The Mediating Role of Organizational Justice on Organizational Commitment and Turnover Intention Among Employees

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ABSTRACT

Perceived organizational justice and organizational commitment are both considered important factors to an organization to avoid high turnover among its workforce. There has been a rich literature for each of these variables. The objective of this study is to determine the mediating role of organizational justice on organizational commitment and turnover intention among employees. The result is envisioned to provide meaningful insights for academicians and business industries especially in the HR side as basis for strategy and policy formulation. This study was conducted using the five (5) Business Process Outsourcing (BPO) companies in Tarlac and Clark areas as the locale and 360 millennial employee respondents as the unit of analysis. Along with the study, the researcher adopted instruments to gather the necessary data. Descriptive analysis was used to determine the organizational justice, organizational commitment, and turnover intention of the respondents. Mediation analysis was used to determine the effect of organizational justice on organizational commitment and turnover intention. Based on the results, organizational commitment and organizational justice received an overall slightly agree description while turnover intention items received an overall slightly disagree description. The relationship of organizational commitment and turnover intention is not significant, however the relationship between organizational justice and turnover intention is significant. Overall, the effect of organizational commitment on turnover intention was fully mediated via organizational justice. Furthermore, the regression coefficient between organizational commitment and organizational justice and the regression coefficient between organizational justice and turnover intentions was significant.

Keywords: organizational commitment, turnover intention, organizational justice, Business Process Outsourcing employees.

1. INTRODUCTION

Millennials are like mobile devices: they are everywhere. One cannot visit a coffee shop without encountering either of them in large numbers. But after all, who does not like a little caffeine with their connectivity? Essentially, it is noteworthy that one should be paying attention to millennials now more than ever because they have surpassed Boomers and Gen Xers as the largest generation. Millennials are the newest generation to enter the labor market. Unfortunately for the workforce, they are also the generation most likely to quit based on 2016 Gallup report on the millennial generation in America. Now, it is vital to determine their commitment in the organization they belong to or in their respective workplaces.

Organizational commitment is defined as a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization

(Meyer & Allen, 1991). A lot of people think millennials lack commitment. Conventional wisdom is that they jump from job to job with wild abandon. A study in 2017 about millennials in the United States performed by experience management firm, Qualtrics, and VC firm, Accel, found that 74% of millennials who like their jobs are planning to leave within the next three years (www.forbes.com). Another, despite a rocky job market, 44% of millennials would leave their current employer in the next two years, if given the choice, according to a new survey from Deloitte. When asked to look four years into the future, 66% of millennials said they expect to have switched employers.

In today's corporate climate, businesses that do not value the incoming generations of workers are setting themselves up for failure. After all, if a company has most important asset is its workforce (and many would argue that it is), then companies need to be evolving to meet the needs of the new generation. Otherwise, you can expect an employee turnover nightmare, exorbitant hiring costs and difficulty executing a long-term strategy. Especially considering that millennials are more likely to switch jobs multiple times during their career, according to research commissioned by Jive Communications in 2018. In fact, of the 2,000 American millennials surveyed (ages 18-34), more than half (53%) have had three or more jobs since the start of their careers.

In the Philippines, Filipino millennials make up one third of the country's total population. This means that they are occupying a significant part of the workforce already, as well as shaping the direction of the economy. According to the October 2015 Labor Force Survey, there were over 42 million Filipinos aged 15 years and above who were part of the labor force, 47.1% of which were Filipino millennials aged 15-34. This is out of the more than 66 million Filipinos who are in the legal working age.

On the other hand, 40 percent of Filipino millennials would leave their current employers within two years, with that figure rising to 64 percent when the timeframe is extended to 2020. Millennials will always be on the lookout for new opportunities, especially if they do not feel there is room for growth at their current company. This is true in the case of Business Process Outsourcing Industry. Call centers are known for having some of the highest turnover rates among all industries in both the US and even around the world. Call center turnover rates differ by the year, company size, position, industry, and employee age. Employees' reasons for leaving also vary, with the gravity of tasks, compensation, and overall work environment being some of the main factors affecting attrition.

With that high turnover rates in BPO industry, the researcher tends to describe their turnover intention in order to provide necessary HR strategy to prevent the attrition. According to Carmeli and Weisberg (2006), the term turnover intentions refer to three particular elements in the withdrawal cognition process (i.e. thoughts of quitting the job, the intention to search for a different job, and then intention to quit). There are many factors which able to influence employees' turnover intention. One of the factors may come from decision makers when indirectly they may create some sort of influences such as fairness in the workplace. It is where the term organizational justice comes in.

Greenberg (1987) introduced the concept of organizational justice with regard to how an employee judges the behavior of the organization and the employee's resulting attitude and behavior. Justice or fairness refers to the idea that an action or decision is morally right, which may be defined according to ethics, religion, fairness, equity, or law.; and other intervention. With regard to organizational justice, employee who is treated fairly would receive a favorable manner from the employer in the sources of justice. Employees tend to develop perception about fair treatment and this goes to

the basic underlying of social exchange theory. Thus, a good perception towards organizational practice such as the existence of organizational justice could help organization in reducing turnover intention among the employees. On the other hand, if employee feel the other way around, they may think of quitting or leaving the company for other organization whether they are committed or not.

Thus, the goal of this study is to describe the organizational commitment, organizational justice and turnover intention of employees. As it is shown by studies that millennials in the workplace tend to quit or move from one job to another, especially BPO Industry, it is important to determine the mediating role of organizational justice in the relationship between organizational commitment and turnover intention.

Given that actual turnover is expected to be formed after the intention therefore, an empirical investigation need to be conducted to reveal the possible factors that may drive millennials in leaving their job. Although several studies confirmed the link between organizational commitment, and organizational justice to turnover intention, there were limited knowledge on the integration effects of organizational justice to the organizational commitment and employees' turnover intention among the millennials who are the new generations coming into the workplace. Locally, there are limited studies that have examined about organizational commitment, organizational justice and turnover intention of employees especially the millennials. Therefore, this study attempted to fill a gap by investigating the mediating role of organizational justice on organizational commitment and turnover intention among millennial employees particularly those in BPO industry.

2. RESULTS AND DISCUSSIONS

Description of the Organizational Commitment of the Respondents

Affective

Table 1 presents the mean response of items under Affective Commitment (AC) aspect.

Table 1: Affective Organizational Commitment of Respondents

Item		Mean Response	Description
AC1	I would be very happy to spend the rest of my career with this organization.	4.61	Slightly Agree
AC2	I really feel as if this organization's problems are my own.	4.13	Undecided
AC3	I do not feel a strong sense of "belonging" to my organization.	2.67	Slightly Disagree
AC4	I do not feel "emotionally attached" to this organization.	3.08	Slightly Disagree
AC5	I do not feel like "part of the family" at my organization.	2.49	Disagree
AC6	This organization has a great deal of personal meaning for me.	4.96	Slightly Agree
Overall Mean Response		**3.65**	**Undecided**

The results show that respondents have a moderate level of agreement with statements AC6 and AC1, which suggest that they have some level of employment satisfaction and recognize the value of the organization, but also have some reservations. This may be related to the company's organizational structure and HR practices. However, respondents strongly disagree with statement AC5, which indicates a feeling of negativity towards the organization, possibly due to personal characteristics and poor HR practices such as inadequate training and supervision. Overall, the level of affective commitment is low, suggesting that employees may not have a strong emotional attachment to the organization or their work, and may not feel valued or satisfied.

Continuance

Table 2 presents the mean response of items under Continuance Commitment (CC) aspect.

Table 2: Continuance Organizational Commitment of Respondents

	Item	Mean Response	Description
CC1	Right now, staying with my organization is a matter of necessity as much as desire.	5.51	Agree
CC2	It would be very hard for me to leave my organization right now, even if I wanted to.	5.73	Agree
CC3	Too much of my life would be disrupted if I decided I wanted to leave my organization now.	4.74	Slightly Agree
CC4	I feel that I have too few options to consider leaving this organization.	4.62	Slightly Agree
CC5	If I had not already put so much of myself into this organization, I might consider working elsewhere.	4.88	Slightly Agree
CC6	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.	4.66	Slightly Agree
Overall Mean Response		**5.02**	**Slightly Agree**

Table 2 shows that only two items received an "agree" response from respondents - CC1 and CC2 - indicating that employees feel they must stay with their organization, despite wanting to leave. This may be due to the investment they have already made in the company, either in terms of time, effort, experience, or money. Additionally, some respondents may feel that they have too few options to consider leaving. However, avenues for career development in the BPO company are limited, with few call center agents promoted to upper management levels. This supports the theory of economic exchange between employees and companies. The COVID-19 pandemic has also made employees more hesitant to leave jobs that sustain them and their families. Gallup (2016) found that millennials prioritize career development over job satisfaction.

The respondents in the study rated their level of continuance organizational commitment as "slightly agree," indicating that they are weighing the pros and cons of leaving their organization. They may feel that the benefits of leaving are outweighed by the potential costs of losing seniority-based privileges or desirable benefits. One

respondent considered leaving but stayed due to uncertainty and timing issues during the pandemic, while another decided to stay because of promotion and compensation benefits. The organization can improve factors such as benefits and opportunities to encourage employees to stay.

Normative

Table 3 presents the mean response of items under Normative Commitment (CC) aspect.

Table 3: Normative Organizational Commitment of Respondents

	Item	Mean Response	Description
NC1	I do not feel any obligation to remain with my current employer.	3.74	Undecided
NC2	Even if it were to my advantage, I do not feel it would be right to leave my organization now.	5.16	Slightly Agree
NC3	I would feel guilty if I left my organization now.	4.83	Slightly Agree
NC4	This organization deserves my loyalty.	5.36	Slightly Agree
NC5	I would not leave my organization right now because I have a sense of obligation to the people in it.	5.05	Slightly Agree
NC6	I owe a great deal to my organization	5.29	Slightly Agree
Overall Mean Response		**4.90**	**Slightly Agree**

The table shows that the item "This organization deserves my loyalty" had the highest mean score of 5.36, indicating a "slightly agree" response from the respondents. This was recognized by respondents regardless of their years of stay in the company, but was attributed to their employment loyalty. Majority of the respondents had less than 3 years of experience in the company, which contributed to the high mean response for this item. Respondents felt loyal when treated as valuable team members whose opinions are considered, as opposed to managers making decisions without consulting employees. This could be due to different management styles and structures. Some decision-making processes intentionally exclude rank-and-file employees.

The item "NC1" (I do not feel any obligation to remain with my current employer) had the lowest mean response of 3.74 or "undecided", indicating that respondents are uncertain about their normative commitment to their organization. This could be due to the norms that respondents have felt from the beginning of their employment, which tends to view BPO jobs as transitory. Respondents also noted that their normative commitment may not have been developed due to a lack of support from the organization, such as paid education or training. Overall, the mean response for normative commitment was 4.90 or "slightly agree", falling short of the "agree" level. This suggests that respondents are somewhat satisfied with their job roles, but see limited career growth and opportunities. Upbringing can also play a role in normative commitment, but is considered the least important factor.

Summary of Organizational Commitment Variables

Table 4 below presents the summary of organizational commitment variables with the corresponding overall mean responses and verbal descriptions.

Table 4: Summary of Overall Mean Scores of Organizational Commitment Variables

Organizational Commitment Variable	Mean Response	Description
Affective Organizational Commitment	3.65	Undecided
Continuance Organizational Commitment	5.02	Slightly Agree
Normative Organizational Commitment	4.90	Slightly Agree

The summary shows that affective organizational commitment had a mean response of 3.65 with an adjectival description of "undecided", indicating that respondents may not feel a strong emotional attachment to their organization or the work they do. Continuance organizational commitment had a mean response of 5.02 or "slightly agree", suggesting that respondents would continue to stay with the organization. Normative organizational commitment had a mean response of 4.90 or "slightly agree", falling short of the "agree" level, which implies that respondents are somewhat satisfied with their job roles but see limited career growth or opportunities. Overall, respondents are not decided if they fit into the organization or feel valued as assets.

Description of the Organizational Justice of the Respondents

Distributive

Table 5 presents the mean response of items under Distributive Justice (DJ) aspect.

Table 5: Distributive Organizational Justice of Respondents

	Item	Mean Response	Description
DJ1	My work schedule is fair	5.47	Slightly Agree
DJ2	I think my level of pay is fair	4.39	Undecided
DJ3	I consider my work load to be quite fair	4.62	Slightly Agree
DJ4	Generally, the rewards I receive here are quite fair	4.43	Undecided
DJ5	I think my job has several responsibilities	5.53	Agree
Overall Mean Response		**4.89**	**Slightly Agree**

The table shows that employees agree that they have additional responsibilities aside from their main job, but are undecided about the fairness of rewards and pay. Night shift employees receive higher pay due to night differential, but there is a perceived inequality in incentives for good work performance. Overall, the employees slightly agree on distributive organizational justice, which implies a moderate level of agreement on the fairness or equality they receive from the company. The BPO industry is identified as having monotonous work, a stressful work environment, adverse working conditions, and a lack of career development opportunities, so a stronger compensation plan or reward package should be considered.

Procedural

Table 6 presents the mean response of items under Procedural Justice (PJ) aspect.

Table 6: Procedural Organizational Justice of Respondents

	Item	Mean Response	Description
PJ1	Job decisions are made by the manager in a biased manner.	3.74	Undecided
PJ2	My manager makes sure that all employee concerns are heard before Job decisions are made.	4.40	Undecided
PJ3	To make job decisions, my manager collects accurate and complete information	4.53	Slightly Agree
PJ4	My manager clarifies decisions and provides additional information when requested by employees.	4.60	Slightly Agree
PJ5	All jobs decisions are applied consistently to all affected employees.	4.68	Slightly Agree
PJ6	Employees are allowed to challenge or appeal job decisions made by their managers.	4.16	Undecided
Overall Mean Response		**4.35**	**Undecided**

The table discusses the results of a survey about employees' perceptions of procedural organizational justice in a company. The respondents "slightly agree" on the impartiality of decision-making procedures, but are "undecided" on the fairness of managers in making job decisions. Respondents care about the procedures used to distribute outcomes and want them to be consistent, accurate, unbiased, and consistent with ethical principles. Lack of communication by management can cause stress and unplanned schedules for employees. One respondent cited an example of a team leader recommending an agent for a higher position based on favoritism rather than performance, merit, or seniority.

Interactional

Table 7 presents the mean response of items under IJ aspect.

Table 7: Interactional Organizational Justice of Respondents

	Item	Mean Response	Description
IJ1	When decisions are made about my job, the manager treats me with kindness and consideration.	4.93	Slightly Agree
IJ2	When decisions are made about my job, the manager treats me with respect and dignity.	4.92	Slightly Agree
IJ3	When decisions are made about my job, the manager is sensitive to my personal needs.	4.58	Slightly Agree
IJ4	When decisions are made about my job, the manager treats with me in a truthful manner.	4.91	Slightly Agree

IJ5	When decisions are made about my job, the manager shows concern for my right as employee.	4.76	Slightly Agree
IJ6	Concerning decisions made about my job, the manager discusses with me the implications of the decisions.	4.76	Slightly Agree
IJ7	The manager offers adequate justification for decisions made about my job.	4.69	Slightly Agree
IJ8	When making decisions about my job, the manager offers explanations that make sense to me.	4.68	Slightly Agree
IJ9	My manager explains very clearly any decisions made about my job.	4.71	Slightly Agree
Overall Mean Response		**4.77**	**Slightly Agree**

The analysis of Table 7 shows that respondents slightly agree with the interpersonal treatment they receive from their managers or team leaders. The highest mean scores were obtained for items IJ1 and IJ2, indicating that the manager treats the employee with kindness, consideration, respect, and dignity when making decisions about their job. However, the lowest mean score was obtained for item IJ3, suggesting that the manager is not sensitive to the employee's personal needs.

The management style or organizational structure of the company may be a factor in the level of interactional justice perceived by employees. Respondents' comments suggest that the organization has an authoritarian management style that does not consider employees' feelings, but rather emphasizes strong authority and obedience. This may not be suitable for all employees, particularly millennials who value coaching and a manager who can help them understand and build their strengths.

The feedback also indicates that the level of interpersonal treatment received by employees may vary depending on their relationship with management. While some respondents had positive experiences with considerate team leaders who listen to their personal needs, others felt that their team leaders were inconsiderate and strict.

Overall, the results suggest that the organization needs to improve the quality of interpersonal treatment its employees receive during organizational procedures. This could include providing more information about decisions and procedures, treating employees in a courteous and considerate manner, and adopting a coaching approach to management.

Summary of Organizational Justice Variables

Table 8 below presents the summary of organizational justice variables with the corresponding overall mean responses and verbal descriptions.

Table 8: Summary of Overall Mean Scores of Organizational Justice Variables

Organizational Justice Variable	Mean Response	Description
Distributive Organizational Justice	4.89	Slightly Agree
Procedural Organizational Justice	4.35	Undecided
Interactional Organizational Justice	4.77	Slightly Agree

Based on these results, it is clear that the company needs to improve on the procedural and interactional aspects of organizational justice. In terms of procedural justice, the company needs to establish clear and consistent procedures that are transparent, free from bias, and consistent with ethical principles. This will help to ensure that employees perceive fairness in the procedures used to distribute outcomes.

In terms of interactional justice, the company needs to improve the quality of interpersonal treatment that their employees receive during organizational procedures. This includes treating employees with kindness, respect, and sensitivity to their personal needs. Additionally, providing employees with opportunities for participation and input in decisions that affect them can help to improve their perception of interactional justice.

Overall, the company needs to focus on improving its organizational justice practices to increase employee satisfaction and retention. This can have a positive impact on the company's bottom line by improving productivity and reducing turnover costs.

Description of the Turnover Intention of the Respondents

Table 9 presents the mean response of items under Turnover Intention (TI) aspect.

Table 9: Turnover Intention of Respondents

	Item	Mean Response	Description
TI1	I would quit my present job for a similar position with better pay in another organization at the least opportunity	3.57	Agree
TI2	Continuation with my present employer will not fulfill my life expectation	3.34	Undecided
TI3	As soon as I can find a better job, I will quit this organization	3.51	Agree
TI4	I often think about quitting my job	3.24	Undecided
TI5	I will probably look for a job outside of this organization within the next 3 years	3.51	Agree
TI6	It is very unlikely that I would ever consider leaving this organization	2.89	Undecided
TI7	I prefer very much not to continue working for this organization	2.87	Undecided
TI8	I will likely actively look for a new job in the next year.	3.22	Undecided
Overall Mean Response		**3.27**	Undecided

Based on the analysis, it seems that the millennial employees in the BPO industry are undecided about their turnover intention. While some employees express a willingness to stay in the company, others are more likely to leave for better opportunities. The current pandemic and economic crisis may be a factor in this uncertainty. However, it is important for the organization to address the concerns of its employees and work towards improving their job satisfaction, engagement, and retention. High turnover rates can be costly for a company, not just financially, but also in terms of productivity, morale, and reputation. Therefore, it is crucial for

organizations to implement effective HR practices that can help retain their employees and create a positive work environment.

Relationship of Organizational Commitment to Turnover Intention, Relationship of Organizational Justice to Turnover Intention and Mediation of Organizational Justice in the relationship between Organizational Commitment and Turnover Intention of the Respondents

Relationship of Organizational Commitment and Turnover Intention

Table 10 presents the correlation of organizational commitment and turnover intention.

Table 10: Correlation of Organizational Commitment and Turnover Intention

Turnover Intention	Pearson Correlation	Sig. (2-tailed)	N	Description
Organizational Commitment	-0.048	0.366	360	Not Significant

Based on the correlation as shown on the table above, organizational commitment did not show a significant relationship with turnover intention. The result can be attributed to the moderate level of agreement of respondents on the organizational commitment variables and turnover intention. In the context of this study, respondents who have commitments to their BPO company will not guarantee employee retention. As discussed, there affective commitment is uncertain and their continuance and normative commitment acquired moderate level of agreement. On the other hand, turnover intention is not a determinant if employees have low commitment to their company. For example, respondents signified to stay with their BPO company not because they wanted to but due to necessity. However, some respondents answered that their company deserves their loyalty and would feel guilt to leave. This is worth examining because the result is in contrast of previous researches like in the paper of Mosadeghrad (2008) which stated that organizational commitment has strong correlation with turnover and with the results of Aydogdu & Asikgil (2011) that organizational commitment and turnover intention were investigated to determine statistically significant relations.

Relationship of Organizational Justice and Turnover Intention

Table 11 presents the correlation of organizational justice and turnover intention.

Table 11: Correlation of Organizational Justice and Turnover Intention

Turnover Intention	Pearson Correlation	Sig. (2-tailed)	N	Description
Organizational Justice	.405**	0.000	360	Significant

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

In the context of this study, organizational justice has a significant relationship to turnover intention. The significant relationship of the two variables entails that the higher perceived organizational justice of employees the lesser intention that they will leave or quit the organization. Based on the results, respondents that feel inequality in terms of pay, reward, biased decisions and management treatment, may intent to leave

their BPO company. The result is supported and backed up by previous researches of Tourani, et.al. (2016), and Parker & Kohlmeyer III (2005).

Mediation of Organizational Justice in the relationship between Organizational Commitment and Turnover Intention of the Respondents

Figure 1 shows the SPSS test result conducted to determine if Organizational Justice (OJ) could mediate the relationship of Organizational Commitment (OC) and Turnover Intention (TI) of the respondents.
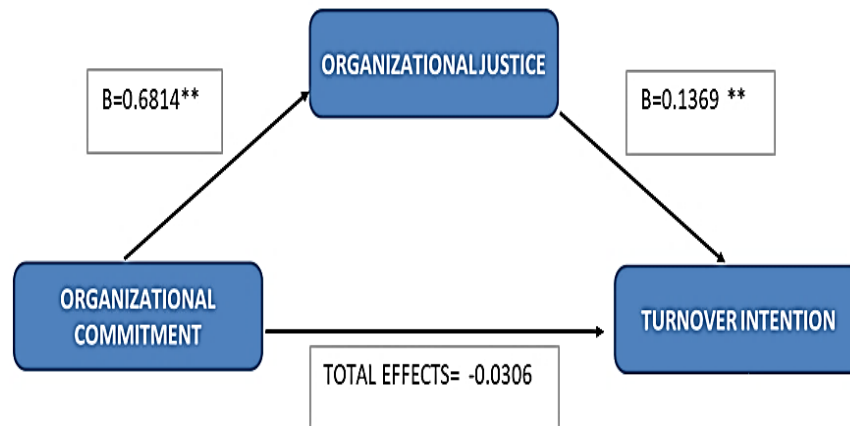

Figure 1. Mediation of Organizational Justice in the relationship between Organizational Commitment and Turnover Intention

      The effect of Organizational Commitment on Turnover Intention was fully mediated via Organizational Justice. As Figure 1 illustrates, the regression coefficient between Organizational Commitment and Organizational Justice and the regression coefficient between Organizational Justice and Turnover Intentions was significant. The indirect effect was (0.6814) * (0.1369) = 0.0933. The significance of this indirect effect using bootstrapping procedures. Unstandardized indirect effects were computed for each of 5,000 bootstrapped samples, and the 95% confidence interval was computed by determining the indirect effects at the 2.5th and 97.5th percentiles. The bootstrapped unstandardized indirect effect was 0.0933, and the 95% confidence interval ranged from 0.0540 to 0.1373. Thus, the indirect effect was statistically significant (p<.001).

      The finding that organizational justice fully mediates the relationship between organizational commitment and turnover intention is consistent with previous research that has also found that organizational justice plays a mediating role in the relationship between other variables and turnover intention. The studies you mentioned, Meisler (2013) and Lee *et al*. (2010), found similar results, indicating the importance of perceived fairness in the workplace in reducing employee turnover. Overall, these findings suggest that organizations that prioritize fairness and justice in their policies and practices are likely to have higher levels of employee commitment and lower turnover rates.

3. CONCLUSIONS AND RECOMMENDATIONS

Based on the findings of the study, the following conclusions are derived:

Organizational Commitment

In terms of affective commitment, most respondents are uncertain about their emotional attachment to the organization. Regarding continuance commitment, most respondents are quite committed to their organization but slightly agree that they have few options to consider when leaving and stay out of necessity rather than desire. For normative commitment, most respondents slightly agree on the timing to leave their current organization, feeling guilt when leaving, the company deserving their loyalty, and owing a great deal to their organization.

Organizational Justice

In terms of distributive fairness, respondents slightly agree that work schedules and workloads are fair, but are undecided about pay and rewards. They agree that they have multiple responsibilities in the company. Regarding procedural fairness, respondents are uncertain about biased job decisions by their managers and their ability to appeal or change those decisions, but slightly agree that job decisions are applied consistently and their managers provide additional information when requested. Finally, in terms of interactional fairness, respondents slightly agree that their managers show kindness, consideration, respect, and dignity when making job decisions.

Many of the respondent are undecided to leave their current organization or to quit in the most possible time. However, they agree to leave if there are better career opportunities, higher pay and better job or they will probably look for job within the next three years.

Relationship of Organizational Commitment to Turnover Intention, Relationship of Organizational Justice to Turnover Intention and Mediation of Organizational Justice in the relationship between Organizational Commitment and Turnover Intention of the Respondents

The study found that there is no significant relationship between organizational commitment and turnover intention, likely due to the moderate level of agreement among respondents on these variables. However, there is a significant relationship between organizational justice and turnover intention, with employees perceiving higher levels of organizational justice being less likely to intend to leave or quit the organization.

Mediation of Organizational Justice in the relationship between Organizational Commitment and Turnover Intention of the Respondents

Organizational justice fully mediates the relationship between organizational commitment and turnover intention. Thus, the higher the justice that employee feel to their organization the more they will feel committed and retain or vice versa.

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