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BOOK OF ABSTRACTS



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ORGANIZATIONAL COMMITMENT AS MEDIATOR
VARIABLES ON THE RELATIONSHIP BETWEEN
ORGANIZATIONAL JUSTICE AND TURNOVER INTENT

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ABSTRACT

Current research conducted with two main concerns, first, to investigate the effect of distributive and procedural justice on turnover intent. And second, to examine the roles of affective, continuance and normative organizational commitment as the mediator variables on the effects of distributive and procedural justice on turnover intent. One-hundred-and-fifty-five employees from a public organization located in Bengkulu Province participated voluntarily as the respondents. Three steps Mediated Regression Analysis (MDA) applied to test the hypotheses. As expected, Distributive justice and procedural justice negatively affect the turnover intent. In addition, the effect of distributive justice on turnover intent mediated by affective and normative organizational commitment. The effect of procedural justice is mediated by affective, continuance, and normative organizational commitment.

Fields of Research: Organizational Behaviour; Human Resource Management

1. INTRODUCTION

The world has been continuously facing the impact of globalization and the organizations as well. The growth of the information technology that is faster and narrower than ever have been created more opportunities and challenges. In one side, the globalization has been create the opportunities such as market opportunities for organization, access to the resources more easily and more variably, and opportunities for creating strategic alliances and corporation with the foreign organizations. In the other side, it also creates more challenges including more differences of consumer's preferences from difference territorial and culture, work diversity, and increasing of global competition.

Increasing the global competition has placed the organizations as well as managers in the critical position for taking the business decision in faster, more precise, and better manner. Therefore, the organizations need to have the competitive advantages, especially in the area of human resource (HR) and the way it managed, human resource management (HRM). Competitive advantages in the area of HR and HRM are very valuable for the organization because the HR is the only place for knowledge to be stayed and beneficial.

As for compete, every effort to create and increase the employee's organizational commitments became more relevant, because the employees are the valuable assets for the organization. Competent employees of the organization will contribute in the optimal way only if the organization able to create and improve their organizational commitment. Without high organizational commitment from the entire organizational' employees, the effort to improve organizational performance as well as to win the competition will not make good results (Pareke, 2002a).

Both from the theoretical and empirical perspectives, the individual commit to his/her organization have been associated with the other work behaviour such as justice perception and turnover intent constructs. Organizational justice refers to the employee reaction and evaluation about the fairness and equity of the daily organizational life. The organizational justice is adopted from the equity theory literatures (Kosgaard *et al.*, 1995; Cowherd and Levine, 1992; Skarlicki and Folger, 1997; Schminke *et al.*, 1997). Based on the equity theory, organizational justice refer to the employee perception about the fairness and balance between employee's contribution and the reward they received, as well as their perception about the fairness of the organizational processes to distribute the organizational results.

Employee's intent to leave (turnover intent) from their present organization, by researchers and writers is positioned as the consequence or effect of the absence of the organizational commitments. However, empirical evident in the area of relationship between organizational commitment and turnover intent have resulted difference conclusions. For instance, Meyer *et al.* (1993) concluded that affective and normative organizational commitment affected turnover intent, but continuance organizational commitment found has no effect on it. While Hackert *et al.* (1994) concluded that those three components of organizational commitment affected turnover intent negatively and significantly.

The present research will test the cause-effect of those variables, including the distributive and procedural justice, affective-continuance-normative organizational commitment, and turnover intent. Particularly, researcher want to test whether there are direct effect of distributive and procedural justice on turnover intent, and are the effects mediated by affective-continuance-normative organizational commitment.

2. LITERATURE REVIEW

2.1 Organizational Justice

According to Bierhoff *et al.* (in Gilliland, 1993), and Folger and Konovsky (1989), debate on organizational justice theory stressed heavily on the distributive justice aspect. However, current researches on procedural justice aspect begin to take more attention from scholars. Distributive and procedural justice is derived from equity theory literatures (Korsgaard *et al.*, 1995; Cowherd and Levine, 1992; Skarlicki and Folger, 1997; Schminke *et al.*, 1997). Distributive justice is defined as the employee

perception of fairness of resources distributions within the organization, while procedural justice refers to the fairness and equity of procedures are used to allocate the decisions in organization (Conlon, 1993; Fryxell, 1992; Aquino et al., 1999). Although the concepts of distributive and procedural justice separated each other (Cowherd and Levine, 1992; Hartman et al., 1999), researches in this field are likely put both distributive and procedural as the variables that together affect the employee reactions (Tang and Sarsfield-Baldwin, 1996; McFarlin and Sweeney, 1992; Korsgaard and Roberson, 1995; Greinberger, 1997).

Literatures on the distributive justice theory stated that the individuals within the organization would evaluate the distributions of organizational outcomes with respect to some distributive rules, the most common of which is equity (Cohen, in Gilliland, 1993). Equity theory stated that people in social exchange relationships believe that rewards should be distributed according to the level of individual contribution (Cowherd and Levine, 1992). Based on equity theory, distributive justice refers to the employee perception of the comparisons and balances between the inputs they contribute (e.g. work efforts and skills) and the outcomes (e.g. pay). When the employee perceived their ratio of input to outcome is balanced, they feel equity exist. Otherwise, dissimilar ratios lead to perception of inequity (Cowherd and Levine, 1992).

Procedural justice refers to the perceived fairness of procedures used in making decision (Folger and Greenberg, in Gilliland [1993]). Researchers generally have proposed two theoretical explanations for the psychological processes underlying procedural justice effects, instrumental or process control and relational concerns or structural components (Taylor et al., 1995 and Gilliland, 1993). The perspective of instrumentality or process control stated that the procedures are perceived to be fair when affected individuals have an opportunity to either influence the decision process or offer inputs (Thibaut and Walker, in Gilliland [1993]). While the structural components perspective suggests that the procedural justice to be a function of the extent to which a number of procedural rules are satisfied or violated (Leventhal, in Gilliland [1993]). Such procedures have important implications for individual feeling of self-worth and group standing. Because the procedures are viewed as manifestations of basic process values in the organization, they take on value in and off themselves, not simply because they promote the attainment of goals outside the process (Gilliland, 1993).

2.2 Organizational Commitment

Researches on organizational commitment can be separated in to two perspectives, first, as a uni-dimensional construct, and second, as a multi-dimensional construct. Commitment as a multi-dimensional construct consisted of three component of employee commitment: Affective Organizational Commitment (AOC), Continuance Organizational Commitment (COC), and Normative Organizational Commitment (NOC). Affective component refers to the employee's emotional attachment to, identification with, and involvement in the organization. Continuance refers to the commitment based on the cost that the employee associated with leaving the organization. And the normative component refers to the employee's feeling of obligation to remain with the organization (Allen and Meyer, in Dunham et al. [1994]). Employees with strong affective commitment continue employment with the

organization because they want to do so. Employees whose primary linked to the organization is based on continuance commitment remain because they need to do so. While the employees with strong normative commitment remain because they ought to do so (Shore et al., 1995).

The most popular conceptualization in the uni-dimensional perspective of organizational commitment developed by Porter et al. (in Bozeman and Parrewe, 2001), namely Organizational Commitment Questionnaire (OCQ). OCQ consisted of 15 items that measure the individual commitment as well as three components organizational commitment. Testing by Bozeman and Perrewe (2001) of the uni-dimensional measures showed a conclusion that there is over lapping between its items with the other construct items. Six items of OCQ were over lapping with turnover cognitions scales. This evidence indicates that the use of uni-dimensional scales, need to be interpreted cautiously, and also call for forward development. Dunham et al. (1994) argued that the use of multi-dimensional scale is needed as for building the integrative definition of organizational commitment. Their study to the 2.734 respondents from various jobs strongly supported the multidimensional scale of organizational commitment. Result also suggested the instrument developed by Allen and Meyer is a workable operationalization of organizational commitment. Employees with higher perception of distributive justice tend to have higher organizational commitment.

However, literatures on this field showed a different conclusion about the relationship between distributive justice and organizational commitment. For instance, Folger and Konovsky (1989) concluded that there is no significant relationship between those two variables. Otherwise, McFarlin and Sweeney's (1992) study indicated there is strong relationship between distributive justice and organizational commitment, as well as Tang and Sarsfield-Baldwin (1996). Mossholder et al. (1998), in a multilevel analysis of procedural justice, concluded that the individuals in the same work unit who perceived higher procedural justice did not relate to the higher organizational commitment. This evidence indicated the organizational commitment based more an individual level than work unit.

So far, researches in the distributive justice used uni-dimensional measures for assessing the organizational commitment. One of the previous researches that used multi-dimensional construct concluded that there is a strong correlation between distributive justice to the AOC, COC, and NOC (Ko et al., 1997).

2.3 Turnover Intent

According to Good et al. (1996), turnover intent can be defined as a desired or intention of employees to actually quit or turnover from their present organization. In the empirical research, turnover intent (in the other terminology is intent to quit and intent to leave) often used to predict the employees actual turnover (Lum et al., 1998; Good et al., 1996). An employee would feel turnover intention because of some reasons, including the absence of job satisfaction or the weakness of organizational commitment (Clugston, 2000; Russ McNelly, 1995; Lee et al., 1992; Hom et al., 1992; Gerhart, 1990), low performance (Williams and Livinstone, 1994; Zenger,

1992), results satisfaction and satisfaction with supervisor (Aquino et al., 1997), and role conflict and role ambiguity (Johstone et al., 1990; Wonder et al., 1982).

Theoretically, there is a strong relationship between organizational justice perceptions and the turnover intent. Employee's turnover from an organization is one way that can be taken if he/she feel there is less or no justice in his/her organizational life. On the other side, lower organizational commitment can also lead to turnover intent. More researchers concluded that there is significant effect of distributive and procedural justice on organizational commitment (McFalin and Sweeney, 1992; Tang and Sarfield-Baldwin, 1996; Fields *et al.*, 2000; Pareke, 2002a; Mosholder *et al.*, 1998; Tang and Sarfield-Baldwin, 1996). However, researches in this area have not been proved yet about the effect of distributive and procedural justice on intent to leave.

2.4 Conceptual Framework and Hypotheses

Figure 1 below show the conceptual framework based on the literature review along with the research' hypotheses will be tested.

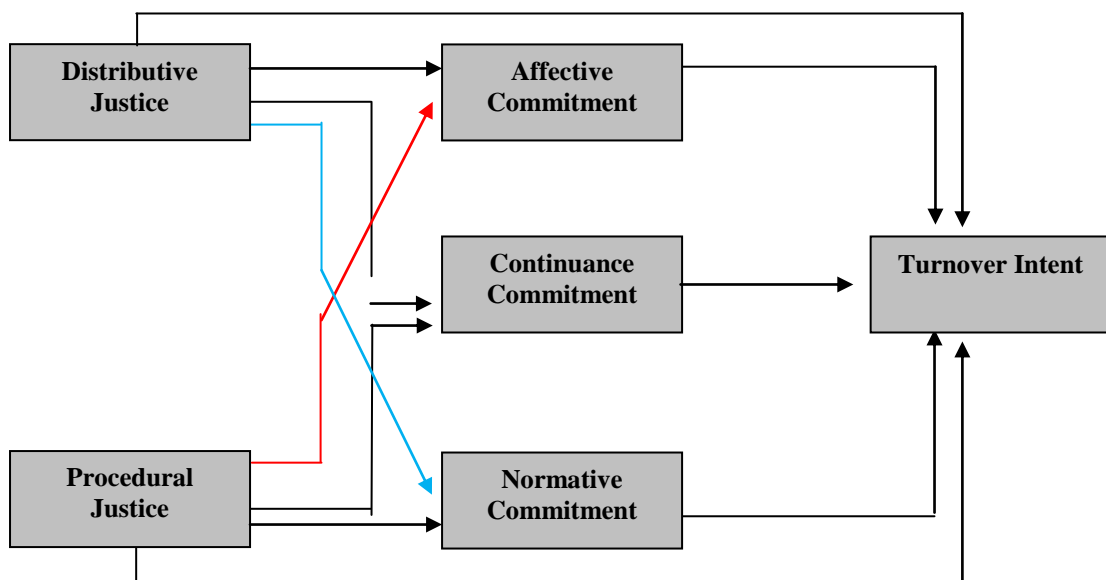


Figure 1
Conceptual Framework

Hypothesis 1: Distributive justice will negatively affect turnover intent.

Hypothesis 1a: The Effect of distributive justice on turnover intent will be mediated by affective organizational commitment.

Hypothesis 1b: The Effect of distributive justice on turnover intent will be mediated by continuance organizational commitment.

Hypothesis 1c: The Effect of distributive justice on turnover intent will be mediated by normative organizational commitment.

- Hypothesis 2: Procedural justice will negatively affect turnover intent.
- Hypothesis 2a: The Effect of procedural justice on turnover intent will be mediated by affective organizational commitment.
- Hypothesis 2b: The Effect of procedural justice on turnover intent will be mediated by continuance organizational commitment.
- Hypothesis 2c: The Effect of procedural justice on turnover intent will be mediated by normative organizational commitment.

3. DATA AND METHODOLOGY

3.1 Data and Data Collection Methods

Primary data was used, which is the self-report response from 155 respondents who are working for public and private organizations in the western Sumatera Island, Indonesia. Sample was chosen randomly proportionate to the numbers of employees of each department of the organizations. Fifteen-point-twenty-six percent respondents were women, and 23.79 percent have completed bachelor degree. Average ages of respondents was 15.36 years old, with average tenure was 7.85 years.

Data were collected using survey methods. Questionnaires were distributed directly through administrators of the department where the respondents work. One-hundred-and-thirty-seven out of 155 respondents were completed 33 self-report measures, which results 88.39% in response rate. However, only 134 questionnaires were analyzed due to incompleting data. Confidentiality of the answers from the respondents were guaranteed.

3.2 Measures

Organizational Justice consisted of two dimensions, which are distributive justice and procedural justice. Distributive justice was measured using items developed by Colquitt (2001). Respondents were asked to answer 5 items questionnaire that refer to the employee's perception about the extent of the relative comparison between reward they received from organization with their responsibilities, tense and stress, education and training, efforts, and the tasks. The items questionnaire including "my reward reflects the effort I have put in to my work; my reward appropriate for the work I have completed". To assess the employee's perception of procedural justice, 7 items measures were used refer to the extent the procedures used by organization were fair, valid, bias free, and representing the actual employee's performance. Items questionnaire for assessing procedural justice including: "the procedures used in my organization have been applied consistently; the procedures used in my organization have been based on accurate information" Five-point Likert scale were used, 5 = strongly agree to 1 = strongly disagree.

Organizational commitment measured using questionnaires developed by Allen and Meyer (1990), consisted of three components of organizational commitment which is affective organizational commitment, continuance organizational commitment, and normative organizational commitment. Each component was measure by 6 items self-report measure, resulted 18 items for the whole organizational commitment variable. Cronbach's coefficient Alpha for each component reported by Ko et al. (1997) in South Korea were 0.86; 0.58 and 0.78 respectively in the first study and 0.87; 0.64 and 0.76 in the second study. Affective organizational commitment assesses the identification and involvement of the employees to their organizations and the extent to their willingness to develop their organizations. Example statement was "I would be very happy to spend the rest of my career with this organization". Continuance organizational commitment assesses the extent the employees being commit to the organization due to the costs that probably will be rise if they not to so and the existence of the better job alternative outside the organization. Example statement was "right now, staying with my organization is a matter of necessity as much as desire" While normative organizational commitment measures the identification of the employee to the organization due to obligation and morally to keep stay in the organization. Example item was "I would feel guilty if I left my organization now" Five-point Likert scale were used, 5 = strongly agree to 1 = strongly disagree.

Intent to leave measured by three items statement adopted from Camman et al. (1997) research. The sample statement is "I feel that I can leave my present job" Five-point Likert scale also used, 5 = strongly agree to 1 = strongly disagree. Cronbach's coefficient Alpha for intent to leave reported was 0.69.

3.3 Data Analysis

Data analyzed using three steps Mediated Regression Analysis (MRA). The same procedures also applied by Van Dyne at al. (1994). At the first step, the mediator variable is regressed on the independent variable. At the second step, the dependent variable is regressed on the dependent variable. As for the third step, the dependent variable is regressed simultaneously on both the independent variable and the mediator variable. Mediation is indicated for a independent variable-mediator-dependent variable relationship if the following conditions are met (Van Dyne et al., 1994): The independent variable must affect the mediator in the first equation; the independent variable must affect the dependent variable in the second equation; the mediator must affect the dependent variable in the third equation; and finally, the effect of the independent variable on the dependent variable must be less in the third equation than in the second equation. Full mediation is supported if the independent variable has no effect when the mediator is controlled, and partial mediation is indicated if the independent variable's effect smaller but still significant when the mediator is controlled (Van Dyne et al., 1994)

3.4 Reliability Testing

Table 1 show the coefficient of Cronbach's Alpha for each variable. All variable in this research has satisfactory reliability level, ranging from 0.6563 to 0.9144.

Table 1

The Coefficient Cronbach's Alpha of Research Variables

No.	Variable	Number of items	Cronbach's Alpha (α)
1	Distributive Justice	5	0.9144
2	Procedural Justice	7	0.8429
3	Affective Commitment	6	0.7605
4	Continuance Commitment	6	0.7849
5	Normative Commitment	6	0.7446
6	Turnover Intent	3	0.6563

The coefficient of Cronbach's Alpha for distributive justice was $\alpha = 0.9144$. This result indicated that the items of distributive justice have the satisfactory reliability level, which is consistent with Pareke (2002b), and Tang and Sarsfield-Baldwin (1996). The same result also appear for the procedural justice variable, $\alpha = 0.8429$. While the coefficient of Cronbach's Alpha for turnover intent was quit low but still in the acceptance level, $\alpha = 0.6563$.

Reliability testing done to know the inter-item consistency, which is indicate the consistency of respondents' answer when they respond to the all statement items. Respondents possibly inconsistent in the answering the statement items because of perception differences, and also poorly understand the items. Although some researchers reccommended that the reliability level should not be less than 0.8, but reliability level above 0.7 still consider be accepted (Nunally, in Ko et al. [1997]). According to Sekaran (2000), Cronbach's Alpha coefficient below 0.6 indicate that the items were bad, *range* 0.7 accepted, and above 0.8 were good.

4. FINDING AND DISCUSSION

4.1 Descriptive Statistic

Table 2 Show the means, standard deviation and correlation among research variables. Means of distributive justice was 15.26 (*s.d* 4.92) tend to moderate. While means for procedural justice (23.79, *s.d* 4.80); affective commitment (23.79, *s.d.* 4.80); continuance commitment (19.05, *s.d.* 4.12); and normative commitment (19.74, *s.d.* 4.03) were moderate-to-high. Means of turnover intent was 7.85 (*s.d* 2.16) tend to low.

Table 2
Means, Standard deviation and Correlation among Variables

Variable	Means	S.D	1	2	3	4	5
1. Distributive Justice	15.26	4.92					
2. Procedural Justice	23.79	4.80	0.538** .000				
3. Affective Commitment	20.78	3.87	.327** .000	.340** .000			
4. Continuance Commitment	19.05	4.12	.304** .000	.316** .000	.484** .000		
5. Normative Commitment	19.74	4.03	.337** .000	.295** .000	.555** .000	.660** .000	
6. Turnover Intent	7.85	2.16	-.258** .003	- .231** .007	- .361** .000	- .206** .000	- .333** .000

** Significant at level $\rho < 0.01$

The result indicated that the respondents perceived that the level of distributive justice in their organization was moderate. The respondents perceived that the level of procedural justice in their organization was relatively high, and also have affective, continuance, and normative commitment were relatively high as well. While the respondents' intention to actually quit from their present organization was relatively low. The correlation among variables show the expected direction, with the moderate level of correlations ranging from -.361 to .660 at significant level $\rho < .01$.

4.2 Hypotheses Testing

Mediated Regression Analysis results at table 3 provided supports for the research hypotheses. Distributive justice negatively and significantly affect turnover intent ($\beta = -.258$ $\rho < .01$). This result provided support for hypothesis 1. Result also provided support for hypothesis 1a; affective organizational commitment mediated the effect of distributive justice on turnover intent. Beta (β) value for independent variable in the first equation significant at level $\rho < .001$; in the second equation was significant at level $\rho < .01$; significant at level $\rho < .001$ for affective organizational commitment; at level $\rho < .10$ for distributive justice. Beta (β) value for distributive justice in the third equation (-.158) was less than in the second equation (-.258), but still significant at level $\rho < .10$.

Table 3
Mediated Regression Analyses^a

Independents Variables	Mediator Variables (β)	Dependent Variables (β)
Step 1 (Distributive justice)	.327***	—
Step 2 (Distributive justice)	—	-.258**
Step 3 (Distributive justice)	—	-.158*
Step 3 (Affective OC)	—	-.310***
Step 1 (Distributive justice)	.304***	—
Step 2 (Distributive justice)	—	-.258**
Step 3 (Distributive justice)	—	-.215*
Step 3 (Continuance OC)	—	-.141
Step 1 (Distributive justice)	.337***	—
Step 2 (Distributive justice)	—	-.258**
Step 3 (Distributive justice)	—	-.165*
Step 3 (Normative OC)	—	-.277**
Step 1 (Procedural justice)	.340***	—
Step 2 (Procedural justice)	—	-.231**
Step 3 (Procedural justice)	—	-.122
Step 3 (Affective OC)	—	-.320***
Step 1 (Procedural justice)	.316***	—
Step 2 (Procedural justice)	—	-.231**
Step 3 (Procedural justice)	—	-.184*
Step 3 (Continuance OC)	—	-.148*
Step 1 (Procedural justice)	.295***	—
Step 2 (Procedural justice)	—	-.231**
Step 3 Procedural justice)	—	-.145*
Step 3 (Normative OC)	—	-.290**

^aN = 134

*** Significant at the level $\rho < 0.001$

** Significant at the level $\rho < 0.01$

* Significant at the level $\rho < 0.05$

* Significant at the level $\rho < 0.10$

However, hypothesis 1b have not support, there is no effect of continuance commitment as a mediator variable in the effect of distributive justice on turnover intent. β value for continuance commitment as independent variable in the third

equation was not significant. Support also received by hypothesis 1c, normative commitment mediated the effect of distributive justice on turnover intent. B value for independent variable in the first equation significant at the level $\rho < .001$; in the second equation was significant at the level $\rho < .01$; in the third equation was significant at the level $\rho < .01$ for normative commitment; and significant at the level $\rho < .10$ for distributive justice. B value for distributive justice in the third equation (-.165) was less than in the second equation (-.258), but still significant at the level $\rho < .10$.

Results at table 3 also provided supports for the hypothesis 2. Procedural justice negatively and significantly affect turnover intent ($\beta = -.231$ $\rho < .01$). Same support also accepted by hypothesis 2a, affective organizational commitment mediated the effect of procedural justice on turnover intent. β value for independent variable in the first equation (.340) was significant at level $\rho < .001$; in the second equation (-.231) was significant at level $\rho < .01$; in the third equation (-.320) was significant at level $\rho < .01$. β value for procedural justice in the third equation (-.122) was not significant.

Result also provided same support for hypothesis 2b; continuance organizational commitment mediated the effect of procedural justice on turnover intent. β value for independent variable in the first equation was significant at level $\rho < .001$; in the second equation was significant at level $\rho < .01$; in the third equation was significant at level $\rho < .10$. β value for procedural justice in the third equation (-.184) is less than in the second equation (-.231), but still significant at level $\rho < .10$.

Another support was received by hypothesis 2c; normative organizational commitment mediated the effect of procedural justice on turnover intent. β value for independent variable in the first equation was significant at level $\rho < .001$; in the second equation was significant at level $\rho < .01$; in the third equation was significant at level $\rho < .10$. β value for procedural justice in the third equation (-.184) less than in the second equation (-.145), and less than in the second equation (-.231), but still significant at $\rho < .10$.

4.3 Discussion

Gilliland (1993) argued that employees who are perceive the absence of equity between their input to the organization with the results or reward their received, and preens of improper implementation of organizational procedures will resulted in negative emotions, which in turn, will motivated employees to change (adapt) their behaviour, attitudes, and reactions. When employees perceive injustice, both in term distributive and procedural, they would try to decrease their disappointment by same ways (Cowherd and Levine, 1992). *Firstly*, they might change their perceptions about inputs they have been contributed. *Secondly*, they would try to change their actual inputs they contribute and reward they receive, for instance by decrease the level of effort in finishing their tasks, or strive for pay increasing. *Thirdly*, the employees can stop their dissappointment by quitt or leave the present organization, and joint the other organization that can meet their expectations.

Current research provided empirical evidence on the theoretical concepts and conclusions above. Support for hypothesis 1 indicated that the employees who perceive the presence of distributive justice tend to have low turnover intent, on the contrary, employees who feel high turnover intent resulted in lower distributive justice. Hypotheses 1a and 1c predicted affective and normative commitment would mediate the effect of distributive justice on turnover intent. These hypotheses received support, which indicated if the distribution of organizational results and resources by a fair manner, the employees tend to have high affective and normative organizational commitment, which in turn, it would decrease the employees' turnover intent. This conclusion was consistent with the former finding (i.e.: Meyer et al., 1993; Hackett et al., 1994; Fields et al., 2000; Lam et al., 2002; McFarlin and Sweney, 1992; Tang and Sarsfield-Baldwin, 1996).

This research also provided support for Good et al. (1996) conclusion, who concluded that organizational commitment is the important determinant of employees' intention to quit from their present organization. Individuals who have higher organizational commitment tend to have lower turnover intent.

Support for hypothesis 2 means that employees who perceived procedural justice tend to have low turnover intent. Hypotheses 2a, 2b, and 2c predicted that affective, continuance, and normative organizational commitment mediated the effect of procedural justice on turnover intent. All these hypotheses received support, indicated the appropriate implementation of procedures in organization would increase employees' commitment to their organization, which in turn, lead to decrease their intention to quit from their present organization.

Results of hypotheses testing of hypotheses 1, 1a, 1b, and 1c consistent with conclusion made by Meyer et al. (1993), except for the effect of continuance organizational commitment on turnover intent. Meyer et al. (1993) concluded that there is no effect of continuance organizational commitment on turnover intent. Instead, the results strongly support Hackett et al. (1994) finding, three components of organizational commitment were significantly affect turnover intent.

5. CONCLUSION AND IMPLICATION

5.1 Conclusion

1. Distributive justice affects turnover intent negatively. The effect of distributive justice on turnover intent mediated by affective and normative organizational commitment.
2. Procedural justice affects turnover intent negatively. The effect of procedural justice on turnover intent mediated by affective, continuance, and normative organizational commitment.

5.2 Implication

The evident resulted from this research provided the importance implications for HRM practices within the organization. Especially, efforts to control and minimalized the turnover level began with decreasing the employees' intention to quit (turnover intent). For those purposes, distributive and procedural justice aspects need to receive seriously concern from the organization managers and the executives. Creating justice perception, both in the distributive and procedural aspect is the starting point to increase and maintain organizational commitment, which in turn, the employees turnover could be minimalized because their intention to quit have been relatively low.

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