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## **Investigating The Mediating Effect of Organizational Commitment Between Organizational Justice and Turnover Intention of Academic Staff of Ethiopian Public Universities**

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### **Abstract**

The main purpose of this research was to investigate the mediating effect of organizational commitment between organizational justice and turnover Intention of academic staff of Ethiopian public universities. Data were collected through organizational commitment questionnaire, organizational justice questionnaire and turnover Intention questionnaire from **368** academic staff. Results showed that organizational justice had a significant positive relationship with organizational commitment and negative relationship with turnover Intention. It was also found that organizational commitment had a significant negative relationship with turnover Intention. Confirmatory factor analysis explored that the measurement model of organizational justice, organizational commitment and turnover Intention fit the sample data very well. The direct standardized regression coefficient between organizational justice and Turnover Intention was not statistically significant, but the indirect standardized regression coefficient between organizational justice and turnover Intention when mediated by organizational commitment was significant. Hence, the relationship between organizational justice and Turnover was fully mediated by organization Commitment.

### **1. Introduction**

Higher education is of paramount importance for economic and social development. Inculcating relevant knowledge and advanced skills, higher education provides the human resources required for leadership, management, business, and professional positions. The institutions also serve as the major research establishments that generate, adopt, and disseminate knowledge. By giving people access to knowledge and the tools for increasing and diversifying their knowledge, higher education expands people's productivity, as well as national capacity and competitiveness. Today, as the world becomes increasingly interconnected, interdependent and increasingly a globalized village, higher education is critical for the achievement of economic progress, political stability, and peace, as well as for building democratic culture and society (Teshome Y., 2003).

More importantly, higher Education is important for national development. This is because skilled work force is very vital to the process of national planning and implementation. However, for any educational plan to succeed including higher education, the instructors are required to be there to see to the full implementation of the program. This is so because no educational system can rise above its instructors (Ukeje, 1986). Also, if education is to survive and continue to play a vital role in the promotion of cognitive, affective and practical competence in individuals and ensure the preservation of our cultural values, it is important that the instructors who are responsible for helping the students acquire the knowledge, skills and practical orientations essential for self as well as for national development, be effectively motivated and recognized. Universities can have a motivated faculty their faculty by considering the faculty justice perceptions in to account. Organizational justice refers to members' sense of moral propriety of how they are treated. Justice is a subjective concept that captures what individuals believe to be right rather than an objective reality or a prescriptive moral code. (Cropanzano, Bowen, & Gilliland, 2007). Usually there are three forms of justice; procedural justice, distributive justice and interactional justice. Distributive injustice is perceived when there is not an equal distribution of outcomes and resources (Adams, 1965). When distributive injustice is perceived, the individual may react by counterproductively reducing inputs, or by acting aggressively toward the person who appears to be the cause of the injustice (Cohen-Charash & Spector, 2001). Procedural justice is perceived when there is fairness of the processes used to determine outcomes (Thibaut & Walker, 1975). This is often an issue when promotions are available in an organization. Interactional justice is the perceived compatibility between the employee and another organization member (Boulding, 1963). According to many researches these organizational justice variables are the main predictors of organizational outcomes like organizational commitment, job satisfaction, organizational citizenship behavior, employee performance, productivity, absenteeism turnover, counterproductive work behaviors and others. However, in this study, the research will focus only on determining the effect of organizational justice on staff turnover intention and explore the role mediating role of organizational commitment between the two variables.

## **Methodology**

### **2.1 Sampling design**

The study population from which the sample were drawn consists of six public universities found in Southern part of Ethiopia. The six universities are, Hawassa University, Dilla University, Medawelabu University, Arsi University, Bule Hora University and Walayita Soddo University. The total number of academic staff in these universities was estimated to be 4680. Therefore, the target population of this study was 4680 academic staffs. Regarding the sample size for the study, it was calculated according to formula by Yamane (1973) as follows:

$$n=N/ (1+Ne^2)$$

Where, n= the size of the sample

N=the population

e<sup>2</sup>=probability of error

So, the sample size for this study was:

$$n=4680/ (1+4680 \times 0.05^2)$$

$$n=368$$

The sampling frame will consists of a list of all academic staff in public universities of Ethiopia. To identify the sample respondents out of the total population multi- stage sampling technique will be used. In the first stage all public universities will be grouping the 33 universities in to four clusters through cluster sampling. The clusters are public universities found in the Southern part of Ethiopia, public universities found in the northern part of Ethiopia, public universities found in the western part of Ethiopian and universities found in the Eastern and central part of Ethiopian. In second stage, six public universities found in Southern Ethiopia part of the country will be selected judgementaly. In third stage proportionate stratified sampling will be used to determine the number of samples from each of the six universities. In

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the final stage convenience sampling method will be used to select the specific respondents for whom the questionnaires are distributed.

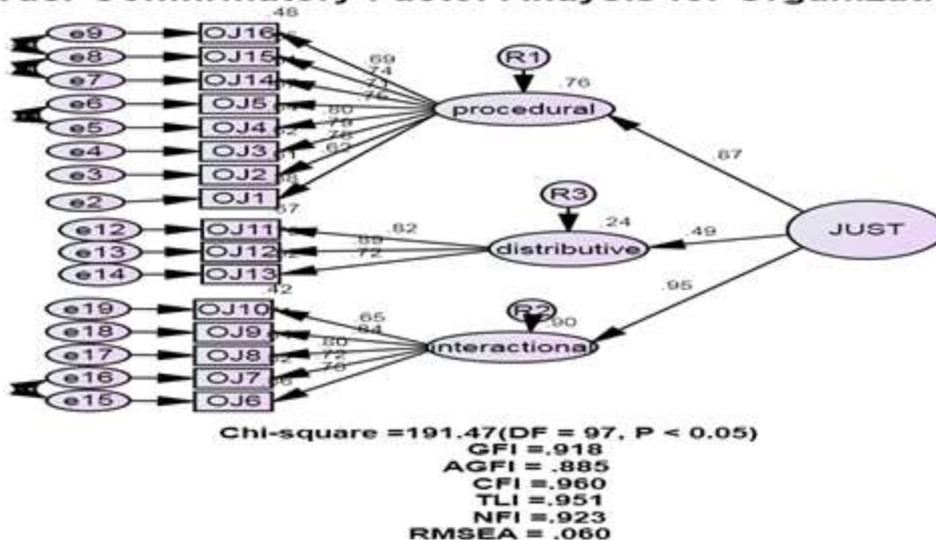
## 2.2 Measuring Instruments

Organizational Justice questionnaire was adapted from by Organizational Justice Scale developed by Colquitt (2001) to measure Distributive Justice(DJ), Procedural Justice(PJ) and Interactional Justice(IJ). DJ has three (3) items, PJ eight (8) items and IJ five (5) items. 5 point Likert scale ranging from 1 “strongly disagree” to 5 “strongly agree” was used to elicit the responses of participants. Organizational Commitment Questionnaire factors of Affective, continuance and normative commitment were measured by scale developed by researcher based on Allan and Mayer (1991). affective commitment has six item, normative commitment has 4 items and continuance commitment has two items. versions of the scales. Again the responses were elicited by using 5-point Likert scale ranging from 1 “Strongly Disagree” to 5 “Strongly Agree”. Turn over intention of the staff was assessed by four -item measure. Response ranged by 5-point Likert Scaling from 1= “Strongly disagree” to 5= “Strongly agree were adapted to measure TI of the staff.

### Measurement model

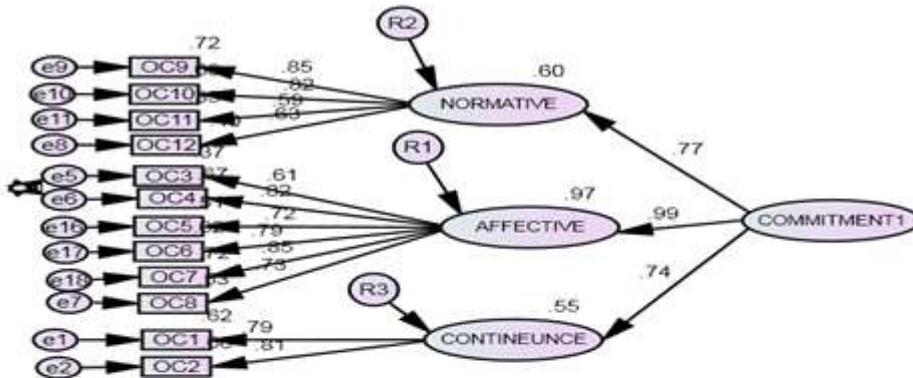
Confirmatory factor analysis (CFA) seeks to determine if the number of factors and the loadings of measured (indicator) variables on them conform to what is expected on the basis of pre-established theory. Indicator variables are selected on the basis of prior theory and factor analysis is used to see if they load as predicted on the expected number of factors. In this study first order and second order factor

Second Order Confirmatory Factor Analysis for Organizational Justice



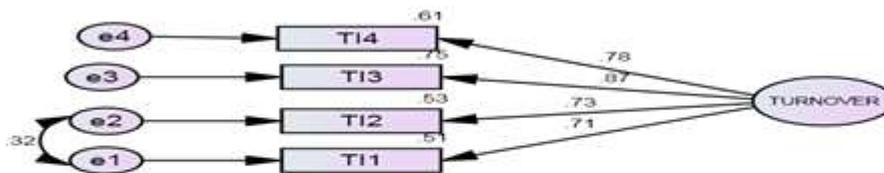
measurement models were tested. CFA was performed in the statistical software, Analysis of Moment Structures (AMOS 20.0). CFA need to be performed for every latent construct in the model. In the data set, latent constructs were organizational Justice, Organizational Commitment and Turnover Intensions. The measurement model was evaluated by using the maximum likelihood (ML) estimation techniques provided by the AMOS 20. The second order confirmatory factor analysis for the variable is presented as follows;

**Second Order Confirmatory Factor Analysis for Organizational Commitment**



Chi-square = 131.015 (DF = 50, P < 0.05)  
 GFI = .927  
 AGFI = .885  
 CFI = .953  
 TLI = .938  
 NFI = .927  
 RMSEA = .077

**Confirmatory Factor Analysis for Turn over Intention**



Chi-square = .257 (DF = 1, P > 0.05)  
 GFI = 1.000  
 AGFI = .995  
 CFI = 1.000  
 TLI = .918  
 NFI = 1.000  
 RMSEA = .000

To

evaluate the fit of the models, goodness-of-fit indices were used. The  $\chi^2$ -statistic (Chi-square statistic) and goodness-of-fit indices such as the Goodness-of-Fit Index (GFI), Adjusted Goodness-of-Fit Index (AGFI), Parsimony Goodness-of-Fit Index (PGFI), Normed Fit Index (NFI), Tucker and Lewis Index (TLI),

Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA). The following table provides summarized results of the goodness of fit indices.

Construct	$\chi^2$	$\chi^2/df$	CFI	GFI	NFI	TLI	RMSEA
Organizational justice	191	1.96	.960	.918	.923	.951	.060
Organizational commitment	131	2.62	.953	.927	.927	.938	.077
Turn over intentions	.257	.257	1	1	1	.918	.000

**Structural Model Evaluation and Hypotheses Testing**

Structural Equation Modeling method was used to test the hypotheses of this study by using Amos 21. The results presented in following Table provides the values of regression paths, standardized regression weights, critical ratios (C.R), standard errors (S.E), probability values (p) and acceptance/rejection of hypotheses. The latent constructs used in the proposed theoretical model were classified in two main categories: exogenous and endogenous constructs. Exogenous constructs were the Procedural Justice, Distributive Justice and Interactional Justice, while endogenous constructs were the Affective Commitment, Normative Commitment, Continuance Commitment and Turnover Intentions. Parameters estimates were examined to evaluate the hypothesized structural model as shown here below.

Hypotheses	Hypothesized Relationships	Estimate	Path coefficient	S.E.	C.R.	P	Final remarks
H1	OJ→OCO(Positive)	0.182	0.162	.062	2.929	***	Supported
H2	OJ→TI(Negative)	0.110	0.070	.089	.1.244	0.214	Not supported
H3	OCO→TI(Negative)	-0.431	-0.310	.113	-3.804	***	Supported

Results shown in the table revealed that one hypothesis i.e. H1 was positive and statistically significant. The results suggest that standardized estimates for these hypotheses ( $\beta = 0.162$ ) indicate statistical significance and thus showing support for these hypotheses. Whereas H3 was negative and statistically significant. The results suggest that standardized estimates for these hypotheses ( $\beta = -0.310$ ) indicate statistical significance and thus showing support for these hypotheses again. However, hypotheses H2 having standardized estimates ( $\beta = 0.070$ ) were found statistically significant, but the hypothesized relation between variables was negative Hence, these hypotheses were rejected.

**The mediating role of organizational commitment between the relationship of organizational justice and Turnover intention**

the direct and indirect effect of organizational justice on Academic staff turnover intention was computed to see the mediating role of organizational Commitment between the variables. The result was shown below.

Hypotheses	Direct effect	Indirect effect	Result
Justice →Commitment →Turnover	-.136(ns)	-.005**	Full mediation

\*\*=  $p < 0.01$  \*= $p < 0.05$ , ns=not significant

As shown in the table, the relationship between organizational justice and Turnover was fully mediated by organization Commitment. As the table illustrates, the direct standardized regression coefficient between organizational justice and Turnover Intention was not statistically significant, but the indirect standardized regression coefficient between organizational justice and turnover Intention was significant. The standardized indirect effect was .005( $p < .01$ ). The significance of this indirect effect was tested using bootstrapping procedures. standardized indirect effects were computed for each of 1000 bootstrapped samples, and the 95% confidence interval was computed by determining the indirect effects

at the 2.5th and 97.5th percentiles. Thus, the indirect effect was statistically insignificant. Therefore, organizational commitment fully mediates the relationship between Organizational justice and Turnover of the staff

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