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# Determinants of employee turnover intention

## Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture and organization-employee relationship quality

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### Abstract

**Purpose** – The purpose of this paper is to identify associations amongst organizational justice, supervisory justice, authoritarian culture, organization-employee relationship quality and employee turnover intention.

**Design/methodology/approach** – An online survey ( $n = 300$ ) was conducted in South Korea.

**Findings** – Organizational justice and supervisory justice are positively associated with organization-employee relationship quality, while authoritarian organizational culture is negatively associated with it. In addition, there is a positive association between authoritarian organizational culture and turnover intention. Organizational justice and organization-employee relationship quality are negatively associated with turnover intention.

**Originality/value** – This study contributes to the lack of research on organization-employee relationship quality as a predictor of employee turnover intention and a mediator between authoritarian organizational culture and turnover intention.

**Keywords** Employee behaviour, Corporate communications, Public relations, Employee relations, Internal communications, Employee communications

**Paper type** Research paper

The relationship between an organization and its employees is both critical and fragile. In many ways, it is an exchange relationship in which both parties bring to the table something the other wants or needs. However, long-term organization-employee relationships are often affected by many factors, such as organizational culture and relational satisfaction, which would in turn affect whether an employee intends to stay with or leave the organization. As high-performing employees' voluntary turnover is especially detrimental to organizational performance (Kwon and Rupp, 2013), it is crucial to identify and understand possible causes that predict employee turnover intention.

Employee turnover has received considerable attention from scholars (e.g. Blau, 1993; Campion, 1991; Cohen, 1993; Cotton and Tuttle, 1986; Hom and Griffeth, 1995;

Sjöberg and Sverke, 2000). As employee turnover could be both detrimental and expensive for an organization when an employee enacts it voluntarily, many scholars have investigated voluntary turnover (e.g. Hom and Griffeth, 1995; Lee and Mitchell, 1994). Voluntary employee turnover is defined as “individual movements across the membership boundary of a social system which is initiated by the individual” (Price, 1997, as cited in Gaertner, 1999, p. 479). Several studies have identified predictors of voluntary employee turnover, including job involvement (e.g. Kanungo, 1979), organizational commitment (e.g. Mowday *et al.*, 1982), job satisfaction (e.g. Iverson and Curri van, 2003), people-organization fit (e.g. Moynihan and Pandey, 2008), perceived organizational support (e.g. Rhoades *et al.*, 2001) and organizational justice (e.g. Dailey and Kirk, 1992; Leigh *et al.*, 1988).

Employee turnover intention has received much scholarly attention because turnover intention has been found to be associated with actual voluntary turnover (Lambert *et al.*, 2001). Turnover intention refers to the “final cognitive decision making process of voluntary turnover” (Steel and Ovalle, 1984; as cited in Lambert *et al.*, 2001, p. 234). To explain, it is employees’ withdrawal cognition process where they have thoughts of quitting the job, intention to search for a job, and intention to leave (Carmeli and Weisberg, 2006). Turnover intention has been used as the dependent variable in numerous studies on employee turnover (e.g. Lambert *et al.*, 2001).

This study aims to build a theoretical framework of employee turnover intention and its antecedents. Based on literature from organizational communication (e.g. Elanain, 2014, on leadership-member exchange) (e.g. Rupp and Cropanzano, 2002, on organizational justice and supervisory justice) (e.g. Carmeli and Weisberg, 2006, on turnover intention) and corporate communication/public relations (e.g. Grunig *et al.*, 2002, on authoritarian culture) (e.g. Kim and Rhee, 2011, organization-employee relationship), this study attempts to further explicate factors that contribute to voluntary turnover intention and to investigate the role of organization-employee relationship quality.

Specifically, we examine three antecedents to employee turnover intention: organizational justice, supervisory justice, and authoritarian organizational culture. While organizational justice refers to individuals’ perception of the fairness of treatment by an organization (Nadiri and Tanova, 2010), supervisory justice refers to individuals’ perceptions of the fairness of procedures or decisions made by their supervisor(s) (Rupp and Cropanzano, 2002). Previous research findings (e.g. Griffeth *et al.*, 2000; Kim, 2007) have found negative associations between the two types of justice and turnover intention. In addition, we propose authoritarian organizational culture (Grunig *et al.*, 2002) as a type of turnover culture that could affect employee turnover intention (Abelson, 1993). Authoritarian organizational culture refers to a closed system characterized by top-down decision making and showing little concern for employees (Sriramesh *et al.*, 1996).

Identification of antecedents to employee turnover intention could contribute to the body of knowledge in corporate communication and public relations research by offering insights on how to best manage employee communication and organization-employee relationship to prevent employee turnover intention. While existing research on turnover intention has used one single dimension of relational measure, such as organizational commitment or trust, to predict turnover intention, this study seeks to contribute to research on employee relations by extending the measurement of organization-employee relationship quality into multiple dimensions (i.e. trust, control mutuality, commitment and satisfaction).

This study was conducted in three stages. First, on the basis of the literature review, we examine the effects of three antecedents (i.e. organizational justice, supervisory justice, and authoritarian organizational culture) on organization-employee relationship quality. Second, we test the effects of these four variables on employee turnover intention. Third, theoretical and practical implications and future research directions are discussed.

## Literature review

### *Organizational justice, supervisory justice and turnover intention*

The impact of organizational justice has been extensively explored in human resource management, organizational behaviors, organizational psychology and management. Organizational justice refers to “individuals’ perception of the fairness of treatment received from an organization and their behavioral reaction to such perceptions” (Nadiri and Tanova, 2010, p. 34). There are three conceptual dimensions of organizational justice: distributive justice (Adams, 1965), procedural justice (Thibaut and Walker, 1975) and interactional justice (Bies and Moag, 1986).

While distributive justice refers to the “fairness of allocation outcomes,” procedural justice is defined as the “fairness of the process and procedures by which allocation decisions are made” (Parker and Kohlmeyer, 2005, p. 358). Scholars have also explored interactional justice as the interpersonal component of justice (Bies and Moag, 1986). It emphasizes the “importance of the quality of the interpersonal treatment people receive when procedures are implemented” (Colquitt *et al.*, 2001, p. 426). It consists of two specific types of interpersonal treatment: interpersonal justice and informational justice (Colquitt *et al.*, 2001).

Several studies have explored the effects of the procedural and distributive dimensions of organizational justice on work-related variables, including turnover intention (e.g. Dailey and Kirk, 1992), organizational behavior (e.g. Alexander and Ruderman, 1987) and job satisfaction (e.g. McFarlin and Sweeney, 1992). For example, Dailey and Kirk (1992) identified distributive and procedural justice as antecedents of job dissatisfaction and turnover intention. Loi *et al.* (2012) also found that procedural justice is negatively associated with job insecurity and that this negative association is moderated by ethical leadership. Hence, employees’ perceived organizational justice is associated with employees’ turnover intention; at the same time, the supervisor plays a significant role in this relationship.

However, although most literature emphasizes the impact of supervisors in organizational settings, only a few studies have applied justice to the supervisor-subordinate level. A study conducted by Tepper and Taylor (2003) addressed the relationship between supervisors’ procedural justice perception and subordinates’ procedural justice perception, but both perceptions of procedural justice measured the fairness of procedures in the organization, not the fairness of procedures or decision making of supervisors. Bakar *et al.* (2009) investigated the relationship between leader-member exchange (hereinafter LMX) quality and supervisory communication, but they did not examine supervisory justice. On the other hand, Rupp and Cropanzano (2002) developed a multifoci concept of organizational justice and scales that included both supervisory procedural justice and supervisory interactional justice.

Rupp and Cropanzano’s (2002) research points to the need to explore supervisory justice as another dimension of organizational justice. Supervisors have the responsibility of directing subordinates’ work, making important decisions that affect subordinates, and providing support for them. Supervisory justice could also reflect employees’ views about organizational justice. While it is possible for employees to perceive their supervisors as representatives of organizations, this does not mean that their perception of organizational justice can always be equated with their perception of the fairness of their supervisors’ procedures, guidelines or decision making. Injustice can also come not only from an organization but also from an individual. Hence, employees’ perception of supervisory justice should be measured in addition to their perception of organizational justice.

Studies on LMX and employee turnover intention also indicate that exchanges between employees and their immediate supervisors influence employees’ work engagement (Agarwal *et al.*, 2012), commitment (Elanain, 2014; Islam *et al.*, 2013; Kang *et al.*, 2011), and identification (Liu *et al.*, 2013) which would in turn affect their turnover intention. LMX also

affects employees' task motivation (Wang, 2016). Hence, support from supervisors plays an important role in employee retention and turnover (Tymon *et al.*, 2011). Logical extension of these findings is that how employees view supervisors and their interactions would affect their intention to leave or to stay, as quality of supervisor-employee interactions makes employees feel engaged at work and identify themselves with their organization (i.e. employee engagement, Welch, 2011).

Based on the literature, this study posits that organizational justice and supervisory justice would be negatively associated with employee turnover intention as found in previous studies (Aryee *et al.*, 2002; Blau and Boal, 1987, 1989; Brashear *et al.*, 2005; Hom *et al.*, 1979; Rhoades *et al.*, 2001; Williams and Hazer, 1986). As supervisory justice is a part of organizational justice (Kim, 2007; Rupp and Cropanzano, 2002), there could be possible associations between supervisory justice and turnover intention. Previous study suggested that LMX negatively affects turnover intention (Gerstner and Day, 1997; Griffeth *et al.*, 2000; Schyns *et al.*, 2007). From previous findings, we presume that how subordinates perceive interactions with and procedural justice of their supervisors could be related to their turnover intention. Therefore, the following hypothesis is posited:

- H1. Employees who have positive evaluation of organizational justice (a) and supervisory justice (b) are less likely to have turnover intention.

#### *Organization-employee relationship quality and turnover intention*

Blader and Tyler (2003) suggested that individuals' evaluation of fairness provide a cue regarding their relationship with their organizations. Studies on organizational justice and turnover intention have studied different aspects of relationships, including control (e.g. Brashear *et al.*, 2005), trust (e.g. Aryee *et al.*, 2002; Brashear *et al.*, 2005), and organizational commitment (Blau and Boal, 1987, 1989; Hom *et al.*, 1979; Rhoades *et al.*, 2001; Williams and Hazer, 1986).

Organization-employee relationship quality has also received much scholarly attention. For example, organization-employee relationship quality was investigated in a study on the relationship between organizational commitment and turnover intention (e.g. Loi *et al.*, 2006). As one of the dimensions of organization-employee relationship quality, organizational commitment has been defined in a number of ways: the strength of involvement that an employee has with the organization (Brown, 1969; Hall and Schneider, 1972; Mowday *et al.*, 1979), the degree to which an employee feels loyal to a particular organization (Mueller *et al.*, 1992; Price, 1997) and the psychological attachment an employee has to an organization (Kacmar *et al.*, 1999).

In addition, Loi *et al.* (2006) posit that employees who receive high organizational support would be obligated to respond favorably to the organization in the form of positive job attitudes or organizational behaviors. They proposed that perceived organizational support would mediate the positive relationship between procedural justice and organizational commitment and the negative relationship between procedural justice and turnover intention. While their study investigated only the dimension of organizational commitment within organization-employee relationship quality, the association between organization-employee relationship quality and turnover intention should be further explored.

While previous studies focused on individual dimensions of relationship quality to explore the relationship between organizational justice and turnover intention (e.g. organizational commitment, Loi *et al.*, 2006), little research has tested the multiple dimensions of the construct of organization-employee relationship quality in predicting turnover intention. In addition, existing research has mainly focused on interpersonal relationships (i.e. subordinate-supervisor relationship) rather than organization-employee relationship quality (Aquino *et al.*, 1997; Brashear *et al.*, 2005). Thus, it would be worth exploring the relationship between

organizational justice and the multiple dimensions of organization-employee relationship quality, such as trust and satisfaction.

Therefore, this study applies the concept of organization-public relationship in public relations to the context of employee communication; organization-employee relationship quality is proposed as a holistic relational construct with several dimensions. This construct has not been previously investigated in research on turnover intention and organizational justice. Organization-public relationship has been a key focus of public relations research, since Ferguson (1984) suggested that relationship should be the focus of public relations research. Since then, much public relations research has been conducted on organization-public relationships (Bruning and Ledingham, 2000; Grunig and Hung, 2002; Grunig *et al.*, 2002; Hall, 2006; Hung, 2005; Jo and Kim, 2003; Ki and Hon, 2007; Ledingham, 2003; Ledingham and Bruning, 2000; Yang, 2007). Organization-employee relationship quality has also been studied in previous research (e.g. Kim, 2007; Kim and Rhee, 2011).

To demonstrate the value of public relations to organizational effectiveness, research has been conducted to find reliable measures of relationship outcomes, its antecedents and consequences (Grunig and Huang, 2000; Grunig and Hung, 2002; Hon and Grunig, 1999; Huang, 1997, 2001; Hung, 2005; Jo, 2006; Kim, 2007; Ledingham and Bruning, 2000; Yang, 2007). The Organization-Public Relationship Assessment (OPRA) scale, which measures trust, control mutuality, relational commitment and relational satisfaction, has been widely used to measure organization-public relationship quality (Grunig and Huang, 2000). Kim (2007) used multilevel analysis to examine the influence of organizational structure and internal communication on organization-employee relationship quality with organizational justice as a mediator and found organizational justice as one of the predictors for organization-employee relationship quality. Simmons and Walsh (2012) suggested further exploration of the relationship between public relations and organizational justice to contribute to organizational decision making.

To extend existing research on organization-employee relationship quality, this study examines the dynamics of organizational justice, supervisory justice, authoritarian organizational culture, organization-employee relationship quality and employee turnover intention. It applies the OPRA scale as a comprehensive measure of organization-employee relationship quality instead of using one single dimension as a predictor for employee turnover intention. Based on the literature on the influence of procedural justice employees' evaluation of relationship with their organizations (Kim, 2007; Masterson *et al.*, 2000), this study proposes to further explore the previously identified associations between organizational justice and organization-employee relationship quality using OPRA as a comprehensive measure. It also tests the associations between supervisory justice and organization-employee relationship quality. An LMX theory suggested that subordinates who have quality exchanges with their leader would have positive relationships with them. When the quality of those interactions is low, their relationships remain transactional or instrumental (Pillai *et al.*, 1999). In addition, previous research on supervisory justice, employee-supervisor relationship and turnover intention proposed that relational variables could be more immediate antecedents to employee turnover intention. For example, Yang *et al.* (2009) found that supervisory procedural justice and job satisfaction are mediated by both cognitive and affective trust in supervisors. Masterson *et al.* (2000) stated that "Justice perceptions are important inputs into employees' judgments of the quality of their exchange relationships with their supervisors and organizations" (p. 740). Thus, the following hypotheses are posited:

H2. Employees who have a positive evaluation of organizational justice (a) and supervisory justice (b) are more likely to have positive organization-employee relationship quality.

In addition, previous studies on organizational justice and turnover intention have identified the influence of relational dimensions including control (e.g. Brashear *et al.*, 2005), trust

(e.g. Aryee *et al.*, 2002; Brashear *et al.*, 2005), and commitment (Blau and Boal, 1987, 1989; Flint *et al.*, 2013; Hom *et al.*, 1979; Rhoades *et al.*, 2001; Williams and Hazer, 1986) on employee turnover intention. To better measure relationship quality as a comprehensive measure consisting of various relational dimensions, this study posits organization-employee relationship quality as a predictor of employee turnover intention:

H3. Employees who evaluate their relationships with the organization positively are less likely to have turnover intention.

#### *Authoritarian organizational culture, organizational justice, and turnover intention*

Among the different predictors of organizational justice, organizational culture has received relatively less scholarly attention. Organizational culture is a context in which relationships between variables could be examined to explain organizational justice. Previous research has found associations between cultural factors and organizational justice, such as the cross-cultural challenges of organizational justice (Greenberg, 2001) and the relationship of transformational leadership and LMX to organizational justice across five different cultures (Pillai *et al.*, 1999). Yet, little research has identified the specific types of organizational culture that predict organizational justice.

Research on turnover intention has identified cultural factors that encourage or discourage employee turnover intention, such as organizational learning culture (e.g. Egan *et al.*, 2004), team-oriented culture (e.g. O'Reilly *et al.*, 1991; Sackmann, 1992), turnover culture (e.g. Abelson, 1993; Deery and Iverson, 1996; Deery and Shaw, 1999), and absence culture (e.g. Nicholson and Johns, 1985). High rates of turnover are not only potentially detrimental to the organization but can also negatively influence the organizational culture or even create a turnover culture. Abelson (1993) defined turnover culture as “the systematic patterns of shared cognitions by organizational or sub-unit members that influence decisions regarding job movement” (p. 361). It addresses whether there is something inherent in the structure of the organization or field of employment that brings with it expectations of high job mobility. For example, Deery and Shaw (1999) explored turnover culture in the hotel industry which has notoriously high turnover rates. Carmeli (2005) found that it was important for an organization to have a “culture that emphasizes and challenges the employees in their job” (p. 191). Otherwise, a turnover culture could be cultivated as found in the context of lower-level hotel employees (Deery and Shaw, 1999).

Authoritarian organizational culture could be conceptualized as a type of turnover culture. Authoritarian cultures are more directive/controlling, less participative, and one-way communicative. Sriramesh *et al.* (1996) characterized authoritarian culture as a closed system with top-down decision making based often on authority, tradition, and trial and error; little concern for the lives of employees outside of the organization; placing value on tradition and conservative values; and employees tending to separate their personal goals from the organizations' goals.

Some scholars have conceptualized organizational culture as a continuum in which participatory culture is at one end of the spectrum and authoritarian culture is at the other (Sriramesh *et al.*, 1996). According to Grunig *et al.* (2002), non-authoritarian culture (i.e. participative culture) contributes to organizational effectiveness positively. Authoritarian culture negatively affects organizational outcomes. Thus, authoritarian culture could have a negative effect on organization-employee relationship by negatively affecting key indicators of relationship quality such as trust, control mutuality, and relational satisfaction (Hon and Grunig, 1999). Thus, this study posits a possible relationship between authoritarian culture and organizational justice and that attributes of authoritarian culture could influence employees' perceptions of fairness in their workplace.

It is a type of turnover culture characterized by little respect and concern for employees. Thus, the following hypotheses are posited:

- H4. Employees who perceive their organizational culture as authoritarian are more likely to have negative organization-employee relationship quality.
- H5. Employees who perceive their organizational culture as authoritarian are more likely to have turnover intention.

## Method

### *Data collection and participants*

Data were collected in South Korea via an online survey. A total of 300 participants, who were employees of various organizations in Seoul, Korea, were recruited through a research company between September and October, 2008. The survey was developed in Korean by two authors of this paper, who are native speakers of Korean. They also cross-checked the translated survey items to ensure that all the survey questions could be clearly understood by the participants.

The research company recruited participants from its research panel of 400,000 members by e-mail invitations. The participants were selected from the nationwide panels of the research company. Thus, our sample was selected from people who voluntarily agreed to be on the panels of the research company. The compensation for survey participation was determined based on the contract between the survey company and its panels. In all, 19 percent of the participants worked in the manufacturing industry, 11 percent in technology, 8.3 percent in finance and insurance, 7.3 percent in construction, and 6.3 percent in retail and wholesale (see details in Table I). When participants accepted the e-mail invitations, they were directed to the link of an online survey and received remuneration for their participation.

This study adopted stratified random sampling using the research panel population as the sampling frame to recruit participants of equal gender ratio (male:  $n = 150$ , female:  $n = 150$ ). In addition, the researchers aimed at having comparable numbers in four age groups: 20-29 ( $n = 86$ , 28.7 percent), 30-39 ( $n = 100$ , 33.3 percent), 40-49 ( $n = 76$ , 25.3 percent), and 50-59 ( $n = 38$ , 12.7 percent). Participants' education levels varied from high school ( $n = 55$ , 18.3 percent), two-year college ( $n = 55$ , 18.3 percent), four-year college ( $n = 151$ , 50.3 percent), graduate school ( $n = 36$ , 12 percent), and others ( $n = 3$ , 1 percent).

Industry	Frequency	Percent	Cumulative percent
Agriculture, fishing, and forestry	1	0.3	0.3
Finance and insurance	25	8.3	8.7
Manufacturing	57	19.0	27.7
Entertainment and culture	6	2.0	29.7
Telecommunication	18	6.0	35.7
Construction	22	7.3	43.0
Retail and wholesale	19	6.3	49.3
Accommodation and food service	3	1.0	50.3
Technology	33	11.0	61.3
Research and development	16	5.3	66.7
Public administration	13	4.3	71.0
National defense	5	1.7	72.7
Education	45	15.0	87.7
Health and medical service	18	6.0	93.7
Others	19	6.3	100
Total	300	100	100

**Table I.**  
Participant  
information



Finally, participants' ranks in their organizations were low-level worker ( $n = 112$ , 37.3 percent), low-level manager ( $n = 34$ , 11.3 percent), middle-level manager ( $n = 91$ , 30.3 percent), upper-level manager ( $n = 44$ , 14.7 percent), and others ( $n = 19$ , 6.3 percent).

### *Measures*

To measure organizational justice, measurement items from Kim's (2007) study were used. She adopted Rupp and Cropanzano's (2002) scales. All items used a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The items for organizational justice include: "this company's procedures and guidelines are very fair" and "I can count on this company to have fair policies" (see Table II for measures).

To measure supervisory justice, three items of Rupp and Cropanzano (2002) were adopted to measure supervisory procedural justice and interactional justice. All items used a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). The items used were "where I work, my supervisor's procedures and guidelines are very fair," "my supervisor keeps me informed of why things happen the way they do," and "whether the outcome is good or bad, I always feel like I am kept informed by my supervisor."

For authoritarian organizational culture, five items were created based on the excellence study (Grunig *et al.*, 2002). They include "senior management in this organization believes that it must have nearly total control over the behavior of subordinates," "rigid control by management often makes it difficult for me to be innovative in this organization," and "most people who work here seem to be afraid of senior managers."

To measure organization-employee relationship quality, Grunig and Huang's (2000) and Huang's (2001) OPRA scale was used. Items testing organization-employee relationship quality included four dimensions: control mutuality (four items), trust (four items), commitment (four items), and satisfaction (four items). All items were measured on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree).

For employee turnover intention, three items were created based on Cammann *et al.*'s (1979) questionnaire and Landau and Hammer's (1986) scales of intention to quit. They included: "I feel I may change my job within 2-3 years," "I often think about quitting my job," and "I want to find a new job if possible."

### *Procedure*

First, the assumption of normality was examined; it was not violated in the data of this study. The skewness did not exceed 3, and the kurtosis was not larger than 10. After examining descriptive statistics (mean and standard deviation) (Table II), Pearson correlations among the observed variables were examined.

Next, the reliability of variables was examined respectively using the SPSS 19 program (Table II). Cronbach's coefficient  $\alpha$  was used to measure the internal consistency of the items. For the first independent variable, organizational justice, Cronbach's  $\alpha$  was 0.91. The second independent variable, supervisory justice, had a Cronbach's  $\alpha$  of 0.81. Cronbach's  $\alpha$  for third independent variable, authoritarian organizational culture, was 0.82. The fourth independent variable, organization-employee relationship quality, consisting of four dimensions, had the following values of Cronbach's  $\alpha$ : 0.86 for control mutuality, 0.87 for trust, 0.79 for commitment, and 0.88 for satisfaction. For turnover intention, Cronbach's  $\alpha$  was 0.89. Overall, the items measuring both the dependent and independent variables resulted in strong  $\alpha$ s (Table II).

For the hierarchical regression analysis, five composite variables were created: organizational justice, supervisory justice, authoritarian organizational culture, organization-employee relationship quality and turnover intention. Reversed items were recoded when creating composite variables. As organization-employee relationship has four latent variables (i.e. control mutuality, satisfaction, trust and commitment), the composite

	Mean	SD	Reliability
<i>Organizational justice (6 items)</i>			
This company's procedures and guidelines are very fair	3.95	1.2	0.91
I can count on this company to have fair policies	4.06	1.21	
I am kept informed, by this company, of why things happen the way they do	3.92	1.18	
Whether the outcome is good or bad, I always feel like I am kept informed by this company	4.03	1.14	
This company treats me with dignity and respect	3.79	1.14	
This company's decisions are made out in the open so that everyone always knows what's going on	4.08	1.21	
<i>Supervisory justice (3 items)</i>			
Where I work, my supervisor's procedures and guidelines are very fair	4.04	1.22	0.81
My supervisor keeps me informed of why things happen the way they do	3.96	1.17	
Whether the outcome is good or bad, I always feel like I am kept informed by my supervisor	4.12	1.14	
<i>Authoritarian organizational culture (5 items)</i>			
Senior management in this organization believes that it must have nearly total control over the behavior of subordinates	3.81	1.37	0.82
Rigid control by management often makes it difficult for me to be innovative in this organization	3.87	1.30	
Managers in this organization seem to believe that employees lack initiative and must constantly be given instructions	4.01	1.23	
Most people who work here seem to be afraid of senior managers	3.82	1.32	
Senior administrators in this organization believe that they know best because they have more knowledge than lower-level employees	4.38	1.20	
<i>Turnover intention (3 items)</i>			
I feel I may change my job within 2-3 years	3.99	1.86	0.89
I often think about quitting my job	4.55	1.73	
I want to find a new job if possible	4.13	1.80	
<i>Organization-public relationship</i>			
Control mutuality			
This company and I are attentive to what each other say	4.07	1.12	0.86
This company believes my opinions are legitimate	4.03	1.00	
This company really listens to what I have to say	3.87	1.18	
The management of this company gives me enough say in the decision-making process	3.85	1.37	
Trust			
Whenever this company makes an important decision, I know it will be concerned about me	3.75	1.25	0.87
This company can be relied on to keep its promises	4.05	1.25	
I believe that this company takes my opinions into account when making decisions	3.94	1.35	
I feel very confident about this company's skills	4.08	1.18	
Commitment			
I feel that this company is trying to maintain a long-term commitment to me	4.12	1.19	0.79
I can see that this company wants to maintain a relationship with me	4.32	1.10	
Compared to other organizations, I value my relationship with this company more	4.30	1.18	
I would rather work together with this company than not	4.49	1.33	
Satisfaction			
I am happy with this company	4.28	1.36	0.88
Both the organization and I benefit from the relationship	4.45	1.22	
Generally speaking, I am pleased with the relationship this company has established with me	4.20	1.23	
I enjoy dealing with this company	4.35	1.30	

**Table II.**  
Descriptive statistics  
and reliability

variable of organization-employee relationship quality was generated after averaging the items of the four latent variables. A collinearity diagnostic test was conducted using the regression analysis. Variance inflation factor (VIF) is commonly used to detect multicollinearity. In general, a VIF greater than 10 indicates a multicollinearity problem (Myers, 1990). An examination of VIF for variables in our model showed that multicollinearity was not a potential problem (Tables III and IV).

Predictor	$\beta$	Organization-employee relationship $\Delta R^2$	VIF
<i>Step 1</i>		0.064	
Age	0.223***		1.000
Gender	-0.115*		1.000
<i>Step 2</i>		0.033**	
Age	0.202***		1.014
Gender	-0.145*		1.026
Authoritarian organizational culture	-0.186**		1.039
<i>Step 3</i>		0.535***	
Age	0.109**		1.044
Gender	-0.046		1.054
Authoritarian organizational culture	-0.019		1.096
Organizational justice	0.625***		2.902
Supervisory justice	0.162**		2.883
Total $R^2$	0.633***		
<i>n</i>	300		

**Notes:** \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

**Table III.**  
Hierarchical multiple regression analysis predicting organization-employee relationship

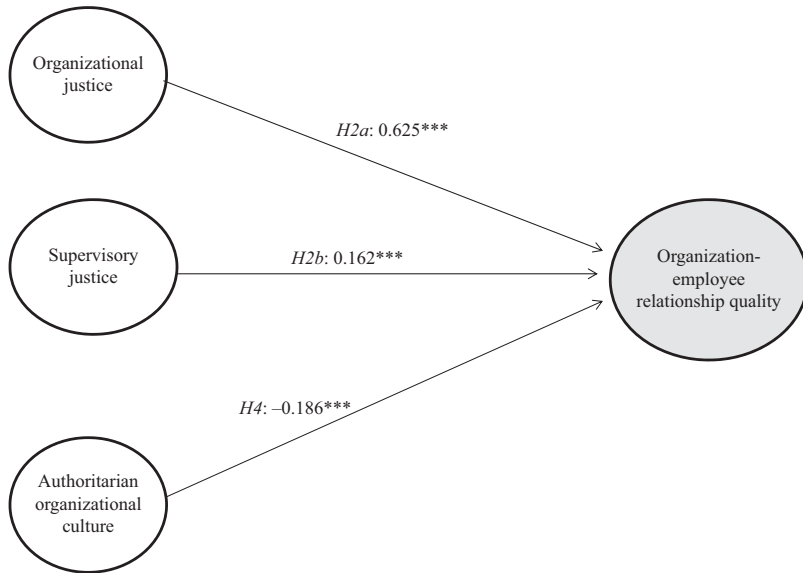
Predictor	$\beta$	Turnover intention $\Delta R^2$	VIF
<i>Step 1</i>		0.064	
Age	-0.253***		1.000
Gender	0.004		1.000
<i>Step 2</i>		0.177***	
Age	-0.204***		1.014
Gender	0.072*		1.026
Authoritarian organizational culture	0.429***		1.039
<i>Step 3</i>		0.085***	
Age	-.165**		1.044
Gender	0.034**		1.054
Authoritarian organizational culture	0.363***		1.096
Organizational justice	-0.274**		2.902
Supervisory justice	-0.037		2.883
<i>Step 4</i>		0.059***	
Age	-0.121*		1.059
Gender	0.016		1.077
Authoritarian organizational culture	0.356***		1.097
Organizational justice	-0.024		3.965
Supervisory justice	0.028		2.954
Organization-employee relationship quality	-0.400***		2.721
Total $R^2$	0.385***		
<i>n</i>	300		

**Notes:** \* $p < 0.05$ ; \*\* $p < 0.01$ ; \*\*\* $p < 0.001$

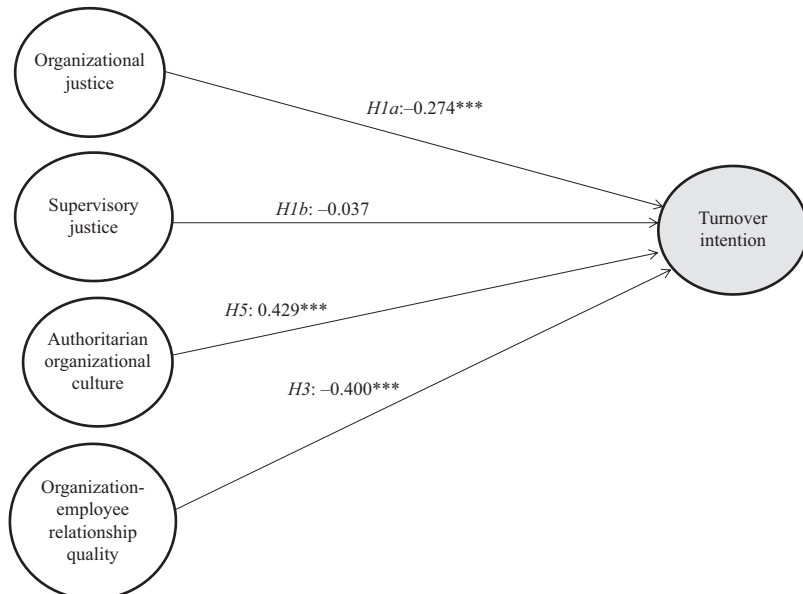
**Table IV.**  
Hierarchical multiple regression analysis predicting turnover intention

## Results

Two hierarchical regression analyses were conducted to predict organization-employee relationship quality (*H2a*, *H2b*, and *H4*) (Table III) and employee turnover intention (*H1a*, *H1b*, *H3*, and *H5*) (Table IV and Figures 1 and 2). Entry ordering was determined based on the concepts suggested by the literature. Age and gender were used as control variables. As organizational culture serves a context where employees perceive the level of



**Figure 1.**  
Predicting  
organization-employee  
relationship quality



**Figure 2.**  
Predicting  
turnover intention

fairness received by their supervisors or by their organizations in general, authoritarian organizational culture was entered at Step 2 after control variables were entered at Step 1. In addition, because the literature indicated that procedural justice influences employees' evaluation of relationship quality with their organization and that relational variables may be more immediate antecedents to employee turnover intention, organizational justice and supervisory justice were entered at Step 3 in a hierarchical regression model to predict organization-employee relationship quality. In predicting employee turnover intention, the entry order was same from Steps 1 to 3, and organization-employee relationship quality was entered at Step 4.

In the hierarchical regression analysis for predicting organization-employee relationship quality, age, gender, authoritarian organizational culture, organizational justice and supervisory justice were entered in the model. When age and gender were entered, the regression coefficient were 0.223 ( $p < 0.010$ ) and  $-0.115$  ( $p < 0.05$ ), respectively. The  $R^2$  was 0.064 ( $p < 0.001$ ). When authoritarian organizational culture was entered at Step 2, the  $R^2$  was 0.097 and coefficient was  $-0.186$  ( $p < 0.01$ ) (*H4*). When organizational justice and supervisory justice were entered into the model at Step 3, the  $R^2$  change was 0.535 ( $p < 0.001$ ), which means that organizational justice and supervisory justice accounted for 53.5 percent of incremental variance for quality of organization-employee relationship. These substantial increments led to 63.3 percent of total variance for quality of organization-employee relationship. Organizational justice was the strongest predictor for organization-employee relationship quality ( $\beta = 0.625$ ,  $p < 0.001$ ) (*H2a*). Supervisory justice was also significant for predicting organization-employee relationship quality ( $\beta = 0.162$ ,  $p = 0.007$ ) (*H2b*).

As for the hierarchical regression analysis for predicting turnover intention, after age and gender were entered as control variables, authoritarian organizational culture, organizational justice, supervisory justice and organization-employee relationship quality were entered into the model. At Step 1, the coefficient for age was  $-0.253$  ( $p < 0.001$ ) and the coefficient for gender was not significant.  $R^2$  was 0.064.

The impact of authoritarian organizational culture on employee turnover intention was critical. The total variance of model predicting turnover intention by authoritarian culture was 24.1 percent. Authoritarian organizational culture was a significant variable in explaining employee turnover intention ( $\beta = 0.429$ ,  $p < 0.001$ ) (*H5*).

When organizational justice and supervisory justice were entered at Step 3, the  $R^2$  change was 0.085 ( $p < 0.001$ ) and organizational justice was a significant predictor for employee turnover intention ( $\beta = -0.274$ ,  $p < 0.001$ ) (*H1a*). Total  $R^2$  was 0.327. However, supervisory justice was not a significant predictor and the hypothesis was not supported (*H1b*). This result indicates that employees who have a positive evaluation of organizational justice are less likely to have turnover intention. Supervisory justice does not affect employee turnover intention even though it affects their evaluation of quality of relationship with their organizations. Even though previous research has emphasized the significance of the role of supervisors in influencing turnover intention and other job-related dimensions, such as commitment (Elanain, 2014; Islam *et al.*, 2013; Kang *et al.*, 2011) and work engagement (Agarwal *et al.*, 2012), this finding indicates that employee turnover intention is mainly affected by factors at the organizational level rather than the interpersonal level. In addition, this means that supervisory justice can contribute to reducing turnover intention by contributing to organization-employee relationship quality.

Finally, organization-employee relationship quality was a strong predictor of employee turnover intention when it was entered at Step 4 ( $\beta = -0.400$ ,  $p < 0.001$ ) (*H3*). The incremental contribution of organization-employee relationship quality to the total variance of turnover was 5.9 percent. Total variance of the model using four variables was 38.5 percent.

## Discussion

This study attempted to build a theoretical framework of employee turnover intention and its antecedents. Based on multiple theories (i.e. the theory of fairness, the excellence theory, the relationship management theory, and the LMX theory), we proposed four antecedents to employee turnover intention: organizational justice, supervisory justice, authoritarian organizational culture, and organization-employee relationship. The results show that organizational justice was the strongest predictor for organization-employee relationship quality, followed by authoritarian organizational culture and supervisory justice. In terms of predicting employee turnover intention, authoritarian organizational culture was the most powerful predictor, followed by organization-employee relationship quality and organizational justice.

The result on the relationship between organization-employee relationship quality and employee turnover intention indicates that if employees have positive organization-employee relationship quality, they are less likely to have turnover intention. Specifically, by testing the role of organization-employee relationship between the antecedents and employee turnover intention, this study not only extends the discussion of previous research regarding organizational justice and turnover intention, but also highlights the importance and utility of the key concept of organization-employee relationship in corporate communication and public relations for understanding employee behaviors. We made an interdisciplinary attempt to examine the key concept of organization-public relationship in corporate communication and public relations in the context of employee turnover intention. We addressed the limitation of existing research which uses only individual dimensions of relationship quality by measuring organization-employee relationship quality as a comprehensive construct consisting of multiple dimensions based on the OPRA scale (Hon and Grunig, 1999; Huang, 2001; Kim, 2007).

The study also redirects scholarly attention to supervisory justice as a predictor of organization-employee relationship quality, emphasizing the important role of internal communication manager in managing supervisor-subordinate relationships and employee retention/turnover. Although supervisory justice does not directly affect employee turnover, it indirectly affects employee turnover through organization-employee relationship quality. This study also indicates the significance of supervisors and managers in influencing organization-employee relationship quality. Because there are associations between support from supervisors and job satisfaction (e.g. Kula and Guler, 2014), organizations should ensure that supervisors contribute to supervisory justice by keeping their subordinates informed about decisions or policies that would affect their relationships with the organizations. Future research should explore possible associations between supervisor-subordinate relationship quality and organization-employee relationship quality and how to best manage supervisor-subordinate relationships. In addition, how supervisor-subordinate communication affects employees' perception of supervisory justice and their turnover intention should be investigated.

This study has also identified authoritarian organizational culture as a predictor for employee turnover intention. Thus, it could be a dimension within the turnover culture. While the role of organizational culture has been discussed in relation to corporate communication and employee relations (Arunchand and Ramanathan, 2013; Shahzad, 2014), there has been little discussion regarding what organizational culture promotes employee retention and discourages turnover. Because it is important for management to cultivate an organizational culture that discourages employee turnover, organizations should be managed to create a more participatory culture (Sriramesh *et al.*, 1996). This study has confirmed the previous research that organizational culture contributes to organization-employee relationship quality (Grunig *et al.*, 2002; Hon and Grunig, 1999). This study further indicates that corporate communicators and human resource managers

ought to explore strategies to cultivate an organizational environment with supervisory justice, organizational justice and participative culture where employees feel that they are engaged in a dialogue with the organization. The ongoing measurement of organizational culture could also be beneficial (Glaser *et al.*, 1987) in devising strategies for employee relations.

In the long run, employees are important for organizational survival. Because employees are assets of organizations, corporate communicators, especially internal communication managers, need to find ways to maintain favorable relationships with employees to decrease employee turnover. Bruning *et al.*'s (2008) study on the association between relationship attitudes and behavioral intentions found that when both parties in an organization-public relationship are able to mutually influence each other, it increases the likelihood of their becoming more understanding of each other after which publics might become more supportive of the organization. Future study should further investigate the specific elements of culture which would contribute to the encouragement or discouragement of turnover intention. Because organizational culture is shared amongst employees of an organization, the broad spectrum of values and behaviors which contributes to it should be further explored (Hartnell *et al.*, 2011).

Further research could also be conducted to study how corporate communication should be managed to contribute to the relationship (e.g. Karanges *et al.*, 2015; Mazzei *et al.*, 2012; Ni, 2009; Welch, 2012) and the extent to which the organization-employee relationship quality contributes to voluntary intrapreneurship and scouting (e.g. Park *et al.*, 2014). In addition, the effects of the employee communication strategies used by management should be investigated in relation to the role of organizational culture and employee turnover intention. For example, perceived action-based, relationship-focused strategy toward employees (i.e. bridging strategy, Grunig, 2009; Kim and Kim, 2016) might be more visible in an organization with participatory culture which might decrease employee turnover intention. In contrast, perceived messaging-based, organization-focused strategy toward employees (i.e. buffering strategy, Grunig, 2009; Kim and Kim, 2016) might be more common in organizations with authoritarian organizational culture and it might increase employee turnover intention.

However, this study has several limitations. The findings may be tempered by the limitations of the methodological design. Hierarchical regression is a useful and popular method for predicting a particular outcome and evaluating the contributions of predictors. This analysis allows researchers to see which variable in a set of variables is the best predictor of an outcome. One of potential issues is that hierarchical regression might be subject to problems associated with sampling error. However, sampling error is less of an issue when the sample size and effect size is large enough; and in this study, the order of variables was determined based on previous literature which could help to minimize the arbitrariness of the researcher's decision (Lewis, 2007).

The findings from the new proposed model should be tested in other countries for generalization. For example, authoritarian organizational culture as a turnover culture might be applicable to Asian countries only. To explore the cultural differences between countries in predicting turnover intention, cross-cultural studies could be conducted. In-depth studies could also improve the model by exploring new variables which might have been omitted in this study. In addition, to contribute to the body of knowledge in employee communication and employee behavior, it might be beneficial to explore why authoritarian organizational culture may lead to higher turnover in certain cultures and what types of organizational culture could encourage favorable employee behaviors in different cultures.

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