

The Effect of Organizational Justice, Job Satisfaction and Organizational Citizenship Behavior on Employee Turnover Intention at PT XXX

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Abstract. *This study aims to analyze the influence of organizational justice on turnover intention through job satisfaction and Organizational Citizenship Behavior (OCB) among employees of PT XXX. Human resource management plays a crucial role in maintaining employee stability and organizational effectiveness. One of the main problems faced by organizations is turnover intention, which can negatively impact productivity, increase recruitment costs, and reduce organizational performance. This study employed a quantitative approach with a causal research design. Data were collected by distributing questionnaires to 100 employees of PT XXX using a purposive sampling technique. Data were analyzed using the Partial Least Squares (PLS) method. The variables studied included organizational justice, job satisfaction, Organizational Citizenship Behavior (OCB), and turnover intention. The results of the study indicate that organizational justice has a positive and significant effect on job satisfaction and Organizational Citizenship Behavior (OCB). Furthermore, job satisfaction and OCB have a negative and significant effect on turnover intention. These findings indicate that employees who perceive fairness in the organization tend to have higher levels of job satisfaction, exhibit better extra-role behavior, and are less likely to leave the organization. This research contributes theoretically to the development of Equity Theory, Social Exchange Theory, and Turnover Theory by emphasizing the important role of organizational justice in shaping employee attitudes and behaviors. Practically, the results of this study provide recommendations for company management to improve organizational justice, job satisfaction, and a positive work culture to reduce employee turnover intentions.*

Keywords: *Human Resource Management; Job Satisfaction; Organizational Citizenship Behavior (OCB); Organizational Justice; Turnover Intention.*

1. Introduction

Turnover intention does not emerge spontaneously but is influenced by various organizational and psychological factors. One widely researched factor is organizational justice, which refers to employees' perceptions of fairness in the distribution of outcomes, procedures, and interactions within the organization (Colquitt et al., 2019). Recent research shows that organizational justice significantly influences employee attitudes and behaviors, including job satisfaction, organizational commitment, and turnover intention (DeConinck, 2018; Fatt et al., 2020; Sarfraz et al., 2022; Ahmad et al., 2023).

Besides organizational justice, job satisfaction is also an important factor in explaining turnover intention. Job satisfaction is An individual's emotional evaluation of their job (Tett & Meyer, 2019). Recent empirical studies have shown that job satisfaction has a strong negative influence on turnover intention, with more satisfied employees tending to have lower turnover intentions (Sarfraz et al., 2022; Nguyen et al., 2023).

Furthermore, Organizational Citizenship Behavior (OCB), as voluntary behavior outside of formal job descriptions, also plays a crucial role in improving organizational effectiveness. OCB reflects employees' extra-formal contributions that are not formally regulated but significantly contribute to organizational performance (Podsakoff et al., 2018). Recent research shows that OCB not only improves organizational performance but also strengthens employee engagement and reduces turnover intention (Bolino et al., 2019; Kim & Park, 2020; Lee & Ha, 2021).

Although the relationship between organizational justice, job satisfaction, OCB, and turnover intention has been extensively researched, previous research findings remain inconsistent. Some studies found that organizational justice significantly influences OCB and turnover intention (DeConinck, 2018; Kim & Park, 2020), while others indicate that this influence is inconsistent and depends on contextual factors and mediating variables (Sarfraz et al., 2022; Ahmad et al., 2023). This suggests inconsistent empirical findings that warrant further investigation.

2. Research Methods

This study uses a quantitative approach with a causal research design. Causal research aims to examine the influence of independent variables (organizational justice, job satisfaction, and OCB) on the dependent variable (turnover intention). This approach involves collecting numerical data and analyzing it using statistical methods.

3. Results and Discussion

3.1. The Influence of Organizational Justice on Job Satisfaction

The test results show that organizational justice has a positive and significant effect on job satisfaction with a coefficient value of 0.65, a T-statistic of 8.50, and a P-value of 0.000. This indicates that the higher an employee's perception of organizational justice, the higher their level of job satisfaction. Perceived fairness in compensation distribution, organizational procedures, and interpersonal treatment can create a sense of comfort and satisfaction at work.

This finding supports the Equity Theory which explains that individuals will feel satisfied if they receive fair treatment in the organization.

The research results show that organizational justice has a positive and significant effect on job satisfaction. This indicates that the higher employees' perceptions of distributive, procedural, and interactional justice, the higher their perceived job satisfaction. Theoretically, this finding can be explained through Equity Theory, which states that individuals will feel satisfied when there is a balance between inputs provided and outputs received.

In an organizational context, fairness is the basis for positive job evaluations. This finding is consistent with research by Colquitt et al.

(2019) and Ali & Anwar (2021) emphasized that organizational justice is a primary determinant of job satisfaction. However, it is important to understand that the influence of justice is not always linear. Under certain conditions, such as limited organizational resources, procedural justice often outweighs distributive justice in shaping job satisfaction. In the context of PT XXX, these results indicate that transparency in the compensation system, consistency in performance assessments, and the quality of superior-subordinate interactions are crucial factors in increasing employee job satisfaction.

Managerial implications:

Management needs to ensure that the compensation system is not only competitive, but also perceived as fair, and enhance transparent communication in every decision-making process.

Conclusion H1:

H1 is accepted, meaning that organizational justice has a positive and significant effect on job satisfaction.

3.2. The Influence of Organizational Justice on Organizational Citizenship Behavior (OCB)

The results of the study show that organizational justice has a positive and significant effect on Organizational Citizenship Behavior (OCB) with a coefficient value of 0.60, a T-statistic of 7.80, and a P-Value of 0.000.

This suggests that employees who perceive fairness in their organization are more likely to engage in voluntary behaviors outside of formal duties, such as helping coworkers, maintaining good relationships, and contributing more to the organization. This finding supports Social Exchange Theory, which states that fair treatment from an organization will be reciprocated by employees through positive behavior toward the organization.

Organizational justice has been shown to increase OCB behavior. Research shows that organizational justice has a positive effect on OCB. This means that the higher the perception of justice, the higher the tendency for employees to exhibit extra-role behavior. This finding aligns with Social Exchange Theory, which explains that the relationship between employees and organizations is reciprocal. When organizations provide fair treatment, employees will "reciprocate" with greater contributions, including behaviors beyond formal duties.

Research by Podsakoff et al. (2018) and Kim & Park (2020) also found that organizational justice plays a significant role in increasing OCB. Critically, however, OCB is influenced not only by justice but also by other factors such as transformational leadership and organizational culture.

In the context of PT XXX, fair working conditions can encourage the emergence of behaviors such as helping coworkers, maintaining interpersonal relationships, and caring about the organization.

Managerial implications:

Organizations need to build a fair and supportive work culture to encourage OCB behavior as a form of competitive advantage that cannot be formally regulated.

Conclusion H2:

H2 is accepted, meaning that organizational justice has a positive and significant effect on Organizational Citizenship Behavior (OCB).

3.3. The Influence of Job Satisfaction on Turnover Intention

The test results show that job satisfaction has a negative and significant effect on turnover intention with a coefficient value of -0.50, a T-statistic of 6.20, and a P-Value of 0.000.

A negative value indicates an inverse relationship, meaning that higher job satisfaction lowers employee desire to leave the company. Employees who are satisfied with their jobs, work environment, and compensation tend to have greater loyalty to the organization.

The research results show that job satisfaction has a negative and significant effect on turnover intention. This means that increased job satisfaction will decrease employees' intention to leave the organization. This finding aligns with Mobley's Turnover Model, which states that job dissatisfaction is the primary trigger for turnover intention.

Research by Tett & Meyer (2019) and Sarfraz et al. (2022) also confirmed a negative relationship between job satisfaction and turnover intention.

Critically, however, this relationship is not always absolute. In some cases, satisfied employees may still have the intention to leave if better job opportunities become available (better opportunity effect). Thus, job satisfaction is an important factor, but not the sole determinant of turnover intention.

In the context of PT XXX, these results indicate that increasing job satisfaction through improving the work environment, reward system, and interpersonal relationships can be an effective strategy in suppressing turnover intention.

Managerial implications:

Organizations need to develop comprehensive retention strategies, focusing not only on job satisfaction, but also on career development opportunities and employee well-being.

Conclusion H3:

H3 is accepted, meaning that job satisfaction has a negative and significant effect on turnover intention.

3.4. The Influence of Organizational Citizenship Behavior (OCB) on Turnover Intention

The results of the study indicate that Organizational Citizenship Behavior (OCB) has a negative and significant effect on turnover intention with a coefficient value of -0.40, a T-statistic of 5.50, and a P-Value of 0.000. This indicates that the higher the OCB behavior an employee has, the lower the employee's intention to leave the organization.

Employees who have a high social attachment and contribution to the organization tend to have stronger loyalty so it is not easy to leave the company. The results of the study show that OCB has a negative effect on turnover intention. Employees who have a high level of OCB tend to have a stronger attachment to the organization.

This finding is supported by research by Organ (2018) and Bolino et al. (2019), which found that OCB correlates with organizational commitment and employee loyalty. Critically, however, OCB also has the potential for negative effects if not managed properly, such as OCB overload, where employees feel burdened by extra-role behavioral demands. In such circumstances, OCB can actually increase work stress and potentially trigger turnover intention.

In the context of PT XXX, it is important to ensure that OCB occurs voluntarily and does not become excessive social pressure.

Managerial implications:

Management needs to create a work environment that supports OCB in a healthy way without making it an informal obligation.

Conclusion H4:

H4 is accepted, meaning that Organizational Citizenship Behavior (OCB) has a negative and significant effect on turnover intention.

3.5. Summary of Research Results

The results of the analysis and discussion, it can be concluded that all variables in this study have a significant influence in accordance with the proposed hypothesis.

The research model shows good ability in explaining the turnover intention phenomenon, so it can be stated as suitable and relevant for use in the context of this research.

4. Conclusion

Organizational justice has a positive and significant effect on job satisfaction. This indicates that increasing perceptions of justice, whether distributive, procedural, or interactional, can increase employee job satisfaction. Thus, organizational justice is a crucial factor in shaping employees' positive attitudes toward their jobs. Organizational justice has a positive and significant effect on Organizational Citizenship Behavior (OCB). This finding indicates that employees who perceive fairness in their organization are more likely to exhibit extra-role behaviors, such as helping coworkers and contributing more to the organization. Job satisfaction has a negative and significant effect on turnover intention. This means that the higher the level of job satisfaction, the lower the tendency of employees to leave the organization. Job satisfaction is a key factor in maintaining workforce stability. Organizational Citizenship Behavior (OCB) has a negative and significant effect on turnover intention. Employees with high levels of OCB tend to have a stronger emotional attachment to the

organization, thus reducing their intention to leave. Simultaneously, organizational justice, job satisfaction, and OCB were able to explain turnover intention with a strong category ($R^2 = 0.67$). This indicates that the research model has good explanatory power in explaining the phenomenon of turnover intention among PT XXX employees.

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