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EFFECT OF ORGANIZATIONAL JUSTICE ON EMPLOYEES' TURNOVER INTENTION AMONG LECTURERS OF UNIVERSITY OF CROSS RIVER STATE, CALABAR, NIGERIA

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Abstract

This study examined the effects of Organizational Justice on Employees' Turnover Intention among lecturers of University of Cross River State, Calabar. The study was necessitated by the fact that lecturers complained of injustice in the University concerning appointments, allocation of resources, discrimination, and disrespect. The study adopted exploratory research design. A sample of 223 respondents were drawn from a population of 502 lecturers of University of Cross River State using stratified sampling and simple random sampling techniques. The sample size was determined using Taro Yamane formula for determination of sample size. Structured questionnaire was used to obtain data from primary source and analyzed using descriptive statistics. The hypotheses were tested using simple linear regression analysis with the aid of Statistical Package for Social Sciences (SPSS) 26.0 version. Result of hypothesis one revealed that distributive justice had significant inverse effect on employees' turnover intention in University of Cross River State (F-ratio of 12.222 with p-value of 0.001, significant at 0.05 level). Result of hypothesis two revealed that procedural justice had significant inverse effect on employees' turnover intention in University of Cross River State at level of significant of 0.05 (F-ratio of 5.989 with p-value of 0.015). Result of hypothesis three revealed that interactional justice had significant inverse effect on employees' turnover intention in University of Cross River State at level of significant of 0.05 (F-ratio of 10.470 with p-value of 0.000). Based on the above, it was concluded that there was a significant negative effect of organizational justice on employees' turnover intention in University of Cross River State. This result implies that, if steps are not taken to arrest the situation, the University may suffer massive employee turnover in future. The researcher recommended that: there should be equity, fairness and equal treatment of employees in the University; there should be consistency, accuracy, neutrality, representativeness, morality and ethicality in procedures adopted by the University; there should be respect, propriety, justification, truthfulness in the interaction of management of the University with employees; management of the University should avoid taking decisions based on grapevine; Information flow should follow the right channels and should be disseminated fast enough to avoid lecturers hearing from students.

Key words: Organizational justice, Distributive Justice, Procedural justice, Interactional justice, Turnover intention

1.0 Introduction

Organizational justice and employee turnover intention are very important concepts in the life of every organization. All over the world, employees expect to get justice from their employers in the day to day decision made; when employees perceive unfairness in the way the organization treat them, it may lead to deviant behaviour which often time leads to employee turnover. The rate of turnover in organization tells how well or bad employees are treated (Tanoto & Sugiharto, 2018).

Organizational justice could make or mar the organization, particularly when it affects professional and talented employees that are very skilful whom the organization highly depends on. Kumark(2015) observes that employee turnover (which may result from injustice) causes huge cost burden for any organization. The cost may be direct or indirect. Direct costs may include training cost, hiring cost, selection cost. Indirect costs may include loss of reputation, low employee morale, disruption to operations, etc.

Justice is a global issue that pervades all facets of life. The cry for justice is everywhere, between and within countries, ethnic groups, social groups, families, friends, organizations, etc. Sometimes, organizations commit this error of injustice as a result of faulty policies formulated without realizing that employees have been treated unjustly; unknowingly, they try to justify their actions from the policy point of view.

However, this study focused on University of Cross River State(UNICROSS). This study and the choice of UNICROSS as a case study was necessitated as a result of perceived injustice by some employees of the university in some areas of appointments, discipline and the distribution of resources, etc to campuses of the university. This situation which may result in brain drain as has been in the past saw lecturers taking jobs in other universities and going abroad for a better work environment and economic enhancement. When this happens, the university looses in terms of cost of training, cost of interview, image, period of adaptation for newly employed, etc. In view of this, the independent variable was decomposed in line with Al-Kanemi (2013) thus: Organizational Justice (distributive justice; procedural justice; interactional justice). Distributive justice (appropriateness of outcome) is the type of justice that focuses on people's beliefs that they have received fair amount of valued work-related outcomes – thus, there were complains of inequity, inequality, needs not evenly provided, etc. Procedural justice (appropriateness of allocation process) is concerned with the fairness of the decision process leading to a particular outcome – thus, there were complains of inconsistency, biasness, inaccuracy, misrepresentation, lack of apologies, etc in management decision process. Interactional justice (appropriateness of the treatment we receive from authority figures) refers to the quality of interpersonal treatment received by employees, and the fairness of the information as the basis for making decisions – thus, there were complains of indignity, discourtesy, disrespect, lack of informational flow, not hearing from employee before taking decision against him or her, etc. While, the dependent variable is Employees' Turnover Intention. This has to do with the rate at which employees are willing to leave the organization if they perceive unfair

treatment. Hence, the discuss were on the above variables and their proxies.

The main objective of this study was to examine the effects of organizational justice on employees' turnover intention in University of Cross River State, Calabar. To achieve this aim, the following specific objectives were formulated.

1. To determine the extent to which distributive justice can predict employees' turnover intention in University of Cross River State.
2. To investigate the extent to which procedural justice can predict employees' turnover intention in University of Cross River State.
3. To assess the extent to which interactional justice can predict employees' turnover intention in University of Cross River State.

The following null hypotheses were stated to guide the study.

H_{o1}: Distributive justice does not significantly predict employees' turnover intention in University of Cross River State.

H_{o2}: There is no significant predictive effect of procedural justice on employees' turnover intention in University of Cross River State.

H_{o3}: Interactional justice does not significantly predict employees' turnover intention in University of Cross River State.

2.0 Literature review

2.1 The concept of organizational justice

Organizational justice is a concept that describes how the employees in an organization perceive the way management treat them in their day-to-day decision making. Thus, Makhdoom, Anjum, Sabir and Khaliq (2016) defines organizational justice as a person's perception of justice in the organization, which includes perceptions of how decisions are made with regard to the distribution of results and fairness perceptions on the output itself. In essence, organizational justice is seen here as how an employee sees justice and decisional outcome in respect of results and fairness. Similarly, Nimmo (2018) opined that organizational justice is about the employee's perception of fairness regarding an ill-defined and largely unspoken psychological logical contract. Breach of contract is difficult to define in practice and both benchmark standards and management strategies are likely to vary from individual to individual and workplace to workplace. In the same vein, Akpolat, Isik, Yilmaz and Akca (2015) cited Moreman (1991) who defines organizational justice as a term that is directly related with the working areas and defining the justice. Workers within the organization expect equal application of rules to all employees, payment of equal amount for equal work and equal benefits from fees and social possibilities. This situation is sometime evident in University of Cross River State where employees complained of some employees being treated more fairly than others. For instance, some employees were paid tour allowances upfront, while others proceeded and return to request for refund.

Malik (2011) in Mohd, Mohamed, Tebogo and Tshegofatso (2013) defines organizational justice as being concerned with the ways in which employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables. Apart from the issue of fairness, this definition went further to suggest that the perception could affect other aspects of the employee's work-related situations. Mohd (2013) sees organizational justice as defining the role of fairness as it directly relates to the workplace.

2.2 Components of organizational justice

Cropanzano, Bowen, and Gilliland (2007) summarizes components of organizational justice into Distributive Justice, Procedural Justice and Interactional Justice.

2.3 Distributive justice

Ozturk, Eryesil and Beduk (2016) cited Greenberg (1990) who opine that distributive justice is a perceived justice of an employee that faces work related results like awards, duties and responsibilities. These results occur at the end of his work as a comparison of his contributions to work and the results of other employees. It refers to the degree of fairness as noticed by individuals about the distribution, to the overall organization, of the organizational results such as income, premium, promotion and social rights. In the same vein, Makhdoom, Anjum, Sabir and Khaliq (2016) sees distributive justice as justice felt on the actual decisions made by the organization.

Al-Salemi (2013) on the other hand, said research on distributive justice is typified by the equity equation positing a balance between one's own ratio of inputs to outcomes, examines the balance between inputs to and rewards from, in evaluating social exchanges relationships with others. He further posits that outcomes in a work context might take the form of pay and benefits, social approval, job security, promotion, and career opportunities, etc. Inputs on the other hand includes: education, training, experience, effort, commitment, etc. The perception of equitable or inequitable treatment may be related to the comparison made within or outside the organization. There is equity if the individual perceives that his/her ratio of inputs to outcomes received is similar to that of the individual compared. Inequity exists when there is an unequal input-outcome ratio between the individual and the person compared. This will normally lead to a feeling of inequity or unfairness experience by both parties and an attempt will be made to resolve this discrepancy. Consequently, the parties may rectify the unjust situation by either reacting psychologically or behaviourally. The individual may make behavioural changes that increases or decreases his input or cause a change in received outcomes, example, altering job performance. He may also react psychologically to change the perceived input-output ratio of self.

In the same vein, Chuwkwu (2019) noted that distributive justice is employees' perception of fairness of outcomes such as rewards which includes promotion and incentives. Ajala (2015) sees distributive justice as the outcomes being distributed proportional to inputs based on equity principle. It is the subjective evaluation of the employees to the extent to which outcomes such as wages, promotions, work roles and workloads are distributed fairly to the employees. Therefore, distributive justice focuses on the

degree of perceived fairness in the distribution and allocation of outcomes within an organization based upon the inputs.

Pan, Chen, Hao and Bi (2018) cited some authors who posits that distributive justice denotes the perceived fairness of the outcomes received by an employee. Some authors suggested that these outcomes, such as pay, promotion, status, performance evaluations, and job tenure would have great influences on job satisfaction, quality of work life, and organizational effectiveness. Similarly, Govindaraju (2019) writes that distributive justice describes the perception of individual or groups towards fairness treatment received from the organizations and their responses to such perception. In the same vein, Chukwu (2019) asserts that distributive justice refers to employees' perception of fairness of outcomes such as rewards which includes promotion and incentives. Also, Alstyne, Parker and Choudary (2016) sees distributive justice as employee's perceived justice acquired from the comparison between job involvement and rewards. When employees consider the reward lower than the job involvement, injustice cognition would appear to further influence the work behaviour. These situations are common in organizations particularly with lean resources. For instance, in University of Cross River State, recently, laptop computers were distributed to some employees, others questioned the rationale in giving some employees while others were left out.

2.4 Procedural justice

Procedural justice has to do with the fairness and consistency in the procedures adopted in dealing with the employees of the organization. According to Al-Salemi (2013) procedural justice was introduced by Thibaut and Walker in 1975 who studied the fairness of processes in legal proceedings. Govindaraju (2019) affirmed this fact and posited that as determined, an adjudication procedure, by examination, offers disputants similar dimensions of process control yet low choice control, as in this system the outsider (a judge) issues a decision that is binding on the parties. Consequently, researchers concluded that procedures perceived to be fair are the ones that give people a voice in the procedures affecting them. Also, psychologists have argued that having a voice helps to fulfil particular needs such as the chance to be heard and the influence other people, as well as the confirmation of being valued as a participative group member. Leventhal, Karuza and Fry (1980) argues that procedures may be considered fair to the extent that they adhere to six criteria: **Consistency** – the same allocations are made across persons, situations, and time. This would mean that the standards used as the basis for making a decision about one person must be applied equally to making a decision about someone else. **Neutrality** – decisions are based on facts, not on vested interests or personal feelings of the decision maker. **Accuracy** – the information used to formulate and justify the decision is up to date and correct. **Correctability** – provisions exist for challenging and /or reversing ill-advised decisions, such as grievances or appeal procedures. **Representativeness** – all those whom the outcome will affect have their concerns taken into account. **Morality and ethicalit**y – age, gender, nationality and

other extraneous factors have no bearing on the decision that is made. However, employees use their experiences with fair or unfair allocation procedures as information that reflects on the organization as a whole.

Similarly, Ajala (2015) says procedural justice refers to the procedures and means by which outcomes are allocated, but not specifically to the outcomes themselves. The emphasis here is on the importance of fairness of the methods or procedure used which includes, decision criteria and control of the process at workplace. Chen and Bi (2018) opine that procedural justice refers to the individual's perception of fairness of procedural elements within a social system that regulates allocation of resources. According to Leventhal (1980), it is considered to exist when procedures embody certain types of normatively accepted principles. Specifically, the fairness of the procedures is expected to meet the following criteria: the extent to which they suppress bias, create consistent allocations, rely on accurate information, are correctable, represent the concerns of all the recipients, and are based on the prevailing moral and ethical standards. Procedural justice could create bias in the minds of employees when management of organization is inconsistence with decisions made. Thus, in University of Cross River State, some employees complained of being punished without giving them opportunity to explain themselves, while others had the opportunities to defend themselves. This could be devastating and may result in low productivity and some time lead to employee turnover intention.

2.5 Interactional Justice

Some authors believe that interactional justice is a subset of procedural justice, others separated it into interpersonal justice and informational justice. Yet most researchers see it as a third component of organizational justice. Consequently, Ajala (2015) opine that interactional justice exists when decision makers treat people with respect and sensitivity and explains the rationale for decisions made. Al-Salemi (2013) cited Bies and Moag (1986) who identified some elements of interactional justice which can enhance people's perceptions of fair treatment. They includes: **Truthfulness** – that is, information that is given must be realistic and accurate, and presented in an open and forthright manner.

Respect – employees should be treated with dignity, with no recourse to insults or discourteous behaviour.

Propriety – questions and statements should never be improper or involve prejudicial elements such as racism or sexism.

Justification – when a perceived injustice has occurred, giving a social account such as an explanation or apology can reduce or eliminate the sense of anger generated.

Interactional justice as a concept points to the nature of relations between individuals. It is defined as a third type of justice, different from procedural justice and distributive justice, showing that attitudes must be founded on moral and ethical values. It has been expressed that attitudes of this nature will bring mutual sensitivity along (Ozturk, Eryesil & Beduk 2016). Also, Makhdoom, Anjum, Sabir and Khaliq (2016) says,

interactional justice is the perceived fairness of interpersonal treatment received. Chukwu (2019) agreed that interactional justice refers to employee's perception of fairness of treatment one receives from authority figures. Similarly, Tran and Choi (2019) sees interactional justice as the perceived fairness of interpersonal treatment received during the enactment of organizational procedures. Examples of interactional justice includes actions that display social sensitivity, such as when supervisors treat employees with respect and dignity. In the same vein, Akpolat, Isik, Yilmaz and Acka (2015) opined that interactional justice is viewed as expanded version of procedural justice and is related with human factor of organizational implementations.

Consequently, interactional justice highlights the justice perception related with the communication established between the employees and the managers distributing the resources. In view of this dimension of organizational justice, performance of the communication process between the source of justice and the receiver on the basis of kindness, respect and honesty is important. The important issue concerning interactional justice is the perceptions related with the quality of inter-personal behaviours encountered during application of processes.

2.6 Concept of Employee Turnover Intention

The dependent variable which is 'employee turnover intention' is defined by Risa and Purba (2019) as employees thoughts and desires to leave the organization in a given period of time and that these are early signals of the actual employee turnover within the organization. Similarly, Liu, Chen, Yu, Hu, Huang and Ding (2017) defines turnover intention as the probability that an employee will leave his or her job within a certain time period. Wijaya and Noer (2019) says if there are one or several factors that cause employees to survive in a company are not met, then there will be a desire for employees to leave the company. The desire to leave this company is called turnover intention. In the same vein, Asriani and Riyanto (2020) also argued that turnover intention is the desire of employees to deliberately choose to quit the organization shortly. Similarly, Liu, Chen, Yu, Hu, Huang and Ding (2017) opined that turnover intention refers to a conscious and deliberate wilfulness to leave the organization, which has a significant impact on job performance, organization commitment and performance.

Robbins and Judge (2019) sees turnover intention as a degree of employee's possibility to quit the organization due to the low interest in the current job or the availability of another job alternative. Fajrin, Dewi and Dharma (2020) in the same vein, opined that turnover intention is the tendency of the employee to find another job or to quit the organization in a short or long period. While Al-Salemi (2013) defined turnover process as meaning separation or the severance of relationship between an individual employee and the organization. He added that the intention of an employee to either leave or stay is essentially a result of emotional attitudes towards their commitment and obligation as well as the perceptions that there is better external employment options available. Similarly, Wedya and Gede (2018) describes turnover

intention as a psychological response the particular conditions of the organization that move along the continuum rather than just imagining going out of the organization until it actually physically leaves the organization. Liu, Chen, Yu, Hu, Huang and Ding (2017) says turnover intention refers to a conscious and deliberate wilfulness to leave the organization, which has a significant impact on job performance, organization commitment and performance.

The diagram of figure 1 gives a clear conception of all the discussions above.

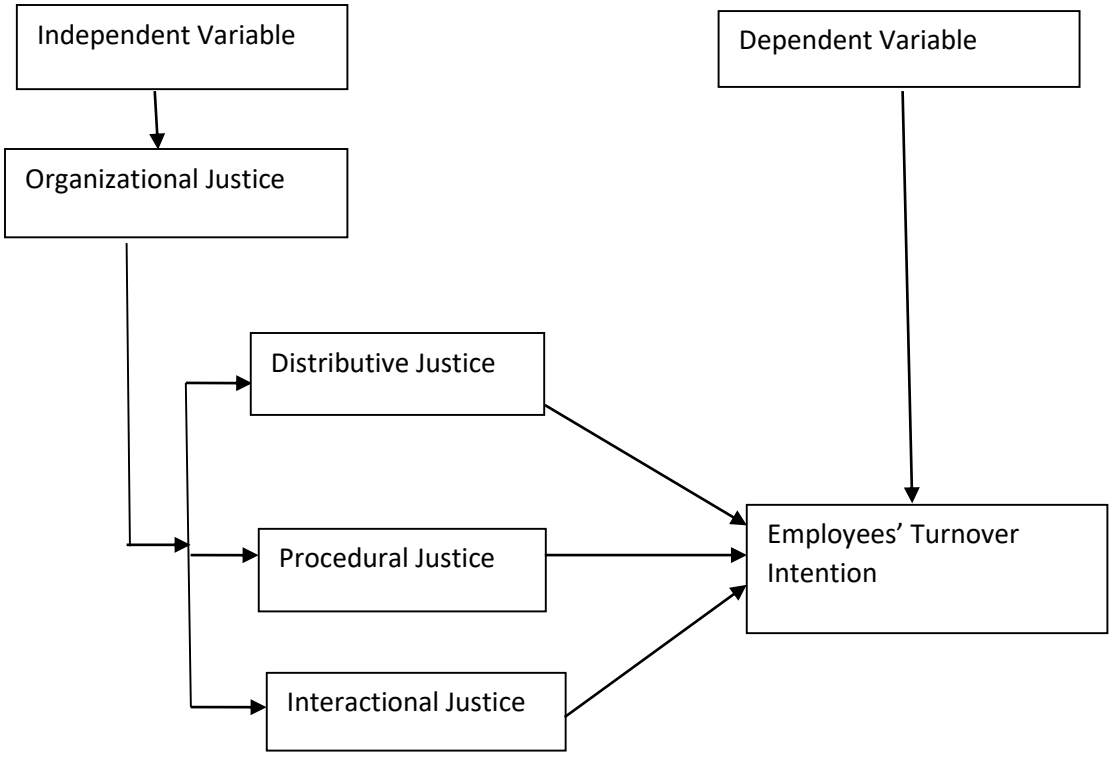

Figure 1: Conceptual framework of organizational justice and turnover intention.

This study hinges on Equity theory and Social Exchange Theory.

2.7 Equity Theory

This study is anchored on this theory. Equity Theory as propounded by Adams (1965) focuses on people's feelings of how fairly they have been treated in comparison with the treatment received by others. It suggested that people compare the ratios of their own perceived work outcomes to their own perceived work inputs with the corresponding ratios of their counterparts. This influences their organizational participation. Input here refers to time and effort and output refers to rewards, such as promotion, pay, recognition, equipment, or any other job-related resources that assist employees in job tasks or maintain overall well-being. If the ratios are equal, people in the organizational contexts are expected to have equitable and satisfied feelings. If the ratios are unequal, employees may have the feeling of injustice. Consequently, they would try to change the situation to create new balance. A feeling of inequity causes tension, which is an unpleasant experience.

The presence of inequity therefore motivates the person to remove or to reduce the level of tension and the perceived inequity. The magnitude of perceived inequity determines the level of tension. The level of tension created determines the strength of motivation. Adams identified six broad types of possible behaviour as consequences of inequity.

1. **Changes to inputs**: a person may increase or decrease the level of his or her inputs, for example, through the amount or quality of work, absenteeism, or working additional hours without pay.
2. **Changes to outcomes:** a person may attempt to change outcomes such as pay, working conditions, status and recognition, without changes to inputs.
3. **Cognitive distortion of inputs and outcomes:** in comparison to actual changes, people may distort, cognitively, their inputs or outcomes to achieve the same results.
4. **Leaving the field:** a person may try to find a new situation with a more favourable balance, for example, by absenteeism, request for a transfer, resigning from a job or from the organization altogether.
5. **Acting on others:** a person may try to bring about changes in others, for example, to lower their inputs or accept greater outcomes. Or the person may cognitively distort the inputs and outcomes of others. Alternative, a person may try to force others to leave the field.
6. **Changing the object of comparison:** this involves changing the reference group with whom comparison is made. For instance, where another person with a previously similar outcomes-inputs ratio receives greater outcomes without any apparent increase in contribution, that other person may be perceived as now belonging to a different level in the organization structure.

2.8 Assumptions of Equity theory:

That individuals are concerned with their own rewards and also with what others get in their comparison;

Employees expect a fair and equitable return for their contributions to their jobs;

Employees decide what their equitable return should be after comparing their inputs and outcomes with those of their colleagues;

Employees who perceive themselves as being in an inequity scenario will attempt to reduce the inequity either by distorting inputs and/or outcomes or by quitting.

This theory has so much relevance to this study in the sense that, it highlights many areas of organizational justice and turnover intention. For instance, so much focus on equity, fairness, outcomes and possible reactions of employees when they feel inequity which may result in turnover. When employees perceive inequity, their interest in the organization drops down, consequently, affecting their productivity and that of their co-workers which may result in a multiplier effect on the organization and stakeholders. Example, in University of Cross River State, sometimes aggrieve lecturers may decide to delay submission of result as a result of some inequity perceived. This in turn may serve as a bad influence to some lecturers who may decide to also delay the submission of their result because Mr. A has done so.

2.9 Social exchange theory

The Social Exchange Theory was propounded by Blau (1964). This theory postulates that when receiving favourable treatment from an agent, the receiving party attempts to reciprocate with something equally valuable. The theory treats social life as a series of sequential transactions between two or more parties. In this transactions, resources are exchanged through a process of reciprocity. Hence, one party tends to repay the good or sometimes bad deeds of another party. Work relationship can be seen as a form of transaction. For instance, someone exchanges work for income. Employee's perception of justice determines the quality of exchanging relationship with the organization. When employees perceive fair treatment from the organization and its authorities, they may feel a sense of obligation to create a good act in return.

2.10 Assumptions of Social Exchange Theory

Social behaviours involve social exchanges of values;
People are motivated to retain some value (reward) when they have to give something up (cost);
People pursue social exchanges where they receive more rewards than their costs;
Rewards and cost can be material or immaterial goods.

This theory has relevance to this study in the sense that, emphasis is on social interaction between employees and management of organization. This is because, employees are motivated by the rewards they get from their social interaction with organization in comparison to the cost involved in obtaining that reward. Where the cost exceeds the reward, the employee is de-motivated and vice-versa. This is true as seen in University of Cross River State where lecturers were seen putting in more efforts when extra pay was involved with reference to the University policy on mop-up exams that was recently conducted. In the same vein, when employees have some cordial social interactions with management of an organization, the intention to leave is not conceived.

2.11 Empirical Review

In the course of this study, several empirical researches relevant to the study were reviewed as follows:

Abubakar and Kura (2022) carried out a study on "organizational justice and turnover intention among frontline employees of electricity distribution companies in Nigeria". The study examined the relationship between perceived organizational justice and turnover intention among 286 employees of Kaduna electricity distribution company. The study adopted a cross-sectional research design using convenience sampling method to sample 286 respondents. The study used multiple regression to test the hypotheses. The findings showed that both procedural justice and distributive justice were found to be negatively related to turnover intention. The study recommended that Kaduna electricity distribution company should create and maintain positive work environment to minimize the incidence of turnover intention. This result is in consonant with the present study. However, the hypotheses were not stated anywhere in their study, may be, this could be the format of the journal; and the

choice of using multiple regression for single variable seems to be a misnomer.

In a study carried out by Aggarwal, Jaisinghani and Nobi (2022) on "effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement in India", the purpose was to develop and test a model on antecedents and consequences of employee engagement in the context of information technology (IT) employees. The study adopted a descriptive research design and self-reported and cross-sectional research design to collect the data. 432 employees working in IT companies operating in India were sampled. structural equation modelling was used to test the relationships. The findings indicated a positive effect of perceived procedural justice, perceived distributive justice and perceived organizational support on employee engagement. Also, the results showed a positive effect of employee engagement on employees' organizational commitment and a negative effect on employees' turnover intentions. Though, the research design and data analysis technique differs from the present study, the findings were similar.

In a study carried out by Shuaibu, Mohamed and Maluri (2021) titled: "perceived organizational justice and turnover intention among secondary school teachers in Potiskum Metropolis: a moderating effect of perceived job alternative". The objective was to examine the relationship between perceived organizational justice and turnover intention among public junior secondary school teachers in Yobe State, Nigeria. The study surveyed 150 teachers working in 5 public junior secondary schools. The study adopted survey design and used total survey to administer its questionnaire since the population was small. PPMC and Regression analysis were used to analyze data and test of the three hypotheses. The findings indicated that there was a positive and significant relationship between perceived organizational justice and turnover intention. Hence, the study recommended that Yobe state universal basic education board should pay attention towards teachers' fairness in job and innovative programs. Though, the study shares the same research design and almost the same data analysis technique with the present study, but, defers in the sense that, the present study is focused on higher institution of learning while this study is focused on a government agency.

Mengstie (2020) studied "perceived organizational justice and turnover intention among hospital healthcare workers in Ethiopia". The aim of the study was to investigate organizational justice perceptions and turnover intentions among healthcare workers in Amhara region of Ethiopia. The study adopted qualitative and quantitative design. One hundred and ninety-seven healthcare workers were sampled through self-report questionnaire and semi-structured interview. The data were analyzed with the use of MANOVA, multiple regression, and independent samples t-test, and the qualitative data were analyzed through thematic analyses. The results of the study revealed that healthcare workers in the public hospitals held low perceived distributive, procedural, interpersonal and informational justice. Also, private hospitals healthcare

workers had low perceptions on distributive and procedural justice. However, healthcare workers in private hospitals reported high perception of fairness on interpersonal and informational justice aspects. Both public and private hospital healthcare workers had high turnover intention. The results revealed significant difference in organizational justice perceptions between private and public hospital healthcare workers. The study concluded that organizational justice perceptions of healthcare workers significantly predicted turnover intention. The study recommended that organizational justice should be given due emphasis in designing and implementing policies and strategies of human resource management. The study was detailed, but did not specify the hypotheses and the choice of research design was not clearly specified. The title of the study did not indicate the place of research. However, the study observed that distributive justice was the most determinant factor for high turnover intention of healthcare workers in the hospitals. This assertion shares similarity with the present study.

Huang, Gao and Hsu (2019) studied the "effect of organizational justice on organizational climate and organizational performance in ecology industry" in Hsinchu science park, China. The objective was to establish the relationship between organizational justice and organizational climate and organizational performance. In the study, 360 respondents were surveyed. Linear structural model analysis was used in analyzing the data and testing the hypotheses. The research results showed a positive relationship between: 1. organizational justice and organizational climate. 2. Organizational climate and organizational performance. 3. Organizational justice and organizational performance. The study recommended that ecology industry business should be assisted in fully utilizing human resources in the organization and leading the enterprise to the sustainable development. The objective of the study was met, but, the literature review was scanty with few citations, and no theoretical framework to support the study. This may be connected with the quantity requirement of the journal.

Chukwu (2019) studied "the influence of organizational justice on turnover intention of employees in food and beverage industry in Nigeria". The objective was to determine the relationship between organizational justice and turnover intention of employees in food and beverage industry in Nigeria. The research adopted survey research design using questionnaire to sample 311 respondents in some firms in Nigeria. The data for the research was analyzed using descriptive statistics and Chi-Square. The empirical result from the Chi-Square analysis showed 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 procedure and process of getting and distributing reward in organization; and that justice should be entrenched in organizational culture. However, the findings are similar with the present study.

Govindaraju (2019) carried out a study on "organizational justice and turnover intention of commodity market dealers in Chennai City, Malaysia". The objective was to determine the relation between organizational justice and turnover intention of commodity market dealers. The study surveyed 142 respondents across commodity broking organizations in Chennai using a convenience non-probability sampling technique. SPSS software was used to analyze the data, while the Pearson Product Moment Correlation Coefficient technique was used in testing the hypotheses. The findings showed that procedural justice had positive and significant contributor explaining turnover intention, whereas, distributive and interactional justice has insignificant effect on employee turnover intention. However, this study did not show a clear theoretical framework to support it and the recommendations are ambiguous. Though, the findings agrees with the present study.

Owoseni, Oyedele, Adetifa and Onoh (2019) studied "impact of organizational justice on employee turnover intentions among bank employees in Oyo State, Nigeria". The objective of the study was to examine the predictability of distributive justice, procedural justice and interactional justice on turnover intentions among bank employees in Oyo town and to assess the relationship of these variables on employee's turnover intentions. The study adopted a survey research design and obtained data from 164 respondents using proportionate simple stratified sampling technique. The hypotheses were tested using Pearson correlation and multiple regression. The findings showed that the linear combination of distributive justice, procedural justice and interactional justice on employees' turnover intentions was significant. There was also a significant relationship between distributive justice and employees' turnover intention; likewise, there was a significant relationship between procedural justice and employees' turnover intention. The study also revealed a significant relationship between interactional justice and employees' turnover intention. The study recommended that fair implementation of rules and regulations with no personal favour is essential to reduce bank employees' turnover intention. Findings of this study agree with the present study.

In the same vein, Emeji (2018) carried out a study on "organizational justice and turnover intention". The researcher examined the impact of distributive justice, procedural justice and interactional justice on job satisfaction. A sample of 250 staff members of 10 private security firms were sampled in Port Harcourt, Nigeria using simple random sampling technique. The study adopted descriptive survey design using questionnaire to collect data from respondents. Data were analyzed and hypotheses tested using means, standard deviation, and t-test statistics. The findings showed that there was a positive link between distributive justice, procedural justice and job satisfaction but no significant link between interactional justice and job satisfaction. The study recommended that both organizations and employees should ensure a balance for a win-win situation to be possible. However, the tools for testing the hypotheses were not clearly specified. Also, the mediating role of 'job satisfaction was not reflected on the topic, more emphasis was

given to job satisfaction than turnover intention which was the major dependent variable.

Similarly, Anggiani and Wiyana (2018) carried out a study on "linking organizational justice to turnover intention: organization-employee relationship quality mediator at 'three-star' hotels in Jakarta, Indonesia". The study examined the effect of organizational justice variables on turnover intention mediated by the organizational-employee relationship quality at 5 three-star hotels in Jakarta. The study sampled 270 respondents adopting purposive sampling technique with the use of questionnaire and analyzing the data and testing hypotheses using structural equation model. The study concluded that organizational justice negatively affects turnover intention through organization-employee relationship quality. Hence, the study recommended inter-alia that it was better for organizations to continue to maintain organizational justice policies, especially regarding guidelines and procedures that exist in the company by always informing employees about decisions or policies that will affect employee relations with the organization. However, the study did not specify the research design adopted in the study. Though, the findings are in line with the present study.

Nimmo (2018) studied "organizational justice and the psychological contract". The objective of the study was to determine the relationship between organizational justice and psychological contract in Derriford hospital, Plymouth, United Kingdom. The study found that organizational justice is about the employee's perception of fairness regarding an ill-defined and largely unspoken psychological contract. Breach of contract is difficult to define in practice and both benchmark standards and management strategies are likely to vary from individual to individual and workplace to workplace. They may vary widely depending on the size, nature and resources of the business. The study recommended that the role of the occupational health professionals was to identify perceived organizational injustice as a barrier to work. However, the methodology of this study was not defined. The sample and sampling procedure were also not specified.

3.0 Methodology

This study employed Exploratory Research Design. The reason for this research design is that the researcher has a lot of flexibility and can adapt to changes as the research progresses; it saves time and cost. Exploratory research design enables the research problem to be precisely answered.

The population of the study was made up of the entire lecturers of University of Cross River State numbering 502 (five hundred and two) in all the campuses of the university distributed as shown in table 1 below:

TABLE 1: Breakdown of Population

S/No.	Campus	Number of Lecturers		
		Male	**Female**	**Total**
1	Calabar campus	295	85	380
2	Obubra Campus	45	3	48
3	Ogoja Campus	42	5	47
4	Okuku Campus	25	2	27
	Total	**407**	**95**	**502**

Source: Senior Staff Establishment unit of UNICROSS, 2022

TABLE 2: Sample size Distribution

S/No.		Number of Lecturers selected		
		Male	**Female**	**Total**
1	**Campus**	131	38	169
2	Obubra Campus	20	1	21
3	Ogoja Campus	19	2	21
4	Okuku Campus	11	1	12
	Total	**181**	**42**	**223**

Source: Field Survey, 2022

Data for the study were collected using a questionnaire titled "Organizational Justice and Employees' Turnover Intention Questionnaire" (OJETIQ). The questionnaire was divided into two Sections; A and B. Section A contained personal data of respondents (five questions) such as gender, age bracket, work experience, educational qualification. Whilst Section B of the questionnaire contained the phenomenal data concerning the subject matter made up of twenty-eight closed-ended questions. The researcher adopted the 4-point modified Likert scale with options ranging from SA = Strongly Agree – 4 points, A = Agree – 3 points, D = Disagree – 2 points, SD = Strongly Disagree – 1 point for positively worded items, while the scoring were reversed for negatively worded items. The study adopted Likert Scale because it is a scale used to assess opinions, attitudes or behaviours. It is a very good scale for survey research because it allows the researcher to easily operationalize personality traits or perceptions.

The data from the survey was analyzed with the use of Descriptive Statistics. The Descriptive Statistics which included tables and frequencies and simple percentages were used to present the data obtained from field survey. The hypotheses were tested using Simple Linear Regression Analysis through Statistical Package for Social Sciences (SPSS) 26.0 Software.

4.0 Results and discussions

TABLE 3: Descriptive statistics of the research variables (N=223)

SN	Variable	$\overline{X}$	SD
1.	Distributive justice	15.24	2.15
2.	Procedural justice	14.56	3.17
3.	Interactional justice	13.89	2.47
4.	Employees' turnover intention	21.35	2.72

Source: Field Survey, 2022

The results presented in Table 3 revealed that the mean score obtained by the respondents as regards distributive justice was 15.24 with a standard deviation of 2.15, while the mean score obtained by them as regards procedural justice was 14.56 with a standard deviation of 3.17. The results further revealed that the mean score obtained by the respondents as regards interactional justice was 13.89 with a standard deviation of 2.47, while the mean score obtained by them as regards employees' turnover intention was 21.35 with a standard deviation of 2.72.

4.1 Test of hypotheses

In this section each of the null hypotheses involved in the study were tested, the variables were identified as well as the statistical technique used in testing each of the null hypotheses were stated. All the null

hypotheses were tested at 0.05 level of significance.

4.2 Test of hypothesis one

H_o: Distributive justice does not significantly predict employees' turnover intention in University of Cross River State.

H_1: Distributive significantly predict employees' turnover intention in University of Cross River State.

The hypothesis was analyzed using Simple Linear Regression tested at 0.05 level of significance to determine the effect of distributive justice on employees' turnover intention in Table 4 below.

TABLE 4: Simple regression of effect of distributive justice and employees' turnover intention

(N=223)

R coefficient	=	.229
R Square (R^2)	=	.052
Adjusted R Square (R^2)	=	.048
Standard Error of Estimation	=	2.657

Source of variation	**Sum of Squares**	**Df**	**Mean Square**	**F-ratio**	**p-level**
Regression	86.282	1	86.282	**12.222***	.001
Residual	1560.131	221	7.059		
Total	1646.413	222			

Model	**B**	**Std. Error**	**Beta**	**T**	**p-level**
(Constant)	25.768	1.277		20.172	.000
Distributive justice	-.290	.083	**-.229***	-3.496	.001

Source: Field Survey, 2022

Dependent Variable: Employees' turnover intention

*Significant at 0.05 alpha level; $p<0.05$.

The results in Table 4 showed that the adjusted (standardized) R-square (Adj R^2) of 0.048 indicated that the variation in employees' turnover intention in University of Cross River State could be explained by 4.8% contribution of distributive justice. Further examination of the results revealed that the F-ratio of 12.222 with p-value of 0.001, was statistically significant, since the p-value is less than 0.05. The results further

revealed that the obtained Beta value of -0.229 with a p-value of 0.001 indicated that distributive justice had significant inverse effect on employees' turnover intention in University of Cross River State. Based on these, the null hypothesis which stated that distributive justice significantly predicts employees' turnover intention in University of Cross River State was accepted.

4.3 Test of hypothesis two

H_o: There is no significant predictive effect of procedural justice on employees' turnover intention in University of Cross River State.

H_1: There is significant predictive effect of procedural justice on employees' turnover intention in University of Cross River State.

The independent variable in this hypothesis is procedural justice, while the dependent variable is employees' turnover intention in University of Cross River State. The hypothesis was analyzed using Simple Linear Regression tested at 0.05 level of significance to determine the effect of procedural justice on employees' turnover intention as presented in Table 5 below.

TABLE 5: Simple regression of effect of procedural justice and employees' turnover intention

(N=223)

R coefficient = .162

R Square (R^2) = .026

Adjusted R Square (R^2) = .022

Standard Error of Estimation = 2.693

Source variation	of Sum of Squares	Df	Mean Square	F-ratio	p-level
Regression	43.438	1	43.438	**5.989***	.015
Residual	1602.974	221	7.253		
Total	1646.413	222			

Model	B	Std. Error	Beta	T	p-level
(Constant)	23.378	.850		27.505	.000
Procedural justice	-.140	.057	**-.162***	-2.447	.015

Source: Field Survey, 2022

Dependent Variable: Employees' turnover intention

*Significant at 0.05 alpha level; p<0.05.

The results in Table 5 showed that the adjusted (standardized) R-square (Adj R^2) of 0.022 indicated that the variation in employees' turnover intention in University of Cross River State could be explained by 2.2% contribution of procedural justice. Further examination of the results revealed that the F-ratio of 5.989 with p-value of

0.015, was statistically significant, since the p-value is less than .05. The results further revealed that the obtained Beta value of -0.162 with a p-value of 0.015 indicated that procedural justice had significant inverse effect on employees' turnover intention in University of Cross River State. Based on these, the alternative hypothesis which stated that there is significant predictive effect of procedural justice on employees' turnover intention in University of Cross River State was accepted.

H_o: Interactional justice does not significantly predict employees' turnover intention in University of Cross River State.

H_1: Interactional justice significantly predicts employees' turnover intention in University of Cross River State.

The independent variable in this hypothesis is interactional justice, while the dependent variable is employees' turnover intention in University of Cross River State. The hypothesis was analyzed using Simple Linear Regression tested at 0.05 level of significance to determine the effect of interactional justice on employees' turnover intention as presented in Table 6 below.

4.4 Test of Hypothesis Three

TABLE 6: Simple regression of effect of interactional justice and employees' turnover intention (N=223)

R coefficient	=	.213
R Square (R^2)	=	.045
Adjusted R Square (R^2)	=	.041
Standard Error of Estimation	=	2.667

Source of variation	Sum of Squares	Df	Mean Square	F-ratio	p-level
Regression	74.473	1	74.473	**10.470***	.000
Residual	1571.940	221	7.113		
Total	1646.413	222			

Model	B	Std. Error	Beta	T	p-level
(Constant)	24.602	1.022		24.070	.000
Interactional justice	-.234	.072	**-.213***	-3.236	.001

Source: Field Survey, 2022

Dependent Variable: Employees' turnover intention

*Significant at 0.05 alpha level; p<0.05.

The results in Table 6 showed that the adjusted (standardized) R-square (Adj R^2) of 0.041 indicated that the variation in employees' turnover intention in University of Cross River State could be explained by 4.1% contribution of interactional justice. Further examination of the results revealed that the F-ratio of 10.470 with p-value of 0.000, was statistically significant, since the p-value is less than .05. The results further revealed that the obtained Beta value of -0.213 with a p-value of 0.001 indicated that interactional justice had significant inverse effect on employees' turnover intention in University of Cross River State. Based on these, the alternative hypothesis which stated that interactional justice significantly predicts employees' turnover intention in University of Cross River State was accepted.

Result of hypothesis one revealed that there was a significant inverse effect of distributive justice on employees' turnover intention. This result is in tandem with Al-Salemi (2013) who noted distributive justice is typified by the equity equation positing a balance between one's own ratio of inputs to outcomes, examines the balance between inputs to and rewards from, in evaluating social exchanges relationships with others. He stressed that outcomes in a work context might take the form of pay and benefits, social approval, job security, promotion, and career opportunities, etc. Inputs on the other hand includes: education, training, experience, effort, commitment, etc. The perception of equitable or inequitable treatment may be related to the comparison made within or outside the organization. There is equity if the individual perceives that his/her ratio of inputs to outcomes received is similar to that of the individual compared. Inequity exist when there is an unequal input-outcome ratio between the individual and the person compared. This will normally lead to a feeling of inequity or unfairness experience by both parties and an attempt will be made to resolve this discrepancy. Consequently, the parties may rectify the unjust situation by either reacting psychologically or behaviourally. The individual may make behavioural changes that increases or decreases his input or cause a change in received outcomes, example, altering job performance. The result also agrees with Akpolat, Isik, Yilmaz and Akca (2015) who posited that distributive justice is related with honesty and fidelity shown during distribution of organizational resources, stressing that distributive justice focuses on wage increases, performance evaluations, promotions and punishment. Distributive justice compares gaining presented by the organization to the employees with their responsibilities within the organization, their level of expertise, effort and other contributions related with the work. Distributive justice tend to have higher rate of turnover intention as compared to procedural and interactional justice.

Result of hypothesis two revealed that there was a significant inverse effect of procedural justice on employees' turnover intention. This result is in tandem with Leventhal (1980) who noted that procedural justice is considered to exist when procedures embody certain types of normatively accepted principles, stressing that the fairness of the procedures is expected to meet criteria such as the extent to which they suppress bias, create consistent allocations, rely on accurate information, errors correctable, represent the concerns of all the recipients, and are based

on the prevailing moral and ethical standards. The highlighting effect is on the importance of fairness of the methods or procedure used which includes, decision criteria and control of the process at workplace. Alstyne, Parker and Choudary (2016) pointed out that when employees consider the reward lower than the job involvement, injustice cognition would appear to further influence the work behaviour.

Result of hypothesis three revealed that there was a significant inverse effect on interactional justice on employees' turnover intention. This result is in tandem with Govindaraju (2019) whose result showed that interactional justice had significant effect on employee's turnover intention. Likewise, the result agreed with Owoseni, Oyedele, Adetifa and Onoh (2019) whose result revealed a significant relationship between interactional justice and employees' turnover intention. Similarly, this finding agreed with Anggiani and Wiyana (2018) whose findings showed that organizational justice negatively affects turnover intention through organization-employee relationship quality.

6.0 Conclusion

In view of the results, the study concluded that there was a significant but negative effect of organizational justice on employees' turnover intention in University of Cross River State. This is evident in the results of the hypotheses which revealed that distributive justice had significant inverse effect on employees' turnover intention in University of Cross River State; procedural justice had significant inverse effect on employees' turnover intention in University of Cross River State; interactional justice had significant inverse effect on employees' turnover intention in University of Cross River State.

5.0 Recommendations

The study therefore recommended as follows:

1. There should be equity, fairness and equal treatment of employees in the University.
2. There should be consistency, accuracy, neutrality, representativeness, morality and ethicality in procedures adopted by the University.
3. There should be respect, propriety, justification, truthfulness in the interaction of management of the University with employees.
4. Information flow should follow the right channels and should be disseminated fast enough to avoid lecturers hearing from students.

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