

The Impacts of Distributive Justice and Perceived Organizational Support on Turnover Intention within The Poultry Industry

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Abstract

Increased numbers of job-hopping in Indonesia might result in high costs for organizations. Earlier research in turnover intention tends to emphasize organizational commitment yet neglects the importance of perceived fairness in allocating results and perceived support from organizations. This study aims to investigate the influence of distributive justice and perceived organizational support to turnover intention in a company within the poultry industry. This study implements a quantitative method by administering surveys to 142 fulltime employees. Partial Least Square technique was utilized to test the research model. Results of this study demonstrated that perceived organizational support is the most significant factor for turnover intention and distributive justice has a higher influence on perceived organizational support compared with turnover intention. These findings contribute to the development of employers and managers' initiatives to promote support and distributive fairness toward their employees.

Keywords: Distributive justice; perceived organizational support; turnover.

1. Introduction

Employee turnover has been a severe problem for organizations since retaining employees is usually a challenging task. As Southeast Asia's most substantial emerging human capital, Indonesia was also confronted with this particular phenomenon. Indeed, most Indonesian firms stated that they faced difficulty in retaining employees. This fact was supported by the double rate of employee turnover in Indonesia compared to the global rate (Tower Watson, 2012).

Moreover, these firms believed that there was a prospect that the numbers would be higher. It was reported that 72% of respondents had the desire to change their jobs within the next 12 months (Michael Page, 2015). Additionally, another survey from Career news also showed that 288 out of 351 alumni from various universities in Indonesia intended to quit their current jobs (Rachmatika, 2015).

Employee turnover has a high tendency to produce negative impacts on organizations, varying from direct cost associated with hiring activities to indirect cost related with training new employees, and also productivity losses caused by the learning and adapting process of new employees (Glebbeek & Bax, 2004; Faslah, 2010; Huang & Cheng, 2012). According to MichaelPage survey (2017), the rising trend of job-hopping is prevalent in Indonesia as employees changed their jobs even before they completed their current projects, demonstrating the increasing turnover problem in Indonesia. Hence, understanding the antecedents of employee turnover is essential to assist Indonesian organizations in retaining their best talents.

The employee turnover phenomenon also occurs in a private company within the poultry sector in Blitar, East Java. Blitar is considered to be the third largest egg producer in Indonesia, and it is estimated that the city can produce chicken eggs to approximately 300 tons per day (Riady, 2017). This industry sector was chosen because the livestock business in Indonesia has good prospects as the consumption of chicken eggs increases every year (Directorate General of Livestock and Animal Health, 2017). Another fundamental reason is that the owner reported that the company has suffered from increasing numbers of voluntary employee turnover since 2015.

Previous studies suggested that a significant direct predictor of employee turnover is the turnover intention (Poon, 2012; Guchait, Cho, & Meurs, 2015; Park, Newman, Zhang, Wu & Hooke, 2016; Fernet, Trépanier, Demers, & Austin, 2017). Turnover intention can be defined as an individual's conscious and thoughtful willfulness to quit from his/her current organization (Tett & Meyer, 1993). Due to the difficulties of measuring actual employee turnover, scholars suggested using turnover intention to investigate factors that trigger employees to withdraw from their jobs (Griffeth, Hom, & Gaertner, 2000; DeConinck & Johnson, 2009; Akgunduz & Sanli, 2017).

Based on the results of preliminary research conducted about the poultry company, it was found that employees felt that their work was not by the work responsibilities given by the company. Some employees also stated that based on their work schedule, the salary given to them by the company was not allocated fairly. The difference in rewards given between

field workers and those who have the same work schedule also creates injustice.

The research concluded that one of the primary factors for turnover intention is organizational justice, namely distributive justice and procedural justice (Loi, Hang-yue, & Foley, 2006; Gim & Desa, 2014). Distributive justice is the fairness perception of outcomes designated while procedural justice is the fairness perception of the procedure utilized in resulting in the allocated outcomes (Folger & Cropanzano, 1998). Distributive justice remains as a distinct concept since job applicants prioritize distributive justice over other essential factors in their process of decision making to join the company (Nadiri & Tanova, 2010; Karp, 2012). It is essential for companies to communicate and practice distributive justice accurately to attract and retain their high-quality employees (Ismael & Blaim, 2012). Therefore, the focus of this study is distributive justice.

According to social exchange perspective and organizational support theory, it is believed that fairness perception produces employees' overall view of being appreciated and tended by the organization (Loi et al., 2006). The specific term for this view is called perceived organizational support (POS; Eisenberger, Huntington, Hutchison, & Sowa, 1986) that eventually leads to organizational commitment and lowers turnover intention (Allen, Shore, & Griffeth, 2003; Madden, Mathias, & Madden, 2015). Therefore, it can be asserted that POS is associated with distributive justice and turnover intention.

This present study would broaden previous research in two ways. Firstly, we attempt to investigate the link between distributive justice and the intention to leave by including the social exchange view, namely POS. Secondly, we propose that distributive justice as an essential factor of POS whereas the majority of earlier research contended only the influence of procedural justice on POS (Loi et al., 2006). In light of these issues, this study has three main objectives. The first objective is to examine the relationship between distributive justice and POS. The second objective is to examine the link between POS and turnover intention. The third objective is to examine the association between distributive justice and turnover intention. To address these objectives, the following parts provide a brief review of the theoretical concept that guides this research, a brief explanation of the research methods conducted to collect and analyze the data, and a discussion of the research findings. Lastly, the present study offers a conclusion and recommendations for organizations to reformulate their retention strategies.

2. Literature Review

2.1. Distributive Justice

According to Greenberg (1990), distributive justice is the perceived fairness in terms of allocating results. It has been proposed that the start of organizational justice is distributive justice (Byrne & Cropanzano, 2001 cited in DeConinck & Johnson, 2009). According to the academic literature, the term of distributive justice was developed from the theory of equity (Adams, 1965 cited in DeConinck & Johnson, 2009). Adams proposed that the organization and employees' relationship could be viewed as a social exchange. Based on Adams' theory, individuals build fairness assessments by comparing their inputs (time and effort) and outcomes (compensation and benefits) to the inputs and outcomes of others. For instance, an employee will compare his/her outcomes with a colleague that he/she thinks has balanced inputs (such as the same seniority). Distributions are considered to be just if employees view their outcomes to be equally matched to their inputs (Ambrose & Arnaud, 2005 cited in DeConinck & Johnson, 2009). Another definition of distributive justice is the fairness perception of the results or outcomes received by employees (Folger & Cropanzano, 1998). Based on Niehoff and Moorman (1993 cited in Poon, 2012), the outcomes refer to pay rate, work schedule, workload, job responsibilities, and general rewards.

2.2. Perceived Organizational Support

POS refers to the extent to which someone believes that an organization cares about its employees, respects its input, and provides assistance and support to their employees (Erdogan & Enders, 2007). The most common definition of POS is an individual's perception about the extent to which an organization respects his/her contribution and cares about his/her welfare (Eisenberger, Huntington, Hutchison, & Sowa, 1986 cited in Cropanzano, Anthony, Daniels, & Halls, 2017). POS evolved from social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) (cited in DeConinck & Johnson, 2009). Social exchange theory emphasizes the importance of trust and goes beyond the employment contract in order to produce a high level of employees' commitment (Rhoades & Eisenberger, 2002; Eder & Eisenberger, 2008). If employees feel the support of the organization in accordance with the norms, desires, and expectations that are owned by employees, the organization will form a commitment from employees to fulfill their obligations, and will never leave the organization (Rhoades & Eisenberger,

2002; Han, Nugroho, Kartika & Kaihatu, 2011). This intention to stay occurs because employees view support from organizations as a commitment to them, and, hence employees will reciprocate by showing their commitment to stay. According to Rhoades and Eisenberger's (2002) meta-analysis, POS is significantly related to organizational fairness, rewards, and affective commitment.

2.3. Turnover Intention

Scholars have suggested that turnover intention is the most significant predictor of actual turnover behavior (Poon, 2012; Guchait et al., 2015; Park et al., 2016; Fernet et al., 2017). Turnover intention refers to a conscious and deliberate willingness to leave the organization (Tett & Meyer, 1993, p. 262). As turnover intention may result in negative outcomes, investigating the antecedents of turnover behavior will assist practitioners to reduce turnover intention's occurrence (Allen, Bryant, & Vardaman, 2010). Previous research has shown that around 32-66% of employee turnover cases were under the company's control; hence, it could be predicted and managed (Kulik, Treuren, & Bordia, 2012). For example, a meta-analytical study on employee turnover intention concluded that some of the antecedents include compensation, promotional opportunities, workload, and stress (Griffeth et al., 2000).

2.4. Research Hypotheses

The perception of injustice in distributive justice will make employee productivity decline. Job satisfaction also decreases, and employee turnover rates increase (Loi et al., 2006). Indeed, it was furtherly stated that distributive justice also contributed to POS. If employees feel that organizations do not treat them fairly in terms of allocating outcomes, then employees will feel that organizations do not give support. Also, another study demonstrated that distributive justice influenced POS as employees' perceptions of fairness in results can strengthen their confidence that the organization supports their work (Asgari, Silong, & Ahmad, 2008). Recent research also concluded that the more employees view fairness in results; the more they see the organization's support (Wong & Wong, 2017). It was proposed that distributive justice is one of the important factors determining the level of employees' POS (Greenberg, 1990 cited in Wong & Wong, 2017). Thus, the first hypothesis proposed in this study is:

H1: Distributive justice is associated with perceived organizational support

Eder and Eisenberger (2008) stated that when organizations act in a positive way towards their employees, employees would feel that they needed to reciprocate positively and beneficially for their organizations. The research's results supported this statement that POS had a significant impact on turnover intention (Perryer, Jordan, Firms and Travaglione, 2010). Moreover, it was found that when employees feel supported by their companies, they demonstrate more commitment that eventually decreases their turnover intention (Islam, Ahmed, & Ahmad, 2015).

Additionally, Arshadi (2011) concluded that POS had a direct influence on intention to leave, as a higher level of POS leads to lower intention to leave. Hence, the second hypothesis in this study is:

H2: Perceived organizational support is associated with turnover intention

The perception of injustice in allocating results will make turnover intention increases as when employees feel that they are treated unjustly, they reciprocate with negative behavior, such as leaving the organization (Nadiri & Tanova, 2010). Poon (2012) also contended that distributive justice plays a vital role in influencing employees' intention to leave. Research demonstrated that distributive justice could predict individual outcomes, namely job satisfaction and turnover intention (McFarlin & Sweeney, 2012). Another research findings argued that employees who view that they are being rewarded adequately, as shown by distributive justice, lower their intention to leave the organization (Soltis, Agneessens, Sasovova, & Labianca, 2013). Thus, the third hypothesis proposed in this study is:

H3: Distributive justice is associated with turnover intention

2.5. Conceptual Model

Based on the three hypotheses above, the conceptual model is illustrated in Figure 1.

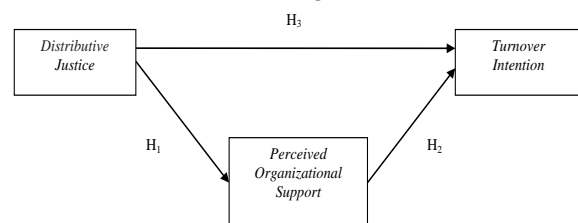


Figure 1. Conceptual Framework

3. Methods

3.1 Sampling

This study was quantitative causal research as it attempted to investigate causal relationships by focusing on variables and using scales to collect data

(Neuman, 2014, p. 17). The sample for this study was full-time employees at a family business engaged in the field of laying hens in Blitar, East Java. The company was chosen because the owner reported the occurrence of increasing employee turnover since 2015 that disrupts the company's performance and productivity. The company was founded in 1998, and the current leadership is held by the family's second generation with 240 employees.

3.2 Data Collection Methods and Processes

This study used a non-probability sampling technique, namely convenience sampling since the only condition is whether employees were available and willing to participate despite their workload. To collect data, questionnaires were distributed at the poultry company during working hours within two weeks. The sample quantity was calculated using Cohen's (1992 cited in Sholihin & Ratmono, 2013, p. 93) approach as his approach emphasizes statistical power and effect size. According to his approach, if a study has three arrows pointing at a construct with significant levels of 5% and 0.50 as its minimum R^2 then the minimum sample was 38. The total number of respondents for this study was 142. The profile of the respondents can be seen in Table 1.

Table 1. Demographic Information of Respondents

	Profile	Frequency	Percentage
Gender	Male	93	65.4
	Female	49	34.5
Age	15-25	18	12.6
	26-35	24	16.9
	36-45	38	26.7
	46-55	41	28.8
	56-65	21	14.7
Work Experience	1-5 years	22	15.4
	6-10 years	31	21.8
	11-15 years	52	36.6
	16-20 years	37	26.1

3.3 Measures

To collect data, scales were adopted from earlier organizational behavior research. As all the original scales were in English, the backward translation process was implemented (Tran, 2009). To measure distributive justice, five items from Niehoff and Moorman's (1993) Organizational Justice Scale were adopted. Some of the research that utilized this scale was Poon (2012); Nadiri and Tanova (2010); and Biswas, Varma, and Ramaswami (2013). Within this study, distributive justice was defined as employees' view of fairness in terms of their pay level, work schedule, workload, job responsibilities, and general

rewards. Some sample items were: "My work schedule is fair" and "I consider my workload to be quite fair."

POS refers to employees' perception, as to whether the organization appreciates and values their contribution and cares about their welfare. One of the most common methods to measure POS is the Survey of Perceived Organizational Support from Eisenberger et al. (1986) consisting of 36 items. The short version of this scale was developed by Eisenberger, Cummings, Armeli, and Lynch (1997). Since then, various scholars have used the short POS scale (Dawley, Houghton, & Bucklew, 2010; Liao (2011); Suazo & Stone-Romero, 2011; Zumrah & Boyle, 2015; Wong & Wong, 2017). Two items from the scale were: "My organization strongly considers my goals and values" and "My organization is willing to help me if I need a special favor."

The turnover intention was defined as employees' desire to leave the company where they work. Items for assessing turnover intention were adapted from Olusegun (2013). Some of the items from the scale were "I prefer very much not to continue working for this organization," "I will probably look for a job outside of this organization within the next three years," and "I will likely actively look for a new job in the next year." A five-point Likert approach measured all the scales used in this study, ranging from strongly disagree (1) to strongly agree (5). The measures of this study are shown in Appendix A.

3.4 Data Analysis

The two-step approach from Hair, Black, Babin, and Anderson (2013) was utilized to analyze the collected data. The first action was analyzing all the research scales, and the second action was examining all the research hypotheses. Based on the research model, Partial Least Square (PLS) was chosen as it offers analysis of all the paths in one simulation (Hair et al., 2013).

4. Results

4.1 Evaluation of Measurement Model

The measurement model was evaluated on the following criteria: reliability, convergent validity, and also discriminant validity. The findings of the measurement model can be seen in Table 2. Based on Hair et al. (2013), two criteria need to be implemented to assess the measurement model. Firstly, all factor loadings must be above 0.7 and all average variance extracted (AVE) must exceed 0.5.

Table 2. Results of the measurement model

Construct	Items	Factor Loading (t) (>0.7)	CR (>0.7)	AVE (>0.5)
Distributive Justice	DJ1	0.729	0.894	0.628
	DJ2	0.845		
	DJ3	0.788		
	DJ4	0.828		
	DJ5	0.766		
Perceived Organizational Support	POS1	0.749	0.914	0.57
	POS2	0.722		
	POS3	0.822		
	POS4	0.718		
	POS5	0.774		
	POS6	0.75		
	POS7	0.739		
	POS8	0.761		
Turnover Intention	TOI1	0.79	0.93	0.655
	TOI 2	0.806		
	TOI 3	0.796		
	TOI 4	0.756		
	TOI 5	0.826		
	TOI6	0.834		
	TOI7	0.854		

Table 3. Correlations among Study Constructs

Construct	1	2	3
Distributive Justice	0.792		
Perceived Organizational Support	0.722	0.755	
Turnover Intention	-0.644	-0.759	0.81

Table 4. Item Loading and Cross-Loading

Construct	Distributive Justice	Perceived Organizational Support	Turnover Intention
DJ1	0.729	0.506	-0.540
DJ2	0.845	0.664	-0.532
DJ3	0.788	0.535	-0.487
DJ4	0.828	0.608	-0.592
DJ5	0.766	0.529	-0.373
POS1	0.670	0.749	-0.506
POS2	0.448	0.722	-0.523
POS3	0.659	0.822	-0.584
POS4	0.536	0.718	-0.542
POS5	0.542	0.774	-0.580
POS6	0.474	0.750	-0.616
POS7	0.517	0.739	-0.652
POS8	0.483	0.761	-0.574
TOI1	-0.558	-0.607	0.790
TOI 2	-0.440	-0.545	0.806
TOI 3	-0.558	-0.584	0.796
TOI 4	-0.578	-0.643	0.756
TOI 5	-0.454	-0.582	0.826
TOI6	-0.526	-0.657	0.834
TOI7	-0.517	-0.661	0.854

Additionally, the measurement model must have satisfactory discriminant validity and convergent validity. As it is shown in Table 3, all square root values of the AVE are more significant than the correlation between the construct and other constructs. In other words, there exists discriminant validity within the measurement model. Moreover, all scales had item loading and cross loading higher than 0.7 within their construct, suggesting that all scales fulfilled the requirement for convergent validity. The results are demonstrated in Table 4. Therefore, it can be assumed that all scales showed sufficient construct validity.

4.2 Results of Hypotheses Testing

The research hypothesis is accepted based on whether the *t* value surpasses *t* table at the error rate of (α) 0.05, which is 1.96. The structural model evaluation demonstrated that distributive justice had a significant influence on POS (path coefficient = 0.722; *t* value = 12.184). The relationship between POS and turnover intention showed that POS negatively influenced turnover intention (path coefficient = -0.614; *t* value = 8.388). Similarly, distributive justice negatively influenced turnover intention (path coefficient = -0.201; *t* value = 2.631). The results of the PLS analysis are illustrated in Table 5 and Figure 1. From the findings in Table 5, it can be concluded that all research hypotheses are supported because all *t* values are greater than 1.96 and *p*-value less than 0.05.

Table 5. Hypothesis Test Results

Hypothesis	Path	Path Coefficient	<i>t</i> -Value	<i>p</i> values	Results
H1	DJ → POS	0.722	12.184	0.000	Supported
H2	POS → TOI	-0.614	8.388	0.000	Supported
H3	DJ → TOI	-0.201	2.631	0.000	Supported

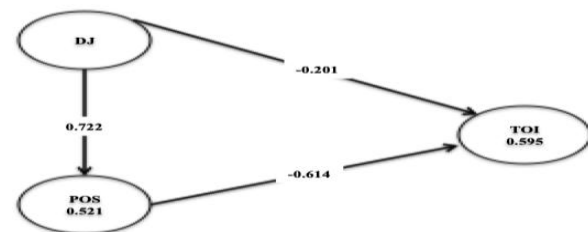


Figure 1. Results of SEM-PLS Analysis

5. Discussion

5.1 Summary of the Findings

Drawing on the organizational behavior concepts, this study theoretically develops and examines a model that predicts turnover intention at a private

sector. Data obtained from 142 employees offers support for the research model. Firstly, our findings have shown that POS has a higher tendency to influence turnover intention compared with distributive justice (path coefficient = -0.614; t value = 8.388). This indicates that a higher level of POS will lead to lower turnover intention. These results are in line with previous research (Joo, Hahn, & Peterson, 2015; Madden et al., 2015; Park et al., 2016; Akgunduz & Sanli, 2017). Indeed, these results support social exchange theory that when employees view their organizations positively in terms of offering support, then the employees will, in turn, show positive mindset and behavior towards them (Akgunduz & Sanli, 2017).

Secondly, distributive justice has a positive influence on POS (path coefficient = 0.722; t value = 12.184). These results are consistent with the work of earlier research, namely: DeConinck and Johnson (2009) and Wong and Wong (2017) who contend that when employees are treated fairly regarding outcomes allocation within their organizations, they view that their organizations offer support and care. Thus, a higher level of distributive justice will increase POS. Thirdly, a negative relationship is found between distributive justice and turnover intention in this study. These findings are by previous studies from Poon (2012) and Gim and Desa (2014) who state that if employees believe that fairness exists in the outcomes of rewards, they will prefer to stay in their organizations. All these study results show that distributive justice and POS influences employees' intention to leave.

5.2 Managerial Implications

Upon results analysis, there are two essential managerial implications for business practitioners. First, employers need to show that their organizations care about their employees. This can be achieved by acknowledging employees' goals and values; providing psychological safety to promote employees' opinion sharing; and, offering help to employees when in need. More importantly, employers should ensure that they or organizations' actions would not take advantage of their employees.

Second, it is also fundamental for management to ensure that outcomes are allocated justly. This should not be restricted only to financial reward or payment level. Indeed, managers should focus on confirming that they distribute work schedule, workload, and responsibilities fairly among employees. When employees view that their colleagues also receive the same amount of outcomes, they will view

this as support from organizations. If employees view that there is no fair treatment in distributing outcomes, managers should address these issues objectively and rapidly as this perception may encourage employees' intention to leave their organizations.

5.3 Limitations and Directions for Future Research

Several limitations within this research offer opportunities for future research. First, the samples were limited to one private company in East Java; and, hence, careful consideration is needed to generalize the results. Another limitation is that this study investigated turnover intention only from the employees' perspective. Future study is also suggested to include managers' point of view to enrich the data. Lastly, the data collection should be prolonged since organizational supports are not daily actions, which may affect employees' memory degradation when they have received support previously.

6. Conclusions

Despite the above limitations, this study demonstrated the importance of employees' perception of fairness in distributing outcomes and organizational support in encouraging employees' intention to stay in their organizations. Therefore, to retain their best talents, employers and managers should ensure there exists satisfactory distributive justice and perceived organizational support.

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Appendix A. Indicators of the Research Measurements

Distributive Justice (DJ)		Source of Items
DJ1	<i>My work schedule is fair</i>	Niehoff & Moorman (1993)
DJ2	<i>I think that my level of pay is fair</i>	
DJ3	<i>I consider my workload to be quite fair</i>	
DJ4	<i>Overall, the rewards I receive here are quite fair</i>	
DJ5	<i>I feel that my job responsibilities are fair</i>	
Perceived Organizational Support (POS)		Source of Items
POS1	<i>My organization really cares about my well-being</i>	Eisenberger et al. (1997)
POS2	<i>My organization strongly considers my goals and values</i>	
POS3	<i>My organization shows little concern for me</i>	
POS4	<i>My organization cares about my opinion</i>	
POS5	<i>My organization is willing to help me if I need a special favor</i>	
POS6	<i>Help is available from my organization when I have a problem</i>	
POS7	<i>My organization would forgive an honest mistake on my part</i>	
POS8	<i>If given the opportunity, my organization would take advantage of me</i>	
Turnover Intention (TOI)		Source of Items
TOI1	<i>Continuation with my present employer will not fulfill my life expectation</i>	Olusegun (2013)
TOI2	<i>I often think about quitting my job</i>	
TOI3	<i>As soon as I can find a better job, I will quit this organization</i>	
TOI4	<i>I prefer very much not to continue working for this organization</i>	
TOI5	<i>I would quit my present job for a similar position with better pay in another organization at the least opportunity</i>	
TOI6	<i>I will probably look for a job outside of this organization within the next 3 years</i>	
TOI7	<i>I will likely actively look for a new job in the next year</i>	