

# THE IMPACT OF ORGANIZATIONAL SUPPORT AND JUSTICE PERCEPTION ON COMMITMENT AND INTENTION TO QUIT: AN EMPIRICAL STUDY ON TURKISH STATE UNIVERSITIES

Serhat ERAT

Oya ERDİL

Hakan KİTAPÇI

Gebze Institute of Technology, Turkey

## ABSTRACT

In recent years, the number of universities has increased. This situation has raised the level of competition among state universities as well as private universities. The facilities offered by universities and the perception of justice cause academicians to question their work satisfaction and commitment to their universities. The purpose of this study is to identify the impact organizational support and perception of justice has on the commitment of academicians to their institutions and their intention to quit. Over a thousand academicians participated in our study. Our analysis results conclude that perceived organizational support and justice significantly affect commitment and the intention to quit.

**Keywords:** Organizational Justice, Organizational Support, Organizational Commitment, Intention to quit.

## INTRODUCTION

Recently, with the increase in the number of universities in Turkey, faculty members have considerably more opportunities to choose among. Their effectiveness, productivity and commitment even more depend on the variety of facilities provided by the universities and the perception of justice in their working environments. Leaving faculty members means the loss of immense amount of experience, knowledge and teaching capacities for higher education institutions. Especially newly established universities are in urgent need of productive and experienced academicians to achieve national and international status and to recruit high quality students.

Within the institutions with high quality academicians, any possible ill-treatment towards individuals and unfavorable conditions in working places might cause these faculty members to leave their institutions with possible negative effects on their organizations. Universities must enhance the commitment of their employees to avoid these bad outcomes.

Human resource practices enhance organizational commitment by raising employees' commitments to their institutions and performances, which is of great importance especially in knowledge intensive production of goods and services (Kwon, Bar and Lawler, 2010). To appreciate organizational justice is vital for organizations because organizational justice is important for employees' job satisfaction, organizational commitment, and intention to quit (DeConinck & Stilwell 2004).

Main aim of our study is to develop a model to investigate the effect of organizational support and perception of justice on the organizational commitment and intention to quit. Especially, our study examines above mentioned relationships within the framework of Turkish state universities and enhances the literature by exclusively focusing on education and R&D services, which is the knowledge-intensive production in nature.



## Perception of Organizational Support

Eisenberger et al. (1986) define that organizational support as the degree of recognition of organization of its employee's efforts, and the level of attention of its employees' happiness, which have employees form general beliefs towards their organizations. Additionally, the perceived organizational support is defined as employees' perception towards the level of attention paid by their organizations on the importance of employee participation and an employee's well-being, as well as the perceptions that whether an organization provides employees with facilities benefiting them voluntarily. In theory, employees with a high perception level of organizational support have a tendency to display behaviors that benefit the organizations. Shaffer et al. (2001) define organizational support as trust that makes employees to stay in their current position, and remain committed to their organization, in addition to the financial benefits employees receive from their organizations. The Perceived Organizational Support (POS) theory uses the social change perspective to explain employee-organization relations (Loi et al., 2006). According to the social change theory, there is a strong relationship between organizational support and affective commitment (Shore and Tetrick, 1991).

Empirical studies on the subject conclude that high organizational commitment, job satisfaction, job performance and organizational citizenship behavior, and a low intention to quit are among the positive results of high level of perceived organizational support (Eisenberger et al., 1990; Moorman et al., 1998; Rhoades and Eisenberger, 2002; Settoon et al., 1996). One of the most important result of perceived organizational support is stronger organizational commitment (Christopher, 1994). Perceived Organizational Support is the degree to which employees feel secure and the organization behind them. Employees that constantly feel the support of their organizations are more devoted to their jobs, and are less likely to quit (Ozdevecioglu, 2003).

Organizations with employees that have a high level of support perception are more attractive, and because employees do not seek alternative employment opportunities, the possibility of leaving is a lot lower (Cropanzoni et al. 1997; Allen et al., 2003). Organizational support persuade employees to fulfill the objectives of the organization, which reduce the possibility of resignations (Yıldız, 2008). Grandey (1997) reports that there is a significant and inverse relationship between employees' perceived organizational support and their intention to quit. Randall et al. find that there is a negative relationship between organizational support and the intention to quit (Randall et al., 1999).

We develop a number of hypotheses based on the thoughts and conclusions drawn from the related literature.

*H<sub>9</sub>: Organizational support perception has a positive effect on affective commitment.*

*H<sub>10</sub>: Organizational support perception has a positive effect on continuous commitment.*

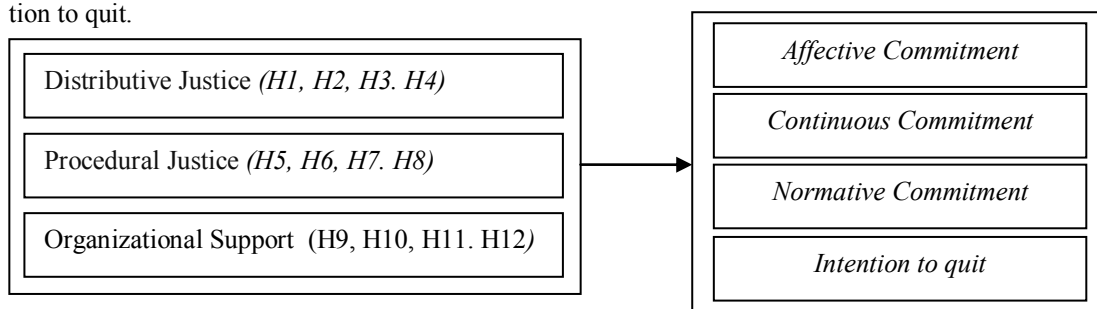
*H<sub>11</sub>: Organizational support perception has a positive effect on normative commitment.*

*H<sub>12</sub>: Organizational support perception has a negative effect on intention to quit.*

## THE METHODOLOGY OF THE STUDY

### Research Model

Figure 1 shows our theoretical model in which we outline our approach to the relationships among distributive justice, procedural justice, organizational support, organizational commitment and intention to quit.



**Figure 1: Research Model**

## **Data Collection Method and Sample Structure**

All academic personnel (faculty members and research/teaching assistants) at state universities in Turkey are included in this study. The research questionnaire were sent to 6109 e-mail addresses of academic personnel within the sample group who might be willing to participate in the study, selected via a collection process using the worldwide web. 892 of these e-mails sent were returned due to the e-mail addresses being incorrect or unpermitted by their system. The collection process lasted a month; 1043 academic personnel responded to the 5217 e-mails sent. This sampling method is preferred by some researchers in order to achieve homogeneity (see, Calder et al., 1981). Provided that the main population is well-determined, web-based questionnaires have a selection function that brings together those that directly represent the researched subject, or those that are closely related (Corbitt et al., 2003). The turnaround rate is 19.9%, which is sufficient based on questionnaires conducted over the Internet via e-mail (Schonlau et al., 2002). The turnaround rate of web-based questionnaires is relatively lower in comparison to other questionnaire types (Sax, et al., 2003).

The demographic characteristics of our sample for this study are as follows. 1043 academic personnel responded to our survey. 42% of the participated academic personnel are tenure track faculty (full professors, associate professors, assistant professors) and 52% of the responded are non-tenure track faculty, and 6% do not disclose their positions. 62.1% (648 individuals) of participants are male, and 37.9% (395 individuals) are female. 3% (34 individuals) of the 42% faculty members are professors, 7% (78 individuals) are associate professors, and 31% (324 individuals) are assistant professors. Among the non-tenure track faculty, 24% (252 individuals) are research/teaching assistants, 21% (222 individuals) are lecturers, 3% (31 individuals) are prelectors, 4% (41 individuals) are specialists.

## **Scales, Factor Analyses, and the Reliability of Scales**

Scales whose validity and reliability have been tested by different studies on international literature are used in this study. A fifteen-question procedural justice perception scale, and a five-question distributive justice perception scale, developed by Niehoff and Moorman (1993), are used as the justice perception scales. An eight-question scale, developed by Eisenberger et al., (2002), is used as the organizational support perception scale. The organizational commitment scale, developed by Meyer and Allen, (1997), comprises of a seven-question affective commitment, six-question continuous commitment, and seven-question normative commitment. A five-question scale, developed by Cammann and All, (1979), and Bluedorn (1982), is used as the intention to quit scale. All variables comprise of a five-point Likert scale; "1" being "strongly disagree," and "5" being "strongly agree." We employ a SPSS program to identify the factor structure, analyze the relationship between variables, and test the hypotheses.

Justice perception, organizational support perception, and job satisfaction expressions are subjected to individual varimax rotation factor analysis in order to present data in a more significant and simplified form; results obtained are in line with those stated in literature. Our results imply that the two subscales that determine the justice perception of employees (procedural and distributive justice perception) are loaded on two separate factors, and organizational support perception is based on one dimension. Commitment is separated as affective, continuous, and normative commitment. Table 1 illustrates the factor loads of Distributive Justice Perception (DJP), Procedural Justice Perception (PJP), Organizational Support Perception (OSP), Continuous Commitment (CC), Normative Commitment (NORM), Intention to quit (ITQ), and Affective Commitment (EC).

**Table 1. The results of exploratory factor analysis with varimax rotation**

	DJP	PJP	OSP	CC	NORM	ITQ	EC
DJP 1	.824						
DJP 2	.889						
DJP 3	.765						
PJP 1		.752					
PJP 2		.810					
PJP 3		.808					
PJP 4		.802					
PJP 5		.777					
OSP1			.805				
OSP 2			.831				
OSP 3			.797				
OSP 4			.792				
OSP 5			.793				
OSP 6			.775				
CC 1				.741			
CC 2				.814			
CC 3				.786			
CC 4				.665			
CC 5				.681			
NORM 1					.792		
NORM 2					.751		
NORM3					.828		
NORM4					.775		
NORM5					.705		
ITQ 1						.768	
ITQ 2						.811	
EC 1							.812
EC 2							.764
EC 3							.691

Explained total variance: %71

**Relational Analysis of Variables and Testing Hypotheses**

Table 2 reports some summary statistics such as mean, standard deviation and Cronbach's alpha values of the variables used in correlation analysis.

**Table 2: The descriptive statistics (mean, standard deviation, and Cronbach Alpha) and correlation analysis results of variable**

		Mean	Sd	alfa	1	2	3	4	5	6
1	<i>Distributive Justice</i>	3.09	1.06	0.84						
2	<i>Procedural Justice</i>	2.76	1.13	0.94	.418(**)					
3	<i>Organizational Support</i>	2.92	1.02	0.94	.422(**)	.717(**)				
4	<i>Continuance Commitment</i>	3.03	.89	0.79	-.013	-.010	.006			
5	<i>Normative Commitment</i>	2.85	.98	0.87	.250(**)	.365(**)	.408(**)	.089(**)		
6	<i>Affective Commitment</i>	3.17	.94	0.69	.184(**)	.158(**)	.205(**)	-.059	.235(**)	
7	<i>Intention to Quit</i>	2.83	1.11	0.76	-.265(**)	-.365(**)	-.406(**)	-.106(**)	-.451(**)	-.289(**)

\*\*P < 0.01

Correlation coefficients indicate that there is a positive relationship among organizational support, distributive justice, and procedural justice, normative commitment and affective commitment ( $P < 0.01$ ); there was a negative relationship with the intention to quit ( $P < 0.01$ ). The reliability coefficient of variables was 0.84, 0.94, 0.94, 0.79, 0.87, 0.69, and 0.76, respectively. The Cronbach Alpha of variables are larger than the expected value, 0.60 (Nunnally, 1978). We can safely conclude that that the questions are reliable.

Table 3: Multiple regression analysis for testing hypotheses.

	<b>Model 1</b> <i>Affective Com- mitment</i>		<b>Model 2</b> <i>Continuance Commitment</i>		<b>Model 3</b> <i>Normative Com- mitment</i>		<b>Model 4</b> <i>Intention to Quit</i>	
	<i>Beta</i>	<i>t</i>	<i>Beta</i>	<i>t</i>	<i>Beta</i>	<i>t</i>	<i>Beta</i>	<i>t</i>
<i>Distributive Justice</i>	<b>.119**</b>	3.514	-	-	<b>.076*</b>	2.418	<b>-.096**</b>	-3.049
<i>Procedural Justice</i>	-.005	-.120	-	-	<b>.132**</b>	3.214	<b>-.129**</b>	-3.163
<i>Organizational Support</i>	<b>.159**</b>	3.601	-	-	<b>.281**</b>	6.860	<b>-.273**</b>	-6.665
<i>R<sup>2</sup></i>	.054		-		.182		.184	
<i>Adjusted R<sup>2</sup></i>	.051		-		.180		.181	
<i>F</i>	19.635		-		77.005		77.932	
<i>Sig.</i>	.000		<b>.883</b>		.000		.000	

\*\* $P < 0,01$

\* $P < 0,05$

Four different regression models are employed to test the above-mentioned hypotheses. Distributive justice, procedural justice, and organizational support variables are accepted as independent variables for all four models (Table 3). The dependent variable in Model 1 is affective commitment, the dependent variable in Model 2 is continuous commitment, the dependent variable in Model 3 is normative commitment, and the dependent variable in Model 4 is the intention to quit. Model 1 ( $F = 19.635$ ,  $P < 0.01$ ), Model 3 ( $F = 77.005$ ,  $P < 0.01$ ), and Model 4 ( $F = 77.932$ ,  $P < 0.01$ ) are significant, and Model 2 ( $P > 0.01$ ) is insignificant.

In **Model 1**, the coefficients on distributive justice ( $\beta = .119$ ;  $P < 0.01$ ) and organizational support ( $\beta = .159$ ;  $P < 0.01$ ) are statically significant and positive, which imply that higher distributive justice and organizational support enhances affective commitment. Procedural justice had no effect on affective commitment. Thus, hypotheses H1 and H9 are accepted, the hypothesis H5 is dismissed.

Since none of the coefficients on independent variables are statistically significant and F value for **Model 2** is insignificant, hypotheses H2, H6, and H10 are also dismissed.

In **Model 3**, the estimated coefficients on the distributive justice ( $\beta = .076$ ;  $P < 0.05$ ), procedural justice ( $\beta = .132$ ;  $P < 0.01$ ), and organizational support ( $\beta = .281$ ;  $P < 0.01$ ) are all statistically significant and positive. These results imply that higher levels of both types of perception of justice and organizational support raise normative commitment. Therefore, hypotheses H3, H7, and H11 are all accepted.

Finally in “Intention to Quit” model (**Model 4**), all estimated coefficients, distributive justice ( $\beta = -.096$ ;  $P < 0.01$ ), procedural justice ( $\beta = -.129$ ;  $P < 0.01$ ), and organizational support ( $\beta = .273$ ;  $P < 0.01$ ), have expected signs and are statistically significant. Our estimation results mean that higher levels of both types of perception of justice and organizational support reduce the intention to quit. Hypotheses H4, H8, and H12 are, thus, accepted. Table 4 illustrates the results and explanations of multiple regression analysis and hypotheses testing.

**Table 4: The results of hypotheses**

<i>H<sub>1</sub>: Distributive justice perception has a positive effect on affective commitment.</i>	Accept
<i>H<sub>2</sub>: Distributive justice perception has a positive effect on continuous commitment.</i>	Not Accept
<i>H<sub>3</sub>: Distributive justice perception has a positive effect on normative commitment.</i>	Accept
<i>H<sub>4</sub>: Distributive justice perception has a negative effect on intention to quit.</i>	Accept
<i>H<sub>5</sub>: Procedural justice perception has a positive effect on affective commitment.</i>	Not Accept
<i>H<sub>6</sub>: Procedural justice perception has a positive effect on continuous commitment.</i>	Not Accept
<i>H<sub>7</sub>: Procedural justice perception has a positive effect on normative commitment.</i>	Accept
<i>H<sub>8</sub>: Procedural justice perception has a negative effect on intention to quit.</i>	Accept
<i>H<sub>9</sub>: Organizational support perception has a positive effect on affective commitment.</i>	Accept
<i>H<sub>10</sub>: Organizational support perception has a positive effect on continuous commitment.</i>	Not Accept
<i>H<sub>11</sub>: Organizational support perception has a positive effect on normative commitment.</i>	Accept
<i>H<sub>12</sub>: Organizational support perception has a negative effect on intention to quit.</i>	Accept

## CONCLUSIONS and RECOMMENDATIONS

Our study mainly investigates the relationship between Organizational Support Perception and Organizational Commitment, and the relationship between Organizational Support Perception and the Intention to Quit. It also considers those relationships including various sub-scales of these measures. Varimax rotation factor analysis set forth organizational support and intention to quit variables. While factor analysis helps us to separate organizational justice perception into distributive and procedural justice, organizational commitment is classified as affective, continuous, and normative commitment.

Numerous studies support results related to the regression models developed to test the hypotheses set forth. There are studies available that set forth the relationship between the justice perception of employees and their organizational commitment (Sweeney and McFarlin, 1997; Folger and Konovsky, 1989; Lam et al., 2002; Barling and Phillips, 1992; Masterson et al. 2000), and the effect the concept of justice with its dimensions has on the intention to quit (Sweeney and McFarlin, 1997; Harris et al., 2007; Colquitt et al., 2001; Hopkins and Weathington, 2006; Olkkonen and Lipponen, 2006).

The study shows that organizational support has negative effect on intention to quit. These results were supported by those of previous studies done by other researchers (Cropanzola and all (1997), Eisenberger et al (2002), Allen et al (2003) ve Hui and al (2007)).

As research results show that organizational support has positive effect on organizational commitment. This result were supported by Allen et all (2003), Rhoades, Eisenberger, and Armeli (2001) and Pack et al. (2007).

Our estimation results listed above are mainly consistent with the literature reviewed earlier. Our results indicate that while academic personnel with both high levels of distributive justice perception and procedural justice perception are likely to have more affective commitment and normative commitment and less intention to quit, distributive justice perception of academicians has no effect on continuous commitment.

We also find very similar results for the effect of organizational support perception of academicians on the affective commitment, normative commitment, continuous commitment, and intention to quit. It is important to note that one of the most striking conclusions of this study is that the Organizational Support Perception and the Organizational Justice Perception of academicians have no effect on their continuous commitment in Turkish state universities.

Overall, by investigating the effect organizational support and justice perception on the commitment and quittal intention of employees with all sub-variables, our study have a potential to guide related studies to be conducted on similar subjects. Moreover, the fact that the rate of participation in this

study is quite high makes our results more reliable and accurate and also renders it more beneficial for researchers will-be conducting similar studies.

Note that, however, our study has some limitations, too. Firstly, our sample is restricted to the employees of state universities. Future line of research can be extended by adding the employees of private universities to the sample. Secondly, this study can be performed within the different regions. Thirdly, a number of other related variables such as organizational identification, occupational commitment, organizational citizenship, job satisfaction and organizational stress could be added to the study for future research.



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