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**A SYSTEMATIC REVIEW ON THE RELATIONSHIP BETWEEN  
ORGANIZATIONAL JUSTICE AND TURNOVER INTENTION**

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***Abstract***

Organizational justice is specified to anticipate employees' reasons to leave a company. This paper targets to review articles which discuss the relationship between organizational justice and employees' reasons for leaving a company. An electronic search of eight databases was performed to identify studies published from January 1995 to December 2016. A total of 46 articles were included for discussion in the review. Only two longitudinal studies were included, while the remaining 44 is based on cross-sectional study design. The studies showed that four dimensions of organizational justice (distributive, procedural, interpersonal, and informational) are negatively correlated with turnover intention. Among these four dimensions, more attention has been given to procedural justice and its relationship with turnover intention. Overall, the review suggests that an increase in perceptions of organizational justice results in a decreased employees' turnover intention. There is strong evidence for the idea that procedural justice is the most studied variable in relation to turnover intention. However, there is still a lack of empirical studies which scrutinize the other three dimensions of organizational justice (distributive, interpersonal, and informational). Therefore, there is a need for more studies to determine the relationship of these three variables and the employees' intention to quit.

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**Keywords:** Organizational justice, turnover intention, systematic review.



## 1. Introduction

Turnover intention exists when a person is thinking of leaving his or her current organization. Tett and Meyer (1993, p. 262) defines turnover intention as “the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and intent to search for alternative employment also belongs”. Turnover intention represents the extent to which a person wishes to leave his or her current organization and it can be regarded as a predictor for actual turnover (Ma & Trigo, 2008).

Employees’ actual turnover may bring negative impacts to employers such as high costs in replacing the position left vacant (Flint, Haley, & McNally, 2013). As high costs are associated with the loss of employees, this would eventually affect the organizations’ bottom line. Given the negative impacts associated with losing employees, some emphasis should be made on the factors that might influence employees' intention to leave. Such effort would minimize the adverse effects of actual turnover and provide insights on how to reduce employees’ turnover intention.

## 2. Problem Statement

Employees’ turnover intention is identified to be anticipated by the factor of organizational justice. According to Greenberg (1987), organizational justice is defined as a person’s perceptions of fairness at his or her workplace. Justice or fairness has become an increasingly evident construct within the social sciences (Colquitt, 2001) which has attracted scholars over the millennia (Colquitt, Greenberg, & Zapata-Phelan, 2005). Organizational justice exists when employees perceive fairness about the results (distributive justice), the organizational procedures (procedural justice), the interpersonal treatment from managers (interpersonal justice), or fairness about the information given by the organizational authorities (informational justice).

Building on the work of Adams (1965) regarding equity, distributive justice reflects employees’ concern about the fairness of resources allocated within the organization, such as salary, promotions, recognitions, and other rewards. Procedural justice reflects the employees’ perceptions of the fairness on the process used to decide the distribution of rewards (Leventhal, 1980). Later, the discussion focuses on interactional justice which refers to employees’ perceptions of the fairness on the interpersonal side of organizational practices (Bies & Moag, 1986). Interactional justice can be categorized into two distinct forms of justice, namely interpersonal justice and informational justice (Greenberg, 1993). Interpersonal justice reflects the politeness, sensitivity, and respect that individuals receive from their managers during procedures, whereas informational justice reflects the information, justification or thorough explanation provided by decision makers regarding the reason behind any decision that was made (Greenberg, 2013). As such, instead of a three-factor structure (distributive, procedural, and interactional justice), a new outlook of organizational justice as a four-factor structure (distributive, procedural, interpersonal, and informational justice) has been suggested (Greenberg, 1993). The four-factor structure of organizational justice is supported by past empirical research.

### **3. Research Questions**

The correlation between the four-factor structure of organizational justice and turnover intention has been widely researched, therefore, the research question of this paper, is to investigate whether organizational justice (either as unidimensional or by dimensions) contributes in explaining employees' turnover intention.

### **4. Purpose of the Study**

The purpose of this paper is to systematically review articles which report the relationship between organizational justice and turnover intention published between 1995 to 2016.

### **5. Research Methods**

#### **5.1. Inclusion criteria**

Studies were considered for this systematic review if they met the following criteria: a) they were published in English; b) the country or geographical setting was mentioned; c) it is either a cross-sectional or longitudinal design; d) the relationship between organizational justice and turnover intention was measured; and e) the correlation value ( $r$  or  $\beta$ ) was reported. In instances where data sets were duplicated or overlapped, only the most recent publication was included in this review. Study participants were not limited to any category and studies conducted in all organizational sectors were included.

#### **5.2. Search strategy**

The literature search included publications from January 1995 to December 2016 and were limited to English language journal articles. Articles were located using eight electronic databases such as Ebscohost, Emerald, Jstor, Proquest, Sage, Scopus, Web of Science, and Wiley. The following keywords were used in searching the articles: organizational justice, organizational fairness, distributive justice, procedural justice, interactional justice, interpersonal justice, informational justice, turnover intention, intention to leave, intention to quit, and intention to withdraw.

#### **5.3. Data collection and analysis**

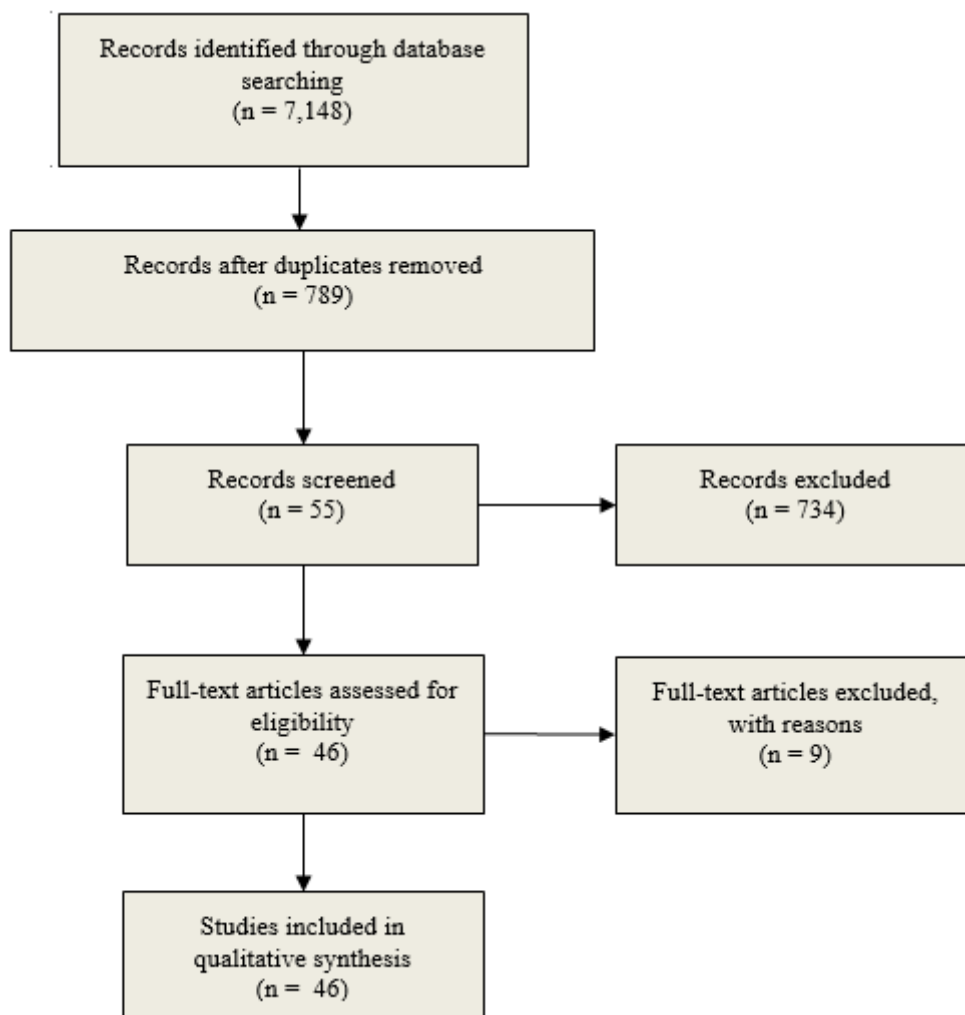
All identified articles found in the databases were screened independently for eligibility by two review authors (NR, NM). The first author (NR) independently performed searches for the electronic databases. Articles were evaluated based on the inclusion criteria to assist authors. Full texts were retrieved and assessed for applicability to the review objectives once articles met the inclusion criteria, or even when the title or abstract were potentially qualified for inclusion. The following information were recorded: the first author's last name, year of publication, country where the study was conducted, study setting, sample size, design of study, and the results of the correlation between organizational justice and turnover intention. For articles that did not meet the inclusion criteria, the articles were deleted based on the following the exclusion criteria: not published between 1995 to 2016; not published in English; full texts were not

retrieved; geographical setting was not mentioned; duplicate publication of the same study or data; and the correlation value ( $r$  or  $\beta$ ) on the relationship between organizational justice and turnover intention were not derivable from reported data. Any disagreement that emerged during the screening process were resolved through discussion to reach a consensus. The articles selected by the authors were revised and cross-checked to ensure no discrepancies between the two authors.

## 6. Findings

### 6.1. Results of the search

A flow diagram of the literature search is presented in Figure 1. Initially, a total of 7,148 articles were identified through the database search; 330 in Ebscohost, 644 in Emerald, 375 in Jstor, 2,655 in Proquest, 430 in Sage, 312 in Scopus, 215 in Web of Science, and 2,187 in Wiley. After removing 6,359 duplicates, a list of 789 articles remained. After the removal of the duplicates, two review authors (NR, NM) independently screened keywords, titles, and abstracts. 55 titles and abstracts appeared to be potentially suitable of which the full texts were obtained. Upon screening of the full-text articles, a total of 46 relevant articles that fulfilled the inclusion criteria were selected for further review.



**Figure 01.** Literature search process for identification of studies

## 6.2. Included studies

Table 1 summarized all 46 selected articles discussing on the relationship between organizational justice and turnover intention which were published from 1995 to 2016. The table lists the studies, countries, study settings, sample sizes, study design, and results of studies reviewed. Of the 46 studies, there are only two follow-up studies (longitudinal study), while the remaining 44 studies are based on cross-sectional study design. The selected studies examined organizational justice as either unidimensional or multi-dimensional variables: distributive justice, procedural justice, interactional justice, interpersonal justice, and informational justice.

**Table 01.** Summary of included studies

Study	Study setting	Sample size	Study design	Results
Lee <i>et al.</i> (2016)	"G" General Hospital in "G" City	278 hospital nurses	Cross-sectional study	Organizational justice had a direct negative effect on turnover intention ( $r = -.357$ , $p = .004$ ).
Shahzad (2016)	four different service industries (Financial Services, Banking, Pharmaceutical, and FMCG)	279 sales and marketing managers	Cross-sectional study	Distributive and procedural justice were negatively related with turnover intention ( $r = -.555$ and $r = -.634$ , $p = .01$ respectively).
Proost <i>et al.</i> (2015)	four nursing houses	197 employees	Cross-sectional study	Organizational justice had a negative relationship with turnover intention ( $r = -.34$ , $p < .01$ ).
Khan <i>et al.</i> (2015)	a large private university	182 employees	Data on justice types are collected in time 1 and turnover intentions in time 2 (1 month later)	Distributive and procedural justice were negatively related with turnover intention ( $r = -.17$ and $r = -.11$ , $p < .05$ respectively).
Biswas (2015)	various organizations all over India	295 practicing managers	Cross-sectional study	Distributive and procedural justice were negatively correlated to intention to quit ( $r = -.28$ and $r = -.36$ , $p \leq .01$ respectively).
Zagladi <i>et al.</i> (2015)	12 private colleges in Banjarmasin City	86 lecturers	Cross-sectional study	Using a 95% confidence level, there was a significant negative effect of organizational justice toward turnover intention ( $\beta = -.24$ , $p = .01$ ).
Bakri and Ali (2015)	private sector banks of KPK Province	177 bankers	Cross-sectional study	Organizational justice had a negative relationship with turnover intention ( $r = -.494$ ).
Lin (2015)	63 work units in a wide variety of industries (manufacturing, education and training services, services, information technology, and trade)	364 employees	Cross-sectional study	Procedural justice had a negative relationship with turnover intention ( $r = -.45$ , $p < .01$ ).
Ma <i>et al.</i> (2014)	three branches of an air transportation group in Changsha, Shenyang, and Wulumuqi cities	212 supervisor-subordinate dyads	Cross-sectional study	There was a negative impact of procedural justice on turnover intention ( $r = -.226$ , $p < .01$ ).

Study	Study setting	Sample size	Study design	Results
Al Afari and Elanain (2014)	three different public hospitals	448 employees	Cross-sectional study	There were negative relationships between distributive, interactional, and procedural justice with turnover intention (r = -.42, p < .001, r = -.37, p < .001, and r = -.40, p < .01 respectively).
Chalil and Prasad (2014)	a medium sized firm in Bangalore, India	100 software professionals	Cross-sectional study	Distributive justice was negatively related to turnover intention (r = -.25, p < .05).
Campbell <i>et al.</i> (2014)	228 local government organizations from 16 administrative regions across Korea	1,407 civil servants	Cross-sectional study	Perceived level of procedural justice was negatively related to turnover intention (r = -.21, p < .001).
Son <i>et al.</i> (2014)	a large university	158 mid-level employees who were enrolled as full-time students in MBA programs	Longitudinal study (data was collected in two different time points)	Interpersonal justice was negatively related to turnover intention (r = -.37, p < .001).
Flint <i>et al.</i> (2013)	three call centers in the Province of New Brunswick	212 employees	Cross-sectional study	Perceptions of procedural justice and interpersonal justice were negatively related to turnover intention ( $\beta = -.47$ , p < .001, $\beta = -.22$ , p < .01 respectively).
Soltis <i>et al.</i> (2013)	two divisions of a mid-sized food and animal safety product manufacturing company	229 employees	Cross-sectional study	Distributive justice was negatively related with turnover intention (r = -.42).
Meisler (2013)	a financial organization located in the center of Israel	368 employees	Cross-sectional study	Perceived organizational justice was negatively related to turnover intentions (r = -.47, p ≤ .001).
Arshadi and Shahbazi (2013)	an industrial organization	309 employees	Cross-sectional study	Distributive justice related negatively to turnover intention (r = -.359, p < .01).
Davoudi and Fartash (2013)	15 companies in Mazandaran, a northern province of Iran	273 employees	Cross-sectional study	Organizational justice negatively impacts turnover intention (r = -.61, p = .000).
Campbell <i>et al.</i> (2013)	a state's department of family and children's services (DFACS)	343 social workers	Cross-sectional study	Distributive, procedural, and interactional justice were negatively related with turnover intention (r = -.19, r = -.22, and r = -.21, p < .05 respectively).

Study	Study setting	Sample size	Study design	Results
Ngo <i>et al.</i> (2013)	three large companies in different industries (energy, telecommunication, and manufacturing of multimedia electronics)	591 workers	Cross-sectional study	Procedural justice was negatively related to intention to leave (r = -.31, p < .01).
Coniglio (2013)	PA faculty employed by PA educational programs in 2012	994 physician assistants (PA) faculty	Cross-sectional study	There was moderate association between intention to leave and distributive justice (r = -.47, p ≤ .0001).
Kim <i>et al.</i> (2012)	51 social welfare service centers	218 front-line social workers	Cross-sectional study	Organizational justice had a negative effect on intention to leave

				( $r = -.418, p < .01$ ).
Jepsen and Rodwell (2012)	a moderate-to- large Australian local government council	301 males and 147 female employees	Cross-sectional study	The four types of justice (procedural, distributive, interpersonal, and informational) were negatively correlated with turnover intention for men ( $r = -.114, r = -.141, r = -.191,$ and $r = -.230,$ respectively) and for women ( $r = -.274, r = -.409, r = -.322,$ and $r = -.460,$ respectively).
Wang <i>et al.</i> (2012)	10 organizations in Beijing and Tianjin from various fields (electronics, transportation, healthcare, education and insurance)	218 supervisor-subordinate dyads	Cross-sectional study	Applicants' perception of fairness to selection procedures was negatively related to their post-hire turnover intention ( $r = -.253, p < .01$ ).
Ho (2012)	a variety of organization (foreign private sector, local private sector, government- linked companies, civil service/ government sector, non-profit organizations)	305 full-time employees	Cross-sectional study	Interactional, distributive, and procedural justice were negatively related with turnover intention ( $r = -.37, r = -.51,$ and $r = -.38, p < .01$ respectively).
Poon (2012)	five large universities	168 white-collar employees who were enrolled as part-time students in MBA programs	Cross-sectional study	Distributive and procedural justice were negatively related to turnover intention ( $r = -.44, p < .001$ and $r = -.20, p < .01$ respectively).
Bernhard-Oettel <i>et al.</i> (2011)	seven Belgian organizations (food manufacturing industry and retail industry)	559 respondents	Cross-sectional study	Perception of fairness associates negatively with turnover intention ( $r = -.49, p < .01$ ).

Study	Study setting	Sample size	Study design	Results
Cantor <i>et al.</i> (2011)	commercial motor vehicle (CMV) drivers	604 drivers	survey was distributed in the fourth quarter of 2008 through the first quarter of 2009	A driver's procedural fairness and distributive justice perceptions contributed negatively to their intention to quit ( $\beta = -.423$ and $\beta = -.196, p < .01$ level respectively).
Buttner <i>et al.</i> (2010)	the business school faculty professional labor market	182 professionals	Cross-sectional study	Interactional and procedural justice were negatively related with turnover intention ( $r = -.41$ and $r = -.30, p < .001$ respectively).
Cole <i>et al.</i> (2010)	U.S. Air Force Material Command (AFMC)	869 military personnel and civil servants	Cross-sectional study	The four types of organizational justice (procedural, distributive, interpersonal, and informational) were negatively correlated with turnover intention ( $r = -.18, r = -.17, r = -.19,$ and $r = -.13, p < .01$ respectively).
Ponnu and Chuah (2010)	various organizations across industries	172 employees	Cross-sectional study	The negative correlations between turnover intention with both procedural and distributive justice were highly significant

				( $r = -.612$ and $r = -.641$ , $p < .01$ respectively).
Silla <i>et al.</i> (2010)	an organization pertaining to the public sector	697 Spanish employees	Cross-sectional study	Fairness was negatively related to intention to quit ( $r = -.30$ , $p \leq .01$ ).
Tremblay (2010)	five different Army units administered in 2007 and 2008	1,443 Canadian Forces personnel	Cross-sectional study	Fairness perception was negatively related to turnover intention ( $r = -.21$ , $p < .01$ ).
de Jong and Schalk (2010)	organizations in four sectors (retail, manufacturing, health care, and education)	299 Dutch temporary workers	Cross-sectional study	Perceived fairness was negatively related to intention to quit ( $r = -.31$ , $p < .001$ ).
Haar and Spell (2009)	a wide variety of industries	184 employees	Cross-sectional study	Distributive justice was significantly correlated with turnover intentions ( $r = -.50$ , $p < .01$ ).
More and Tzafir (2009)	62 teams of a pharmaceutical company in Israel, UK, and Hungary	205 employees	Cross-sectional study	The four types of justice (distributive, procedural, interpersonal, and informational) were negatively correlated with turnover intention ( $r = -.37$ , $r = -.37$ , $r = -.30$ , and $r = -.39$ , $p < .01$ respectively).

Study	Study setting	Sample size	Study design	Results
Elanain (2009)	five large organizations representing service and industrial product organizations	350 employees	Cross-sectional study	Distributive justice had a negative relationship with turnover intention ( $r = -.41$ , $p < .01$ ).
Kuvaas (2008)	64 local savings banks in Norway	593 employees	Cross-sectional study	Interactional and procedural justice were negatively related with turnover intention ( $r = -.31$ and $r = -.35$ , $p < .01$ respectively).
Paré and Tremblay (2007)	Quebec members of the Canadian Information Processing Society (CIPS) who represent a wide variety of IT jobs and organizational settings	394 Canadian IT professionals	Cross-sectional study	There was a negative relationship between perceived procedural fairness and turnover intention ( $\beta = -.24$ , $p < .05$ ).
Ansari <i>et al.</i> (2007)	Nine multinational companies which were primarily dealing in semiconductor, medical products, and automobile components	224 managers	Cross-sectional study	Procedural justice climate had a negative relationship with turnover intention ( $r = -.46$ , $p < .01$ ).
Ahuja <i>et al.</i> (2007)	a company in the computer and software services industry	171 IT professionals	Cross-sectional study	Fairness of rewards had a negative relationship with turnover intention ( $r = -.38$ , $p < .01$ ).
Loi <i>et al.</i> (2006)	law firms	514 practicing solicitors	Cross-sectional study	Procedural and distributive justice were negatively related to intention to leave ( $r = -.40$ and $r = -.36$ , $p < .001$ respectively).
Byrne (2005)	a single division of a hospital in the western region of the United States	150 full-time employees (nurses, technicians, and therapists)	Cross-sectional study	Procedural and interactional justice were negatively related with turnover intention ( $r = -.32$ and $r = -.37$ , $p < .01$ respectively).



Chawla and Kelloway (2004)	two organizations that had undergone a merger	164 employees	Cross-sectional study	Procedural justice climate had a negative relationship with turnover intention ( $r = -.40, p < .001$ ).
Aryee <i>et al.</i> (2002)	a public-sector organization in Bilaspur, Madhy Pradesh state in India	179 supervisor-subordinate dyads	Cross-sectional study	Distributive, procedural, and interactional justice were negatively correlated with turnover intention ( $r = -.45, r = -.31, \text{ and } r = -.43, p < .01$ respectively).

Study	Study setting	Sample size	Study design	Results
Aryee and Chay (2001)	a large public-sector union	187 members	Cross-sectional study	Procedural and distributive justice were negatively related with turnover intention ( $r = -.30$ and $r = -.21, p < .01$ respectively).

### 6.3. Location and setting

It was discovered that studies were conducted in various parts of the world such as in United States (Ahuja, Chudoba, Kacmar, McKnight, & George, 2007; Buttner, Lowe, & Billings-Harris, 2010; Byrne, 2005; Campbell, Perry, Jr, Allen, & Griffith, 2013; Cantor, Macdonald, & Crum, 2011; Cole, Bernerth, Walter, & Holt, 2010; Coniglio, 2013; Soltis, Agneessens, Sasovova, & Labianca, 2013), China (Lin, 2015; Loi, Hang-Yue, & Foley, 2006; Ma, Liu, & Liu, 2014; Ngo, Loi, Foley, Zheng, & Zhang, 2013; Wang, Hackett, Cui, & Zhang, 2012), Korea (Campbell, Im, & Jeong, 2014; Kim, Solomon, & Jang, 2012; Lee, Kim, & Kim, 2016; Son, Kim, & Kim, 2014), Canada (Chawla & Kelloway, 2004; Flint *et al.*, 2013; Paré & Tremblay, 2007; Tremblay, 2010), Pakistan (Bakri & Ali, 2015; Khan, Abbas, Gul, & Raja, 2015; Shahzad, 2016), India (Aryee, Budhwar, & Chen, 2002; Biswas, 2015; Chalil & Prasad, 2014), Malaysia (Ansari, Hung, & Aafaqi, 2007; Ponnu & Chuah, 2010; Poon, 2012), Netherlands (de Jong & Schalk, 2010; Proost, Verboon, & Ruyseveldt, 2015), Iran (Arshadi & Shahbazi, 2013; Davoudi & Fartash, 2013), Singapore (Aryee & Chay, 2001; Ho, 2012), Spain (Silla, Gracia, Mañas, & Peiró, 2010), Indonesia (Zagladi, Hadiwidjojo, & Rahayu, 2015), United Arab Emirates (UAE) (Al Afari & Elanain, 2014), Israel (Meisler, 2013), Australia (Jepsen & Rodwell, 2012), Belgium (Bernhard-Oettel, De Cuyper, Schreurs, & De Witte, 2011), New Zealand (Haar & Spell, 2009), Dubai (Elanain, 2009), and Norway (Kuvaas, 2008). In addition, there was one study conducted in various countries (Israel, United Kingdom, and Hungary) (More & Tzafir, 2009).

The studies were focused on higher education industry (Khan *et al.*, 2015; Poon, 2012; Son *et al.*, 2014; Zagladi *et al.*, 2015), financial industry (Bakri & Ali, 2015; Kuvaas, 2008; Meisler, 2013), healthcare industry (Al Afari & Elanain, 2014; Byrne, 2005; Lee *et al.*, 2016), manufacturing industry (Bernhard-Oettel *et al.*, 2011; Soltis *et al.*, 2013), transportation industry (Cantor *et al.*, 2011; Ma *et al.*, 2014), information technology (IT) industry (Ahuja *et al.*, 2007; Paré & Tremblay, 2007), call center industry (Flint *et al.*, 2013), pharmaceutical industry (More & Tzafir, 2009), military industry (Tremblay, 2010), and a legal industry (Loi *et al.*, 2006). The remaining studies were conducted in various organizations in different industries.

#### **6.4. Participants**

All participants were employees working either in the public or private sectors.

#### **6.5. Relationship between organizational justice (unidimensional) and turnover intention**

There are eleven studies that examined organizational justice as a unidimensional variable. The results reported that organizational justice is negatively correlated with turnover intention among Korean hospital nurses ( $r = -.357$ ) (Lee *et al.*, 2016), Netherlands employees ( $r = -.34$ ) (Proost *et al.*, 2015), Indonesia private college lecturers ( $\beta = -.24$ ) (Zagladi *et al.*, 2015), Pakistan private sector bankers ( $r = -.494$ ) (Bakri & Ali, 2015), Israeli employees ( $r = -.47$ ) (Meisler, 2013), Iranian employees ( $r = -.61$ ) (Davoudi & Fartash, 2013), front-line social workers in Korea ( $r = -.418$ ) (Kim *et al.*, 2012), Belgians ( $r = -.49$ ) (Bernhard-Oettel *et al.*, 2011), Spanish public sector employees ( $r = -.30$ ) (Silla *et al.*, 2010), Canadian armed forces personnel ( $r = -.21$ ) (Tremblay, 2010), and Dutch temporary workers ( $r = -.31$ ) (de Jong & Schalk, 2010).

The coefficient value ( $r$ ) ranged between  $-.21$  and  $-.61$ , indicating a weak to moderate negative correlation between the unidimensional organizational justice and employees' reason to leave an organization.

#### **6.6. Relationship between distributive and procedural justice and turnover intention**

Eight studies examined the relationship between distributive and procedural justice and turnover intention. The studies were conducted among Pakistani sales and marketing managers ( $r = -.555$  and  $-.634$ ) (Shahzad, 2016), Pakistani private university employees ( $r = -.17$  and  $-.11$ ) (Khan *et al.*, 2015), Indian practising managers ( $r = -.28$  and  $-.36$ ) (Biswas, 2015), Malaysian white-collar employees ( $r = -.44$  and  $-.20$ ) (Poon, 2012), commercial motor vehicle (CMV) drivers in the United States ( $\beta = -.196$  and  $-.423$ ) (Cantor *et al.*, 2011), Malaysian employees in various organizations across multiple industries ( $r = -.641$  and  $-.612$ ) (Ponnu & Chuah, 2010), Chinese practicing solicitors ( $r = -.36$  and  $-.40$ ) (Loi *et al.*, 2006), and Singaporean members of a public sector union ( $r = -.21$  and  $-.30$ ) (Aryee & Chay, 2001).

The coefficient value ( $r$ ) for distributive justice ranged between  $-.17$  and  $-.64$ , whereas for procedural justice the coefficient ranged between  $-.11$  and  $-.63$ , indicating a weak to moderate negative correlation between distributive and procedural justice and employees' turnover intention.

#### **6.7. Relationship between distributive, procedural, and interactional justice and turnover intention**

Four studies investigated the relationship between distributive, procedural and interactional justice and turnover intention. The studies conducted involved hospital employees in the United Arab Emirates (UAE) ( $r = -.42$ ,  $-.40$ , and  $-.37$ ) (Al Afari & Elanain, 2014), social workers in the United States ( $r = -.19$ ,  $-.22$ , and  $-.21$ ) (Campbell *et al.*, 2013), Singaporean employees from a variety of organizations ( $r = -.51$ ,  $-.38$ , and  $-.37$ ) (Ho, 2012), and Indian supervisor-subordinate dyads of a public-sector organization ( $r = -.45$ ,  $-.31$  and  $-.43$ ) (Aryee *et al.*, 2002).

Of the four studies, two studies found that distributive justice is the strongest predictor of turnover intention, followed by procedural justice and finally interactional justice (Al Afari & Elanain, 2014; Ho, 2012).

### **6.8. Relationship between distributive, procedural, interpersonal, and informational justice and turnover intention**

Only three studies investigated organizational justice by examining the relationship between all four components of organizational justice and turnover intention. The studies also reported a negative relationship between distributive, procedural, interpersonal, and informational justice and turnover intention. The studies conducted involved Australian employees of a local government council (r ranged between -.11 and -.46) (Jepsen & Rodwell, 2012), military personnel and civil servants in the United States (r ranged between -.13 to -.19) (Cole *et al.*, 2010), and employees from pharmaceutical companies in Israel, United Kingdom, and Hungary (r ranged between -.30 and -.39) (More & Tzafrir, 2009).

Among the four justice dimensions, it was found that interpersonal justice relates more to turnover intention among military personnel and civil servants (Cole *et al.*, 2010). In another study, it was shown that informational justice has a stronger correlation with turnover intention among employees in the pharmaceutical industry (More & Tzafrir, 2009).

## **7. Conclusion**

The present systematic review sums up the studies which discuss the relationship between organizational justice and turnover intention. Results of these studies indicate that organizational justice contributes in explaining employees' reason for leaving an organization. This means that as the employees' perception of organizational justice increased, their intention to leave the organization declined, and vice versa. Among the selected studies, the findings showed that procedural justice has received more attention on its relationship with turnover intention. In contrast, little is understood about the exclusive effects of each of the four dimensions of organizational justice in determining turnover intention among employees. As interactional justice combines both interpersonal and informational dimensions, past findings have left some uncertainty on the influence of interpersonal and informational justice on employees' turnover intention.

It has been argued that organizational justice is best investigated as four distinct dimensions (distributive, procedural, interpersonal, and informational) because each dimension has different levels of influence on employees' behavioral outcome (Colquitt, 2001). Despite the suggestion to focus on each dimension separately, this review paper found that currently, not many studies have simultaneously examined the relationship between these four justice dimensions and turnover intention. As such, it shows that there is still much to be learned about the four distinct dimensions of organizational justice. This effort would alert employers on the importance of fairness at the workplace that may induce positive feelings among the staff to remain loyal with the company. Therefore, there is a need for further studies to simultaneously examine the relationship of these four dimensions of justice and intention to quit in a single study.

This systematic review of 46 studies showed that there is vast evidence that procedural justice is the most studied variable in relation to turnover intention. Hence, there is a lack of studies which examine the other three dimensions of organizational justice (distributive, interpersonal, and informational). Therefore, this paper is intended to serve as both a call and roadmap for future research to focus more on this area. Such effort would offer deeper insight in understanding the distinct effects of four dimensions of justice, in anticipating employees' turnover intention.

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