

The Influence of Distributive Justice and Procedural Justice on Turnover Intention with Job Satisfaction as a Mediator

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Abstract

This research is done on the CV. Indonesia mitra media in kebumen regency, by the title "the influence of distributive justice and procedural justice on turnover intention with job satisfaction as a mediation." The purpose of this research is to examine the influence of distributive justice and procedural justice on job satisfaction towards turnover intention. This research method used is a survey method with a quantitative approach. The number of respondents is 118 employees at cv. Indonesia mitra media in kebumen regency. This study utilized the Smart PLS 3 program and the partial least square (pls) analysis technique. From the results of the research and data analysis can be concluded that distributive justice has a significant positive influence on job satisfaction. Procedural justice has a significant positive influence on job satisfaction. Distributive justice does not have a significant negative influence on turnover intention. Procedural justice has a significant negative influence on turnover intention. Job satisfaction does not have a significant negative influence on turnover intention. Job satisfaction does not mediate the relationship between distributive justice and turnover intention, and job satisfaction does not mediate the relationship between procedural justice and turnover intention.

Article History:

Keywords: Distributive Justice, Procedural Justice, Turnover Intention dan Job Satisfaction

1. Introduction

In the era of globalization, employee turnover is a persistent issue across organizations of various sizes and levels. It is a significant concern in human resource management due to the high costs involved in recruiting new employees, including expenses related to termination, advertising, recruitment, selection, and hiring processes (Abbasi & Hollman, 2008).

Turnover intention, defined as the intensity of an employee's desire to leave the organization, has become a serious challenge for many companies. Factors contributing to turnover intention include aspirations for better job opportunities (Harnoto, 2002:2). Indicators of turnover intention often manifest in employee behaviors, such as increased absenteeism, declining work motivation, rule violations, conflicts with supervisors, and reduced commitment to responsibilities.

As the primary predictor of actual turnover, turnover intention reflects employees' tendency or willingness to quit their job, significantly impacting actual turnover rates (Takase, 2010). Understanding the dynamics of turnover intention is essential for mitigating employee departures and developing strategies to retain human resources (Yang & Chen, 2020).

CV Indonesia Mitra Media, a company operating in the creative and advertising industry, is organized into six departments: Product and Business Development (26 employees), Administration and Finance Development (17 employees), Marketing and Service Development (15 employees), Research and System Development (12 employees), Human Resources, Public Relations, and General Affairs (7 employees), and Production and Logistic Development (134 employees).

Based on interviews with the Human Resource Manager, the following employee turnover data was obtained:

Year	Total Employees	New Hires	Employees Left
2024	211	23	15
2023	201	91	18
2022	128	45	8

Source: HR, PR, GA CV Indonesia Mitra Media, 2024.

The data indicates that employee turnover rates were 6% in 2022, increased to 9% in 2023, and decreased to 7% in 2024. Observations at CV Indonesia Mitra Media revealed that one significant reason for employee turnover was distributive justice. Employees perceived fairness in outcomes, such as equitable health and employment benefits for all, regardless of permanent or contract status, as crucial. Research shows distributive justice negatively impacts turnover intention (Chen et al., 2022).

Procedural justice, which ensures fair mechanisms for achieving desired welfare, also plays a vital role. Fairness exists when employees perceive a balance between their input and the outcomes they receive. Conversely, perceived inequity can lead to dissatisfaction and increased turnover intention. Empirical evidence demonstrates that fair procedures enhance job satisfaction, while perceived procedural injustice increases employees' desire to leave (Parker & Kohlmeyer, 2005).

Job satisfaction, defined as an emotional state of contentment with one's work (Hasibuan, 2009), is a critical factor influencing turnover intention. Satisfied employees are more likely to remain with their organizations, making job satisfaction a key variable in understanding turnover intention.

Based on these considerations, this study aims to explore the impact of distributive justice and procedural justice on turnover intention, with job satisfaction as an intervening variable among employees of CV Indonesia Mitra Media. The study is titled: "The Effect of Distributive Justice and Procedural Justice on Turnover Intention with Job Satisfaction as an Intervening Variable among Employees of CV Indonesia Mitra Media."

2. Method

The subjects are employees of CV Indonesia Mitra Media, who serve as data sources for studying these variables. Turnover Intention Assessed through thoughts of leaving, job searching, evaluating other opportunities, and willingness to leave. Distributive Justice Measured by fairness in work schedules, salaries, workload, recognition, and responsibilities. Procedural Justice Evaluated through consistency, absence of bias, equal treatment, and representation of all parties. Job Satisfaction Includes job content, pay, promotion opportunities, supervision, coworkers, and work conditions. Population All 211 employees of CV Indonesia Mitra Media. Sample 118 employees selected through saturated sampling (entire population used as the sample due to its size).

3. Results and Discussion

3.1 Results

Descriptive Analysis

This study examines the influence of distributive justice and procedural justice on turnover intention, the impact of job satisfaction on turnover intention, and the mediating role of job satisfaction between distributive and procedural justice and turnover intention among employees of CV Indonesia Mitra Media. Data collection was conducted through questionnaires distributed to 118 employees, all of which were completed and deemed valid for analysis using PLS SEM. Respondent Characteristics

Gender 51.69% female and 48.31% male. Age The majority (42.37%) are aged 22-25 years. Education Most respondents (77.97%) have a high school education. Work Tenure The majority (48.31%) have worked for 1-3 years. Position Most respondents (74.58%) are staff operators.

Model Evaluation

Measurement Model (Outer Model)

Convergent Validity 14 indicators were valid with loading factor values > 0.7 and AVE > 0.5 . Six indicators were not valid.

Discriminant Validity Variables demonstrated good discriminant validity with cross-loading values > 0.7 and higher correlations with their constructs compared to others.

Reliability All variables were reliable with Cronbach's Alpha and composite reliability values > 0.6 .

Structural Model (Inner Model)

R-Square Values

Job Satisfaction: 62.9% explained by independent variables.

Turnover Intention: 5.0% explained by independent variables, indicating other factors significantly influence turnover intention.

1. Distributive Justice → Job Satisfaction

The study found a significant positive relationship between distributive justice and job satisfaction. This indicates that when employees perceive fairness in the distribution of resources (e.g., salaries, workload, recognition, and responsibilities), their satisfaction with their job increases. The findings align with Yudhian et al. (2020), who argued that distributive justice significantly improves job satisfaction. At CV Indonesia Mitra Media, employees feel that salaries are proportional to their workloads, and recognition is fairly distributed, leading to increased job satisfaction.

2. Procedural Justice → Job Satisfaction

A significant positive relationship was also identified between procedural justice and job satisfaction. Employees value fairness and transparency in decision-making processes, policies, and evaluations. When procedural justice is upheld, employees feel respected and treated equitably, boosting their job satisfaction. This finding supports Yudhian et al. (2020), who demonstrated that procedural justice positively impacts job satisfaction. In this study, CV Indonesia Mitra Media ensures transparent and unbiased policies, enhancing employees' perceptions of fairness.

3. Distributive Justice → Turnover Intention

The study revealed no significant relationship between distributive justice and turnover intention. This suggests that fairness in salary, workload, and recognition alone is not sufficient to reduce employees' desire to leave. This result diverges from Yudhian et al. (2020), who found a negative relationship between distributive justice and turnover intention. At CV Indonesia Mitra Media, turnover intentions may be driven by factors such as personal goals, career development opportunities, or external challenges, which overshadow distributive justice.

4. Procedural Justice → Turnover Intention

A significant negative relationship was observed between procedural justice and turnover intention. Employees who perceive fairness in procedures are less likely to leave the organization. This finding aligns with Yudhian et al. (2020), highlighting that procedural justice reduces turnover intention. CV Indonesia Mitra Media's consistent and unbiased decision-making processes help employees feel secure and valued, decreasing their desire to seek opportunities elsewhere.

5. Job Satisfaction → Turnover Intention

Surprisingly, the study found no significant relationship between job satisfaction and turnover intention. This contrasts with Yudhian et al. (2020), who argued that satisfied employees are less likely to leave. At CV Indonesia Mitra Media, employees' turnover intentions may be influenced by other factors such as the need for new challenges, external job opportunities, or broader career aspirations, which diminish the role of job satisfaction in predicting turnover intention.

6. Distributive Justice → Turnover Intention (via Job Satisfaction)

No mediation effect was found. Although distributive justice positively impacts job satisfaction, it does not translate into a significant reduction in turnover intention. This suggests that distributive justice alone is insufficient to influence employees' decisions to stay, even when they are satisfied with their jobs. Other factors, such as personal growth and external motivations, likely play a more dominant role.

7. Procedural Justice → Turnover Intention (via Job Satisfaction)

Similarly, no mediation effect was observed for procedural justice through job satisfaction. Procedural justice directly reduces turnover intention, bypassing job satisfaction as a mediating variable. This suggests that fair and consistent procedures alone are enough to lower turnover intention, without requiring satisfaction as an intermediary factor.

3.2 Discussion

Direct vs. Mediated Effects: While procedural justice directly influences turnover intention, distributive justice does not. This highlights the greater importance of fairness in procedures over fairness in outcomes when aiming to retain employees.

Role of Job Satisfaction: Job satisfaction does not mediate the relationship between justice dimensions and turnover intention. This indicates the need to explore other mediating variables, such as motivation, work environment, career development opportunities, or organizational culture.

Practical Implications for CV Indonesia Mitra Media:

- Emphasize procedural fairness by maintaining transparent and unbiased policies to directly reduce turnover intentions.
- Address non-justice-related factors, such as career progression and challenges, to complement justice practices and further reduce turnover.

This discussion highlights that while fairness is essential, it must be combined with other strategies to effectively manage turnover intentions.

Implications

- **Direct Influence:** Procedural justice directly impacts turnover intention without mediation from job satisfaction.
- **Unexplored Mediators:** Other mediating variables, such as motivation or work environment, may better explain the relationship between justice dimensions and turnover intention.

The study highlights the need to explore additional factors influencing turnover intention beyond distributive justice, procedural justice, and job satisfaction.

4. Conclusion

1) Distributive Justice and Job Satisfaction

Distributive justice has a significant positive effect on job satisfaction. Higher distributive justice leads to increased job satisfaction.

2) Procedural Justice and Job Satisfaction

Procedural justice has a significant positive effect on job satisfaction. Higher procedural justice enhances job satisfaction.

3) Distributive Justice and Turnover Intention

Distributive justice does not have a significant negative effect on turnover intention. Changes in distributive justice do not reduce turnover intention.

4) Procedural Justice and Turnover Intention

Procedural justice has a significant negative effect on turnover intention. Higher procedural justice lowers turnover intention.

5) Job Satisfaction and Turnover Intention

Job satisfaction does not have a significant negative effect on turnover intention. Increased job satisfaction does not directly reduce turnover intention.

- 6) Job Satisfaction as a Mediator for Distributive Justice and Turnover Intention
Job satisfaction does not mediate the relationship between distributive justice and turnover intention.
- 7) Job Satisfaction as a Mediator for Procedural Justice and Turnover Intention
Job satisfaction does not mediate the relationship between procedural justice and turnover intention.

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