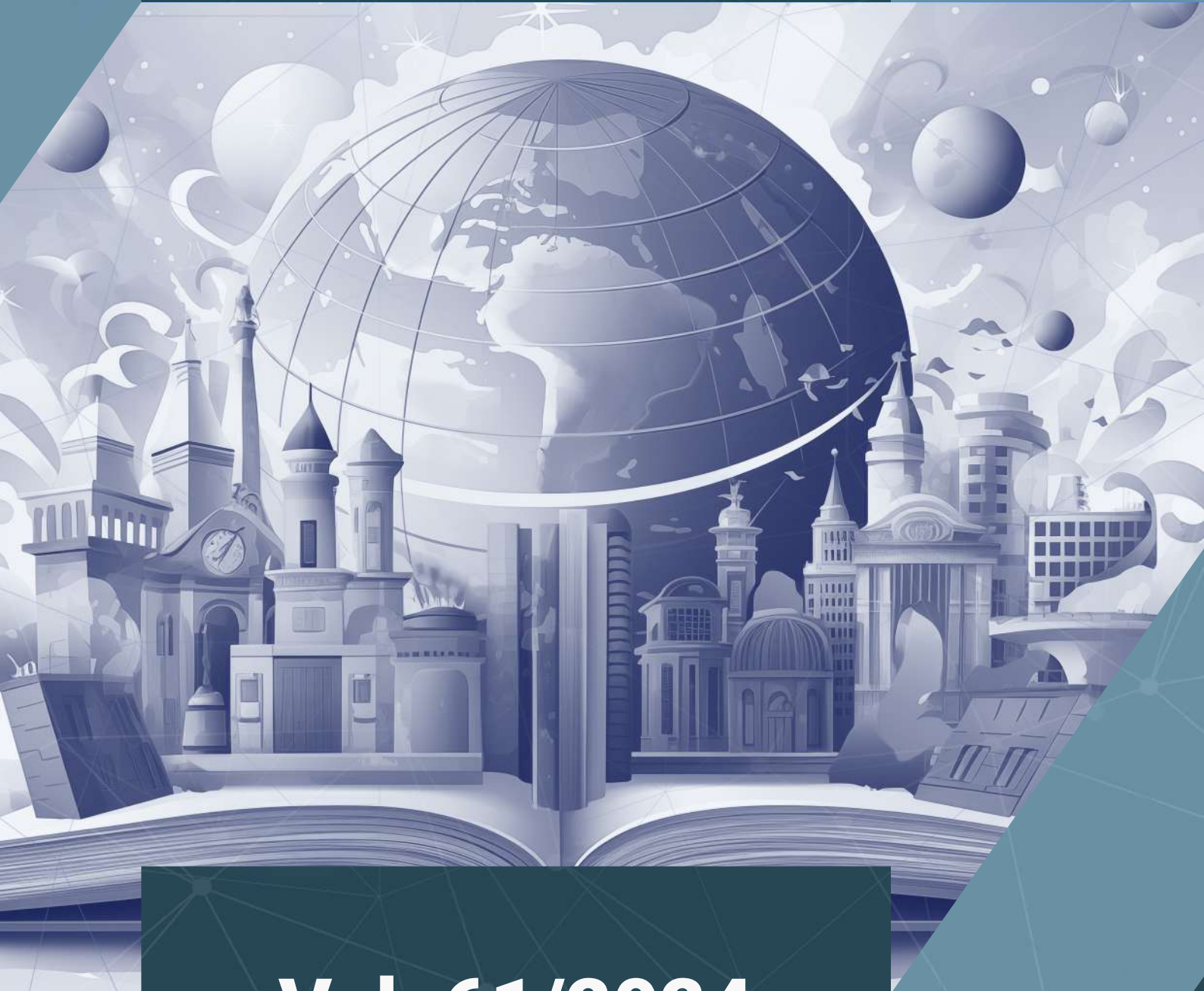




**TECHNIUM**  
SOCIAL SCIENCES JOURNAL



**Vol. 61/2024**  
A New Decade for Social Changes

**PLUS**  
**COMMUNICATION P**



International  
Communication & PR

# **The Impact of Procedural Justice on Employee Intention to Stay in Nepalese Insurance Companies: Exploring the Mediating Role of Affective Commitment**

**Dhruba Prasad Subedi, Dilli Ram Bhandari**

Assistant Professor, Shanker Dev Campus, Tribhuvan University, Nepal

[subedidhrubap@gmail.com](mailto:subedidhrubap@gmail.com), [drvandari@gmail.com](mailto:drvandari@gmail.com)

**Abstract.** Procedural justice fosters the perceptions of fairness and support within the organization ensuring that all employees are treated equitably and transparently. It supports employees to stay a long term by creating a sense of fairness and trust in organizational processes, leading to higher job satisfaction and emotional commitment. This study examines the influence of procedural justice on intention to stay of employees within the Nepalese insurance companies, emphasizing the mediating role of affective commitment. To achieve the stated objective, data were collected from the primary source using a structured questionnaire administered through random sampling technique. The respondents comprised 298 employees of insurance companies working in different positions. The Smart PLS 4.0 was used to analyze the structural relationships within the proposed theoretical model. The findings of this study validated the set hypotheses that procedural justice has positive and significant effect on the intention to stay of the employees in Nepalese insurance sectors. The findings indicate that fair and transparent organizational procedures significantly enhance employees' emotional attachment to their companies, thereby increasing their intention to remain. By fostering perceptions of fairness, insurance companies can strengthen affective commitment, ultimately reducing turnover intentions and promoting long-term organizational stability. This research highlights the importance of procedural justice in retaining a committed and loyal workforce within the Nepalese insurance sector.

**Keywords.** procedural justice, affective commitment, intention to stay, insurance companies, employee retention

## **1. Introduction**

Employee retention has emerged as one of the most critical challenges faced by organizations today. This is due to various factors, including changing employee expectations, increased mobility, and the growing complexity and dynamism of work (Cotton & Tuttle, 1986). Turnover intention stands out as the most influential precursor to employee turnover within an organization (Correia & Almeida, 2020; Gupta & Shaheen, 2017). It refers to an employee's inclination to feel compelled to leave their current job or organization (Hussain et al., 2020). Schyns et al. (2007) further characterize it as an employee's expressed desire to actively seek new employment or plans to depart from their current organization. It is important to note that this intention precedes the actual act of leaving and can ultimately manifest as concrete behavior on the part of employees (Hofaidhllaoui & Chhinzer, 2014). This intention

towards turnover can be either voluntary or involuntary. Voluntary turnover occurs when an employee autonomously chooses to depart, whether to escape unsatisfactory job experiences or to pursue more promising opportunities in terms of career advancement or financial rewards (Biron & Boon, 2013). Conversely, involuntary turnover arises when a company terminates underperforming employees (Hongvichit, 2015).

Intention to stay, is the most important indicator of the which minimizes the actual leaving behavior of employees (Ajzen, 1991). Turnover intention serves as a projected outcome influenced by various employee behaviors and reactions, including job satisfaction, employee engagement, and organizational commitment. Ramoo et al. (2013) highlighted a negative correlation between an employee's job satisfaction and their intention to leave, indicating that as job dissatisfaction escalates, so does the intention to seek alternative employment. The job satisfaction and motivation of employees supports for staying in the organization. This study posits that employees articulate their reasons for considering job changes by emphasizing elements that substantially influence their job satisfaction, such as procedural justice. Numerous investigations have been conducted to explore the variables and constructs that influence employee turnover. Nevertheless, actual employee turnover and employees' intentions to leave the organization are often correlated (Castle et al., 2007).

Over the past two decades, organizational psychology and human resources research have placed significant emphasis on the concept of justice, particularly in relation to fairness (Cassar & Buttigieg, 2015). Scholars have recognized that perceptions of justice and fairness play a crucial role in predicting employee behavior and attitudes towards the organization (Moquin et al., 2019). Procedural justice deals with fairness in decision-making processes concerning the mechanisms, methods, and processes used to make decisions. Procedural justice encompasses the degree to which policies and procedures are consistently and equitably implemented. According to Radburn and Stott (2019), it pertains to the assessments of the fairness of procedures used to make allocation decisions. In essence, it evaluates the fairness of the decision-making process within the company (Khtatbeh et al., 2020). Additionally, Tulubas and Celep (2012) described procedural justice as the fairness in methods employed for allocating organizational resources and determining project outcomes. Greenberg (2017) revealed that employees were more likely to accept work outcomes, even when significantly disparate, if they perceived procedural justice. Furthermore, it was observed that organizations implementing procedural justice practices instilled greater confidence in employees, reducing their apprehension of unfair treatment and increasing their belief in fair evaluations (Bakri & Ali, 2015). In the absence of procedural justice, employees are more likely to quit their jobs (Kim et al., 2017).

Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in their organization. Employees with high affective commitment stay with their organization because they want to, rather than because they need to or feel obligated to (Meyer & Allen, 1991). This emotional attachment to the organization significantly influences turnover intentions, which is the likelihood that employees will voluntarily leave their job. Affective commitment is inversely related to turnover intentions. Employees who feel a strong emotional bond with their organization are less likely to consider leaving. The underlying reason is that affectively committed employees experience greater job satisfaction and a sense of belonging, which reduce their desire to seek employment elsewhere (Mowday et al., 1979). Several factors contribute to fostering affective commitment in employees, thereby reducing turnover intentions. These include perceived organizational support, job satisfaction, leadership style, and work-life balance (Rhoades & Eisenberger, 2002).

Nepalese insurance companies are primarily been intact with the primitive and prior understanding of employee management. Although, the influence of insurance sectors has changed from primitive managerial practice to modern collaborate integrated practices. But the attitude towards employee has not been thoroughly changed. Insurance sectors has become more customers centric and has updated their role for providing services intently. However, employee who are the center for interaction and are key for managerial success are always been outcast by management and boards of insurance sector in Nepal (Tambari, 2020). In this regard, the crucial queries regarding whether or not employee has been treated fairly in insurance sectors has become the hot topic of discussion whose definite answer cannot be obtained easily. Drawing upon these issues, this research seeks to establish the impact between procedural justice, affective commitment, and employees' intentions to stay in Nepalese insurance companies.

## **2.Literature Review and Hypotheses Development**

### ***2.1 Procedural Justice and Intention to Stay***

Procedural justice within organizations pertains to the consistent and equitable implementation of policies and procedures. It encompasses the perception of fairness in processes and decision-making related to resource allocation (Chan & Lai, 2017; Karam et al., 2019). Numerous studies have endeavored to establish a connection between procedural justice and intention to stay across diverse organizational contexts. Yusoff et al. (2021) asserted that procedural justice positively influenced intentions to stay. Similarly, Tjahjono et al. (2020), Bayarçelik and Findikli (2016), Gharbi et al. (2022), and Hussain and Khan (2019) corroborated these findings in their respective investigations. Conversely, Ngadiman (2019) explored that procedural justice had no discernible effect on intention to stay. Additionally, Mengstie (2020) discovered that procedural justice had a significant impact on intention to stay. Research indicates that when employees perceive high levels of justice within their organization, their job performance improves, and their inclination to leave their positions diminishes (Krishnan et al., 2018). Therefore, based on these findings, this study posits the following hypothesis:

***H<sub>1</sub>: Procedural justice positively influences intention to stay of employees.***

### ***2.2 Procedural Justice and Affective Commitment***

The relationship between procedural justice and affective commitment in the workplace has been a subject of interest in organizational psychology and management research. Procedural justice refers to the perceived fairness in processes and decision-making procedures within an organization (Greenberg, 2017). It entails the belief that decisions affecting an individual are made using fair processes and consistent criteria. Affective Commitment, on the other hand, is a form of organizational commitment characterized by an employee's emotional attachment, identification, and involvement in the organization (Meyer & Allen, 1991). It represents an employee's positive emotional connection to the organization. Empirical research consistently demonstrates a significant relationship between procedural justice and affective commitment in different organizational settings. When employees perceive that organizational procedures are fair, they are more likely to develop a strong emotional bond with the organization (Tjahjono et al., 2020). Studies have shown that individuals who believe they are treated fairly are more likely to feel valued and appreciated, which in turn fosters a sense of attachment and loyalty to the organization (Pathardikar et al., 2023). Additionally, when employees witness fair procedures, it signals that their contributions and well-being are valued by the organization. This, in turn, fosters a positive emotional state towards the

organization, leading to a higher level of affective commitment (Eisenberger et al., 1999). Based on these arguments, this study posits the following hypothesis:

**H<sub>2</sub>:** *Procedural justice positively influences affective commitment.*

### **2.3 Affective Commitment and Intention to Stay**

The relationship between affective commitment and intention to stay is well-documented in organizational behavior research, demonstrating a strong positive correlation. Affective commitment, characterized by an employee's emotional attachment to, identification with, and involvement in the organization, significantly reduces the likelihood of turnover. Employees who feel a strong emotional connection to their organization are less inclined to leave, as their loyalty and sense of belonging are high. Conversely, employees with low affective commitment, who do not feel emotionally attached, are more likely to consider leaving the organization. This relationship is consistently supported by empirical studies, such as Meyer et al. (1993), who highlighted that higher levels of affective commitment are associated with lower turnover intentions. Similarly, Mathieu and Zajac (1990) conducted a meta-analysis that confirmed the negative relationship between affective commitment and intention to stay, demonstrating its robustness across different contexts and settings. Ricketta (2002), have reinforced these findings, showing that affective commitment remains a critical predictor of intention to stay in modern organizations. Based on these arguments, this study posits the following hypothesis:

**H<sub>3</sub>:** *Affective commitment positively influences intention to stay of employees*

### **2.4 Affective Commitment Mediates between Procedural Justice and Intention to Stay**

This research explores the concept of affective commitment as a mediator in the relationship between procedural justice and the intention to stay an organization. Affective commitment has frequently been examined as a mediating factor in studies investigating intention to stay in different organizational settings (Kee & Chung, 2021; Poon, 2012; Nyaanga, 2020; Suifan et al., 2017; Olcer, 2015; Bakri & Ali, 2015; Mete & Sökmen, 2019). However, the results of previous research have presented a mix of findings regarding the impact of organizational commitment, particularly affective commitment on the dependent variable, intention to stay. For instance, Kee and Chung (2021) found that procedural justice indirectly influenced intention to stay through the mediating effect of affective commitment. This result aligns with findings from other studies, such as those by Kee and Chung (2021), Suifan et al. (2017), and Bakri and Ali (2015). Furthermore, in accordance with Fishbein and Ajzen's (1977) behavioral intention model, attitude is proposed to mediate the connection between beliefs and behavioral intention. Consequently, employees who hold the belief that they and their peers are receiving fair compensation are more likely to exhibit commitment and stay with the organization. Based on this comprehensive review of existing literature, the study posits the following hypothesis to further explore the intricate relationship between procedural justice, affective commitment, and intention to stay the organization.

**H<sub>4</sub>:** *Affective commitment mediates the relationship between procedural justice and intention to stay of employees*

## 2.5 Theoretical Model

Figure 1 illustrates the theoretical mediation model that includes a sole mediating variable, affective commitment (AC), positioned between the independent variable, procedural justice (PJ), and the dependent variable, intention to stay (IS).

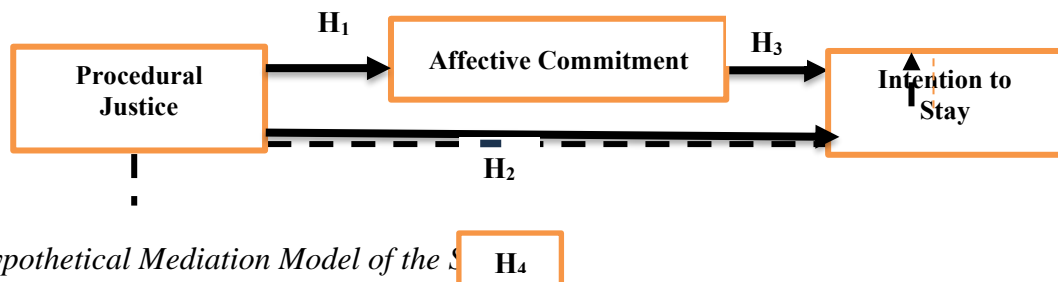


Figure 1: *Hypothetical Mediation Model of the S*

## 3. Research Methods

A descriptive and casual comparative research design has been adopted to achieve the stated objectives. The population of study comprises all the full-time workers from insurance companies in Kathmandu valley. The sample size for this study was 298 respondents. Convenience sampling technique was used in this study. Altogether, 381 questionnaires were distributed, out of which 312 were returned (the response rate being 82%). Finally, 298 responses were used for data analysis, 14 were removed due to multiple non-responses. The Smart PLS 4.0 (Partial least square equation modeling, PLS-SEM), was employed as the primary statistical tool for analyzing the structural relationships among the constructs. To establish the internal reliability of the model, the Cronbach's alpha and composite reliability were used. Furthermore, convergent and discriminant validity were examined and validated using Structural Equation Modeling (SEM) using bootstrapping techniques.

## 4. Results

### 4.1 Demographic Profile of the Respondents

Table 2 revealed the respondents' profile. The sample of 298 participants comprised 61.88% male and 38.12% female. Marital status revealed that 56.44% were married while 43.56% were unmarried. In terms of age, the majority were between 21 and 30 years old (60.64%), followed by those below 20 (13.12%), aged 31-40 (20.05%), and above 40 (6.19%). Educationally, most participants had a bachelor's degree (68.07%), with 24.01% having only completed school level education and 7.92% holding qualifications above bachelor's degree. Regarding professional experience, 69.31% had up to 5 years of experience, 23.02% had 5-10 years, and 7.67% had over 10 years of experience. The job position shows that 32.89% were managerial level employees, 39.6% officer level and 27.51% were assistant level. Income distribution showed that 25.17% earned below 30,000 per month, 41.95% earned between 30,000 and 45,000, and 32.88% earned above 45,000. In summary, this demographic profile highlights a predominance of young, male individuals with bachelor's degrees.

**Table 2**

*Respondents' Profile*

*N=298*

Variables	Frequency	Percent
<b>Gender</b>		
Male	184	61.88
Female	114	38.12
<b>Marital Status</b>		
Married	168	56.44
Unmarried	130	43.56
<b>Age</b>		
Below 20	39	13.12
21-30	181	60.64
31-40	60	20.05
Above 40	18	6.19
<b>Academic Qualification</b>		
School Level	72	24.01
Bachelor	203	68.07
Above Bachelor	24	7.92
<b>Experience</b>		
Up to 5 Years	207	69.31
5-10 Years	69	23.02
Above 10 Years	23	7.67
<b>Job Position</b>		
Manager Level	98	32.89
Officer Level	118	39.6
Assistant Level	82	27.51
<b>Income per Month</b>		
Below 30,000	75	25.17
30,000-45,000	125	41.95
Above 45,000	98	32.88

#### 4.2 Measurement Model

As shown in Table 2, all the constructs are reliable and valid. For the procedural justice (PJ) construct, Cronbach's alpha (CA) was 0.891, composite reliability (CR) was 0.917, and average variance extracted (AVE) was 0.650 all above the threshold points. According to Fornell & Larcker (1981), the AVE exceeding 0.5 are acceptable. As per Hair et al. (2011), CA and CR values should exceed 0.70. The item loadings indicate strong indicator reliability for PJ that ranged from 0.704 to 0.843, all surpassing the 0.7 threshold (Tabachnick and Fidell, 2007). The variance inflation factor (VIF) values for all the items of PJ were all below 5, suggesting no multicollinearity issues (Hair et al., 2011).

Similarly, AC showed a robust reliability with CA of 0.830, CR of 0.886, and AVE of 0.661. The item loadings ranged from 0.761 to 0.859, all above the 0.7 threshold. The VIF values were also below 5. Furthermore, IS had CA of 0.866, CR of 0.903, and AVE of 0.651, further confirming reliability and convergent validity. The item loadings ranged from 0.787 to

0.826, all exceeding the 0.7 threshold, with VIF values below 5 indicating no issues of multicollinearity.

**Table 2**  
*Measurement Model*

Constructs	Item Code	Loading	CA	CR	AVE	VIF
Procedural justice (PJ)	PJ1	0.819	0.891	0.917	0.650	2.442
	PJ2	0.839				2.541
	PJ3	0.843				2.530
	PJ4	0.836				2.526
	PJ5	0.788				2.157
	PJ6	0.704				1.502
Affective commitment (AC)	AC1	0.761	0.830	0.886	0.661	1.910
	AC2	0.796				2.039
	AC3	0.859				2.362
	AC4	0.833				2.196
Intention to stay (IS)	IS1	0.826	0.866	0.903	0.651	2.088
	IS2	0.794				1.973
	IS3	0.787				1.845
	IS4	0.810				1.992
	IS5	0.816				1.920

*Note: Average variance extracted (AVE); Cronbach's alpha (CA); Composite reliability (CR).*

#### 4.3 Discriminant Validity

The discriminant validity has been further confirmed through the Fornell-Larcker (1981) criterion, as the square roots of the AVE values for constructs AC, IS, and PJ were 0.813, 0.807, and 0.806, respectively, each greater than the correlations between the constructs. The HTMT values were below or equal the threshold of 0.9, further confirming discriminant validity.

**Table 3**

*Discriminant Validity (latent variable correlation and square root of AVE)*

	Fornell Larcker Criterion			HTMT Results	
	AC	IS	PJ		
AC	0.813				
IS	0.735	0.807		0.861	
PJ	0.790	0.691	0.806	0.900	0.775

*Note: AC – Affective Commitment, IS- Intention to Stay, PJ- Procedural Justice*

In conclusion, the measurement model exhibits strong reliability and validity, with high internal consistency and good convergent validity for all constructs under the study.

#### 4.4 Structural Model

The structural model analysis showed substantial explanatory power for the endogenous constructs (Table 4). The coefficient of determination ( $R^2$ ) for construct AC was 0.624, indicating that 62.4% of the variance in AC is explained by PJ. The predictive relevance ( $Q^2$ ) for AC was 0.621. For construct IS, the  $R^2$  was 0.573, indicating that 57.3% of the variance in PI is explained by PJ and AC, with a  $Q^2$  of 0.474. According to Hair et al. (2017),  $Q^2$  of above 0.35 shows an excellent predictive relevance. The model fit indices were satisfactory, with an SRMR of 0.081 and an NFI of 0.816, indicating a moderate level of model fit (Hu & Bentler, 1999, Schumacker, & Lomax, 2010). Though, the NFI is slightly below the acceptable threshold, the model may be proceeded considering other parameters.

**Table 4**

*Coefficient of determination ( $R^2$ ),  $Q^2$  and model fit (SRMR-NFI)*

Endogenous Latent Factors	R2	Q2
AC	0.624	0.621
IS	0.573	0.474
<b>Model fit indices</b>	<b>SRMR</b>	<b>NFI</b>
	0.081	0.816

The SEM path analysis results using the Smart PLS as shown in table 5 indicated that PJ had a significant positive effect on AC ( $\beta = 0.791$ ,  $t = 29.352$ ,  $p < 0.001$ ), supporting H1. Furthermore, PJ also had a significant positive effect on IS ( $\beta = 0.239$ ,  $t = 3.831$ ,  $p < 0.001$ ), supporting H2. Likewise, a significant positive effect of AC on IS ( $\beta = 0.504$ ,  $t = 6.639$ ,  $p < 0.001$ ) was revealed, supporting H3. The analysis also revealed a significant indirect effect of PJ on IS through AC ( $\beta = 0.399$ ,  $t = 6.276$ ,  $p < 0.001$ ), supporting H4.

**Table 5**

*Hypotheses Constructs*

Hypotheses	Relationship	Path		Remark	Result
		Coefficient	T Stat.		
<i>Direct Relations</i>					
H <sub>1</sub>	PJ → AC	0.791	29.352**	Significant	Supported
H <sub>2</sub>	PJ → IS	0.239	3.831 **	Significant	Supported
H <sub>3</sub>	AC → IS	0.504	6.639**	Significant	Supported
<i>Indirect Relations</i>					
H <sub>4</sub>	PJ → AC → IS	0.399	6.276**	Significant	Supported

\*\* significant at 1% level of significance

#### 5. Discussion

The present study sought to explore the impact of procedural justice on employee intention to stay, with a particular focus on the mediating role of affective commitment. The findings of the study reveal a significant positive relationship between procedural justice and employee intention to stay, underscoring the critical role that fair and transparent organizational processes play in retaining employees. Procedural justice, characterized by fairness in decision-making processes and equitable treatment of employees, enhances employees' perceptions of organizational support and trust, which in turn strengthens their commitment and reduces turnover intentions (Colquitt et al., 2001). These results are consistent with the findings of

Greenberg (2019), who posited that perceptions of procedural fairness are pivotal in shaping employees' attitudes and behaviors. Moreover, the mediating role of affective commitment in this relationship highlights the emotional bond that employees form with their organization when they perceive fairness in procedures. Affective commitment, which reflects the emotional attachment and identification with the organization, fosters a sense of belonging and loyalty, thereby enhancing employees' intention to stay (Meyer & Allen, 2002). This aligns with previous research by Meyer et al. (2002), which demonstrated that affective commitment is a key determinant of employees' retention decisions.

Contrary to this finding, some studies have reported mixed results regarding the impact of procedural justice on employee retention. For instance, Ambrose and Schminke (2009) found that while procedural justice influences job satisfaction and organizational commitment, its direct effect on turnover intentions may be less pronounced in certain contexts. This discrepancy could be attributed to variations in organizational culture, industry-specific factors, or differences in employee demographics. Additionally, this study contributes to the ongoing debate on the relative importance of different forms of organizational justice. While procedural justice has been shown to be a critical predictor of employee outcomes, some scholars argue that distributive justice (perceived fairness of outcome distribution) or interactional justice (quality of interpersonal treatment) may also play significant roles (Cropanzano et al., 2007). Future research should consider these dimensions to provide a more comprehensive understanding of justice perceptions and their impact on employee retention. Nonetheless, the findings of the study underscore the importance of fostering procedural justice and cultivating affective commitment to enhance employee intention to stay, ultimately contributing to organizational stability and success.

## **6. Conclusion and Implication**

This study provides compelling evidence that procedural justice has a significant positive impact on employee intention to stay, with affective commitment playing a critical mediating role in this relationship. The findings of the study underscore the importance of fair and transparent organizational procedures in fostering an environment where employees feel valued and respected. When employees perceive procedural justice, their sense of trust and support from the organization is heightened, leading to stronger emotional bonds and a higher likelihood of remaining with the organization. Affective commitment, characterized by emotional attachment and identification with the organization, effectively mediates the relationship between procedural justice and intention to stay, reinforcing the importance of nurturing emotional connections with employees.

The positive and significant relationships identified in this study highlight the strategic value of procedural justice in employee retention efforts. Organizations that prioritize fairness in their decision-making processes and equitable treatment of employees can enhance affective commitment, thereby reducing turnover intentions and promoting long-term organizational stability. By recognizing the critical role of affective commitment, organizations can develop targeted strategies to strengthen emotional bonds with employees, fostering a loyal and committed workforce. The findings of this study suggest that organizations should prioritize implementing fair and transparent procedural practices to enhance employee retention. By fostering procedural justice, organizations can strengthen employees' affective commitment, leading to higher levels of emotional attachment and loyalty. This underscores the need for HR policies that emphasize fairness in decision-making processes and equitable treatment of all

employees. Ultimately, investing in procedural justice can create a supportive work environment that reduces turnover intentions and promotes long-term organizational stability.

### References

- Ambrose, M. L., & Schminke, M. (2009). The role of overall justice judgments in organizational justice research: A test of mediation. *Journal of Applied Psychology*, 94(2), 491-500. <https://doi.org/10.1037/a0013203>
- Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes*, 50(2), 179–211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T).
- Bakri, N., & Ali, N. (2015). The impact of organizational justice on turnover intention of Bankers of KPK, Pakistan: The mediator role of organizational commitment. *Asian Social Science*, 11(21), 143-147. <https://doi.org/10.5539/ass.v11n21p143>
- Bayarçelik, E. B., & Findikli, M. A. (2016). The mediating effect of job satisfaction on the relation between organizational justice perception and intention to leave. *Procedia Social and Behavioral Sciences*, 23 (5), 403-411. <https://doi.org/10.1016/j.sbspro.2016.11.050>
- Biron, M., & Boon, C. (2013). Performance and turnover intentions: A social exchange perspective. *Journal of Managerial Psychology*, 11(2), 35-57. Retrieved from <https://hdl.handle.net/11245/1.403308>
- Cassar, V., & Buttigieg, S. C. (2015). Psychological contract breach, organizational justice and emotional well-being. *Personnel Review*, 44(2), 217–235. <https://doi.org/10.1108/PR-04-2013-0061>
- Castle, N. G., Engberg, J., Anderson, R., & Men, A. (2007). Job satisfaction of nurse aides in nursing homes. *The Gerontologist*, 49 (5) , 611–622, <https://doi.org/10.1093/geront/gnp040>
- Chan, S. H. J., & Lai, H. Y. I. (2017). Understanding the link between communication satisfaction, perceived justice and organizational citizenship behavior. *Journal of Business Research*, 70(4) 214-223. <https://doi.org/10.1016/j.jbusres.2016.08.017>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425-445. <https://doi.org/10.1037//0021-9010.86.3.425>
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*, 21(4), 34-48. <https://doi.org/10.5465/AMP.2007.27895338>
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16 (4), 297–334. <https://psycnet.apa.org/doi/10.1007/BF02310555>
- Correia, I., & Almeida, A. E. (2020). Organizational justice, professional identification, empathy, and meaningful work during COVID-19 pandemic: Are they burnout protectors in physicians and nurses? *Frontiers in Psychology*, 11(4), 56-71. <https://doi.org/10.3389/fpsyg.2020.566139>
- Cotton, J. L., & Tuttle, J. M. (1986). Employee turnover: A meta-analysis and review with implications for research. *The Academy of Management Review*, 11(1), 55–70. <https://doi.org/10.2307/258331>
- Eisenberger, R., Pierce, W. D., & Cameron, J. (1999). Effects of reward on intrinsic motivation—Negative, neutral, and positive: Comment on Deci, Koestner, and Ryan

- (1999). *Psychological Bulletin*, 125(6), 677–691. <https://doi.org/10.1037/0033-2909.125.6.677>
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention, and behavior: An introduction to theory and research*. Reading, MA: Addison-Wesley.
- Gharbi, H., Aliane, N., Al Falah, K. A., & Sobaih, A. E. E. (2022). You really affect me: The role of social influence in the relationship between procedural justice and turnover intention. *International Journal of Environmental Research and Public Health*, 19(9), 51-62. <https://doi.org/10.3390/ijerph19095162>
- Greenberg, J. (2017). Promote procedural justice to enhance acceptance of work outcomes. *The Blackwell Handbook of Principles of Organizational Behaviour*, 4(2), 189-204. <https://doi.org/10.1002/9781405164047>
- Greenberg, J. (2019). Organizational justice: Yesterday, today, and tomorrow. *Journal of Management*, 16(2), 399-432. <https://doi.org/10.1177/014920639001600208>
- Gupta, M., & Shaheen, M. (2017). Impact of work engagement on turnover intention: moderation by psychological capital in India. *Business: Theory and Practice*, 18(4), 136-143. <https://doi.org/10.3846/btp.2017.014>
- Hayes, A. F. (2022). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. The Guilford Press
- Hofaidhllaoui, M., & Chhinzer, N. (2014). The relationship between satisfaction and turnover intentions for knowledge workers. *Engineering Management Journal*, 26(2), 3-9. <https://doi.org/10.1080/10429247.2014.11432006>
- Hongvichit, S. (2015). The research progress and prospect of employee turnover intention. *International Business Research*, 8(6), 218-236. <https://doi.org/10.5539/ibr.v8n6p218>
- Hussain, M., & Khan, M. S. (2019). Organizational justice and turnover intentions: Probing the Pakistani print media sector. Evidence-based HRM: *A Global Forum for Empirical Scholarship*, 7(2), 180-197. <https://doi.org/10.1108/EBHRM-04-2018-0030>
- Hussain, S.T., Lei, S., Akram, T., Haider, M.J., Hussain, S.H. and Ali, M. (2020) Kurt Lewin's process model for organizational change: The role of leadership and employee involvement: A critical review. *Journal of Innovation and Knowledge*, 3(2), 123-127. <https://doi.org/10.1016/j.jik.2016.07.002>
- Karam, E. P., Hu, J., Davison, R. B., Juravich, M., Nahrgang, J. D., Humphrey, S. E., & Scott DeRue, D. (2019). Illuminating the face of justice: A meta-analytic examination of leadership and organizational justice. *Journal of Management Studies*, 56(1), 134-171. <https://doi.org/10.1111/joms.12402>
- Kee, D. M. H., & Chung, K. S. (2021). Perceived organizational injustice, job satisfaction, organizational commitment, and turnover intention: A study of MNCs in Malaysia. *International Journal of Business and Society*, 22(2), 1047-1065. <https://doi.org/10.33736/ijbs.3781.2021>
- Khatbeh, M. M., Mahomed, A. S. B., Rahman, S. b. A., & Mohamed, R. (2020). The mediating role of procedural justice on the relationship between job analysis and employee performance in Jordan Industrial Estates. *Heliyon*, 6(10), 49-73. <https://doi.org/10.1016/j.heliyon.2020.e04973>
- Kim, S., Tam, L., Kim, J.-N., & Rhee, Y. (2017). Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture and organization-employee relationship quality. *Corporate Communications: An International Journal*. 22, (3), 308-328. Available at: [https://ink.library.smu.edu.sg/lkcsb\\_research/5299](https://ink.library.smu.edu.sg/lkcsb_research/5299)

- Krishnan, R., Koe, W., Farihah, A. & Yunus, N. (2018). Examining the relationship between organizational justice and job performance. *International Journal of Academic Research in Business and Social Sciences*. 8(4), 23-37. <https://doi.org/10.6007/IJARBS/v8-i3/3942>.
- Mathieu, J. E., & Zajac, D. M. (1990). A Review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171-194. <https://doi.org/10.1037/0033-2909.108.2.171>
- Mengstie, M. M. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. *BMC psychology*, 8(1), 1-11. <https://doi.org/10.1186/s40359-020-0387-8>
- Mete, E. S., & Sökmen, A. (2019). The mediating role of organizational commitment in the organizational justice's effect on job satisfaction and turnover intention: A research on academic staff. *Gazi İktisat ve İşletme Dergisi*, 5(3), 193-205. <https://dx.doi.org/10.30855/gjeb.2019.5.3.005>
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [http://dx.doi.org/10.1016/1053-4822\(91\)90011-Z](http://dx.doi.org/10.1016/1053-4822(91)90011-Z)
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551. <https://doi.org/10.1037/0021-9010.78.4.538>
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52. <https://doi.org/10.1006/jvbe.2001.1842>
- Moquin, R., K. Riemenschneider, C., & L. Wakefield, R. (2019). Psychological contract and turnover intention in the information technology profession. *Information Systems Management*, 36(2), 111-125. <https://doi.org/10.1080/10580530.2019.1587574>
- Mowday, R.T., Steers, R.M. and Porter, L.W. (1979) The measurement of organizational commitment. *Journal of Vocational Behaviour*, 14(2), 224-247. [http://dx.doi.org/10.1016/0001-8791\(79\)90072-1](http://dx.doi.org/10.1016/0001-8791(79)90072-1)
- Nyaanga, E. M. (2020). *Mediating role of organizational commitment on organizational justice and turnover intentions in Millennial Information Technology*, Professionals Grand Canyon University.
- Olcer, F. (2015). The investigation of the relationship between organizational justice and turnover intention: the mediating role of organizational commitment. *Economic Computation & Economic Cybernetics Studies & Research*, 49(3), 233-251. <https://doi.org/10.47067/reads.v6i2.218>
- Pathardikar, A. D., Mishra, P. K., & Sahu, S. (2023). Procedural justice influencing affective commitment: Mediating role of organizational trust and job satisfaction. *Journal of Asia Business Studies*, 17(2), 371-384. <https://doi.org/10.1108/JABS-08-2021-0356>
- Poon, J. M. (2012). Distributive justice, procedural justice, affective commitment, and turnover intention: a mediation–moderation framework 1. *Journal of Applied Social Psychology*, 42(6), 1505-1532. <https://doi.org/10.1111/j.1559-1816.2012.00910.x>
- Radburn, M., & Stott, C. (2019). The social psychological processes of ‘procedural justice’: Concepts, critiques and opportunities. *Criminology & Criminal Justice*, 19(4), 421-438. <https://doi.org/10.1177/1748895818780200>

- Ramoo, V., Abdullah, K. L., & Piaw, C. Y. (2013). The relationship between job satisfaction and intention to leave current employment among registered nurses in a teaching hospital. *Journal of clinical nursing*, 22(21-22), 3141-3152. <https://doi.org/10.1111/jocn.12260>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Riketta, M. (2002). Attitudinal organizational commitment and job performance: A Meta-Analysis. *Journal of Organizational Behavior*, 23(3), 257-266. <https://doi.org/10.1002/job.141>
- Schyns, B., Torka, N., & Gössling, T. (2007). Turnover intention and preparedness for change. *Career Development International*, 12(7), 660-679. <https://doi.org/10.1108/13620430710834413>
- Suifan, T. S., Diab, H., & Abdallah, A. B. (2017). Does organizational justice affect turnover-intention in a developing country? The mediating role job satisfaction and organizational commitment. *Journal of Management Development*, 36(9), 1137-1148. <https://doi.org/10.1108/JMD-02-2017-0048>
- Taber, K. T. (2018). The use of Cronbach's Alpha when developing and reporting research instruments in science education. *Research in Science Education*, 48(3), 1273-1296. <https://link.springer.com/article/10.1007/s11165-016-9602-2>
- Tambari, J. C. (2020). Organizational Justice and Organizational Trust in the Banking Industry in Port Harcourt, Nigeria. *Global Scientific Journal*, 8(1), 965- 984. Retrieved from [www.globalscientificjournal.com](http://www.globalscientificjournal.com)
- Tavakol, Mohsen & Dennick, Reg. (2011). Making sense of Cronbach's Alpha. *International Journal of Medical Education*. 2(4), 53-55. <http://dx.doi.org/10.5116/ijme.4dfb.8dfd>
- Tjahjono, H. K., Rahayu, M. K. P., & Putra, A. D. (2020). The mediating role of affective commitment on the effect of perceived organizational support and procedural justice on job performance of civil servant. *Journal of Leadership in Organizations*, 2(2), 22-34. <https://doi.org/10.22146/jlo.55371>
- Tulubas, T., & Celep, C. (2012). Effect of perceived procedural justice on faculty members' silence: The mediating role of trust in supervisor. *Procedia Social and Behavioral Sciences*, 47(2), 1221-1231. <https://doi.org/10.1016/j.sbspro.2012.06.804>
- Yusoff, N., Yusliza, Y., Saputra, J., & Muhammad, Z. (2021). *Does the procedural justice affect turnover intention of academic staff in Malaysian research Universities?* Conference Proceedings of the 11th Annual International Conference on Industrial Engineering and Operations Management Singapore, March 7-11, 2021, <https://doi.org/10.46254/AN11.20210560>