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Effect of Perceived Organizational Justice on Turnover Intentions in the Banking Sector in Nairobi City County in Kenya

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Abstract

Employees believe that the organization has a general positive or negative orientation toward them that encompasses recognition, contributions and concern for their welfare. Whilst organizations want their employees to be engaged; there are indicators that engaged employees are more productive. Consequently, there is a link between employee engagement and discretionary effort, innovation, customer loyalty, quality, profitability, earnings per share and productivity. When employees are not fully engaged in the organization, not happy and satisfied with their work, they are more likely to shift their passions to searching and connecting with potential employers. The study examined the effect of perceived organization justice on turnover intentions in the banking sector in Nairobi City County in Kenya. The study adopted a cross sectional survey design. The target population of the study was 6,487 employees in the six banks in Nairobi City County. Simple random sampling technique was used in selecting the sample for this study to be 326 respondents drawn from top-level and middle-level management. Data was collected using questionnaires and analyzed using SPSS version 22 and STATA version 14 where an analysis of descriptive statistics, correlation and logistic regression analyses was done. Analyzed data was used to examine the relationship between pairs of variables and the effect of perceived organizational justice on the turnover intentions. Logistic regression of coefficients results showed that Perceived Organization Justice and Turnover Intention were negatively and significant related (β=-2.633, p=0.000). This

implied that an additional unit of Perceived Organization Justice decreases the probability of turnover intention by 2.633 points holding other factors constant. The study concluded that Perceived Organization Justice have negative and significant effect on turnover intentions.

Keywords: *Perceived organizational Justice, Turnover intention, Employee engagement and Banking sector*

1.0 Introduction

1.1 Background of the Study

Engaged employees are strongly enthusiastic about their work and function as a critical source of inspiration for others (Bakker, Demerouti & Lieke, 2012). Employee engagement is critical for, and an important element in, the success of organizations. It is in a company's best interest, therefore, to concentrate on engaging employees, both intellectually and emotionally. Researchers and human resource (HR) specialists have found that enthusiastic workers are a productive asset to the organization. In addition, clear guidance and direction should be provided to employees in order to empower them, so that they feel that their contributions are valued and relevant to the success of their organization (Robbins & Judge, 2012). Leaders have recognized that there is an allied need to improve employee engagement and promote organizational excellence (Kompaso & Sridevi, 2010).

Investigating what makes employees more likely to exhibit strong engagement is thus of high interest to Human Resource Development practitioners (Shuck, 2013) and to organizational decision makers in general. These three dimensions are mirrored in Albrecht, Bakker, Gruman, Macey and Saks (2015) definition, on which we draw, as well as in Kahn's initial conceptualization. In particular, the vigor, dedication, and absorption dimensions reflect employees' behavioral-energetic, emotional, and cognitive states, respectively (Song, Kolb, Lee & Kim, 2012).The behavioral energetic, or physical, dimension of employee engagement captures the energy expended to perform work (vigor); the emotional dimension relates to a willingness to put notable effort into the job (dedication); and the cognitive dimension reflects the extent to which the person is absorbed in his or her work, forgetting everything else (absorption) (Bakker, Demerouti & Lieke, 2012).

Coupled to employee engagement is turnover intention which is a form of withdrawal behavior and refers to a subjective evaluation of an individual regarding the probability that he/she may leave the organization he/she works for in the near future (Korsakiene, Stankevicˇienė, Šimelytė & Talaˇkienė, 2015). The motivational mechanism for attachment or withdrawal behavior in the organization can be seen when employees lose this attachment, it may undermine their association with their organizations because they no longer feel the social bonding. Once employees lose the social commitment toward their co-workers, they may tend to focus on other favorable working environments and thus get more likely to switch to other organizations leading to higher turnover intentions. Turnover intention has been shown to be an important predictor of employees' job performance (Allen & Shanock, 2013).

1.2 Statement of the Problem

Losing good employees can negatively affect an organization's competitive advantage, lowering the morale of other staff as well as reducing productivity and work quality (Holtom & Burch, 2016). The voluntary turnover rate across the globe, according to the US Bureau of Labor Statistics (2015), indicated that there were 2.8 million quits, an international survey of 2,500 business leaders

by Deloitte (2014). These statistics suggest that voluntary turnover is a global phenomenon that is rapidly becoming a significant barrier to organizations achieving their strategic objectives.

Past studies on turnover intention have pointed out employees' job satisfaction and organizational commitment as the most critical determinants of turnover intention (Basak, Ekmekci, Bayram & Bas, 2013). Gallup research has shown that only 13 percent of employees worldwide are engaged with their organizations (MacLeod & Clarke, 2011), in the UAE it is 26 percent, while 60 percent are not engaged and 14 percent are actively disengaged (Crabtree, 2013), while other studies have established that almost one in two workers are not engaged or are actively disengaged at work. Motivated by the employee engagement phenomenon, the study assessed the effect of perceived organizational justice on turnover intentions in the banking sector in Nairobi City County in Kenya.

1.3 Specific Objective

To assess the effect of perceived organizational justice on turnover intentions in the banking sector in Nairobi City County in Kenya.

1.4 Research Hypothesis

H_0: Perceived organizational justice does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.

2.0 Literature Review

2.1 Theoretical Review

2.1.1 Theory of Justice

According to the Theory of Justice (TOJ) by John Rawls (1972), the information of distributive, procedural, and interactional justice is processed for making and revising total justice judgments. According to this theory, some other attitudes like job satisfaction (Kim, Eisenberger & Baik, 2016), OCB (Lemmon, & Wayne, 2015), organizational commitment (Ohana, 2016), organizational trust (Karriker, Williams, & Williams, 2017) and aggressive behaviours (Chan, & Lai, 2017) are also effected with organizational justice.

According to Lilly, (2015), perceived justice is an important factor to differentiate more empowered (psychologically) and less empowered groups. Organizational justice is a conceptual word used in literature to explain the contribution of fairness because it is in direct relationship to the workplace. Most importantly, organizational justice is all about the ways in which employees feel that either they are treated fairly or not in their jobs in the organization. It is also considered by the employees that how these determinations affect other variables which are related to work.

This theory supports perceived Organizational justice variable by explaining the matter that why the workers react against unfair results or unsuitable procedures and inter-connections. Organizational Justice: Staff perceive that organizational procedures are fair (Caesens, Stinglhamber, & Ohana, 2016). When employees perceive that the three forms of organizational justice: Distributive justice is a term that tells about the perceived justice from the consequences people receive as described by Enoksen, (2015). Procedural justice is all about the perception of people about the procedures to which the consequences belong (Enoksen, 2015) and interactional justice as the quality of interpersonal interactions of organizational decision-makers during organizational procedures (Lemmon, & Wayne, 2015), are perceived to be fair, it will have a directional effect on employees.

2.1.2 Theory of Reasoned Action

Theory of Reasoned Action (TRA) by Fishbein and Ajzen's (1980) states that turnover process draws heavily from rational decision making which stresses the importance of behavioral intentions in predicting and understanding turnover. However, there is research on the manner on which attitudes and intentions get translated into behavior that can inform turnover theory and research. Many theories of turnover process implicitly or explicitly use elements of Fishbein and Ajzen's theory and its evolution into the Theory of Planned Behavior (Ajzen, 1991) suggest that intentions to perform a behavior are the more immediate precursors to actual behavior. Intentions are a function of attitudes toward performing the behavior, which are in turn a function of beliefs concerning the consequences and desirability of such consequences of performing the behavior, and subjective norms concerning the behavior, which are a function of beliefs concerning what important referents think about the behavior and one's motivation to comply with those referents.

Individuals that having the behavior intention not necessary execute the intention in reality, which introduce the importance of the role of behavioral control. Perreira, and Berta, (2015) defined control beliefs as the presence or absence of factors that may facilitate or impede the performance of a behavior. Perceived behavioral control is an individual's perceptions of their ability to perform a behavior based on control beliefs. Behavioral control is expected to reinforce behavioral intentions through increased perseverance and consideration of potential obstacles (Gross, 2015). Kaufman (2015) argues that behavior is a function of compatible intentions and perceptions of behavioral control. Perceived behavioral control should moderate the effect of intentions on behavioral control is positive.

This theory supports the variable employees' turnover intentions by showing how the intentions may only lead to turnover when individuals perceive that they have control over the decision to quit. There are a number of reasons that individuals might perceive less control over this decision. Family or financial constraints could restrict mobility. Over time, individuals become increasingly invested in an organization, making it more difficult to leave (Montano, & Kasprzyk, 2015). Perceptions of the availability and quality of alternatives may affect perceived control. There is some evidence perceptions of alternatives interact with job satisfaction in leading to withdrawal (Kaufman, 2015).

2.2 Empirical Review

A study by Bigdoli, Saadati, Asghari, Saadati, Ghodsi and Bigdoli, (2015) analyzed the relationship between the perception of organizational justice and organizational commitment and identified the different dimensions of organizational justice and discovering the relationship between these dimensions and organizational commitment and staff's job satisfaction, is closely related to the strength and weakness of justice components. The outcome of the analysis reveal that there is a close and significant relationship between organizational justice and organizational commitment. It suggested that managers need to establish organizational justice and encourage employees based on certain criteria of performance management through meritocracy, respecting individuals' rights, avoiding discrimination, providing equal opportunities for staff development to create more intimacy and friendship atmosphere and reciprocal respect and relationship between staffs and managers.

Virgolino, Coelho and Ribeiro (2017) studied the impact of perceived organizational justice, psychological contract, and the burnout on employee performance and the moderating role of organizational support, the findings show that Perceived Organizational Justice (POJ) is more
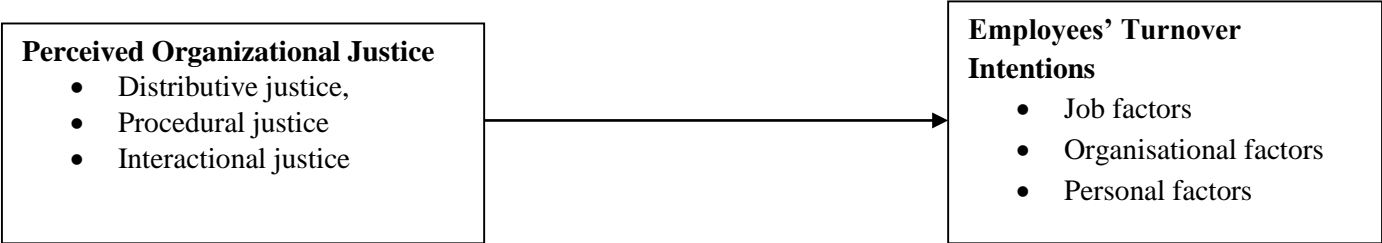
important when employees do not perceive there to be organizational support. There is a positive relationship between POJ and individual performance, however in the presence of higher POS; POJ increases the positive impact on individual performance. The relationship between the Perceived Commitment (PC) and individual performance is not significant with the introduction of Perceived Organizational Support (POS) as the impacts remain insignificant. In the presence of higher POS, the PC has a positive impact on individual performance, and in the presence of lower POS, the PC has a negative impact on individual performance. In the presence of high POS, the PC reduces the negative impact on employee engagement, depersonalization/dehumanization and reduced personal accomplishments. The research suggested that employees' perceptions of the degree of PC compliance by the organization, is influenced by their perceptions of POS; a high level of perceived POS leads to a high level of PC compliance.

A study by Colquitt and Rodell (2015) while measuring justice and fairness reviewed the measurement approaches used in the justice literature described the fundamental issues involved in constructing measures, such as item content, focus, context, and experience bracketing. Wherein measurement approaches are distinguished by; whether they emphasize more descriptive perceptions of justice rule adherence or more evaluative perceptions of fairness, whether they distinguish among particular justice dimensions and providing novel insights into the theoretical and practical importance of justice and fairness, these emerging issues represent refinements in the way scholars measure the constructs. Justice has been shown to predict attitudes and behaviors and that employees may consider the justice or fairness of events before they actually occur.

Azanza, Molero and Mangin (2015) examine the relationship between employees' perception of authentic leadership and their turnover intention as mediated by employees' work-group identification and work engagement. The predictors of turnover includes; job satisfaction, organizational commitment, and embeddedness. In this sense, the role that both work engagement and work-group identification play in employee turnover intention has received significant attention in the literature. Work engagement is related to greater job satisfaction and lower turnover intention. Moreover, work-group identification and job satisfaction are significantly linked, as are job involvement and retention. Economic crisis where uncertainty and temporary employment threaten employee work-group identification and work engagement, organizations require leaders who engage and motivate employees and who are thus able to retain valuable resources and reduce organizational brain drain. Results show that authentic leadership has a negative effect on turnover intention and positive effects on work engagement and work-group identification. The direct relationship between authentic leadership and turnover intention was found to be partially mediated by employees' work engagement. The implication of the study is that authentic leaders can influence employees' turnover intentions by positively enhancing their engagement. The study highlights authentic leadership as a key element for retaining valuable employees through the promotion of employees' work engagement.

2.3 Conceptual Framework

Conceptual Framework is a concise description of the phenomenon under study accompanied by a visual depiction of the major variable of the study (Mugenda, 2013). The conceptual framework of this study consists of the perceived organizational justice which affect the turnover intentions. This is illustrated in figure 1

| Perceived Organizational Justice
• Distributive justice,
• Procedural justice
• Interactional justice | → | Employees' Turnover Intentions
• Job factors
• Organisational factors
• Personal factors |

Figure 1: Conceptual Framework

2.3.1 Perceived Organizational Justice

Organizational justice refers to people's perceptions of fairness in organizations (Greenberg & Colquitt, 2013). The desire to be treated fairly is a universal and fundamental human value. Employees want to feel that they are part of their organization, and fair treatment signals that they are valued and accepted by the organization. Even unfavorable outcomes are accepted when procedures are viewed as fair. Developing valid and reliable measures for assessing the level of organizational justice is thus important for individuals as well as organizations. The processes of justice play a significant role in an organization and the quality of treatment toward others may influence employee's beliefs, emotion, attitudes and behavior in an organization. Research literature has consistently shown that perceptions of organizational justice or injustice are a key factor affecting the attitudes and behaviors of individuals in organizations (Shao, Rupp, Skarlicki & Jones, 2013).

The construct of organizational justice are: procedural justice ,which involves the fairness of processes used to determine how resources such as pay, promotions and job assignments are distributed; distributive justice, which concerns the fairness of the outcomes themselves; interpersonal justice, which involves the fairness in the treatment of employees, such as with respect and dignity; and informational justice, which involves the provision of necessary job-related information (Colquitt *et al*., 2013). An exhaustive list and relevant information regarding the types of benefits being offered by employers can be found in a recent survey report by SHRM (Lee, Alonso, Esen, Schramm & Dong, 2014). Providing a customized menu of benefits to meet employee needs as they progress through different career and life stages conveys the organization's concern with employees' personal welfare and, subsequently, may advance POS.

2.3.2 Turnover Intentions

Turnover intention (TI) is a form of withdrawal behavior and refers to a subjective evaluation of an individual regarding the probability that he/she may leave the organization he/she works for in the near future. (Korsakiene, Stankevicˇienė, Šimelytė & Talaˇkienė, 2015). TI antecedents are: personal, job-related, and organization-related. Personal factors include personal traits, feelings, attitudes, and states of mind. Motivation plays a major role in studies on work-related behavior and can be considered a prime factor leading to turnover intentions. Lacking intrinsic or extrinsic motivation affects employees in a similar way (Battistelli, Galletta, Portoghese & Vandenberghe,

2013). A lack of well-being or satisfaction also makes employees want to leave. This points out that employees can develop (dis)satisfaction with many different things, such as satisfaction with payment or promotion possibilities. Employee commitment is a feeling of belonging and giving one's own best to support the organization, which has also been shown to reduce TI.

Companies have acknowledged the importance of the work/life balance and try to reduce turnover by introducing flexible work arrangements like 'work-to-family enrichment' (Moeller & Chung-Yan, 2013). McNall, Scott and Nicklin (2015) found employees who had the chance to benefit from flexible work arrangements to have lower turnover intentions. A rising number of roles require more efforts for balancing different demands. This effort may provoke the development of turnover intentions and absence of autonomy in task accomplishment is a driver for turnover intentions, at least for employees who seek autonomy support in their companies and leaders. The effect of autonomy is similar to that of empowerment as it generally reduces turnover intentions (McNall, Scott & Nicklin, 2015).

3.0 Research Methodology

The study adopted a cross sectional survey design. The target population of the study was 6,487 employees in the six banks in Nairobi City County. The study focused on the employees who were in middle level and top level management in the branches which totals to 1,760 and the study had a sample size of 326 respondents. The sample size was selected using Slovin's (or sometimes Sloven's) formula then simple random sampling. Data was collected using questionnaires and analyzed using SPSS version 22 and STATA version 14 where an analysis of descriptive statistics, correlation and logistic regression analyses was done. Analyzed data was used to examine the relationship between perceived organizational justice and turnover intentions.

$$\text{Logit } z = \ln \frac{P}{1-P} = z, \text{ where } z = \beta_o + \beta_1 X + \varepsilon,$$

X is perceived organization justice that was hypothesis to influence of outcomes and associated coefficient, β_1 is the coefficient attached to POJ while p is the probability of antecedents associated with X; $\acute{\varepsilon}$ was the error term.

4.0 Results and Discussion

4.1 Response Rate

Data was collected from the banking sector, targeting top level and middle level management managers of tier one bank in the Nairobi City County. A total number of 326 questionnaires were administered to the top level and medium level management employees in the tier on banks in Nairobi City County. A total number of 296 managers responded positively giving a response rate of 91%. A response rate of above 70% is adequate for analysis (Kothari, 2013) thus a response rate of 91% in this study is considered adequate.

Table 1: Distribution of response rate

Response	Frequency	Percent
Returned	296	91%
Unreturned	30	9%
Total	**326**	**100%**

4.2 Reliability Test

Reliability according to Mugenda and Mugenda (2013) is a measure of the desired research instrument to yield consistent results after repeated trials. On the other hand, it is the extent to which there is no biasness, therefore it ensures consistent measurement across the various items in the instrument. In the study, reliability study was done on all items, which were also validated by component factor analysis. Cronbach (2003) noted that the more consistent an instrument is, the more the reliable the measures and noted that the coefficient ranges from 0 to 1. Cooper and Schindler, (2012) accepted an alpha of 0.8 and above while Mugenda (2010) noted an alpha of 0.6 and below to be poor. The Cronbach's Alpha is a reliability measure which shows how well the items in the instrument are correlated to each other, while factor analysis was conducted in order to reduce the data to a meaningful and manageable set of factors. Table 2 shows Cronbach's Alpha values for the each variable which are above 0.7 implying that the instrument is satisfactory for measurement. The study adopted the Cronbach's Alpha since Perceived Organizational Justice value was above 0.7.

Table 2: Reliability Analysis

Variable	N of Items	Cronbach's Alpha	Reliability
Perceived Organization Justice (POJ)	6	.842	Reliable

According to Zinbarg (2005), an alpha coefficient value more than 0.7 indicates that the gathered data has a relatively high internal consistency that could be generalized to reflect the opinion of the respondents in the targeted population. From the table above, which indicated that the instrument is highly satisfactory since the coefficients of POJ was above 0.7 (POJ, 0.842) is sufficient confirmation of data reliability for the independent variable. As per Table 3, the dependent variable had a coefficient of 0.925 which is above the 0.7 which means that the variable was highly reliable and satisfactory.

Table 3: Reliability Analysis for turnover intention

Variable	Cronbach's Alpha	N of Items	Reliability
Turnover Intention (TI)	.925	6	Reliable

4.3 Factor Loading Analysis

Factor analysis is an approach that involves condensing information contained in a number of variables into a smaller set of dimensions (factors) with a minimum loss of information (baets, 2002). Factor analysis was conducted to assess the convergent validity of the hypothetical constructs (Mugenda & Mugenda 2013). Tabachinick and fidell (2007) described factor loading as follows 0.32 (poor), 0.45 (fair), 0.55 (good), 0.63 (very good) or 0.7 (excellent).This was assessed using the value of standards loading of the indicators for the underlying construct the scores are to be statistically significant above 0.5 (Nunnally,1978).

4.3.1 Factor Loading for Perceived Construct Perceived Organizational Justice

Table 4 shows factor loading for perceived organizational support and the items: POJ1, POJ2, POJ3, POJ4, POJ5 and POJ6 had a factor loading greater than 0.8. The item with the highest loading factor was "The procedures uphold ethical and moral standards" with 0.998 which means

that the procedures of the organization uphold the code of ethics of the organization and ensure adherence to moral standards. The item with the least loading factor was "I am able to express my views using the procedures in place" with 0.825 which means that not all the employees able to express views using procedures.

Table 4: Factor Loading for Perceived Construct Perceived Organizational Justice

code	Item	Factor loading
POJ1	We feels that the distributive justice in organization is fair	0.901
POJ2	I can count on my organization to have fair procedural justice	0.877
POJ3	That the interactive justice governs relationships	0.981
POJ4	My organization treats me with dignity and respect	0.866
POJ5	I am able to express my views using the procedures in place	0.825
POJ6	The procedures uphold ethical and moral standards	0.998

4.3.2 Factor Loading for Turnover Intention

Table 5 shows factor loading for turnover intention and the items: TI1, TI 2, TI 3, TI 4, TI 5 and TI 6 had a factor loading greater than 0.8. The item with the highest loading factor was "The Job and task assigned are complex which help build on the skills" with 0.913 which means that the organization plays a key role in employee development. Followed by "Your current job affects your personal well-being" with 0.906 which shows that the job and careers of the employees have a positive impact in the wellbeing of the employee and "Your most important personal values at work are compromised" with 0.895 which shows that the values that are important to the individuals are not compromised by the organization.

Table 5: Factor Loading for Perceived Construct Turnover Intention

code	Item	Factor loading
TI1	The Job and task assigned are complex which help build on the skills	.913
TI2	Employees develop expectations toward their companies and leaders	.866
TI3	Your most important personal values at work are compromised	.895
TI4	Vested personal interest (pension fund) prevent you from quitting.	.813
TI5	Your current job affects your personal well-being.	.906
TI6	The troubles associated with relocating, prevent you from quitting.	.805

4.4 Descriptive Statistics

The study used percentages to present the study findings of examining the relationship between perceived organization justice and turnover intention among the commercial banks in Nairobi City County.

4.4.1 Descriptive Analysis on Perceived organizational Justice

Table 6 shows a likert scale analysis that was used to establish the influence of perceived organizational justice on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they feel that the distributive justice in organization is fair and the results indicate that 67.4% Strongly Agree, 28.2% Agree, 1.2% Not Sure, 2.3% Disagree and 0.9% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree and feel that the distributive justice in organization is fair.

The study sought opinion on whether they can count on the organization to have fair procedural justice and the results indicate that 63.2% Strongly Agree, 30.7% Agree, 2.7% Not Sure, 0.7% Disagree and 2.7% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree they can count on the organization to have fair procedural justice.

Also sought opinion on whether they think that there is interactive justice governs relationships in the organization and the results indicate that 67.1% Strongly Agree, 26.3% Agree, 2.3% not sure, 3% Disagree and 1.3% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that there is interactive justice governs relationships in the organization.

Opinion sought on whether the employees think that the organization treats them with dignity and respect and the results indicated that 70.3% Strongly Agree, 24% Agree, 2.3% Not Sure, 0.4% Disagree and 3% Strongly Disagree. From the results we can deduce that the highest number of employees strongly agree that the organization treats them with dignity and respect.

The study sought an opinion on whether they are able to express their views using the procedures in place and the results indicate that 63.4% Strongly Agree, 29.1% Agree, 3.1% Not Sure, 3.3% Disagree and 1.1% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that they are able to express their views using the procedures in place.

Further sought an opinion on whether they think that the procedures uphold ethical and moral standards and the results indicate that 69.1% Strongly Agree, 26% Agree, 1.1% Not Sure, 0.8% Disagree and 3% Strongly Disagree. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the procedures uphold ethical and moral standards,

An opinion on whether the organization should introduce or enhance a mechanism and tools so as to ensure organizational justice is achieved in the organization and the results indicate that 73% want objective performance appraisal, fair reward system 13%, staff air views 10%, others 4% Thus from the results, we can deduce that the highest number of employees in the banking sector suggest enhancement of the appraisal to be objective.

Further sought an opinion on how the organization can improve on the rights of the employees as stipulated in the policies and the results suggest that the organization can do more training 45%, regular reviews flexible work schedules 45%, more exposure 16% and job rotation 17%. From the results, the employees feel that the organization should introduce more flexible working hours so that the employees can have better work life balance.

When employees perceive that there is justice in the organization, he desire to be treated fairly is a universal and fundamental human value. Employees want to feel that they are part of their organization, and fair treatment signals that they are valued and accepted by the organization. Even unfavorable outcomes are accepted when procedures are viewed as fair. The results agree with the finding by (Alkhadher & Gadelrab 2016) that perceived organizational justice influences attitudes and behaviors such as group commitment, job performance, organizational citizenship behavior, job satisfaction, trust, withdrawal, collective esteem, and instrumentality (Colquitt *et al*., 2013). Perceived unfairness has also been linked to negative reactions such as sleep problems and psychological dis-tress (Elovainio *et al*., 2010), absenteeism, withdrawal, and theft.

Table 6: Descriptive Analysis on Perceived Organizational Justice.

statements	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree	Mean	Std. Deviation
We feels that the distributive justice in organization is fair	67.4	28.2	1.2	2.3	0.9	4.6	0.661
I can count on my organization to have fair procedural justice	63.2	30.7	2.7	0.7	2.7	4.56	0.682
That the interactive justice governs relationships	67.1	26.3	2.3	3	1.3	4.59	0.693
My organization treats me with dignity and respect	70.3	24	2.3	0.4	3	4.61	0.689
I am able to express my views using the procedures in place	63.4	29.1	3.1	3.3	1.1	4.53	0.726
The procedures uphold ethical and moral standards	69.1	26	1.1	0.8	3	4.61	0.674
Valid N (296)							

4.4.2 Descriptive Analysis on Turnover Intention

Table 7 shows a likert scale analysis of "yes" and "No" that was used to establish the influence of perceived organizational support on turnover intention among the commercial banks in Nairobi City County. Respondents' opinion was sought on whether they think that the job and task assigned are complex which help build on their skills and the results indicate that 100% of the respondents indicated that the job and task assigned are complex which help build on their skills. From the results we can deduce that the highest number of employees in the banking sector strongly agree that the job and task assigned are complex which help build on their skills.

The study sought opinion on whether they think that the employees have develop expectations toward their companies and leaders and the results indicate that 100% of the respondents answered that employees have developed expectations toward their companies and leaders. From the results we can deduce that the highest number of employees in the banking sector agree that the employees have develop expectations toward their companies and leaders.

Also sought opinion on whether they think that their most important personal values at work are compromised and the results indicated that 100% of the respondents answered that their most

important personal values at work are not compromised. From the results we can deduce that the highest number of employees in the banking sector disagree that their most important personal values at work are compromised.

Opinion sought on whether the vested personal interest (pension fund) prevent them from quitting and the results indicate that 100% of the respondents answered that vested personal interest (pension fund) does not prevent them from quitting. From the results we can deduce that the highest number of employees in the banking sector disagree that the vested personal interest (pension fund) prevent them from quitting.

The study sought an opinion on whether they think that their current job affects their personal well-being and the results indicate that 100% of the respondents answered that their current job does not affects their personal well-being. From the results we can deduce that the highest number of employees in the banking sector strongly disagree that their current job affects their personal well-being.

Further sought an opinion on whether they think that the troubles associated with relocating, prevent them from quitting and the results indicate that 100% of the respondents answered that the troubles associated with relocating does not prevent them from quitting. From the results we can deduce that the highest number of employees in the banking sector strongly disagree that the troubles associated with relocating, prevent them from quitting.

Turnover intention is the extent to which employees intend to quit their employers (Ma & Trigo, 2008). According to Tett and Meyer (1993), turnover intention is "a conscious and deliberate willfulness to leave the organization". It is measured with reference to a specific time interval and is regarded as the last choice in a sequence of withdrawal cognitions, including thinking of quitting one's job and intending to search for other employment. Turnover intention is widely used as a cognitive predictor and as one of the strongest turnover predictors (Allen et al., 2010). Ma and Trigo (2008) noted that turnover intention can be considered as a deputy for actual turnover. These results agree with the research studies by (Wong, 2014) on how employee turnover intention is influential in China due to the growing shortage of qualified employees and high turnover rates. The literature has identified various reasons behind employees' turnover intentions which include: social context, such as the extent to which an employee feels supported in and committed to the workplace may affect the intention to leave.

Table 7: Descriptive Analysis on Turnover Intention.

Statements	N0	Yes	Mean	Std. Dev.
In Job factors, the Job and task assigned are complex which help build on the skills of the employees	0.00%	100.00%	1.00	0.00
Under organizational factors, employees develop expectations toward their companies and leaders	0.00%	100.00%	1.00	0.00
In personal factors, your most important personal values at work are compromised	100.00%	0.00%	0.00	0.00
Vested personal interest (pension fund, unemployment fund, etc.) prevent you from quitting.	100.00%	0.00%	0.00	0.00
Your current job affects your personal well-being.	100.00%	0.00%	0.00	0.00
The troubles associated with relocating, prevent you from quitting.	100.00%	0.00%	0.00	0.00

4.5 Correlation Analysis

Correlation analysis refers to any of a road class of statistical relationship involving dependence. It was used to analyze the degree of relationship between the variables Perceived Organization Justice and Turnover Intention. Results in Table 8, revealed that there was a significantly negative association between perceived organizational justice and turnover intention (-0.661, P-value <0.05). Since the independent variable had a correlation coefficient less than + or – 0.7 then the variable had no multicollinearity problem.

The results support with the findings by Bigdoli, *et al*., (2015) which indicate that he different dimensions of organizational justice and discovering the relationship between these dimensions and organizational commitment and staff's job satisfaction, is closely related to the strength and weakness of justice components. The outcome of the analysis reveals that there is a close and significant association between perceived organizational justice and turnover intention.

Table 8: Correlation Analysis Matrix

		Turnover Intention	POJ
Turnover Intention	Pearson Correlation	1.000	
	Sig. (2-tailed)		
POJ	Pearson Correlation	-.661**	1.000
	Sig. (2-tailed)	0.000	
** Correlation is significant at the 0.01 level (2-tailed).			
* Correlation is significant at the 0.05 level (2-tailed).			

4.6 Logistic Regression Analysis

Regression analysis is a statistics process of estimating the relationship between variables. It was used to establish the statistical significance relationship between the independent variable (perceived organizational justice) on the dependent variable (turnover intention) and evaluate the contribution of the independent variable in explaining the dependent variable

4.6.1 Logit Regression Analysis for Perceived Organization Justice and Turnover Intention

The examined the effect of perceived organizational justice on turnover intentions in the banking sector in Nairobi City County in Kenya. Logit Regression Analysis was used to find out if there is a relationship between perceived organization justice and the dependent variable (turnover intention) by evaluating the contribution of the independent variable in explaining the dependent variable, when the other variables are controlled. From the results in Table 9 the perceived organization justice was found to have a Pseudo R^2 value of 0.4599. This means that POS explains 45.99% of the variation in Turnover Intention.

The analysis of the variance (ANOVA) results is showed by a Wald Chi/F statistic. The results indicate that the overall model was statistically significant. This was supported by a Wald Chi/ F statistic value of 29.82 which was greater than $F_{0.05}$ critical of 3.84 and the reported p value (0.000) which was less than the conventional probability of 0.05 significance level.

Logistic regression of coefficients results shows that Perceived Organization Justice and Turnover Intention are negatively and significant related (β=-2.633, p=0.000). This implies that an additional unit of Perceived Organization Justice decreases the probability of turnover intention by 2.633 points holding other factors constant. This agrees with findings by (Flint & Haley, 2013) that Perceptions of distributive justice are important for organizations because of their effects on a number of organizational outcomes such as performance, commitment, job satisfaction, organizational citizenship behavior; and turnover intentions. Organizational justice influenced employee attitudes and behaviors such as group commitment, job performance, organization-al citizenship behavior, job satisfaction, trust, withdrawal, collective esteem, and instrumentality (Colquitt et al., 2013).

Table 9: Logit Regression between POJ and Turnover Intentions

Turnover Intention	Coef.	Robust Std. Err.	z	P>|z|
POJ	-2.633	0.482	-5.460	0.000
cons	7.757	1.434	5.410	0.000
Number of Observations =	296			
Pseudo R2 =	0.4599			
Wald Chi (1)/F statistic =	29.8200			
Prob>chi =	**0.000**			

P(Y) = 7.757 - 2.633X.

Where:

P(Y) = Probability of Turnover Intention

X.   = POJ

4.6.2 Hypothesis Testing for Perceived Organization Justice and Turnover Intention

The hypothesis was tested by using the logistic regression. The acceptance/rejection criteria was that, if the p value is less than 0.05, the Ho is rejected but if it's greater than 0.05, the Ho fails to be rejected. The null hypothesis was that Perceived organizational justice does not have a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. The alternative hypothesis was that Perceived organizational justice has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya.

Results in Table 9 above show that the calculated f-statistic of 29.82 was higher than the tabulated/critical f statistic (F $\alpha_{0.05}$ = 3.84). The findings were further supported p-value of 0.000. This indicated that the null hypothesis was rejected hence Perceived organizational justice has a significant effect on turnover intention in the banking sector in Nairobi City County in Kenya. This agrees with findings by (Flint & Haley, 2013) that Perceptions of distributive justice are important for organizations because of their effects on a number of organizational outcomes such as performance, commitment, job satisfaction, organizational citizenship behavior; and turnover intentions. Organizational justice influences employee attitudes and behaviors such as group commitment, job performance, organizational citizenship behavior, job satisfaction, trust, withdrawal, collective esteem, and instrumentality (Colquitt et al., 2013).

5.0 Conclusions

Built on the findings, the study concluded that Perceived Organization justice has a negative and significant effect on Turnover Intention in the banking sector in Nairobi City County in Kenya. Perceptions of distributive justice are important for organizations because of their effects on a number of organizational outcomes such as performance, commitment, job satisfaction, organizational citizenship behavior; and turnover intentions. The study has demonstrated that organizational justice influences employee attitudes and behaviors such as group commitment, job performance, organizational citizenship behavior, job satisfaction, trust, withdrawal, collective esteem, and instrumentality.

6.0 Recommendations

The study recommends for the management of the banks to lead the way in the design, measurement and evaluation of proactive workplace policies and practices that help attract and retain talent with skills and competencies necessary for growth and sustainability. When the management engage the employees, there are some outcomes that affect the organizations directly and these include: job satisfaction, quality service, high customer service, higher productivity, increased profitability, fewer complaints of unfairness, less resource misuse, quality product and service, high employee retention which leads to happy and loyal customer and increased employee loyalty and organizational citizenship.

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