

# The Impact of Affective Commitment on the Relationship between Organizational Justice and Turnover Intention

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**Abstract** - This study investigated the impact of organizational justice on employee turnover intentions among bank employees in Oyo town. The objectives of this research were to examine the predictability of distributive justice, procedural justice and interactional justice on turnover intentions among bank employees in Oyo town and to assess the relationship of these variables on employee's turnover intentions. The study adopted a survey research design. 164 respondents participated in the study aged between 18- 55 years. Four hypotheses were tested and the data were analyzed using Multiple Regression and Pearson correlation. Results showed that the linear combination of distributive justice, procedural justice and interactional justice on employees' turnover intentions was significant ( $F = 11.219$ ;  $R = .649$ ,  $R^2 = .421$ ,  $Adj. R^2 = .417$ ;  $p < .05$ ). The study also revealed a significant relationship between interactional justice and employees' turnover intention ( $r = .405^*$ ,  $N = 164$ ,  $p < .05$ ). The study concluded and recommended that fair implementation of rules and regulations with no personal favor is essential to reduce bank employees' turnover intention.

**Keywords:** Organizational, Justice, Employee, turnover, Bank employees.

## I. INTRODUCTION

Global financial sector is no exception to employee turnover challenge. Employees' turnover trends in different industries worldwide including banking and finance have been steadily growing. Managing human capital has become a global issue for most organizations. It is strategically imperative to invest into human capital for organizational survival [1]. In order to ensure long term sustainability, organizations have to count on their human resource. Moreover, if strategies and policies to reduce employee turnover are ignored as an integrative unit in business processes, ultimately all efforts since recruitment will turn into a failure [2]. Thus, reducing turnover intentions in order to retain competent employees should be a part of an organization's overall business strategy. The turnover intention is a conscious and deliberate willfulness to leave the organization [3]. The increasing employee turnover

inclinations may threaten organizational competitiveness in business world. Furthermore, the cost of substituting valuable employees has forced organizations to develop their focus over turnover challenges. Losing experienced and competent employees can seriously challenge organizations in terms of cost and performance. It has been argued that fairness in employee treatment (organizational justice) can reduce turnover intention among employees [4]. In addition, the present study will consider the moderating role of perceived ethical leadership which is presumed to strengthen the relationship between organizational justice and affective commitment.

## II. LITERATURE REVIEW

### 2.1 Theoretical Foundation

It has been argued that fairness in employee treatment (organizational justice) can reduce turnover intention among employees [4]. The present proposal intends to investigate both direct and indirect relationships between proposed variables. The direct relationships are examined between organizational justice and turnover intention.

### 2.2 Equity Theory

In order to ensure long term sustainability, organizations have to count on their human resource. Moreover, if strategies and policies to reduce employee turnover are ignored as an integrative unit in business processes, ultimately all efforts since recruitment will turn into a failure [5]. Equity theory focuses on the probability of the most prominent justice theory used in the literature to provide theoretical support to the relationships between justice and its outcomes. Equity theory advocates the idea that employees strongly follow equity with the organization and consider input/output ratio through which they compare their rewards with their contributions. Equity theory primarily implies the notion of fairness in distribution of resources by the organization. According to equity theory, employees develop their judgments and attitudes based on the comparisons they make between their inputs/rewards and others' inputs/rewards at the similar positions in the organization [6].

### 2.3 Social Exchange Theory

Social exchange theory focuses on the support justice-outcomes relationships. The social exchange theory argues that human relationships are based on cost/benefit terms and comparison of alternatives. This theory maintains the norms of reciprocity and fairness among parties involved in relationship [7].

### 2.4 The Concept of Employee Turnover

The term turnover is referred to as employee leaving the organization either involuntary or involuntary basis. In other words, employees quitting from organization is called turnover [8]. In addition, the turnover rate is referred to the number employees leaving an organization. Irrespective of the turnover basis, either voluntary or involuntary, employees' turnover can seriously challenge organizations in terms of cost and performa. Moreover, employee's turnover cost organizations a substantial loss of productivity and human talent which are key to success and growth. Additionally it also forces organizations to incur additional cost of retention through rewards and compensation [9].

### 2.5 Theoretical Framework of the Study

The present study intended to examine the relationship between organizational justice dimensions of distributive, procedural, and interactional justice and turn over intention. In addition, this study also investigated the mediating role of affective commitment and moderating effect of ethical leadership.

## III. MATERIALS AND METHODS

### 3.1 Research Design

Research design for this proposal includes strategy, framework, sampling, procedures for data collection, and data analysis. Thus, in order to achieve the purpose of present study, a self-administered survey will be conducted to collect data through questionnaire which is a method to conduct a cross-sectional research.

### 3.2 Sample Size

Sample size for this proposal represents a proportion of overall population of the study area. According to [10] obtaining an appropriate sample becomes difficult due to constraints like cost, time, and efforts. A reasonable sample size is important for an empirical research study as it becomes difficult to capture significance of the relationships and interactions between variables with an inappropriate sample size.

### 3.3 Population and Sampling

The population for the present study will be the number of managerial staff working in Adamawa State commercial banks.

### 3.4 Research Instrument

A self-administered survey will be carried out using a set of questionnaire in order to collect data from targeted respondents. Since, the targeted respondents will be found literate and qualified enough to read and understand the English language.

### 3.5 Data Collection and Analysis

The data will be collected through a self-administered survey where questionnaires will be distributed among non-managerial employees. The relevant authority in each organization will be requested for help and support in disseminating and recollecting survey questionnaires. The survey will be conducted as per schedule approved by the relevant authority in each branch of the organization and the data will be statistically analyzed in two different categories, preliminary data analysis and structural equation modeling (SEM).

## IV. RESULTS AND DISCUSSIONS

Table 1: Descriptive Statistic of Demographic (Gender)

Male	68	41.5
Female	96	58.5
Total	164	100

Table 2: Descriptive Statistic of Demographic (Age)

Age	Frequency	Percentage
18-25	60	36.6
26-35	29	17.7
36-45	48	29.3
46-55	26	15.9
56 above	1	0.6
<b>Total</b>	<b>164</b>	<b>100</b>

Table 3: Descriptive Statistic of Demographic (Marital Status)

Marital Status	Frequency	Percentage
Single	85	51.8
Married	76	46.3
Divorced	2	1.2
Widow	1	0.6
<b>Total</b>	<b>164</b>	<b>100</b>

**Table 4: Descriptive Statistic of Demographic (Educational Qualification)**

Educational Qualification	Frequency	Percentage
Postgraduate	87	53
BSc/HND	67	40.9
OND/NCE	10	6.1
<b>Total</b>	<b>164</b>	<b>100</b>

**Table 5: Descriptive Statistic of Demographic (Cadre)**

Cadre	Frequency	Percentage
Management Staff	60	36.6
Senior Staff	64	39
Junior Staff	40	24.4
<b>Total</b>	<b>164</b>	<b>100</b>

**Table 6: Descriptive Statistic of Demographic (Department)**

Department	Frequency	Percentage
Sales	32	19.5
Marketing	30	18.3
Personnel	32	19.5
Store/Purchasing	35	21.3
Accounting	23	14.0
Security	12	7.3
<b>Total</b>	<b>164</b>	<b>100</b>

The first section i.e. section A comprised the demographic information; section B measured organizational justice with three sub-scales namely distributive justice (4 items), procedural justice (7 items) and interactional justice (9 items). The scale has a total of 20 items. Reliability coefficient as reported by the author is given as 0.89, 0.85 and 0.91 respectively. Alpha reliability coefficients gave the following results: distributive justice 0.76, procedural justice 0.77, interactional justice 0.79 and turnover intentions 0.72. The composite reliability coefficient of organizational justice scale gave 0.79. The demographics were subjected to frequency counts and simple percentages. Also, the hypotheses were tested with multiple linear regression and Pearson Correlation. From the Table 1, it is indicated that 41.5% (68) of the respondents were males while 58.5% (96) of the respondents were females. It also shows that 36.6% (60) of the respondents were within the age of 18-25 years, 17.7% (29) of them were within the age range 26-35 years, 29.3% (48) of them are within the age range 36-45 years, 15.9% (26) of them are within the age range 46-55 years while 0.6% (1) of the respondents are 56 years above. From the analysis in the Table 51.8% (85) of the respondents are single, 46.3% (76) of them were married, 1.2% (2) of them were divorced while 0.6% (1) of the respondents were separated. It also indicated that 6.1% (10) of the respondents have qualification in OND/NCE, 40.9% (67) of them have qualifications in BSC/HND while 53.0% (87) of the respondents were postgraduate. It also shows that 36.6% (60) are management staff, 39.0% (64) of them are senior staff while 24.4% (40) of the respondents are

junior staff. It also discovered that 19.5% (32) of the respondents were from sales department, 18.3% (30) of them were from marketing department, 19.5% (32) of them were from personnel department, 21.3% (35) of them were from Store/Purchasing department, 14.0% (23) of them were from Accounting department while 7.3% (12) of them were from security department.

**Table 7: Summary of multiple linear regression showing the joint prediction of distributive justice, procedural justice and interactional justice on turnover intentions**

Variables	R	R <sup>2</sup>	Adj. R <sup>2</sup>	B	t	P
Distributive justice	0.649	0.421	0.417	0.496	1.963	0.05
Procedural justice				-418	-1.962	0.30
Interactional justice				0.436	1.926	0.04

Table 7 showed that the linear combination of distributive justice, procedural justice and interactional justice on employees turnover 2 intention was significant (F = 11.219; R = .649, R = .421, Adj. R = .417; p=0.05).

**Table 8: Correlation showing the relationship between distributive justice and employee's turnover intention (n=164)**

Variables	Mean	SD	1	2
Descriptive Justice	4.03	.72	-	-
Turnover Intention	1.75	.33	-.403	-

<0.01

The results indicated that there was a significant positive correlation between distributive justice and employee's turnover intention (r = .402, p < 0.01).

**Table 9: Correlation showing the relationship between procedural justice and employees' turnover intention (n=164)**

Variables	Mean	SD	1	2
Procedural Justice	3.83	0.67	-	-
Turnover Intention	1.75	0.33	-.422	-

<0.01

The results indicated that there was a significant negative correlation between procedural justice and employee's turnover intention (r = .422, p < 0.01).

**Table 10: Correlation showing the relationship between interactional justice and employee's turnover intention (n=164)**

Variables	Mean	SD	1	2
Interactional Justice	3.99	0.47	-	-
Turnover Intention	1.75	-0.33	-.402	-

<0.01

The results indicated that there was a significant positive correlation between interactional justice and employee's

turnover intention ( $r = .405$ ,  $p < 0.01$ ). This means that bank workers who reported increase level of interactional justice are also reporting increase level of turnover intention. Therefore, the hypothesis is accepted.

## V. CONCLUSION

Dimensions of organizational justice like distributive justice, procedural justice and interactional justice are major determinants that influence bank employee's turnover intention in Adamawa State. The banking industry and various organizations should take this job characteristic into consideration when designing work. Results from this empirical study revealed that distributive justice, procedural justice and interactional justice constitute veritable policy instrument for retention and as strategies which have the tendency to reduce employee's intention to quit and enhance job satisfaction and organizational commitment in the bank industry. The role of management is to ensure that organizational justice prevails and jobs are equally distributed along with equal distribution of benefits and rewards. Fair implementation of rules and regulations with no personal favor is essential. Professionalism needs to be maintained to ensure that inputs of workers are valued and accepted and team work is encouraged. Similarly, employees should have positive attitude towards their organization. They must respect the rules and regulations of their organization. Employees shall keep their motivation high and take positive part to achieve the organizational goals.

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