

# THE EFFECT OF ORGANIZATIONAL JUSTICE ON EMPLOYEE TURNOVER INTENTION IN PRIVATE SECONDARY SCHOOLS IN KATSINA STATE

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## **Abstract**

*Organizational justice is an important area of study to human resources researchers and practitioners. The increasing attention the concept of organizational justice has gained among the business practitioners and academics in recent times proves the importance of the subject. This study examines the effect of organizational justice on turnover intention of employees in the registered private secondary schools in Katsina metropolis. Cross sectional survey method was used in collecting data from 268 respondents. Regression and correlation analysis were conducted to test the hypotheses (based on Principal component factor analysis). The findings revealed that interpersonal and informational justices have significant positive effects on employee turnover intention in the private secondary school. Based on the findings of this study, it is concluded that the educational institutions in Nigeria is faced with the challenge of maintaining fairness particularly in the aspects of interpersonal and informational relationship with the employees. Therefore, it is recommended that school administrators should continue in their efforts at maintaining and encouraging very good interpersonal interactions among employees and timely communication of information about employees' tasks. There should be fairness in personal treatment employees receive from the authority figures in the organization.*

**Keywords:** Organizational justice, Distributive justice, Procedural justice, Interpersonal justice, informational justice, Turnover intention

## **Introduction**

The increasing attention the concept of organizational justice has gained among the business practitioners and academics in recent times proves the importance of the subject. Organizational justice defined as the perceptions of fairness in the organizations (Cropanzano, Byrne, Bobocel & Rupp, 2001) affects a number of factors. One of the factors which organizational justice has effect on is turnover intentions of employees. Adams (1965) posited that employees often make comparison between their investments (educational background, experience, performance etc.) and gains (wage, promotions, equality, recognition etc) with the people who are in the same status as them. This comparison is based on their own standards of justice. Individuals' perception of justice differs from one another. Thus, these different perceptions result in positive or negative behaviors. The positive perception of organizational justice increases the organizational commitment and productivity. The negative perception of organizational justice, on the other hand, harms the organization and employee turnover rates escalate. Organizational justice is considered to be one of the leading factors affecting the intentions of employees to quit and helping them to work in a secure workplace environment. Whenever employees

perceive that their input or contributions are not commiserated with their reward, turnover intention sets in. Unfair treatment of employees in organizational set up leads to employee turnover intention (Cohen-Charash & Spector, 2001).

Research has shown that unjust processes generate negative consequences in the organization like job dissatisfaction, turnover intention, low commitment and low organizational citizenship behavior (Cropanzano *et al.*, 2001). Given the great influence of human resources in the accomplishment of organizations' visions and missions, organizations must invest heavily in their employees and entrench justice to ensure their optimum performance. Samad (2006) argued that high productivity and performance could remain a mirage without employees' support and involvement. The success and failure of the organizations depend upon the employees' performance.

In today's global and competitive business environment, employers need experienced, skilled and competent employees as the organization productivity and efficiency depends upon the employee performance. George (2015) submitted that retention of the professional workers is of great concern for organizations and the issue is yet to be resolved.

The educational sector in Nigeria contributes to its socio-economic development. Teachers' turnover constitutes an impediment to the attainment of sustainable development goal of the government in Nigeria. Employee turnover has gained the attention of researchers, practitioners and business owners. Employees who exhibit turnover intention have low work ethics, low productivity and put less efforts towards service delivery. Research findings have established factors such as poor pay, absence of career opportunities, poor management abilities and poor working environment as responsible for turnover intention (Haven-Tang & Jones, 2008; Kuslivan, Iihan & Buyruk, 2010).

### **Statement of the Research Problem**

Employee turnover is a serious issue in the educational sector in Nigeria particularly in private schools where the retention of competent teachers is very strategic to attaining competitive advantage. Intention to quit is extensively researched because of its significance towards the success of an organization and labor productivity. Intention to quit does not only indicate an unfavorable working environment, but also result in organization suffering from loss of experienced workers and good customer relationship (Aladwan, Bhanugopan, & Fish, 2012).

Previous researches have done little regarding the direct effect of organizational justice on turnover intention especially in the Nigerian context. For example, the study of Balogun, Oluyinka and Owoade (2011), Ucho and Atime (2013) and Nwibere (2014) covered organizational justice and organizational citizenship behaviour. Yasar, Emhan, & Ebere (2014) worked on organizational justice and organizational commitment. The few studies that cover the dependent variables include the works of Owolabi (2012). Owolabi's work failed to look at the various justice dimensions to establish which among them has the strongest effect on employee turnover intention. Salisu (2016) study was based on deposit money banks in Nigeria. Chukwu (2019) studied the employees in food and beverage industry in Nigeria. The researcher could not lay his hand on any study on organizational

justice and employee turnover intention that focus on educational institutions in Nigeria.

To this end, this work covers private secondary schools in Katsina metropolis in Nigeria. Also, the study covers all the four dimensions of justice (distributive, procedural, informational and interpersonal) with a view to contribute to the theory of organizational justice and how it can be useful within the Nigerian context, particularly in educational sector.

### **Objectives of the Study**

The main objective of the study is to assess the effect of organizational justice on employee turnover intention in private secondary schools in Katsina metropolis. The research would also set to achieve the following specific objectives:

- i. To assess the extent to which procedural justice affects employee turnover intention.
- ii. To evaluate the extent to which distributive justice has effect on employee turnover intention
- iii. To examine the extent to which interpersonal justice has effect on employee turnover
- iv. To investigate the extent to which informational justice has effect on employee intention.

### **Research Hypotheses**

- i. H0: Procedural justice has no significant effect on employees' turnover intention in private secondary schools
- ii. H0: Distributive justice has no significant effect on employees' turnover intention in the private schools
- iii. H0: Interpersonal justice has no effect on employees' turnover intention in the private secondary schools.
- iv. H0: Informational justice has no effect on employees' turnover intention in the private secondary schools

### **Literature Review**

#### **Conceptualizing Organizational Justice**

Generally, justice is considered as a social construct. It results from the interaction and exchanges that are taking place among people. According to Cobuild (2003), the term justice could be defined as the fairness in the way that people are treated. The above definition gives a broad definition of justice, irrespective of the context within which it is applied. In fact, justice, in general term, is defined as fairness. This accounts for part of the reason why scholars in organizational justice are using the two terms (i.e., justice and fairness) interchangeably (Moghimi, Kazemi & Sam iie, 2013). The fundamental concept underpinning organizational justice is fairness (McCain, Tsai, & Bellino, 2010). In social research such as psychology and organizational behavior, justice or fairness is considered as an attitudinal concept. Therefore, even though perceptions of organizational justice are contextual, certain norms may influence perceptions of justice.

Poole (2007) posited that norm did not essentially determine or envisage how a person or group of persons will define and react to certain circumstances. Therefore, justice is subjective in this aspect. However, in organizational and social science research, justice is also considered as a social construct (Poole, 2007). Cropanzano (1993) has defined organizational justice as reference to the just and ethical treatment of individuals within an organization. Greenberg (1990) viewed the term justice as just and fair manner in which organizations treat their employees. Byrne and Cropanzano (2001) defined the term organizational justice as the perceptions of fairness within the workplace. The above definitions look at the concept from a more holistic angle without specifically looking at the issues involved.

Beugre (2009) has suggested that fairness is an important yardstick that an employee uses to evaluate outcome distribution, formal procedures, or interpersonal treatment in an organization. Rupp (2011) conceptualized the term organizational justice as employees' perceptions of fairness of outcomes (i.e. distributive justice), of the process leading to said outcomes (i.e. procedural justice) or the social accounts given for processes or outcomes (i.e. informational justice) and the manner in which employees are treated interpersonally by those with authority over them (i.e. interpersonal justice). The definition by Rupp above is based on the conceptualization of the concept by looking at the various dimensions of the organizational justice unlike the previous definitions. In this study, the definition given by Rupp was considered to be more appropriate and thus, it was adopted.

### **Organizational Justice and Workplace Management**

Humans are naturally social beings. They are meant to interact with one another for their survival. Their perceptions of actions and activities of other individuals within their environment are influenced by their level of knowledge, experience, mental makeup and their cultural background. The meanings they give to actions, events and activities help, to a large extent, in determining how an individual responds to a given situation (Salisu, 2016)

### **Types of Organizational Justice**

Organizational justice theorists have identified at least three different types of actions that can be assessed in terms of justice. These events are outcomes, processes and interpersonal interactions (Elovainio, Heponiemi, Sinervo & Magnavita, 2010; De Yreh, 2012). Table 1 below provides a detailed summary of components of organizational justice.

**Table 1 Components of organizational justice**

1. Distributive justice: appropriateness of outcomes.
a. Equity: rewarding employees based on their contributions.
b. Equality: providing each employee roughly the same compensation
c. Need: providing a benefit based on one's personal requirements.
2. Procedural Justice: appropriateness of the allocation process
a. Consistency: all employees are treated the same.
b. Lack of bias: no person or group is singled out for discrimination or ill-treatment
c. Accuracy: decisions are based on accurate information.
d. Representation of all concerned: appropriate stakeholders have input into a decision.
e. Correction: there is an appeal process or other mechanism for fixing mistakes.
f. Ethics: norms of professional conduct are not violated
3. Interactional justice: appropriateness of the treatment one receives from authority figures
a. Interpersonal justice: treating an employee with dignity, courtesy and respect.
b. Informational justice: sharing relevant information with employees.

Source: Cropanzano, Bowen & Gilliland, (2007).

According to Austin (1979), the three dimensions summarized above focus on the entire exchange process, including outcome, how the outcome is realized, and the manner in which individuals are treated during the process.

### **Turnover Intention**

Turnover intentions reflect the subjective tendency that an employee will leave his organization at a certain future period (Zhao, et al, 2007). It is a multi-stage process consisting of three components which are: psychological, cognitive and behavioral in nature (Takase, 2010). Turnover intention is an employee's inclination to leave his or her organization (Emberland & Rundmo, 2010). Intention to quit is extensively researched because of the importance it holds towards the success of an organization and labor productivity.

### **Empirical Review**

Several studies conducted have established the relationship between organizational justice and intention to leave (or quit) or turn over intention. The finding from the study of Habib , Zahid, Muhammad & Sikandar (2015) on the effect of organizational justice on Employee turnover intention with the mediating role of Emotional Exhaustion in the banking sector of Afganistan revealed significant negative relationships between distributive, procedural and interactional organizational justices and turnover intention. The study recommended that management should establish organizational procedures that are fair to all employees in order to reduce negative affective and emotional reactions, and to decrease their turnover intention.

Sadia Arif (2018) in her study on the impact of organizational justice on turnover intentions: moderating role of job embeddedness reported a significant negative relationship between

organizational justice and turnover intention. The study recommended that concerned authorities should ensure that the working environment provides decent amount of fairness in allocation of rewards, formal procedure in decision making and interpersonal treatment.

Huseyin and Mustapha (2015) in their study of the effect of organizational justice on turnover intentions: A field study in Gaziantep of hotel employees revealed a negative correlation between interactional and procedural organizational justice and turnover intention but there was no correlation between distributive and turnover intention. However, the result of regression between organizational justice and turnover intention showed a negative and significant effect of interactional and procedural justice on turnover intentions. The study recommended that management should establish organizational procedures that are fair to all employees in order to reduce negative affections, and to decrease their turnover intention.

Salisu (2016) undertook a study on the influence of psychological contract and organizational justice on employee turnover intention on deposit banks in Nigeria. The result of his findings showed a significant negative relationship between procedural and distributive organizational justice. The findings also revealed that employees were very sensitive to the signals conveyed through their organizations decision making processes. Therefore, the study recommended that the decision making process should incorporate more employees, such that they can perceive the whole process as being fair and just. In order to achieve this, the study further recommended for more open communication before arriving at vital decisions and that efforts should be made at maintaining and encouraging very good interpersonal interactions among employees.

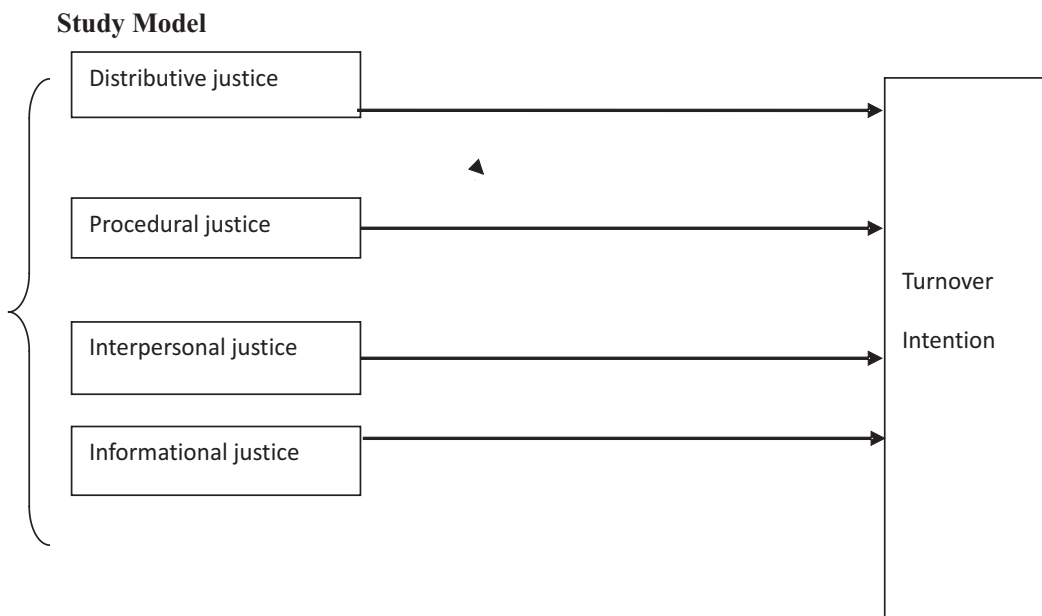
Chukwu (2019) studied the influence of organizational justice on turnover intention of employees in food and beverage industry in Nigeria. His finding revealed that fairness in procedure and process of getting reward, fairness in distribution of outcomes such as reward, fairness in personal treatment of employees received from authority figures and entrenchment of Justice in organization has significant influence on employee turnover intention. The study recommended that there should be fairness in the procedure and process of getting reward in the organization, fairness in the distribution of the outcomes such as rewards which includes promotion and incentives, fairness in personal treatment employees receive from the authority figures in the organization and that organizational justice should be entrenched in organizational culture, so that it would be strictly adhered to by everybody in the organization.

## **Theoretical Review**

### ***Social Exchange Theory***

Social Exchange theory is an exchange process between parties that is mutually contingent and mutually rewarding (Cropanzano and Mitchell, 2005). Blau (1964) described this type of exchange as the voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others.

The concept of justice is rooted in social exchange. This concept of justice assumes that perceived justice affects all type of social exchange behaviour (Wu, 2013). Social science researchers have used the social exchange framework to assess the fairness of some social exchange. They have also stressed the role played by equity in shaping consequent exchanges (Voorhees & Brady, 2005). Individuals use their justice perception to determine and control their participation in social exchange interactions in line with the level of fairness they experienced (Lind, 2001). In terms of employment and other similar social relationships, individuals are expected to respond or react whenever they experienced justice or injustice. Social exchange theory suggested that employees may display an intended reaction to justice or injustice in order to restore social exchange dynamics that may be in their favour or one that serves their self interest (Blau, 1964).



### Methodology

The study assessed the situation in the private secondary schools regarding the organizational justice and its effect on turnover intention. Thus, the population of this study was the teaching staff of the registered private secondary schools in Katsina metropolis. The list of the registered private secondary schools was obtained from the Ministry of Education, Katsina state while the academic staff strengths of the schools were obtained through field study. Population size of the potential respondents was 880 and it constituted the teaching staff as at October, 2019. The research design was descriptive. The study was also cross-sectional. Data were collected from the sampled respondents on their demographic characteristics and the constructs of organizational justice and employee turnover intention through questionnaire.

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The sample size of 268 for the study was arrived at using Cochran (1977) sample size formula below:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

$$n_0 = \frac{Z^2 pq}{e^2}$$

Where n = sample size for the population of the study, n<sub>0</sub> is the sample size of a large population whose degree of variability is not known developed from Cochran equation 1, N is the population size, Z is the selected critical value of desired confidence level, p is the estimated proportion of an attribute that is present in the population, q = 1 - p and e is the desired level of precision.

P = 0.5 (50%) and hence q = 1 - 0.5 = 0.5; z = 1.95 (taking 95% confidence level) e = 0.05, N = 880

$$n_0 = \frac{Z^2 pq}{e^2}$$

$$n_0 = \frac{(1.95)^2 (0.5)(0.5)}{(0.05)^2} = 384.16 = 384$$

The sample size of the population of the study is thus calculated below:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

$$= \frac{384}{1 + \frac{(384 - 1)}{880}}$$

$$= \frac{384}{1 + \frac{383}{880}}$$

$$= \frac{384}{1 + 0.4352273}$$

$$= \frac{384}{1.4352273}$$

$$= 267.55$$

$$= 268$$

Since the aim of this study is to have samples drawn from registered private secondary schools, Thus, proportionate random sampling is appropriate to the study, as shown by

Freund & Wilson, (2003). Proportionate random sampling as its name implies, involves a process using simple random sampling procedure to select elements from each unit of the population. The elements drawn from each unit of the population are proportionately distributed to the total number of its contribution to the total population.

A quantitative and cross-sectional data collection approach was undertaken for the study. Survey research method was used because the goal was to sample the opinions of the people on issues concerning the research. The data used in this study was collected from primary source. The primary data was used to test the hypotheses of the study. Data was collected through direct administration of the questionnaire by the investigator or his representative(s) (assistants). A Likert scale was used in rating the questions for data collection. The responses were scored on each of the scale. Five items were used in the study to measure the constructs under study. These include procedural justice, distributive justice, interpersonal justice, informational justice and turnover intention. Bio-data of the respondents with respect to gender, age, work experience and educational qualification was collected.

Organizational justice was measured using Colquitt's (2001) four dimensional questionnaire developed and validated in 2001. Procedural justice was measured using 7 items scale. Sample of the items include "Have you been able to express your view and feelings during those procedures?" And "Have those procedures upheld ethical and moral standards?" Distributive justice was measured using 4 items scale. Sample of the items include "Does your compensation level reflect the effort you have put into your work?" and "Is your compensation level justified, given your performance?" Interpersonal justice was measured using 4 items scale. Sample of the items include "Has (he/she) treated you in a polite manner?" And "Has (he/she) treated you with respect?" Lastly, informational justice was measured using 5 items scale. Sample of items in the scale include "Has (he/she) been candid in (his/her) communication with you?" And "Has (he/she) communicated details in timely manner?". All the 4 dimensions of organizational justice were rated using a Likert scale ranging from 1= strongly disagree; 4= strongly agree. Colquitt (2001) four dimensional questionnaire was therefore adopted to measure organizational justice.

Turnover intention or intention to leave was measured using Moynihan and Pandey (2007) 2 items scale. Sample of the items include "I often look for job opportunities outside this organization" and "I would like to spend the rest of my career with this organization". The response value of the second item was reversed before moving on with analysis. All the items were rated using a Likert scale ranging from 1= strongly disagree; 4= strongly agree.

Data analysis was performed using a number of methods of analysis. The data was analyzed using Statistical Package for the Social Science (SPSS) software version 16. The following techniques of analyses were used: i. Reliability analysis, ii factor analysis, iii. Correlation and iv Multiple regression/ This research used instruments that were already tested by other researchers in a different context other than that of the current study. Therefore, the instruments were validated. The reliability of the research questionnaire has to do with internal consistency. Cronbach's alpha is a consistency test of whether all items within the instrument measure the same thing. A pilot study before the main survey was conducted.

The five largest private schools in Katsina metropolis were used for the pilot study. Fifty questionnaires were distributed. Forty copies were returned, a response rate of 80%. Reliability test was conducted to assess the reliability of each of scales used. The independent and the dependent variables revealed a very good level of internal consistency reliability. The internal reliability of the measures of the various dimensions of organizational justice are presented in table 2.

**Table 2 Summary of Reliability Analysis of Independent and Dependent Variable**

Variables	Number of items	Cronbach's alpha
Procedural organizational justice	7	0.927
Distributive organizational justice	4	0.800
Interpersonal organizational justice	4	0.815
Informational organizational justice	5	0.852
Turnover intention	2	0.849

*Source: Survey Data, 2020*

The reliability result for each dimension of the variables emerged after testing the data obtained from the pilot study. The internal reliability of all the organizational justice variables that were used in the pilot study ranged from 0.800 to 0.927. On the basis of the analysis, all the four dimensions of organizational justice met the requirement and they are found reliable. Therefore, these four dimensions were retained in the questionnaire for the study. The dependent variable instrument also recorded 0.849 and so considered reliable for further analysis.

### Results and Findings

The data for this study was collected from registered private secondary schools in Katsina metropolis. The response rate is presented in table 3

**Table 3 Response Rate of the Questionnaire**

	<i>Response</i>
Number of distributed questionnaire	268
Returned questionnaire	257
Questionnaire not returned	11
Questionnaire returned and usable	250
Response rate	95.90%
Usable response rate	93.28 %

*Source: Field survey 2020*

Table 3 indicates that out of the 268 questionnaires that were distributed in the course of data collection, 257 were returned. This represents 95.90 % of the total questionnaires administered. A careful study of the questionnaires returned reveals that seven (7) of them

were not properly filled in. This was checked in the process of data cleaning and screening. 250 questionnaires were available for further analysis, which represents 93.28%. This was considered adequate.

### Factor Analysis of the Research Instrument

Factor analysis was conducted on both the independent and the dependent variable. Table 3 shows the result of principal component analysis for independent variable (organizational justice).

**Table 4: COMPONENTS**

ITEMS	1	2	3	4	5	6	7
POJ05 The procedures to arrive at my salary are based on accurate information.	0.732						
POJ01 I have the opportunity to express my views during the procedures to arrive at my salary		0.678					
POJ02 I have influence over my salary level arrived at by the procedures			0.639				
DOJ04 My salary level is justified, given my performance				0.789			
DOJ01 My salary level reflects the efforts I have put into my works					0.943		
IPOJ04 My supervisors refrain from improper remarks or comments						0.709	
IOJ05 My supervisor seems to tailor his communication to individuals' specific needs							0.675
Eigen values	1.814	1.213	1.040	1.760	1.038	1.615	1.992
% of variance explained	25.913	17.331	14.857	44.012	25.947	40.364	39.836

Sources: *Factor analysis output 2020*

Table 4 explained factor analysis of the four dimensions of organizational justice. The original twenty items were reduced to seven items. Procedural organizational justice which originally had 7 items were reduced to 3 indicators comprising POJ05, POJ01 and POJ02. Four items were dropped due to the failure to meet the requirement of factor analysis. Also,

distributive organizational justice which had 4 items were reduced to two indicators in respect of DOJ04 and DOJ01. Interpersonal organizational justice 4 items with were reduced to 1 indicator which is IPOJ04. Finally, informational organizational justice with initial 5 items were reduced to only 1 indicator in respect of IPOJ05.

The table 5 is the result of principal component analysis for the dependent variable (turnover intention)

**Table 5: COMPONENT**

ITEMS	1
TIN01 I often look for job opportunities outside this organization	0.748
TIN02 I would like to spend the rest of my career with this organization	0.748
Eigen value(TIN01)	1.118
% of variance explained(TIN01)	55.924

Sources: *Factor analysis output 2020*

The one component solution explains a total of 55.924% of the variance. The component was defined by two items (TIN01 & TIN02) relating to turnover intention. The eigen value in respect of the dependent variable was more than one. All the items reported communalities up to the required level.

**Correlation analysis**

The table 6 below shows the result of correlation analysis

**Correlations**

		FTPOJ	FTDOJ	FTIPOJ	FTIOJ	TIN01
FTPOJ	Pearson Correlation	1	-.102	-.020	-.203**	-.106
	Sig. (2-tailed)		.108	.759	.001	.095
	N	250	250	249	250	250
FTDOJ	Pearson Correlation	-.102	1	.139*	.141*	.092
	Sig. (2-tailed)	.108		.029	.026	.145
	N	250	250	249	250	250
FTIPOJ	Pearson Correlation	-.020	.139*	1	.209**	.181**
	Sig. (2-tailed)	.759	.029		.001	.004
	N	249	249	249	249	249
FTIOJ	Pearson Correlation	-.203**	.141*	.209**	1	.212**
	Sig. (2-tailed)	.001	.026	.001		.001
	N	250	250	249	250	250
TIN01	Pearson Correlation	-.106	.092	.181**	.212**	1
	Sig. (2-tailed)	.095	.145	.004	.001	
	N	250	250	249	250	250

Source: Author's computation, 2020

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

\*. Correlation is significant at the 0.05 level (2-tailed).

The result of correlation analysis shows no relationship between procedural organizational justice and distributive justice ( $r = -0.102$ ,  $p = 0.108$ ). Also procedural justice is not related to interpersonal justice ( $r = -0.20$ ,  $p = 0.759$ ). However, there exists a significant negative relationship between procedural justice and informational justice ( $r = -0.203$ ,  $p < 0.01$ ). Procedural justice is not related to turnover intention of the teachers in private secondary schools ( $r = -0.106$ ,  $p = 0.095$ ). This is in contrast to the findings of Salisu (2016), Chukwu

(2019) and Habib, Zahid, Muhammad & Sikander (2015). All reported a negative significant relationship between procedural justice and turnover intention. There is significant positive relationship between distributive justice and interpersonal justice ( $r = 0.139$ ,  $p < 0.05$ ). Distributive justice is significantly positively related to informational justice ( $r = 0.141$ ,  $p < 0.05$ ). Distributive justice is not related to turnover intention ( $r = 0.092$ ,  $p = 0.145$ ). This current finding aligns with the finding of Huseyin and Mustapha (2015). It is inconsistent with the findings of Chukwu (2019) and Sadia (2018). Both reported a negative relationship between distributive justice and turnover intention. Interpersonal justice is significantly positively related to informational justice ( $r = 0.209$ ,  $p < 0.01$ ). There is a significant positive relationship between interpersonal justice and turnover intention ( $r = 0.181$ ,  $p < 0.01$ ). This is in contrast with the findings of Salisu (2016) who reported no relationship between interpersonal relationship and turnover intention. Informational justice is significantly positively related to turnover intention ( $r = 0.181$ ,  $p < 0.01$ ). This does not align with the finding of Chukwu (2019) who reported a negative relationship between informational justice and turnover intention.

### Regression Results

**Table 7**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.267 <sup>a</sup>	.071	.056	.84393	1.911

a. Predictors: (Constant), FTIOJ, FTDOJ, FTPOJ, FTIPOJ

b. Dependent Variable: TIN01

**Table 8**

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.361	4	3.340	4.690	.001 <sup>a</sup>
	Residual	173.780	244	.712		
	Total	187.141	248			

a. Predictors: (Constant), FTIOJ, FTDOJ, FTPOJ, FTIPOJ

b. Dependent Variable: TIN01

**Table 9****Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2.029	.364		5.583	.000		
FTPOJ	-.028	.027	-.066	-1.040	.299	.953	1.050
FTDOJ	.028	.041	.043	.686	.494	.962	1.040
FTIPOJ	.146	.066	.140	2.196	.029	.943	1.060
FTIOJ	.165	.065	.165	2.544	.012	.908	1.101

a. Dependent Variable: TIN01

Multiple regression was conducted to determine the effect of organizational justice on turnover intention. The regression analysis identifies the most contributory variables among the dimensions of organizational justice that best predict the employees' turnover intention in the private secondary schools. The result shown in Tables 7 and 8 above demonstrate that the regression equation with predictors that were significant ;  $R = 0.267$ ,  $R^2 = 0.071$ ,  $R^2_{\text{adjusted}} = 0.056$ ,  $F = 4.690$ ,  $P < 0.01$ . In other words, the multiple correlation coefficients between the predictors and the dependent variable were 0.267. The predictor accounted for 7.1% of the variance. The generalizability of this model in another population was 0.056. The value of  $R^2$  dropped by 0.015 (about 1.5%) in the adjusted  $R^2$ , which indicates that the cross validity of this model was fine. The significant F-test revealed that the relationship between the dependent variable and the independent variables was linear and the model significantly predicted the dependent variable. The F-test = 4.690,  $P < 0.01$  indicates an overall significant prediction in the independent variables to the dependent variables. The result of collinearity statistics in table 9 shows that the explanatory variables are statistically independent of one another since the variance inflationary factor (VIF) is less than 5 for all the independent variables.

**Hypothesis 1: Procedural Justice and Turnover Intention:** Hypothesis 1 predicted that procedural justice has no significant effect on employee turnover intention in the private secondary schools. The regression coefficient linking procedural justice and turnover intention was not significant ( $\beta = -0.066$ ,  $t = -1.040$ ,  $p = 0.299$ ). This is in contrast to the findings of Salisu(2016) and Chukwu (2019) who reported significant coefficient. Thus, hypothesis 1 was supported.

**Hypothesis 2: Distributive Justice and Turnover Intention:** Hypothesis 2 predicted that distributive justice has no significant effect on employee turnover intention in the private secondary schools. The regression coefficient result was not significant ( $\beta = 0.043$ ,  $t = 0.686$ ,  $p = 0.494$ ). This finding aligns with the findings of Huseyin and Mustapha (2015) and Salisu (2016). It is however inconsistent with the findings of Sadia (2018) and Habib Gul, Zahid, Muhammad & Sikandar (2015). Both recorded significant coefficients. Thus, hypothesis 2 was retained

**Hypothesis 3: Interpersonal Justice and Turnover Intention:** Hypothesis 3 predicted that interpersonal justice has no significant effect on employee turnover intention in the private secondary school. The regression coefficient linking Interpersonal justice and turnover intention was significant ( $\beta=0.140$ ,  $t=2.196$ ,  $p=0.029$ ). Therefore, interpersonal justice is a predictor of turnover intention among employees of private secondary schools. This is in contrast with the finding of Salisu (2016) who reported insignificant coefficient. Thus, hypothesis 3 was rejected.

**Hypothesis 4: Informational Justice and Turnover Intention:** Hypothesis 4 predicted that informational justice has no significant effect on employee turnover intention in the private secondary schools. The regression coefficient linking Informational justice and turnover intention was significant ( $\beta=0.165$ ,  $t=2.544$ ,  $p=0.012$ ). This does not align with finding of Salisu (2016) who also reported insignificant coefficient. Therefore, informational justice is a predictor of turnover intention among employees of private secondary schools. Thus, hypothesis 4 was not supported.

### Discussion of Findings

The main objective of this study is to ascertain the effect of organizational justice in predicting employee turnover intention. The study further contributes to the organizational justice theory by examining the implications of the variables on turnover intention. The present research findings also contribute to literature on organizational justice and turnover intention. Two of the four predicted hypotheses were supported. The test of hypotheses indicates both informational and interpersonal justice make contribution to turnover intentions. That is, as employees in private schools perceive breach in interpersonal and informational justice, their turnover intention increases. This study could not indicate any empirical evidence on effect of procedural and distributive justice on turnover intention. This does not mean that they can not influence employees' turnover intention. But more importantly, employees in the private schools placed more emphasis on interpersonal and informational justice than procedural and distributive justices.

### Conclusion

The main purpose of this study was to examine the effect of organizational justice on turnover intention. Based on the findings of this study, we conclude that the educational institutions in Nigeria is faced with the challenge of maintaining fairness particularly in the aspects of interpersonal and informational relationship with the employees. Organizational justice is part of the basic needs of employees. Employees want to be valued as humans not only as human capital of an organization. Employees want their ideas to be considered as important. They also want to be educated on the rationale behind the decisions reached by management. Thus, it could be concluded that if teachers perceive a climate of justice pervades in the organizations, they will less turnover

### Recommendations

This research has made findings which will enable us to make inference on teachers in the Nigerian educational institutions. Based on the findings, the following recommendations are made:

- i) Schools administrators should continue in their efforts at maintaining and encouraging very good interpersonal interactions among employees. There should be fairness in personal treatment employees receive from the authority figures in the organization.
- ii) School authority should continue in their efforts at maintaining and encouraging timely communication of information about employees' tasks.
- iii) Despite the fact that the result indicates that distributive justice has no effect on employee turnover intention, organizations should ensure fairness in the distribution of the outcomes such as rewards which includes promotion and incentives.
- iv) Lastly, schools are encouraged to ensure that there is fairness in the procedure and process of getting reward in the organization even though the findings indicate that procedural organizational justice has no significant effect on turnover intention.

### Suggestions for future research

This study provides a platform for organizational justice studies especially in the Nigerian context and in educational sector. Future research should examine other relevant variables found to be important in previous organizational studies and in other sectors. Also, future research could improve the generalizability of the result. The data collection procedures utilized by the current study was cross sectional. This may make the causality ambiguous. Thus, longitudinal study might be recommended for future research.

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*Chukwu, B.A. (2019). The influence of organizational justice on Turnover Intention of employees in food and beverage industry in Nigeria. International Journal of Economics, Business and Management Studies. Vol 6, No1, 129- 148*