfaction has a mediating role between the relationships of distributive justice and turnover intention.	Accepted

*Source: own Survey Data Analysis Output*

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter of the study presented the summary of the basic findings, conclusion drawn from the study finding and recommendations forwarded by the researcher.

#### 5.1. Summary of the Research Findings

The general objective of this study is to examine the effect of the three dimensions of organizational justices (distributive, procedural, and interactional justice) on turnover intention with the mediating role of job satisfaction in the case of the hospitality industry. Towards this both descriptive and inferential research designs were implemented as techniques of data analysis.

- The descriptive statistics analysis result revealed that all the three dimensions of organizational justices (distributive, procedural, and interactional justice) were implemented at moderate level in the case organizations as perceived by the respondents.
- The descriptive statistics analysis result also confirmed that employees were moderately satisfied with their current job as well as they have high level of intention to leave their current job.
- The correlation analysis matrix finding revealed that there exist a statistically significant negative correlation between the turnover intention and the three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice).
- Accordingly employees' turnover intention was confirmed to have strong and negative association with Distributive justice, Procedural Justice and Interactional Justice at 1% significant level with correlation coefficient  $r = -.842$ ,  $r = -.792$  and  $r = -.826$ , respectively.
- It is also attested that employees' turnover intention has moderate negative relationship with job satisfaction at 1% significant level with correlation coefficient  $r = -.564$ . In the other hand job satisfaction was found to have positive moderate

association with Distributive justice, Procedural Justice and Interactional Justice at 1% significant level with correlation coefficient  $r = .518$ ,  $r = .549$  and  $r = .593$ , respectively.

- However, the association between job satisfaction and employees' turnover intention was negative and moderate at 1 % significant level and with correlation coefficient value of  $r = -.564$ .
- It means that turnover intention decrease and job satisfaction increases with increase in the dimension of organizational. With the aim of examining the cause and effect relationship between the variables, the next step will be conducting the regression analysis of the variables.
- The result of the main effect regression analysis revealed that the data deployed in the study fulfilled all the assumption of OLS namely; the assumption of, linearity, normality, homoscedasticity and none-multicollinearity.
- The result of the mediation regression analysis revealed that, all the three dimensions of organizational justice namely; distributive justice, procedural and Interactional Justice found to have statistically significant indirect effect on turnover intention, at 1 percent significant level, but interactional justice was the one with higher effect.
- It was also confirmed that showed that distributive justice, procedural justice and interactional justice have statistically significant positive relationship with job satisfaction.
- The mediation step regression analysis results also revealed that job satisfaction has a mediating role between employees' turnover intention and the three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice).

## 5.2. Conclusion

Based on the study findings and discussions made over the findings of this study the following conclusive points were drawn in line with the research objectives.

- It is concluded that all the implementation of all three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice) as employees' retention strategy is not adequate in the two case organizations from the hospitality industry.
- It is also concluded that employees of the two case organizations from the hospitality industry were not adequately satisfied with their current job due to lack of implementation of the three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice) as employees' retention strategy by the organizations they are currently work for.
- The study also concluded that employees of the two case organizations from the hospitality industry have high turnover intention due to the lack of organizational justice practice by the management of their organization.
- Based on the result of the mediation regression analysis, it was concluded that, all the three dimensions of organizational justice namely; distributive justice, procedural and Interactional Justice found to have statistically significant indirect effect on turnover intention while interactional justice has the higher effect.
- It was also concluded that distributive justice, procedural justice and interactional justice have statistically significant positive relationship with job satisfaction.
- Finally it is concluded that job satisfaction play a significant role in mediating the relationship between the three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice) and employees' turnover intention in the hospitality industry of the country.

### **5.3. Recommendation**

In the current more stiffly competitive business environment organizations, particularly in hospitality industry in Ethiopia, in order to enhance organizational performance and achieve their organizational goals leaders of organizations should focus in implementing good employees' retention strategies. These strategies can be considered in terms of distributive, procedural, and interactional aspects that can improve employee intention to stay with the current organizations. Based on the basic research findings of the study and the discussions the following recommendations were forwarded by the researcher.

As attested by the study finding Distributive justice is one of the most important components of organizational justices in the hospitality of the country. Therefore, organizations in the hospitality industry, in order to retain their employees need to put in place the best distributive retention strategies. Hence, it is recommended that organizations in the hospitality industry to implement distributive retention strategies in a manner that incorporates both appropriate salary and other benefit schemes such as, career opportunities, promotions and bonus at organizational levels.

Higher compensation is part of distributed retention methods, but so are fringe perks and incentives designed at recognizing employees' motivation, performance, and dedication. In fact, a mix of suitable remuneration across organizational levels, career prospects, promotions, bonuses, and other types of rewards such as retirement benefits and travel chances would be the most distributive manner of promoting and inspiring individuals to stay in the business (Al Mamun & Hasan, 2017). This is especially crucial for employees with in-demand talents, who are more likely to be enticed by higher compensation or better pays.

Implementing fair and equitable procedures for making distributions and compensations, as well as implementing programs that involve job rotation and eliminate position ambiguity and conflict, are all good procedural techniques (Ferreira et al., 2017). Employers should also create opportunities for greater employee participation in the decision-making process by providing the necessary conditions for employees to meet their knowledge and work-family needs (e.g., positions that match their skills, fair appraisal policies, and monitoring levels of work-family balance) (Al Mamun & Hasan, 2017).

The other important component of organizational justice with significant effect on employees' turnover intention was interactional justice. Therefore, in order to enhance employee's perception to stay with their current organization, hence, it is vital for organizations to coach their managers in effective leadership skills and to promote honest respectful interpersonal working relations. In this regard, organizations in the hospitality industry need to have a mechanism to appreciating their employee's performance and providing tools for personal and professional development. Moreover, it is also vital to put in place a mechanism to clearly communicating organizational decisions to employees.

In this view, being a leader rather than a manager, pushing for employees' potential, valuing their work, and offering tools for personal and professional development is one of the most significant retention tactics (Ferreira et al. 2017). Managers should also offer opportunities for newbies and experienced workers to engage and collaborate, increasing the sense of belonging in the firm. Finally, in terms of informational retention tactics, management should develop work settings in which critical information is efficiently exchanged and standards and procedures for making organizational decisions are properly stated (Bryant & Allen, 2013).

Finally the mediation model of the study confirmed that job satisfaction has a mediating role between turn over intention and the three dimensions of organizational justices (Distributive justice, Procedural Justice and Interactional Justice). Therefore, in order to improve the retention of employees, organizations need to periodically assess the variables that have a mediating role in the turnover process using well qualified research team. This practice requires building up basic trust among employees or working with outside consultants to collect, analyze and interpret the data (Bryant & Allen, 2013).

#### **5.4. Direction for future study**

The independent variables in this study were distributive justice, procedural justice, and interactional justice, with turnover intention as the dependent variable and emotional weariness as the mediating variable. This association could be investigated further in future studies using different variables such as workplace misbehavior, absenteeism, and so on. The current research has only looked at Ethiopia's hospitality business. In the future, the study could be expanded to include additional service and manufacturing industries, as well as locations across the country. However, there are a number of additional factors that can act as moderators and mediators, such as trust in the company, affective commitment, and staff training. Positive outcomes such as dedication, organizational citizenship behavior, loyalty, and work performance can all be investigated through organizational justice.

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## APPENDIX I QUESTIONNAIRE



**Addis Ababa University**

**College of Business and Economics**

**Department of Management**

**Dear respondent,**

I am undertaking a research entitled as “The effect of organizational justice and supervisor justice on employees' turnover intention with the mediating role of job satisfaction: The case of the hospitality industry” in partial fulfillment of the requirements of the Master’s Degree in Business Management at Addis Ababa University”. The success of this research highly depends on the information that is to be obtained from you. Therefore, you are kindly requested to respond to the questions included in this questionnaire responsibly to the best of your knowledge. Thus, I appreciate your effort in responding to the questions in an honest manner thereby helping for the success of the study. I assure you that the information you share with me will be used only for academic purposes and kept confidential.

Thank you for your cooperation!

For further information you can reach me via the following addresses; Mobile: +251 913363891

Email: [abebewondwossen42@gmail.com](mailto:abebewondwossen42@gmail.com)

**Part one: Background information about the respondents**

**Instruction: In order to answer the following questions, just encircle on the right answer among the available choices.**

1. Sex of the respondent: 1. Male      2. Female
2. Age (in years): A. 21-30   B. 31-40   C. 41-50   D. 51-60   E. Above 60
3. Educational status: A. 12 complete   B. Diploma   C. Bachelor’s Degree   D. Masters Degree   E. PhD
4. Relevant service year: A. Less than 1 year   B. 1 to 5   C. 6-10   D. 11 to 15  
E. above 15
5. Position in the organization: A. Head of directorate   B. Team leader   C. Senior expert  
D. Expert

**Part two: Survey questionnaire**

**Effectiveness of property disposal process**

**Instruction:** In order to answer the following questions, put a right sign (√) against your perception in the boxes that located in front of your choice.

SDA=Strongly Disagree   DA= Disagree   N= Neutral   A= Agree   SA=Strongly Agree. 1= SDA, 2= DA, N=3, A=4 and SA= 5

No	Distributive justice	1	2	3	4	5
1.	My compensation reflects the effort I put into my work.					
2.	My compensation appropriate for the work I have completed.					
3.	My compensation reflects what I have contributed to the organization.					
4.	Consider about my performance, my compensation got justified.					

No	<b>Procedural justice</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
5.	Job decisions are made by the supervisors or managers in an unbiased manner.					
6.	My supervisors or managers make sure that all employee concerns are heard before job decisions are made.					
7.	To make job decisions, my supervisors or managers collect accurate and complete information.					
8.	My supervisors or managers clarify decisions and provide additional information when requested.					
9.	Job decisions are applied consistently across all impacted employees.					
10.	Employees are allowed to challenge or appeal job decisions made by supervisors and/or managers.					
	<b>Interpersonal justice</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
11.	My coworkers, supervisors and managers treat me in a polite manner.					
12.	My coworkers, supervisors and managers treat me with ethically.					
13.	My coworkers, supervisors and managers treat me with respect.					
14.	My coworkers, supervisors and managers do not make inappropriate remarks and/or comments in our daily interactions					
15.	My supervisor and/or manager have been candid and open in their communication with me.					
16.	My supervisor and/or manager have thoroughly explained the rationale behind my current pay level.					
17.	The rationale behind my current pay level, as explained by my supervisor and/or manager, was clear and reasonable.					

18.	My supervisor and/or manager communicate information to me in a timely manner.					
19.	My supervisor and/or manager explain information and details in a personalized manner.					
	<b>Job satisfaction</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
23.	I am satisfied with my job.					
24.	I am satisfied with my supervisor.					
25.	I am satisfied with my organization.					
26.	I am satisfied with the support provided by my organization.					
No	<b>Turnover intention</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
27.	I often think about quitting my current job.					
28.	I plan to be looking for a new job within the next year.					
29.	I plan to be leaving my current place of work within the next year.					