

## The Relationship between Organizational Justice, Organizational Commitment and Intention to Leave: Investigating Gender Difference

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**Abstract:** *The current study examines primarily the relationship between organizational justice, organizational commitment, and intention to leave. Investigating if there are gender differences in their levels of organizational justice, organizational commitment and intention to leave the organization is the second objective of this study. Data were collected from 384 health employees of a private hospital in Turkey by related instruments. Consequently, OJ was measured using Niehoff and Moorman's (1993) scale; Mowday, Steers and Porter's (1979) scale to measure OB was used and INTL was measured using Bluedorn's (1982) scale. The reliabilities of the survey instrument was assessed, frequency tests were employed, correlation, regression and independent t-test were made in order to evaluate the relationships between organizational justice, organizational commitment and intention to leave of health employees'. The findings of the study suggest important implications for management theory and practice. The results show that OJ is positively related to OB and negatively related to INTL. OB is negatively related to INTL. As predicted, gender has significant effect on OB, OJ, and INTL. Further, males appear to have a higher OJ and INTL perception, females tend to engage higher OC.*

**Keywords -** *Organizational Commitment, Organizational Justice, Intention to Leave, Health Sector*

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### I. INTRODUCTION

In today's global and strict competitive environment of health services, hospitals aim to create and retain a pool of loyal and profitable customers with the help and high performance of their employees. To accomplish this aim, the satisfaction, commitment, and retention of employees is of great importance to service firms. Like manufacturing firms, hospitals implement several strategies in order to satisfy consumers' needs and wants. These strategies play critical roles in the context of unique characteristics of services and interaction between employee and consumer, when they are examined from the service firms' perspectives. Human resources play a considerable role achieving these strategies. Especially, nurses and laboratory staff constitute a significant part of the healthcare employees in most health agencies. Nurses comprise 40% or 60% of the total human resources [1]. Laboratory staff is significantly high rate in many hospitals as well. They above all extremely work hard and their workloads are quite high. This can affect certainly their attitudes and behavior and of course the quality of the health services and hospital operations. The problems caused by strenuous works of healthcare employees may result in turnover. Actually, in this instance the efficiency and the quality of the health service can be declined in hospital. Consequently, organizational justice and organizational commitment of healthcare employees occur a serious issue for hospital organizations in order to put a stop to quit the job. Nurses and laboratory staff were examined together as healthcare employees in current study. Having outlined these basic information, organizational justice (OJ) is assumed to depict relationships with health employees' organizational commitment (OC) and intention to leave (INTL). In light of the aforementioned information, the purpose of this study is a) to investigate that the relationship between OJ, OC and INTL of healthcare employees and b) to examine whether there are gender differences in their levels of OJ, OC and INTL.

### II. CONCEPTUAL FRAMEWORK

OJ is related to employees' perception of just or unfair treatment on the job [2]. That is, OJ refers to "individual perceptions of fairness within organizations" [3]. Many research findings show that OJ affects employee's attitudes and behaviors [4] and OJ strongly related with OC and INTL. A significant positive relationship were found between OJ and OC [5]-[4]-[6]-[7] and a significant and negative relationship between OJ and INTL [8]-[9]-[10]-[11]-[12]-[13]-[14] in existing literature. When justice is high, employee who work hardest take the greatest rewards [15]. Employees with high perception of justice tend to have higher performance, more committed and have fewer INTL than employees with lower perception of justice [16].

OC is defined as the strong point of an individual's identification with the organization and the strong acceptance towards organizational goals and values [17]. Lum et al. [18] stated that OC is the strongest antecedent of INTL. Igbaria, Meredith and Smith [19] and Firth et al. [20] concluded that OC and job satisfaction were the most substantial determinants of intention to stay of information systems employees. Many studies also indicated a significant and negative relationship between OC and INTL [21]-[12]-[22]-[23]-[24]-[25]-[26]-[27]. Consequently, when employees have high perception of OC, they tend to have fewer INTL. INTL the organization is constantly connected to employee turnover behavior [12]. Griffeth, Hom and Gaertner[28] conducted a meta-analysis concerning employee turnover and they emphasized that INTL is one of the most influential predictors of employee turnover. When employee turnover occurs, organizations bear some replacement (recruitment and training expenses) costs [25] and it can affect the organization efficiency. To examine INTL is crucial for organization to predict employee turnover and stay away from this costs. Therefore, OC has a great importance to explain INTL.

This leads us to the following hypothesis:

**Hypothesis 1:** Organizational justice will associate positively to organizational commitment.

**Hypothesis 2:** Organizational justice will relate negatively to intention to leave.

**Hypothesis 3:** Organizational commitment will relate negatively to intention to leave.

### **2.1. Gender Differences**

Considerable researches clarified that gender is related to organizational commitment. Mowday et al.[29] was stated that "*woman as a group were found to be more committed than men*" in their literature review. Angle and Perry [30] found that females were more strongly committed to their organizations than males. Grusky[31] proposed that female managers were more strongly committed than male managers because female managers generally had to overcome more barriers than man managers to achieve organization membership. Kell and Motowidlo[32] found that continuance commitment positively related with females. Hulpia et al. [33] reported that male teachers were higher committed than female teachers. Mathieu and Zajac[34] examined the gender and OC relationship in their meta-analysis study and reported that no consistent relationship appears between sex and OC in general. Similar result was reached Cohen and Lowenberg's[35] study as well.

Jepsen and Rodwell's[13] findings showed that OJ is related to gender. They suggested that informational justice of female employees increase OC and decrease INTL. For male, interpersonal justice increase OC and procedural justice decrease INTL. Simpson and Kaminski [36] concluded that females valued distributive justice more than males. Sweeney and McFarlin[37] highlighted that females and males attach importance to procedural and distributive justice differently. This research demonstrated that the relationship between procedural justice and intention to stay was stronger for females than males. Furthermore, the relationship between distributive justice and intention to stay was stronger for male than female. Procedural justice also was a more notable predictor of commitment for female than male. However, distributive justice was a more notable predictor of commitment for male than female.

McCarthy, Tyrrell and Lehane[15]and Lambert and Hogan [38] found that gender have no effect to predict INTL. Degen et al. [39] stated that there is gender differences in their levels of INTL. Thus, gender is related to INTL in their integrative review. Consequently, we hypothesize the following:

**Hypothesis 4:** There is significant gender difference in all variables.

## **III. RESEARCH METHOD**

### **3.1. Participants**

The data was collected through questionnaires from 384 healthcare employees (nurses and laboratory staff) of a private hospital in Turkey of whom 78.6% were women and 21.4% men. Their mean age was 25.9 (SD=8.56). The mean tenure in the present organization was 9.67 years (SD=8.7).

### **3.2. Measures**

The relevant writings were canvassed to design the survey instrument. OJ was measured with 20-item scale which was by Niehoff and Moorman [40]. Cronbach Alpha was .88 (M=4.30, SD=0.72). In this study, global measure was preferred because we intended to observe the overall perception of justice effect rather than its dimensions (e.g., procedural).

OC was tapped by means of 15-item scale employed by Mowday, Steers, & Porter [41]. Cronbach Alpha was .85 (M=4.59, SD=0.69).

INTL was measured by using Bluedorn[42] three-item scale. Cronbach Alpha was .88 (M=2.33, SD=0.84).

#### IV. RESULTS AND DISCUSSION

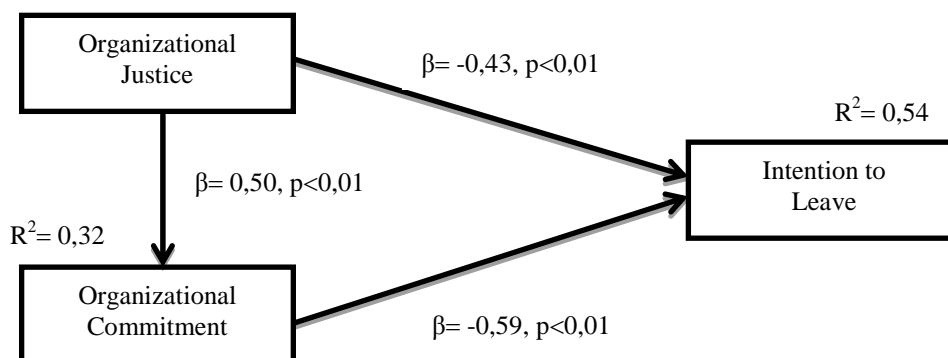
The present study investigated the relationship between OJ, OC, and INTL using a sample of hospital employees in Ankara. To test the strength of the relationships between OJ, OC and INTL correlation coefficients were calculated (as shown Table 1). Thus, OJ positively strongly relates with OC and negatively strongly relates with INTL ( $r=0,48, p<0,01$ ;  $r= -0,44, p<0,01$ ). OC relates strongly and negatively to INTL ( $r= -0,57, p<0,01$ ).

**Table 1:** Means, Standard Deviations and Correlations among Study Variables

Variables	M	S.D.	1	2	3
1.OJ	4,30	0,72	(0,88)		
2.OC	4,59	0,69	0,48**	(0,85)	
3.INTL	2,33	0,84	-0,44**	-0,57**	(0,88)

Notes: Cronbach's Alphas are in parentheses on the diagonal.; M: Mean; SD.: Standard Deviation  
\*\* $p<0,01$

As shown Figure 1 regression analysis was performed for all study variables. The findings indicated that OJ ( $\beta= -0,43; p<0,01$ ) and OC ( $\beta= -0,59; p<0,01$ ) were significant predictors of healthcare employee's INTL ( $R^2=0,54$ ). A positive relationship between OJ and OC was also reported in the study. OJ affects OC significantly and positively ( $\beta= 0,50; p<0,01$ ) and OJ explained 32% of the variance in OC in current study. Thus, our first three Hypothesis ( $H_1, H_2$  and  $H_3$ ) received full support.



**Figure 1:** The Findings of Regression Analysis

In this study, as shown Table 2, an independent t-test was conducted to investigate whether there are any significant differences according to gender in the mean of the participants OJ, OC, and INTL. Interestingly, it was found that gender has significant effect on OJ, OC, and INTL. It was found that males tend to engage in higher OJ ( $t_{(382)} = 14.229, p<0.05$ ) and INTL ( $t_{(382)} = 6.452, p<0.05$ ), females tend to engage higher OC ( $t_{(382)} = 21.476, p<0.05$ ). Thus, Hypothesis 4 received full empirical support.

**Table 2:** Independent t-test analysis for OJ,OC and INTL based on gender

	Gender	N	M.	S.D.	df	t	p
OJ	Male	82	4,59	0,58	382	14,229	0,000
	Female	302	4,22	0,69			
OC	Male	82	4,21	0,57	382	21,476	0,000
	Female	302	4,69	0,62			
INTL	Male	82	2,54	0,47	382	6,452	0,034
	Female	302	2,27	0,58			

M: Mean; SD.: Standard Deviation

#### V. CONCLUSION

We examined the relationship between OJ, OC and INTL of healthcare employees and whether there are differences between men and woman in all variables. Consistent with our expectations, OJ positively related with OC and negatively related with INTL. In particular, higher levels of organizational justice predicts greater organizational commitment and lower levels of turnover intentions. OC negatively related with INTL as well. Furthermore, in our study, females have higher OC and lower INTL than males. We can explain this result with Becker's [43] the side-bet theory. Employees are committed to their organizations as far as they hold their own position and economic reasons [44]. It can be explain that why female employees have OC higher than male is that female healthcare employee feels obligated to attach herself to organization because of the economic

reasons and because of employment of woman are less higher than male in Turkey in general. Thus, for female, the results of quitting the job can causes social, economic and psychological difficulties.

Another finding of this study is males tend to higher OJ than females. This result were consistent with the result of Hatam, Fardid and Kavosi[45] who studied the perceptions of OJ among nurses in University Hospitals. Future studies will extend our findings, and the use of other demographic variables such as age, marital status, education, and tenure should be used in order to investigate the relationships between OC, OJ, and INTL. Also, in order to provide support for the results of this study, future studies should be directed to investigate the relationships in different samples cross-nationally.

**Note:** The short part of this study was presented at “2<sup>nd</sup> International Annual Meeting of Sosyoekonomi Society” on 28-29 October 2016, in Amsterdam-The Netherlands, was extended into an article.

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