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EFFECT OF MOTIVATION AND ORGANIZATIONAL JUSTICE ON EMPLOYEE TURNOVER INTENTION IN NIGERIAN

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Abstract
This study aims at examining the effect of motivation and organizational justice on employee turnover intention. Employee turnover intention is a major managerial concern in contemporary work organizations, because replacing employees can be costly, both in recruiting and training employees to obtain satisfactory levels of performance over time. Data for the study were collected using questionnaire distributed among the employees of Nuhu Bamalli Polytechnic, Zaria constituting a sample size of four hundred and two (402) obtained using a proportionate random sampling technique. Data collected were subjected to statistical analysis using Statistical Package for Social Scientist (SPSS) software and PLS SEM. The results indicate that training and distributve justice have no significant effect on turnover intention in Nuhu Bamalli Polytecnic, Zaria. However, the result indicates that work environment and procedural justice have a negative and significant effect on turnover intention. Based on the findings, this study contributes theoretically by extending the use of equity theory of motivation and the theory planned behaviour to increase the understanding of the relationship between motivational factors and turnover intention. Therefore, employees who experienced poor motivation and poor procedural justice are more likely to experience higher level of turnover intention. It is therefore recommended that employers, particularly in Nuhu Bamalli polytechnic, should pay close attention to staff motivation and procedural justice to lower employee turnover intentions.

Keywords: motivation, organizational justice, turnover intentions, equity.

1.1 Introduction:

The need to attract and retain specialised, skilled and knowledgeable employees has been acknowledged for a long time, as very important for organizations in their effort to create and maintain a competitive advantage. In higher institutions like the Polytechnics, one of the major task of human resource managers is to stimulate and boost the institution's ability to attract and retain well qualified and competent employees. According to Mengstie, (2020), turnover intentions tend to reduce the productivity of employees substantially, hence it is important that organizations manage these tendencies.

Employee Turnover in organisations in the developed nations like the UK and USA has been extensively studied over the years, but despite the many studies, it is surprising to observe that turnover is still being experienced in such countries. For example, the average turnover rate in the UK is approximately 15% every year (Chartered Institute of Personnel and Development CIPD, 2020).

The public sector turnover rate in the USA reached 18.3% by 2017 (US Bureau of Labour Statistics, 2018). In 2020 the overall turnover rate in USA was 25% (US Bureau of Labor Statistics report 2021).

The average turnover rate of all industries in China reached 16% by 2017 (Chinese Turnover & Salary Adjustment , 2017).

In Nigeria, educational institutions are presently facing challenges on several fronts in their efforts to remain competitive. These include the need to attract and retain specialised, skilled and knowledgeable employees (Dan-Jumbo & Nwuche, 2018; Sule, & Omoankhalen, 2019; Adebisi, 2020).

For example, in Nuhu Bamalli Polytechnic, Zaria Kaduna State, about 115 employees left the polytechnic from 2016 to 2019 (Office of the registrar Nuhu Bamalli Polytechnic, zaria, 2019). Therefore, both practitioners and researchers are dedicating huge efforts and time which is aimed at identifying and understanding the ways to reduce employee turnover intention. For these reasons, research in employee motivation and organizational justice becomes very imperative.

Hence, this study examined the effect of two motivational factors (Training and Work Environment) and two dimensions of Organizational Justice (Procedural Justice and distributive justice) on employee turnover intention.

1.2 Statement of the Problem

Employee turnover intention has been recognized as a major managerial concern in contemporary work organizations, because replacing employees may be costly, both in recruiting and training employees to obtain satisfactory levels of performance over time. One of the greatest challenge faced by Nigerian Educational institutions is the need to attract and retain specialised, skilled and knowledgeable employees (Dan-Jumbo & Nwuche, 2018; Satya, & Iga, 2020; Adebisi, 2020).

Motivation is an essential perspective of an organization's management policy for retaining employees within an organization because a high level of motivation leads to a lower level of employee turnover **(**Anwar, Waqas, Shakeel, & Hassan, 2018; Ahmed, & Ali, 2021). Several studies have been conducted on motivation and its relationship with employee turnover intention (e.g; Chin, 2018; Pandey, Singh, & Pathak, 2019*). Most of these studies concentrated on only one of the several* dimensions of motivation. (e.g Ikhwan, Ketut, & Corry, 2020).

Also, studies on organizational justice do not provide consistent result and mutually supportive conclusions as to generalization across cultures (e.g Umar, 2015; Jang, Lee, & Kwon, 2019; Lim, and Saraih, 2020).

Also, these studies were particularly conducted in developed and developing countries such as Europe, Asia and America, and very little in the Nigerian context (Adebisi, 2020). Moreover, the influence of culture might have played a role in the findings of such studies in European, Asian and American societies. Hence, there is strong need to test the impact of motivational factors on turnover intention across national cultures and other cross-national differences. As suggested by Shapiro, Hom,Shen, and Agarwal (2016), that differences in the employee response to motivation may exist at the industrial, organizational and individual levels, and that turnover may have different antecedents and consequences in different cultures. Hom, Lee, Shaw, and Hausknecht, (2017) also suggested that researchers should delve into context specific investigations of turnover because some of the most impactful theories (e.g., unfolding model) emerged from the

recognition that contextual factors can shape the influence of turnover's antecedents. Hence, there is the need for more of this study in a developing country like Nigeria.

1.3 Research questions:

From the problem of this study, the following research questions were raised:
To what extent does training, work environment, procedural justice and distributive justice have effect on employee turnover intention in Nuhu Bamalli Polytechnic, Zaria?

1.4 Objective of the Study:

The general objective of the study is to assess the effect of motivation and organizational justice on employee turnover intention. The specific objective includes:

i) To determine the effect of training, work environment, procedural justice and distributive justice on employee turnover intention in Nuhu Bamalli Polytechnic, Zaria.

1.5 Research Hypothesis:

In line with the objectives of this study, the following hypothesis were formulated:

H01. Training have no significant effect on employees' turnover intention in Nuhu Bamalli Polytechnic, Zaria.

H02. Work Environment have no significant effect on employees' Turnover Intention in Nuhu Bamalli Polytechnic, Zaria.

H03. Procedural Justice has no significant influence on employees' Turnover Intention in Nuhu Bamalli Polytechnic, Zaria.

H04. Distributive Justice has no significant influence on employees' Turnover Intention in Nuhu Bamalli Polytechnic, Zaria.

1.6 Significance of the Study

The current study would contribute to the existing literature on the effect of motivation and organizational justice on employee turnover intention.

The study will benefit human resource managers, business practitioners, the government agencies and academics by enhancing their knowledge and understanding concerning the influence of motivation and organizational justice on employee turnover intention. It is hoped that the findings of this study will help to offer some explanation on the perception, feelings and intentions of employees in workplace.

1.7 Scope of the Study:

The study assesses the effect of employee motivation and organizational justice on employee turnover intention in the Nuhu Bamalli Polytechnic, zaria. It examines the

influence of two motivational factors (i.e. Training and Work Environment) and two dimensions of organizational justice (Procedural Justice and Distributive Justice), on Employee Turnover Intention

This study is concern with a survey among employees of Nuhu Bamalli Polytechnic, Zaria in Kaduna State of Nigeria. This scope of research is considered enough for the study because Nigerian Polytechnics have similar characteristics since they are all under the supervision of the National Board for technical Education (N.B.T.E). The NBTE is a principal organ of Federal Ministry of Education specifically created to handle all aspects of Technical and Vocational Education falling outside University Education, including the general development of Polytechnics, Colleges of Technology, Trade Centers and other Technical Institutions.

2.0 Literature Review and Theoretical Framework

The purpose of this section is to review the literature relating to the theoretical development employee turnover intention, motivation with two dimensions (Training and Work Environment) and organizational justice with two dimensions (Procedural Justice and distributive justice).

2.1 The Concept of Employee Turnover Intention:

Turnover intentions can be defined as the conscious desire to leave a current organization, which is deemed amongst the most significant challenges companies face (Wen-Rou & Chih-Hao, 2016). Turnover intention is the propensity of employees to withdraw from a particular job and is considered a crucial organizational topic by scholars and practitioners. (Jung, Chan, & Hsieh, 2017). The current study conceptualized turnover intention as the conscious desire to leave a current organization due to poor motivation and absence of organizational justice.

2.2 The Concept of motivation

The concept of motivation is focused on energizing, propelling and stimulating individuals towards behavioural change to achieve fulfilment of goals and objectives of an organization, so as to achieve higher productivity and satisfaction of employees (Shahid, 2018).

Shah and Asad (2018) identifies nine motivational factors namely; financial compensation, promotion opportunities, training, work environment, recognition, organizational culture, and organization justice. This study adheres to adapt two of the nine dimensions of

motivation construct (training and work environment) and test their effect on turnover intention.

Training refers to a set of planned activities on the part of an organization to increase job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and requirements of the job (Memon, Salleh, & Baharom, 2016).

Work environment includes the location of the work where the employee performs his or her work, such as office, industry, site of construction an institution. Other factors like fresh air, refreshments, noise level, and the incentives like swimming pools, play grounds, child care are part and parcel of work environment (Wan, Li, Zhou, & Shang, 2018)

2.3 The Concept of organizational Justice

Organizational justice is regarded as a concept related to the psychological perception of the time and effort invested by individuals in the organization. In other words, an individual feels justice when the ratio of investments and rewards are satisfactorily matched (Jang, Lee, & Kwon, 2019) According to Lim, and Saraih, (2020), Organizational Justice is multidimensional with four dimensions namely; Distributive Justice, Procedural Justice, Interpersonal Justice, and Informational Justice.

The present study draws on Lim, and Saraih, (2020) theorization and conceptualization of organizational justice, the researcher adheres to adapt two of the four dimensions of organizational justice (Procedural Justice and Distributive Justice) and test the effect of each dimension independently on turnover intention.

Theorists in the field of organizational justice have distinguished between conceptualizations of justice that deal with the content of fairness, or what the decisions are, which is termed by distributive justice, and those that focus on the process of fairness, or how decisions are made, called procedural justice (Owoseni, Oyedele, Adetifa, & Onoh, 2019).

Distributive justice focuses on whether members receive adequate compensation from the organization in proportion to the cost, time, and resources they invest. (Jang, Lee & Kwon, 2019.).

Procedural justice is the employee's feelings about their awareness of the fairness of procedures used to determine their organizational outcomes (Owoseni, et al., 2019)

Theoretical Frame Work

The present study is built on the platform of Equity Theory of Motivation by Adams, (1963), to be supported by the Theory of Planned Behaviour (TPB) developed by Ajzen (1991).

Equity theory is considered to be one of the most valid frameworks to understand human attitudes and motivation (Miner, 1984). According Adams, (1963), Equity theory is concerned with people's perception on how they are being treated. That the higher an individual's perception of equity (fairness), then the more motivated he will be. Conversely, an individual will be demotivated if he perceived unfairness. (Adams, 1963).

The theory of planned behaviour TPB is the supporting theory. TPB is a well-established theory, widely used to explain and predict human behaviour across a variety of life domains. The Theory of Planned Behaviour (TPB) focus on theoretical constructs concerned with individual motivational factors as determinants of the likelihood of performing a specific behaviour. TPB proposes that an intention to perform a given behaviour together with the perceived control over it is the best (and the only) predictor of performing the behaviour (Ajzen, 1991).

2.3 Research Model and Conceptual Framework

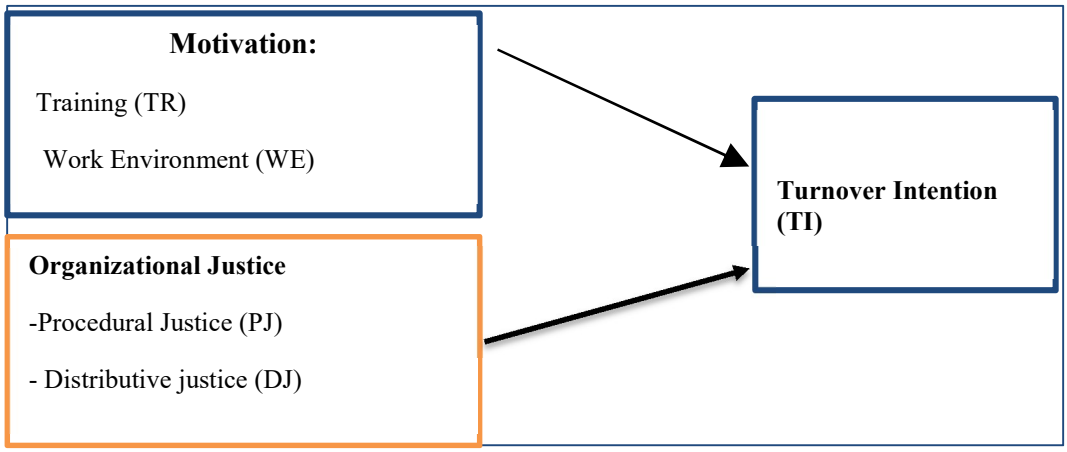

Figure 2.1 Research Framework

The present study deducts on Equity Theory of Motivation to test the hypothesized relationships based on the aforementioned research questions. Diagrammatically, Figure

2.1 represents such relationships. Specifically, as shown in this figure, the present study aims at investigating the effect of Training, Work environment, Procedural Justice and Distributive Justice on Turnover Intention

2.4 Review of related Empirical Studies.

The study review previous empirical studies that explain the relationship between motivation, organizational justice and employee turnover intention.

2.4.1 Training and Turnover intention

Fletcher, Alfes, and Robinson, (2018), studied the relationship between perceived training and turnover intention and found that training is positively associated with intention to stay, and that this relationship is fully mediated by the attitudes that employees hold of their work and the working environment. The authors suggest. that future studies examining employee retention should include a wider range of motivational factors. Hence, to date, there is no conclusive evidence as to why training relates to turnover intention. (Fletcher et al., 2018). Another limitation of this study is that the authors use employees across seven organizations from different sectors. Therefore, the hypothesized relationships may differ depending on the sector the organizations belong to. Thus, these authors suggested that future study should design cross-sector comparative designs to further explore sectoral differences.

2.4.2 Work Environment and Turnover intention

Ikhwan, Ketut & Corry, (2020) examine the influence of work environment on employee turnover intentions. This study uses entire population of 256 workers. Data was analyzed using Structural Equation Modeling (SEM) with AMOS 22 software. The result indicated that Work Environment is negative and significantly related to Turnover Intention. The limitation of this study lies on the fact that they ignore other important variables such as training and organizational justice

2.4.5 Organizational Justice and Turnover intention

Lim, and Saraih, (2020) studied the relationship between Organizational Justice and Turnover Intention among Malaysian information and communication technology (ICT) employees. They found out that procedural justice influenced the most on turnover intention among the other dimensions of OJ. The authors suggested that human resource managers should pay more attention to the perception of procedural justice among employees and that future studies should operationalize Procedural Justice based on nations

and cultures and to develop localized assessment tools. There is therefore the need for similar studies in the Nigerian context.

Owoseni, Oyedele, Adetifa, and Onoh, (2019), investigated the impact of organizational justice on employee turnover intentions among bank employees in Oyo town. The findings of the study 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 intentions.

3.1 Research Design

The present study employed cross-sectional survey method to collect data from a large sample at a certain period of time using self-administered questionnaire.

3.2 Population of The Study

In this study, the population shall comprise all the 892 employees of Nuhu bamalli polytechnic, Zaria in Kaduna State of Nigeria as at 2019.

3.3 Sample Size and Sampling Technique

The sampling frame of this study comprises all the employees of Nuhu Bamalli Polytechnic, Zaria. With the population of eight hundred and ninety-two (892) employees, from which four hundred and two (402) employees was selected using the proportionate random sampling technique.

3.4 Instruments and Measurements

To measure Training, the study adapted 10 items scale from Kirkpatrick (1994). Some of the items includes; “the objective of training in my organization is relevant to my job”; ”the assessment used for training in my organization is fair”.

Work environment was measured using 9 items adopted from Carlopio (1996). Some of the items includes; ”I am satisfied with the general atmosphere in my work area”; “I am satisfied with the cleanliness of the facilities at work.”

Procedural justice was measured using 7 items adapted from Colquitt, (2001). Some of the items includes; “I have the opportunity to express my views during the procedures to arrive at motivational issues of concern to me”; “I have influence over outcomes arrived at by the procedures involving motivational issues of concern to me.”

Distributive Justice was measured using 4 items scale adapted from Colquitt, (2001). Sample of the items include "Does your compensation level reflect the effort you have put into your work?" And "Is your compensation level justified, given your performance?"

Turnover intention was measured with 6 items adapted from Bothma & Roodt (2013). Sample of the items includes;" I often considered leaving my job to join another organization if given the opportunity."; "My current job is satisfying my personal needs."

4.1 Method of Data analysis

The study utilized the SPSS for preliminary data analysis using the data coding and cleanliness and PLS-SEM path modelling to analyze the data from the questionnaire

4.2 Reliability Analysis

The reliability of research questionnaire is popularly and best measured by the Cronbach's alpha statistics (Pallant, 2007). The result of the reliability in respect of all the variables is presented in table 4.1 below:

Table 4.1 ***Reliability and Convergent Validity (n=402)***

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
TR	0.722	0.744	0.795	0.607
WE	0.623	0.686	0.712	0.505
PJ	0.722	0.745	0.789	0.742
DJ	0.842	0.812	0.897	0.593
TI	0.841	0.865	0.886	0.699

Sources: Source: Field survey, 2021

The internal reliability of all the independent variables measures in the study is achieved as seen in table 4.1 On the basis of the analysis, 2 dimensions of motivation and 2 dimensions of organisational justice met the requirement. Therefore, these 4 dimensions were used in testing the hypotheses earlier stated.

4.3 Correlation Analysis

Correlation analysis was conducted to explore the strength and direction of the linear relationship between independent variables and the dependent variable. The result of the correlation analysis is presented in table 4.2

Table 4.2 ***Discriminants Validity Using Fornell and Larcker Criterion***

	TR	WE	PJ	DJ	TI
TR	**0.877**				
WE	0,705	**0,768**			
PJ	0.733	0.742	**0.879**		
DJ	0.682	0.683	0.694	**0.815**	
TI	0.642	0.594	0.563	0.682	**0.809**

4.4 Hypotheses Testing for the Relationships

The result of hypothesis testing is presented in table 4.3. The results indicate that training and distributive justice have no significant effect on turnover intention in Nuhu Bamalli Polytecnic, Zaria. However, work environment and procedural justice have a negative and significant effect on turnover intention.

Table 4.3 Result of hypothesis test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Decision
TR -> Turn-Int	0.043	0.056	0.067	0.624	0.553	Fail to reject
WE ->Turn-Int	-0.193	0.165	0.083	2.289	0.023	Rejected**
PJ-> Turn-Int.	-0.627	0.631	0.039	16.023	0.000	Rejected***
DJ -> Turn-Int	-0.081	-0.068	0.083	1.033	0.302	Fail to reject

**= P < 0.05 ***P< 0.01

4.5 Discussion of Findings

In summary, from all the four hypothesis the study fails to reject two hypotheses empirically, while two hypotheses were rejected. The findings of this study were discussed based on the research objectives, which were hypothesized in accordance with the research questions that were earlier developed from the problem statement.

4.5.1 Relationship between Training and Turnover Intention

Hypothesis one addressed the extent to which training affect turnover intention. The result of the study shows that training is positive (Beta value = 0.043 t-value = 0.654 & p value =0.553) and insignificantly related with turnover intention. This result contradicts the view of Danish, Shahid, Bano, Ali, & Humayon, (2019), they suggest that effective training practices are important for organizations because they reduce turnover intention. While on the contrary the intention to leave might be as a result of having training which is documented in the work of Sung, Yee, Bahron, and Rahim, (2017) who reports that employee's turnover intention increase even after given training opportunities. The possible explanation could be that some employees after having a higher qualification as a result of the training opportunity given, they feel that the current organization is too small to accommodate their needs, so they wish to move to a bigger organization. Therefore, the study fails to reject the hypothesis.

4.5.2 Relationship between Work Environment and Turnover Intention

Hypothesis two addressed the extent to which work environment affect turnover intention. The result of the study shows that work environment is negative and significantly related with turnover intention (Beta value = -0.93 t-value = 2.289 & p value = 0.023). This is in line with the work of Nanda, Soelton, Luiza, and Saratian, (2020), they found that the work environment negatively affects employee turnover intention variables where the psychic work environment is related to the work environment variable. This means the higher the comfort of the work environment felt by employees, the less employee turnover intention. The same thing is explained in the work of Cao, Li, and Gong, (2021) who found work environment negatively influencing turnover intention. Hence the hypothesis is rejected.

4.5.3 Relationship between Procedural Justice and Turnover Intention

Hypothesis three addressed the extent to which procedural justice affect turnover intention. The result of the study shows that procedural justice is negative and significantly related with turnover intention (Beta value = -0.627 t-value = 16.023 & p value = 0.000). Therefore, procedural justice is a likely predictor of turnover intention among employees in Nuhu Bamalli polytechnic, Zaria. This is line with the views Umar, (2015) and Mengstie, (2020) who suggested that procedural justice is one of the most exacting predictors of turnover intention. Thus, hypothesis 3 is rejected.

4.5.4 Relationship between Distributive Justice and Turnover Intention

Hypothesis four addressed the extent to which Distributive justice affect turnover intention. The result of the study shows that distributive justice was found to be positive (Beta value

= 0.081, t-value = 1.033 & p value = 0.302) and insignificantly related with turnover intention. Thus, the study fails to reject the hypothesis.

4.6 Conclusion

The main objective of this study was to examine the influence of motivation and organizational justice on turnover intention. Based on the findings of this study, we conclude that the Nigerian Polytechnics are faced with a number of challenges in terms of human resource development. These include issues related to meeting the expectations of employees.

Motivation is negatively influencing employee turnover intention in Nigerian Polytechnics. Therefore, it could be concluded that if the polytechnic employees perceive good motivation system in their organization, they are likely not to have turnover intention.

Organisational justice is part of the basic needs of employees. Thus, it could be concluded that if employees perceive fairness in procedures used by their organization, they are likely to have lower turnover intention.

4.7 Recommendation

This research has made findings which will enable us to make inference on employees in the Nigerian polytechnics. Based on the findings, the following recommendations are made:

i) The management of polytechnics in Nigeria should consider what they do to foster the development of positive perception with regards to motivation and organizational justice of their employees. This can be achieved through improvement in remuneration, work environment and the provision of effective opportunities to increase job knowledge and skills or to modify the attitudes and social behaviour of its members in ways consistent with the goals of the organization and requirements of the job

ii) The findings also revealed that employees were very sensitive to the signals conveyed through their organizations' decision making processes. Therefore, the decision making process should incorporate more employees, such that they can perceive the whole process as being fair and just. Therefore, in order to achieve this, more open communication is needed especially before arriving at vital decisions.

iii) Polytechnics in Nigeria should continue in their efforts at maintaining very good personnel welfare and wellbeing of their employees.

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