

DIMENSIONS OF ORGANISATIONAL JUSTICE IMPACT JOB SATISFACTION AND TURNOVER INTENTION IN EMERGING ECONOMICS

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Abstract: When the individual exercises a function in society, due to his or her efforts at work, he or she manifests multiple emotions that translate into behaviour. In recent years, the study of organisational behaviour has been a topic of interest in the economic and administrative sciences. Due to the importance of studying the elements that makeup employee behaviour, the objective was to analyse the influence of the dimensions that make up perceived justice, such as distributive justice, procedural justice and interactional justice, on job satisfaction and turnover intention. The data obtained from five hundred fifty-five workers in Mexico's food industry were analysed using the structural equation technique by CB-SEM. The results suggest a correlation between all the variables in the study. In this respect, it should be noted that there are positive relationships among distributive, interactional, job satisfaction and distributive justices on turnover intention. The results suggest the importance of considering business practices that enrich the feelings of justice among employees to avoid developing negative feelings towards the company that may result in job abandonment.

Keywords: Organisational justice, job satisfaction, turnover intention

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Introduction

Human beings are programmed to find meaning in their existence, and deprivation of this need can have severe psychological repercussions. Because of the importance of the integral well-being of individuals, it can argue that work is an indispensable activity for human beings, as it has economic and psychosocial implications. In addition to providing a livelihood, work activity allows the individual to play a role in society. It also plays a vital role in identity and self-esteem since it involves aspects such as rationality, emotionality and the human will to serve other members of society. Given the above, it can say that the material well-being implied by work is essential, but not the only one. The Human Development Index proposed by the

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United Nations Development Programme takes a comprehensive view of the material and immaterial capabilities that contribute to the well-being of individuals, including knowledge, healthy living and maintaining a decent life. It makes the pursuit of health, emotional ties with others, and satisfying basic physical and psychological needs critical. When the individual performs a function in society, the product of his or her efforts at work, he or she manifests some degree of satisfaction that deserves to be analysed, which is why, in recent years, the importance attributed to employee satisfaction has increased considerably (Akram et al., 2021; Astawa, Pirzada, Budarma, Widhari & Suardani, 2021). For example, contributions refer to the relationship between meaningful work, i.e. work that manifests a purpose for the employee and engagement (Albrecht et al., 2021). The truth is that workers responsible for achieving business objectives are appreciated as the most valuable resource. In addition, the talent and enthusiasm of human resources enable the company to survive in dynamic and changing environments (Galvan-Vela et al., 2021), which are present in most economic sectors today. Therefore, all companies are faced with the need to find qualified human resources, and in the process, time and financial resources are invested. However, it is difficult to imagine a highly effective company without the talent of its workforce. According to Akram et al. (2021), the logic of studying elements related to workers' subjective well-being is that they react to how they treat. Hence, the perception of fairness and elements that lead to greater satisfaction takes on particular relevance.

Recent studies have also shown a relationship between workers' psychological well-being and job performance (De Simone et al., 2018). Elements such as employees' perceived fairness conditions, satisfaction level and desire to stay at their respective workplaces have gradually gained more and more relevance in areas of knowledge such as organisational psychology and management (Wang et al., 2020). Moreover, turnover intention is often analysed as one of the main consequences of low employee satisfaction and perceptions of fairness (Herrera et al., 2019).

The above conditions challenge researchers to test the relationships between organisational justice, satisfaction and turnover intention in different sectors and territories of emerging economies. In the particular case of Mexico, research on the subject is scarce. Specifically, in Baja, California, there is a lack of empirical evidence to support the existing theoretical models on the subject, which is why this study is relevant since it proposes the analysis of the relationship between the elements of organisational justice, job satisfaction and the intention to rotate in this territory.

In the first instance, this paper is structured to analyse the state of the art of the constructs raised so that relevant studies on job satisfaction, organisational justice and intention to rotate are addressed. Secondly, the methodological strategy used is presented, which consisted of a descriptive, exploratory and multivariate analysis of the variables in question. Thirdly, the results of these techniques present and discussed in the light of other recent results. Finally, new lines of research discuss the theoretical and practical implications of this work.

Literature Review

Job satisfaction

Human relations theory establishes the concept of the social organism. It argues that firms are constituted not only by material or physical resources but also by individuals who are part of various social elements where they manifest their needs and sense of belonging (Chavenato, 2006). For Eisenthart and Zbaracki (1992), rational choice follows the premise that human behaviour has some purpose and, therefore, the individual begins to make decisions to find optimal alternatives. The individual chooses and, in the process, ceases to be "economic" - as categorised in traditional theories of economics - and becomes a "rational" being (Simon, 1955; Kostiuk, 2022). Studying the elements of human relations in the workplace involves analysing the factors that govern the employee's behaviour, the way he/she performs his/her work and how he/she expresses him/herself and interacts with stakeholders. That is why terms such as commitment, climate, fairness, happiness and job satisfaction are part of the referents that allow for a more holistic understanding of human development at work (Galvan-Vela et al., 2021).

In terms of job satisfaction, it can be understood as the degree to which an individual feels emotionally good about their job, whether they like or dislike it (Thang et al., 2021); it can also be referred to as a positive emotional state that results from workers' evaluation of their work activity, the experiences they derive from it or their workplaces (Chan, 2019). It is also the psychological degree to which needs are perceived to be met due to work activity. It says that when employees perceive that their work activity is meaningful to achieving the company's goals, they will be more motivated and more satisfied with their work. Therefore, as a broad concept of life satisfaction, job satisfaction has cognitive and affective components that result in superior performance in workers who experience it. Satisfied people perform better at their tasks, while those who lack satisfaction exhibit negative counterproductive behaviour toward business goals.

Job satisfaction is measured in elements, such as love, pleasure, happiness, passion and enthusiasm for doing things (Katebi et al., 2022; Sasongko, Huruta, & Pirzada, 2019), as well as in attitudes towards the specific job or in the way of interacting with colleagues, subordinates or bosses (Thang et al., 2021). Given these conditions, being satisfied with work is an inherent and essential value, so multiple studies in organisational behaviour have tried to find predictors of this emotional state. Galvan-Vela et al. (2021) found, for example, that predictors of job satisfaction were: a culture oriented toward innovation in products, processes and organisational methods; the perception of organisational justice and trust referred to elements of the psychological diversity of the perceived climate, personal dealings and human resources practices such as recruitment and selection procedures, training and compensation and benefits as triggers of satisfaction. Chan (2019) found that participative leadership, level of fun experienced at work and engagement are predictors of satisfaction. Torlak and Kukey (2019) found elements related to

leadership, influence, motivation and individual considerations as predictors of behaviour.

They also showed that unfair treatment by employers and wage issues have a significant impact on satisfaction. On the other hand, some studies relate this behaviour as a predictor of positive effects on the company, employees, customers, or organisational climate. Shahnawaz (2015) found that satisfaction was a good trigger for product quality improvement. Lee et al. (2017) found positive effects on performance, work behaviour and employee creativity. Lim et al. (2008) found positive effects on workers' physical and mental health. Galvan-Vela et al. (2021) found that satisfaction had adverse effects on turnover intention and positive effects on trust and perceived fairness. So important is this element that it has also been associated with life satisfaction itself. The above findings are only a tiny benchmark for the study of satisfaction. They justify the importance of understanding the elements related to satisfaction and why this element has long been a central topic in work psychology.

Intention to rotate

Since the beginning of the last century, many scientists have contributed to the construct of turnover intention (Galvan-Vela et al., 2021; Somrit & Romprasert, 2022). So today, there are many definitions for this concept, although basically, most agree that it is a thought that manifests itself when the worker questions his permanence in his job, having the intention to resign without the need to have a defined time to carry it out (Wang et al., 2020). Turnover intention is a valid proxy for attrition behaviour (Xion and Weng, 2020), as it is the last cognitive step in the voluntary decision-making process (Sandhya and Sulphey, 2020). When the intention to rotate results in attrition, there are costs associated with recruitment, selection, induction, training, maintenance and retention of a new employee (Jaharuddin and Zainol, 2019; Pirzada, Mustapha, & Alfian, 2017), with turnover costs amounting to more than 100 per cent of an employee's annual salary (Skelton et al., 2018). In addition, the employee who leaves his or her position takes part of the company's knowledge with him or her.

That is why turnover intention is and will be a topic of interest in the study of organisations (Xion and Weng, 2020). The Dimensions.ai platform, for example, shows more than 9,314 scientific publications under the term "turnover intention" using filtering for title and abstract in the areas of commerce, management, business and psychology. In addition, the term has seen a gradual increase in publications from 2013 to the present.

Among the works in the field, those that have tried to contribute to the causes of intention to rotate stand out. Labrague et al. (2020), for example, found that some predictors of turnover intention are job satisfaction, burnout and employee stress in a study of 549 nurses in the Philippines. Xion and Wen (2020) examined the mediating role of work engagement on turnover intention based on organisational citizenship behaviour. They found a relationship between these variables in a sample of 227 financial services workers in China.

Jaharuddin and Zaino (2019) found a relationship between workers' life balance, work engagement and turnover intention in a sample of 213 executive employees in Malaysia. Wang et al. (2020) found that rewards, work climate, and job satisfaction was related to turnover intention and burnout in 1148 employees in China's primary health services sector. Sandhya and Sulphrey (2020) found that psychological contract, engagement and empowerment were related to turnover intention in a sample of 392 professionals in India.

Skelton et al. (2018) found that job satisfaction and job embeddedness are good predictors of turnover intention in 63 employees in manufacturing plants in the United States of America. Galván-Vela et al. (2021) showed that job satisfaction, trust and organisational justice negatively influence turnover intention in a sample of 555 industrial employees in Mexico. Kim et al. (2017) explained that organisational justice is related to the quality of relationships among staff members in 300 employees of various companies in South Korea.

Chen and Wu (2017) showed that transformational leadership predicts employees' psychological well-being. It, in turn, negatively influences turnover intention in a sample of 226 tourism employees in Taiwan. Grant et al. (2017) found that subjective well-being and engagement are good predictors of turnover intention in a sample of 1129 education employees in the United States of America. Zahednezhad et al. (2021) found that elements of organisational justice were positively related to satisfaction. Moreover, the latter is what determined turnover intention in a sample of 317 health sector employees in Iran.

Organisational justice as a predictor of job satisfaction and turnover intention

Various study approaches can analyse organisational justice, turnover intention, and satisfaction. However, the most common perspective is organisational psychology, specifically worker behaviour (Galván-Vela et al., 2021). Organisational justice can define the extent to which workers perceive that interactions, procedures, dealings and work outcomes are fair (Bakeer et al., 2021), i.e. fairness in the treatment received by their superiors or co-workers, as well as employees' reaction to their perceptions. The study of organisational justice has its origins in humanistic, equity and motivational theories (Ríos and Loli, 2019; Supriyanto; Alexandri & Novel, 2022). Moreover, it has been recognised as one of the most analysed elements due to its relevance in disciplines such as organisational psychology, organisational behaviour and human resource management (Sheeraz et al., 2021). The term was first coined by French (1964) to describe the perception of fair working conditions in an organisation. Since then, more than 9,400 studies have emerged as of May 2022, according to the records of the Dimensions.ai platform, which coincides with the more than 8,000 articles reported in the meta-analysis of this term by Sheeraz et al. (2021), using data from the Scopus platform in 2021.

The most recognised dimensions of organisational justice are distributive justice, procedural justice and interactional justice. Distributive justice conceives from the principles of fairness theory, which studies individual perceptions of the fairness of

treatment of workers related to outcomes such as success or effectiveness in work performance (Kebede and Wang, 2022).

This type of justice concerns allocating rewards and refers to how rewards are perceived to be given somewhat and reciprocal to the worker's effort. It argues that encouraging senior managers to maintain fairness in allocating rewards to work leads to positive outcomes.

Procedural justice is the perception of the fairness of company procedures and decision-making (Galván-Vela et al., 2021; Fachrudin, Pirzada & Iman, 2022). It refers to the perception of fairness in the processes and procedures used to determine employee outcomes related to promotions or workload distribution. This type of fairness implies fairness in organisational processes and positively affects employees' psychological well-being, work climate, and performance (Kebede and Wang, 2022). The last dimension of organisational justice is interactional justice. It refers to employees' perception of how their superiors treat them with respect and dignity. Employees can distinguish support from the firm because this dimension of justice can lead employees to believe that their contributions are relevant and that the firm cares about their well-being based on interactions only with their superiors (Kebede and Wang, 2022).

The literature review shows that most organisational justice models have developed in the health care sector. The vast majority of studies consider the dimensions of organisational justice mentioned above. Other variables related to organisational justice include emotional or work psychology elements, the most prominent organisational commitment, organisational support, and turnover intention. In this regard, the meta-analysis on organisational justice by Sheeraz et al. (2021) found that among the keywords most associated with this phenomenon and its dimensions are organisational trust, organisational commitment, job satisfaction, ethics, turnover intention and job performance.

It is for the above reasons that the following research hypotheses propose:

H1a. Distributive justice has a positive impact on job satisfaction.

H1b. Procedural justice has a positive impact on job satisfaction.

H1c. Interactional justice has a positive impact on job satisfaction.

H2a. Distributive justice has a negative impact on rotation.

H2b. Procedural justice has a negative impact on rotation.

H2c. Interactional justice has a negative impact on rotation.

Research Methodology

This study was quantitative, as responses were recorded on a scale to proceed to statistical measurements. The design was non-experimental, as the study variables were not modified but were analysed according to their nature. It was cross-sectional, as the data collection was carried out at a single point (mid-2021). The scope of this research is causal because the influence determines under conditions of causality between the explanatory and explained variables. However, this causality is limited to the number of variables considered in the proposed model.

The sample of this study draws on a non-probabilistic basis. It was composed of 555 Mexican employees in the food industry belonging to middle and lower management who voluntarily agreed to complete a questionnaire with several variables related to organisational behaviour, including the variables of this study: organisational justice, job satisfaction and turnover intention. This instrument was composed of statements that asserted a perception; all narrated positively and with response options on a 7-point Likert scale.

Specifically, for the dimension of distributive justice, five items were used. An example of an item under this heading was "I consider my salary to be fair"; for procedural justice, five items were used, among them "Work decisions are made by my boss in a fair way"; and for interactional justice, nine items were used, among them "We workers are allowed to discuss the work decisions made by my boss". All the items of the dimensions of organisational justice are part of the scale of Patlán (2014), which is one of the most representative in the measurement of the variables raised.

Regarding job satisfaction, ten items were used with statements related to respondents' feelings about the work environment, e.g. "In my job, I can apply my skills or abilities", "The company cares about me", "I feel good working in this company", "In general, I am satisfied with my job". These items take from the Salessi and Omar (2016) scale. Finally, the turnover intention variable was composed of only three items from Mobley's (1977) scale, which is widely used to measure this variable. These items were "I think a lot about leaving my current job", "I will probably look for a new job next year", and "As soon as possible, I will leave the company". The theoretical model proposed notes the influence of distributive justice, procedural justice, and interactional justice on employee satisfaction and turnover intention.

Univariate and multivariate analysis techniques were used in this research. The former aimed at the individual analysis of the proposed variables and the verification of fundamental aspects, such as mean, modes, standard deviations, variance and levels of asymmetry and kurtosis, i.e. the assessments that allowed us to determine the internal consistency of each of the items that make up the constructs. Additionally, the reliability of the instrument was tested using exploratory principal component analysis (PCA) and by determining Cronbach's alpha for each variable. The multivariate analysis techniques used were Confirmatory Factor Analysis (CFA) and Structural Equation Modelling by the covariance method (CB-SEM) with the following phases: evaluation of the measurement model, identification of the structural model, verification of the model fit and hypothesis testing.

Research Results

Descriptive analysis of the data

The demographics of the respondents show that the majority identify with the male gender (53.88%) and 46.12% with the female gender. The average age of the sample is 38.6 years, with a minimum age of 19 and a maximum age of 67, which

corresponds to working ages in Mexico. The level of specialisation of the study subjects was low. The employees who completed the survey were from the lowest rungs of the industry analysed, and 52.8% of them had only primary education.

A descriptive analysis of the study variables was also carried out on the average of the observations for each item on the scale for the job satisfaction variable. The results ranged from totally dissatisfied (average values between 1 and 2) to satisfied (average values of 7). It observes that 74.8% of the workers are between satisfied and satisfied and that 25.4% of the workers are between moderately and dissatisfied. The latter concludes that 141 workers in the industry need to strengthen their ties with the industry to avoid, as far as possible, consequences that could be detrimental in the short or medium term. Furthermore, the percentage of satisfaction found coincides with the results reported by the Workmonitor of Randstad, a leading company in the global Human Resources sector, which annually evaluates 34 markets around the world and where it was reported that, in 2021, worldwide, 74% of workers were satisfied (Randstad, 2021; Siahaan, Gultom, Fachrudin, & Sitohang, 2022). On the other hand, in terms of the total results of perceived organisational justice, the central area of opportunity is the employees' perception of their benefits, rewards and salaries. Table 1 shows the total results obtained for each dimension of justice graphically.

Table 1. Descriptive results of total perceived organisational justice.

Perceived Justice	Distributive justice		Procedural justice		Interactional justice		Total Justice	
Average justice	F.		F.		F.		F.	
Surplus		13.31%		29.86%	111	19.96%	48	8.63%
Very high		22.66%		28.96%		27.34%	200	35.97%
High	130	23.38%		13.85%	107	19.24%	126	22.66%
Medium	80	14.39%	45	8.09%		9.71%	58	10.43%
Under		11.15%		5.76%	35	6.29%		7.01%
Very low	49	8.81%		6.65%	49	8.81%	49	8.81%
Null		6.29%		6.83%		8.63%		6.47%
Total	556	100%	556	100%	556	100%	556	1
Media		4.97		5.5		5.23		5.23

The results show that workers in the food industry have a lower overall average in distributive justice. This item contemplates people's evaluation of what the organisation gives them for their work effort (Ríos and Loli, 2019). They were asked whether they considered their working hours, salary, workload, rewards, and responsibilities fair. It is worth noting that the areas with the lowest means were those related to salary and rewards in general, with a mean of 3.93 and 4.65,

respectively. Multiple studies have concurred on the solid impact wages have on workers' overall satisfaction (Rodríguez et al., 2019). Furthermore, a study by Hernández et al. (2017), which analysed the influence of pay on satisfaction and productivity in Mexican employees, found that pay does not affect productivity. However, it does have a significant impact on satisfaction.

Regarding turnover intention, it is the possibility that an employee will change the company in the short- or medium-term and is highly associated with the turnover rate in the company (Aucalla and Cordoba, 2019). It finds that 23% of employees constantly think about leaving their job; 17.6% are likely to leave their job in the next year, and 13.7% are looking to do so on an ongoing basis. Likewise, the total percentage of workers with a high surplus intention to turnover stood at 14.4%. The most alarming figure is the indicator referring to how individuals constantly think about leaving their job.

Exploratory data analysis

Following the descriptive analysis, conditions of skewness and kurtosis were verified for each item to conclude that the data presented normality conditions and the absence of atypical data. Afterwards, the authors proceeded to verify whether the measurement instrument was appropriate in terms of construct validity and reliability for measuring the study variables using exploratory factor analysis (EFA) and Cronbach's alpha test.

Table 2. Results of factor analysis and reliability.

Variable	DJ	PJ	IJ	WS	TI
Correlations between items	0.435 <-> 0.743	0.746 <-> 0.915	0.620 <-> 0.841	0.417 <-> 0.860	0.880 <-> 0.901
Level of correlations	Mode to high	High	High	Mode to high	High
Significance	0.000	0.000	0.000	0.000	0.000
Determinant	0.066 0.560	0.004 0.776	0.001 0.695	0.003 0.478	0.039 0.902
Communalities	<-> 0.749	<-> 0.892	<-> 0.856	<-> 0.794	<-> 0.937
Level of communalities	adequate	adequate	adequate	adequate	adequate
KMO Test	0.828	0.880	0.947	0.942	0.768
Bartlett's Test of Sphericity	0.000	0.000	0.000	0.000	0.000
Total variance explained	67.490	84.076	77.727	65.95	91.83
Cronbach's alpha	0.876	0.952	0.976	0.936	0.955

Note: DJ= Distributive justice; PJ= Procedural justice; IJ= Interactional justice; WS= Work satisfaction; TI= Turnover intentions; IJ= Interactional justice.

It can be concluded from the analysis that the data present good conditions in terms of reliability and construct validity. In the first item, Cronbach's alpha showed acceptable levels for each variable as they were higher than the minimum acceptable for this test (0.600). As for validity, it was demonstrated with several criteria: the correlations between the items that made up each variable presented conditions from moderate to high or only high, all of them significant, which means that each item was related to the others that made up each variable of the study. The KMO tests, in all cases, were above the minimum acceptable for this test (0.700), which suggests good sample adequacy in the data. The Barlett's Test of Sphericity showed significance so that prior correlations are assumed in the items that make up each dimension of the study. Finally, the explained variances of each variable were appropriate.

Multivariate analysis

As a first step of the multivariate analysis, it is proceeded to determine the correlations between the constructs of this study. As shown in Table 3, high positive correlations find between distributive justice and procedural justice, a moderate to high correlation between distributive and interactional justice, and a positive and high correlation between interactional justice and distributive justice. Satisfaction was moderate to highly correlate concerning all three dimensions of justice, with distributive justice having a more significant influence on worker satisfaction. Finally, it finds that turnover intention negatively correlates with organisational justice and job satisfaction dimensions. The higher the perception of justice and job satisfaction, the lower the intention to leave. It was also found that the dimension that most influences turnover intention is procedural justice, i.e. the perception of fairness in decision-making by company superiors. It is contrary to expectations, as other research has found that the justice that most impacts turnover intention is distributive justice. Also, all justice dimensions were more highly correlated with turnover intention than job satisfaction. It should note that all correlations were statistically significant at 0.000.

After the correlation analysis between the variables, the researchers initially proceeded to analyse the measurement model with the verification of its validity (convergent and discriminant) and reliability conditions. These indicators make it possible to determine whether the items measure what they are intended to measure and whether they can obtain results with minimal error. When structural models are used, it is necessary to demonstrate that the indicators are representative of the variable they measure. Convergent validity determines that each item that makes up a latent variable is part of that same variable and effectively contributes to its measurement, while discriminant validity proves that the indicators have no or minimal relationship with other latent variables. Based on the above, tests were conducted during the identification of the measurement model. On the one hand, reliability indicates the degree to which an instrument is reliable in its measurement; the Cronbach's alpha test and the Composite Reliability Index (CFI) are used; in both tests, values greater than 0.700 recommend. On the other hand, convergent validity

was estimated by the average variance extracted (AVE) test, which should be greater than 0.500. Finally, discriminant validity was determined by the square of the correlations of each factor compared to the explained variance of that factor. Discriminant validity is said to exist when the square of the correlations does not exceed the explained variance. The results of the previous tests are shown in Table 3, where validity and reliability conditions are demonstrated in the data of this study, giving rise to continuing with the analysis of the structural model.

Table3. Convergent and discriminant validity.

	Discriminant validity					Reliability and convergent validity		
	DJ	PJ	IJ	WS	TI	Cronbach's Alpha	IFC	AVE
Distributive Justice (JD)	0.6749					0.8760	0.9118	0.820
Procedural Justice (PJ)	0.5055	0.8407				0.9520	0.9635	0.917
Interactional Justice (IJ)	0.4396	0.7815	0.7772			0.9760	0.9691	0.881
Work Satisfaction (WS)	0.5027	0.4984	0.4570	0.6595		0.9360	0.9506	0.809
Turnover Intention (TI)	0.4733	0.4914	0.4638	0.3588	0.9183	0.9550	0.9712	0.958

After verifying the measurement model, it is necessary to identify the structural model, assess the structural model fits, and test the hypotheses raised in the literature review. Therefore, the model has identified all its parameters thanks to the rule of degrees of freedom, where a value greater than zero is suggested. The structural model has 446 degrees of freedom, so it is assumed to have an excellent parsimonious fit. In addition, an excellent fit was found in the model in the sense that χ^2 evaluated from the CMIN, which is a recommended measure for the assessment of CB-SEM structural models, is more significant than twice its degrees of freedom. As measured by the RMSEA, the overall fit presented appropriate values, as a measure between 0.05 and 0.08 is recommended.

Regarding the incremental fit measures, a good indicator found in the Comparative Fit Index (CFI), the Incremental Fit Index (IFI) and the Turkey Lewis Index (TLI) since values above 0.900 recommend for them, so, according to these indicators, the comparison between the proposed model and a null model is appropriate.

Table 4. Measures of structural model fit.

Type of adjustment	Adjustment measures	Acceptable levels	Model results	Acceptability
Absolute or global	CMIN	CMIN = double GL	446	Acceptable
	P-value	> 0.05	0.000	Marginal

	RMSEA	< 0.08	0.075	Acceptable
Incremental	IFC	> 0.900	0.929	Acceptable
	IF	> 0.900	0.929	Acceptable
	TLI	> 0.900	0.921	Acceptable
	Parsimony	CMIN/DF	> 5	4.11

Table 5 shows the regression parameters achieved; non-rejection of the hypotheses assumed as long as the H.R. is more significant than +/- 1.96 and $P < 0.05$. Concerning the hypotheses, distributive justice and interactional justice were highly related to job satisfaction, so H1a and H1c were not rejected. However, procedural justice does not influence job satisfaction (H1b reject). A solid and negative influence of distributive justice was also found on employees' turnover intention, so H2a was not rejected. However, procedural justice and interactional justice do not influence turnover intention (H2b and H2c rejected).

Table 5. Hypothesis testing.

Hypothesis	Variables	Influence	S.E.	C.R.	P	Contrast
H1a	WS <--- Distributive Justice	0.448	0.044	10.071	0.000	Not rejected
H1b	WS <--- Procedural Justice	0.057	0.080	0.708	0.479	Rejected
H1c	WS <--- Interactional Justice	0.138	0.067	2.056	0.040	Not rejected
H2a	TI <--- Distributive Justice	-0.526	0.069	-7.648	0.000	Not Rejected
H2b	T.I. <--- Procedural Justice	-0.256	0.135	-1.890	0.059	Rejected
H2c	TI <--- Interactional Justice	-0.200	0.115	-1.740	0.082	Rejected

Conclusion

Recent research has addressed the importance of the organisational justice dimension in retaining human talent and generating an atmosphere that stimulates corporate happiness in firms. However, this fact does not preclude that there is currently a gap in human resource theories on the role of organisational justice in emerging economies, whose territories are characterised by the deficit of decent jobs offered by their labor market. To expand the literature on this topic in emerging Latin American countries, this article provides empirical evidence on how the elements of the organisational justice construct affect the variables of job satisfaction and turnover intention—the findings of this scientific research highlight three aspects. First, distributive justice positively influences job satisfaction and negatively influences turnover intention. Second, that interactional justice is significantly related to job satisfaction. Moreover, the last one is that procedural justice does not

inferentially affect the job satisfaction and turnover intention dimensions. Perhaps this last phenomenon is caused by a business culture that is not focused on the holistic search for the subjective well-being of its human capital.

The results of this study constitute a well-founded theoretical premise for future research related to the analysis of organisational justice in emerging economies. Consequently, the present work can serve to put on the academic table that the constructs that make up the organisational justice dimension are essential to cultivating models of corporate governance that seek the competitiveness and sustainability of their companies through the job satisfaction of their internal customers. It will improve their corporate image and the attraction of human talent. From the point of view of practical implications, this article shows that management must undertake a corporate culture that comprehensively stimulates organisational justice and job satisfaction to reduce the rate of voluntary departure of employees. In the post-Covid-19 era, this will significantly contribute to the reputation of their corporate image associated with an environment that cares about their workers' quality of life and happiness. Therefore, organisational justice will become an essential and indispensable instrument in the future strategic management of companies' human resources. To be more specific, the organisational justice dimension will emerge as one of the main intangible drivers of increasing the enthusiasm and commitment of the workforce.

Finally, it is essential to recognise that this academic work has several limitations. As discussed in a previous section, the first is using a cross-sectional survey design, limiting the ability to assert causality. The second is the impossibility of generalising the results achieved in this study outside the geographical framework of Mexico. Third, the existence of biases derived from a single source of information data, as all of them come from the past survey of employees in the Mexican food sector. Finally, the organisational justice dimension is a multi-faceted concept affected by multiple managerial factors. This fact calls for future research to provide a more comprehensive view of organisational justice and identify new factors that significantly impact it.

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ROZMIARY WPŁYWU SPRAWIEDLIWOŚCI ORGANIZACYJNEJ NA ZADOWOLENIE Z PRACY I ZAMIAR OBROTU W GOSPODARKACH WSCHODZĄCYCH

Streszczenie: Kiedy jednostka pełni funkcję w społeczeństwie, dzięki wysiłkowi w pracy, przejawia wiele emocji, które przekładają się na zachowanie. W ostatnich latach badanie zachowań organizacyjnych było przedmiotem zainteresowania nauk ekonomicznych i administracyjnych. Ze względu na wagę badania elementów składających się na zachowanie pracowników, celem było przeanalizowanie wpływu wymiarów składających się na postrzeganą sprawiedliwość, takich jak sprawiedliwość dystrybucyjna, sprawiedliwość proceduralna i sprawiedliwość interakcji, na satysfakcję z pracy i intencję rotacji. Pięćset pięćdziesięciu pięciu pracowników w badaniu przemysłu spożywczego w Meksyku, a dane zostały przeanalizowane przy użyciu techniki równań strukturalnych CB-SEM. Wyniki sugerują korelację między wszystkimi zmiennymi w badaniu. W związku z tym należy zauważyć, że istnieją pozytywne relacje między sprawiedliwością dystrybucyjną a sprawiedliwością interakcyjną, między satysfakcją z pracy i między sprawiedliwością dystrybucyjną dotyczącą intencji rotacji. Wyniki sugerują, jak ważne jest rozważenie praktyk biznesowych, które wzbogacają poczucie sprawiedliwości wśród pracowników, aby uniknąć rozwijania negatywnych uczuć wobec firmy, które mogą skutkować porzuceniem pracy.

Słowa kluczowe: Sprawiedliwość organizacyjna, satysfakcja z pracy, intencja rotacji

新兴经济体中组织司法影响工作满意度和离职意向的维度

摘要：当个人在社会中行使一项职能时，由于他或她在工作中的努力，他或她会表现出多种情绪，这些情绪会转化为行为。近年来，对组织行为的研究一直是经济和行政科学领域的热门话题。由于研究构成员工行为的要素的重要性，目的是分析构成感知公平的维度，如分配公平、程序公平和互动公平，对工作满意度和离职意愿的影响。对墨西哥食品工业的 555 名工人进行调查，并使用 CB-SEM 的结构方程技术分析数据。结果表明研究中所有变量之间存在相关性。在这方面，需要注意的是，分配公平与互动公平、工作满意度和分配公平对离职意愿之间存在正相关关系。结果表明考虑商业实践的重要性，以丰富员工的正义感，以避免对公司产生负面情绪，从而可能导致工作放弃

关键词：组织公平，工作满意度，离职意向