

EMPLOYEE-ORGANIZATION VALUE CONGRUENCE AND TURNOVER INTENTION: THE IMPACT OF PROCEDURAL AND DISTRBUTIVE JUSTICE SYSTEMS.

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ABSTRACT

This study sought to achieve three objectives. It evaluates value congruence effects on turnover intention, assessed the moderating effect of procedural and distributive justice and how they influence the relationship between value congruence and turnover intention. It also sought to evaluate the effects of rater procedural justice and system procedural justice on turnover intention. This mixed method research employed the cross-sectional survey design. The research used the uncontrolled quota sampling technic to recruit 383 respondents for the qualitative and another set of 16 respondents for qualitative data. The research found that value congruence has significant negative effect on turnover intention. Distributive justice had a significant positive effect on turnover intention whilst system procedural justice had a negative and significant effect on turnover intention. Rater procedural justice had a positive effect on turnover intention but not significant. Distributive justice had a positive effect on the relationship between value congruence and turnover intention but not significantly. System procedural justice had negative and significant effect on the relationship between value congruence and turnover intention whilst rater procedural justice had a positive and significant interactive effect on value congruence and turnover intention. The findings confirm that employees would relate to organizational values and justice systems that appeal to their image as the image theory postulates, to minimize turnover intention. This implies that organizations must seek employees with similar value or design justice systems that employees perceive as fair and appealing to their image, to avert turnover intention.

Keywords: Value congruence, turnover intention, justice system.