

# **MANAGING EMPLOYEE RETENTION AS A STRATEGIC HRM ACTIVITY: ORGANIZATIONAL JUSTICE EFFECTS MODERATED BY TENURE**

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## **Abstract**

The aim of this study is to examine the impact of organizational justice perceptions, namely distributive and procedural justice, on turnover intentions, moderated by tenure in the organization. Academicians from various public and private universities in Turkiye are selected as the main target of this study. Data was collected via a web-based questionnaire. A total of 748 questionnaires were analyzed. The results indicate that organizational justice components (i.e. distributive justice, procedural justice, and interactional justice) have significant negative influence on turnover intentions. Furthermore, analysis has revealed that tenure in the organization moderates the link from distributive and procedural justice perceptions to turnover intentions. Some practical implications are also discussed.

## **Keywords**

Organizational Justice, Tenure, Turnover Intentions, Equity Theory, Moderation Analysis, Turkiye

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## **Introduction**

Employees constitute a major asset for organizations and employers invest heavily in recruiting, training and retaining them. Considering lost productivity and replacement costs, a single employee defection can cost a company a lot of money. Employee turnover not only causes economic losses, but also disrupts social and communication structures and decreases cohesion and commitment among members who stay. Research has yielded that employee turnover is considered as one of the most important problems due to excessive work load, job stress, accountability requirements and financial uncertainty (e.g., Howe and McDonald, 2001).

The idea that employers should retain and develop their human resources in order to obtain competitive advantage is one of the core beliefs of human resources literature (DeYoung, 2000). Human resource strategies, such as employee retention strategies, produce high level of affective commitment and subsequent organizational performance. Such strategies will empower the employees to take greater responsibility and participate in decision making.

The turnover of qualified employees negatively affects recruitment, training and service effectiveness. Filling a position poses a significant challenge. Vacant positions may eventually be filled, yet with reduced chances of obtaining qualified candidates, additional costs for employee training and development, and higher chances of service disruption. However, true costs of turnover may be far greater than these immediate managerial issues. High turnover not only impairs employee morale due to the increased workloads for remaining employees but also compromises the quality of services that can affect client's welfare.

Nonetheless, while it is evident that employee turnover is a crucial determinant of an organization's effectiveness, efficiency, productivity, and overall performance, research about the specific factors that lessen turnover and turnover intentions is relatively scarce. Hence, the purpose of this research is to explore how to reduce employees' turnover intentions by way of fairness perceptions and to examine the effect of tenure on this relationship. In this study, three dimensions of organizational justice, namely distributive, procedural, and interactional justice, were considered as antecedents of turnover intentions. The results of the current study can be used by organizations to develop policies, practices, and strategies that would enable higher levels of employee retention and create greater efficiencies in meeting strategic business objectives.

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## Employee Retention

Research sought to determine the impact of employee turnover on organizations and found that excessive employee turnover often engenders far-reaching consequences and may jeopardize efforts to attain strategic organizational objectives (e.g., Abbasi and Hollman, 2000). Examples from prior research reveal the incredible cost incurred in losing critical employees. As part of the process of developing and implementing strategies to maintain and increase competitiveness, organizations face the challenge of retaining their best employees.

As mentioned previously, there is a significant economic impact when an organization loses any of its qualified employees. It will become significantly more important in the years ahead to recognize the commitment of individuals to an organization, as well as the organization's need to create an environment in which one would be willing to stay (Harris, 2000). This environment is what many believe will help to meet the needs and expectations of the customers and to create and sustain a competitive advantage within the global economy in which organizations are competing today (Hassan, 2022).

Based on research, critical employees possessed deep knowledge which is necessary to enhance the competitiveness of the organization. Moreover, the critical employees perform more efficiently than the average employee. With a loss of the critical employees, it can be inferred that the organization's output, efficiency, motivation, and productivity will decrease (Ramlall, 2003). Research has also revealed that it would take more average employees to perform at the same level than for the critical employees. They help to foster the attainment of the strategic business objectives of the organization more effectively. Thus, investment in employee retention is one of the most crucial means of achieving the strategic business objectives of the organization.

Employee retention is also a crucial factor for the successful leadership in the organizations (Abudaqa et al., 2019; Karakitapoglu-Aygun et al., 2021, 2023). Furthermore, retention of key employees also has direct and significant impact on several organizational functions and processes (Fish, 2015; Martinez-Olvera & Davizon-Castillo, 2015; Tozan & Ertürk, 2015). On the other hand, there are also some factors that leaders should pay attention to promote retention, such as values, value congruence, and empowerment (Albayrak & Ertürk, 2021; Ertürk, 2012).

Turnover intention refers to individual's own estimated probability that they are permanently leaving the organization at some point in the near future (Konovsky, 2000; Masterson et al., 2000; Mowday et al., 1982). It is the immediate precursor to actual turnover behavior in many turnover models (i.e., Cho & Lewis, 2012; Hom et al., 1992; Pitts et al., 2011), and has been empirically proven to be the strongest predictor of actual turnover (Cohen et al., 2016; Griffeth et al., 2000).

## Organizational Justice

Organizational justice has been found to be an important variable in explaining employees' behavior in the organization (Folger and Cropanzano, 1998). In today's organizations, considerations of fairness appeal to managers, employees, and other organizational stakeholders providing fundamental principles that can bind together, conflicting parties and create stable social structures (Konovsky, 2000). Organizational justice is the term used to describe the role of fairness as it directly relates to the workplace. Specifically, organizational justice focuses on the ways in which employees conclude if they have been treated fairly in their jobs and the ways in which those perceptions influence other organizational outcomes (Konovsky, 2000).

Organizational justice encompasses the perceived fairness within organizations and is comprised of four primary dimensions: distributive, procedural, interpersonal, and informational justice (Colquitt, 2001). Distributive justice pertains to the perception of fairness regarding the fair distribution of tasks, duties, responsibilities, power, as well as the rewards, promotions, pay and other benefits among the employees, and involves comparison of employees' contributions and with other employees' contributions. Procedural justice, on the other hand, focuses on the perception of fairness in the formal processes, procedures, and all other work-related managerial techniques and methodologies being used in decision-making (Thibaut & Walker, 1975). Procedural justice is perceived highly if those processes and procedures are considered consistent, impartial, ethical, and applied accurately as defined (Cropanzano et al., 2002).

The concept of interactional justice, as described by Bies and Moag (1980), pertains to the level of interpersonal treatment individuals receive during the implementation of procedures and the distribution of outcomes. Greenberg (1993) distinguishes between two aspects of interactional justice as interpersonal and informational justice. Interpersonal justice focuses on individuals' perceptions of the fairness of the behaviors, such as courtesy, kindness, politeness, nobility, and respect, demonstrated by people when applying procedures and establishing outcomes. Informational justice, on the other hand, underscores the importance of providing sincere, frank, sufficient and thorough explanations during an interaction.

Several studies have demonstrated the positive impact of organizational justice on other work-related attitudes and behaviors, such as commitment, identification, empowerment, positive ethical climate, corporate social responsibility, as well as trust to the leaders and the organization (Alper, 2007; Aksoy et al., 2017; Aksoy &

Ertürk, 2014; Ceylan et al., 2001; Ertürk, 2007; Ertürk & Albayrak, 2020; Ertürk, Demircan, & Ceylan, 2005; Ertürk et al., 2018; Tekin & Ertürk, 2014; Tekin et al., 2015).

## Theoretical Background and Model Development

### *Role of Equity Theory*

The interplay between organizational justice and turnover intentions can be effectively understood through the lens of Equity Theory. Established by Adams in 1965, this theory posits that individuals evaluate fairness by contrasting their own input-outcome ratios with those of their counterparts in similar roles. When employees sense an inequity—where their contributions are not fairly compensated relative to their peers—they may experience feelings of injustice. This perception can lead to a decrease in job satisfaction and an escalation in turnover intentions (Adams, 1965; Cropanzano et al., 2001). Consequently, this theoretical approach is pivotal in elucidating how perceived disparities in distributive, procedural, and interactional justice can influence an employee's decision to leave the organization.

The relevance of Equity Theory in understanding turnover intentions in different organizational frameworks is supported by empirical research. For instance, Greenberg (1990) found that inequities in procedural justice, particularly in relation to unfair promotion practices, correlate strongly with employee dissatisfaction and a rise in turnover intentions. Similarly, the research conducted by Colquitt et al. (2001) demonstrates that perceptions of unfairness in both distributive and procedural justice significantly shape employees' emotional responses and their decisions to leave the organization. These findings emphasize the theory's effectiveness in anticipating turnover intentions as a function of perceived fairness in organizational practices.

Recent empirical evidence further substantiates Equity Theory within this framework by establishing a connection between interactional justice and turnover intentions. The research conducted by Ambrose and Schminke (2003) reveals that employees' perceptions of unfair treatment from supervisors—an integral component of interactional justice—can intensify feelings of inequity, thereby increasing the likelihood of turnover. Additionally, the extensive review by Robbins and Judge (2017) supports the notion that employees' assessments of fairness regarding rewards and organizational procedures serve as significant indicators of their propensity to stay with or depart from an organization. Consequently, Equity Theory offers a comprehensive lens through which to examine the influence of various facets of organizational justice on turnover intentions, providing essential insights for leaders seeking to improve employee retention.

### *Organizational Justice and Turnover Intentions*

Researchers argue that in order for retention strategies to be successful, it is important to manage employees' expectations. While retention management addresses human resource strategies that are effective in reducing voluntary employee turnover, the psychological contract focuses on employees' subjective interpretations of inducements and how these affect their intentions to stay (Rousseau, 1989). Psychological contract violations caused by perceived organizational unfairness would be more likely to result in unsatisfied employees. This implies that retention practices might only turn out to be successful, if they are in line with what employees value and what they take into account when deciding to stay with or leave the organization. In turn, unpleasant reactions of unsatisfied employees are likely to result from perceptions of unfair treatment. Organizational justice research has shown consistent relationships between perceptions of fairness and various individual work outcomes. Fair procedures are believed to affirm an individual's status in a group, thereby strengthening that individual's level of attachment to the organization (Lind and Tyler, 1988). Furthermore, fair organizational processes are more likely to protect and promote an individual's interests in an organization and such processes should enhance the degree of attachment to the organization (Kang & Sung, 2019; Liu, Chen, & Yang, 2023; Zhang & Xie, 2023).

Fair treatment of employees appears to translate into employee retention, as employees are more committed to the organization, its goals, and employee retention also affects profitability (Simons and McLean Parks, 2000; Simons and Robertson, 2003). Research has also yielded results that fairness perceptions have been negatively associated with turnover intentions (Hussain & Khan, 2018; Khatri, et al., 2001; Masterson, et al., 2000; Vaamonde et al., 2018). Organizational practices designed to promote fair treatment have also been associated with lower levels of turnover (Moon, 2017; Folger and Cropanzano, 1998; Kang & Sung, 2019). Several other studies have also provided evidence on the significant relationship between organizational justice components and turnover intentions (Gul et al., 2022; Rupp & Cropanzano, 2017; Wu & Wang, 2020).

In parallel to the framework of Equity Theory, above mentioned studies suggest that perceived organizational justice would be negatively associated with employees' intentions to leave the organization.

Hypothesis 1a: There is a negative relationship between distributive justice and turnover intentions.

Hypothesis 1b: There is a negative relationship between procedural justice and turnover intentions.

Hypothesis 1c: There is a negative relationship between interactional justice and turnover intentions.

### ***Tenure as Moderator***

Tenure can be defined as the length of time that an individual has been associated with the organization. As tenure increases, individuals develop a better understanding of organizational mission, vision, aims, practices and routines as well as a better idea of their own role within the organizational system (March and Simon, 1958). The longer period of time individuals are involved with an organization, the more strongly their attitudes shape up (positive or negative) based on repeated interactions. Based on its effect on human performance and behaviors, age and tenure have been considered as a very important factor in designing human resource policies (Boehm et al., 2021).

Since ongoing relationships are very important for the notion of social exchange, we expect that tenure in the organization would influence the quality of the relationship between the individual and the organization (Dyne et al., 2000; Hall et al., 1970). If members develop good relationships with others in the organization and feel that they are significantly contributing to the organization, they would most likely develop a sense of intrinsic motivation and become more attached to the organization (Mathieu and Zajac, 1990; Rousseau, 1989). This would also reduce the turnover intentions and increase the intention to stay in the organization. On the other hand, if individuals have negative experiences and relationships within the organization, these negative feelings most likely become stronger over time and lead to less organizational involvement (Lee and Mitchell, 1994). Those negative feelings would also increase the intentions to leave the organization. Given this scheme, we suggest that the relationship between the two perceptual characteristics (distributive and procedural justice) and the intention to leave will be stronger for individuals who have been members of the organization for a longer time.

Tenure tends to have a negative relationship with turnover intentions in the sense that longer tenured employees may have more investment in an organization than those with a shorter length of service (Masterson et al., 2000). Over time, we would expect that individuals' attachment to the organization would intensify and their sense of self would become more strongly linked to the organization. Therefore, we expected that tenure would moderate the link between justice perceptions and turnover intentions. When individuals attribute benevolent intent to other individuals and expect to be treated fairly, they get involved. As tenure in the organization increases over time, the importance that people place on justice and equitable social exchange relationships (Dyne et al., 2000), would predict that interactions will be increasingly positive with increasing attachment to the organization. In contrast, those with a low tenure would have fewer positive interactions, would be less attached to the organization, and would not develop a strong sense of self-worth as an organizational member.

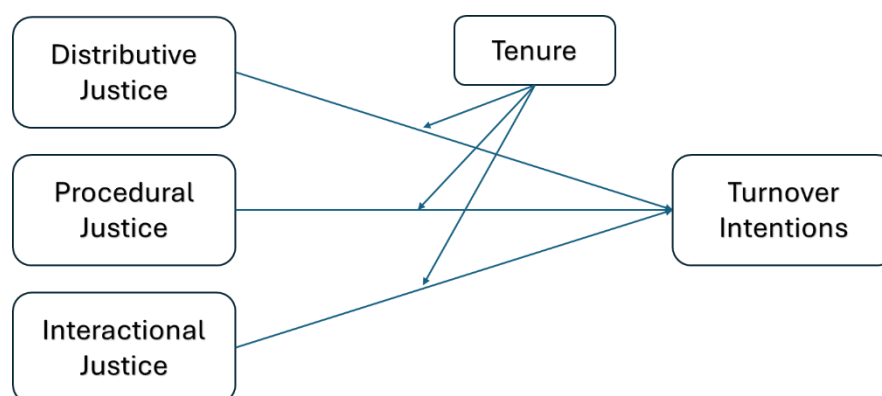
There are several studies that have shown the moderating role of tenure between different work-related attitudes and behaviors. Kooij and Boon (2018) show that career tenure partly moderates the relationship between person-organization fit and affective commitment. A meta-analysis has revealed that the age and tenure have moderating influence on the associations between HR practices and both affective commitment and job satisfaction (Kooij et al., 2010). In their research, Rana and Singh (2021) also show that age and tenure moderate the relationship between performance appraisal justice and affective commitment. In a similar manner, Korff et al. (2017) have also demonstrated the moderating effects of age and tenure on the HR system- work related outcomes. Some other studies have also yielded the moderating effect of tenure on commitment, turnover intentions, and work-family conflict (Bogan & Dedeoglu, 2017; English et al., 2010; León & Morales, 2019; Wang et al., 2020).

In conclusion, we predict that tenure will strengthen individuals' negative association with organizational justice and turnover intentions. Figure 1 shows the proposed research model.

Hypothesis 2a: Tenure will moderate the relationship between distributive justice and turnover intentions.

Hypothesis 2b: Tenure will moderate the relationship between procedural justice and turnover intentions.

Hypothesis 2b: Tenure will moderate the relationship between interactional justice and turnover intentions.



**Figure 1. Proposed research model.**

## Research Methodology

### *Sample And Procedure*

In order to empirically investigate the hypothesis, the data was collected from public and private universities throughout Türkiye. Data was acquired via a specially designed web-based questionnaire as the survey form. The web surveys were created in such a way as to avoid the use of unique login names or passwords and provided data directly to the researcher. Before the survey was made available to academicians, researchers sent out an e-mail to all academicians announcing the study and encouraging the participation. Next, the researcher sent all academicians a message with instructions and a hyperlink to their respective web survey. The first screen provided typical cover letter instructions as well as assurances of anonymity and voluntary participation. The second screen provided the web survey. The web questionnaire was one part online including measures described below and some demographics. When participants submitted responses, answers were captured in a database and were eventually converted into files for later analysis using SPSS. Participants were allowed 15 days to complete the questionnaire. To increase the response rates, a final reminder e-mail (with a hyperlink to the online survey) was sent at the end of 10<sup>th</sup> day.

Of the 2125 e-mails sent, 814 completed questionnaires were saved in database with a response rate of 39%. After deleting records with missing cases, 748 questionnaires remained and constituted the sample for this study. Some demographic data was collected, such as age, gender and tenure in the university. No personal data was collected except demographics. The average respondent was 38 years old (standard deviation of 7.6 years) and ages ranged from 21 to 64 years. The sample was 71.9% male and 80.9% of the respondents was married. Survey respondents had worked for their universities for an average of 14.5 years (standard deviation of 8.74 years) and a range from 1 year to 32 years.

### *Measures*

In this study we measured two dimensions of organizational justice, distributive and procedural justice, with scales developed and tested by Niehoff and Moorman (1993). Distributive justice scale included five items, such as “I think that my level of pay is fair” and “I consider my workload to be quite fair”. The alpha reliability of distributive justice scale was 0.86. Procedural justice was tapped by a six-item scale, including items such as “To make job decisions, my supervisor collects accurate and complete information” and “All job decisions are applied consistently across all affected employees”. The alpha reliability of procedural justice measure was 0.87. Interactional justice was tapped by a nine-item scale, including items such as “My supervisor treats me with dignity” and “My supervisor communicates all the details with me in a timely manner”. The alpha reliability of interactional justice measure was 0.81. Turnover intentions was measured by a four-item scale, used and tested by Abrams, Ando, and Hinkle (1998). Turnover intentions scale included items such as “In the next few years I intend to leave this company” and “I think about leaving this company very often”. The alpha reliability of this scale was 0.78.

All items were measured on a five-point Likert-type scale where 1 indicates “strongly disagree” and 5 indicates “strongly agree”. Higher scores indicated higher distributive justice, procedural justice, trust in supervisor and turnover intentions.

### *Factor Analysis And Reliabilities*

Although the scales were used and tested in the literature, all scales were submitted to exploratory factor analysis separately since they were used with a new sample. The best fit of the data was achieved with principal factor analysis with varimax rotation. The exploratory factor analysis for organizational justice yielded a three-factor structure as expected. Five items loaded on the first factor reflected distributive justice, six items loaded on the second factor reflected procedural justice and the nine items loaded on the third factor reflected interactional justice. After the exploratory factor analysis, four-item turnover intentions scale also revealed a clean one-factor solution allowing the retention of all four of its original items. Factor loadings of the scale items vary from 0.615 to 0.914. The factor loadings of all items are displayed in Table 1.

Means, standard deviations and intercorrelations for the study variables are displayed in Table 2. The means and standard deviations were found to be within the expected ranges. Cronbach’s Alpha was used to estimate reliability for scales. The scales met the generally accepted reliability of 0.70 (Nunnally, 1978).

## Hypotheses Testing and Findings

To test the hypotheses, we conducted a hierarchical regression analysis. We used moderated regression (Cohen and Cohen, 1983), in which turnover intentions was predicted by main effect terms (distributive justice, procedural justice and trust in supervisor) at Step 1, and the two-way interactions at step 2 for the moderating effects (Table 3).

Items	Factor 1 Distributive Justice	Factor 2 Procedural Justice	Factor 3 Interactional Justice	Factor 4 Turnover Intentions
1	0.778			
2	0.813			
3	0.820			
4	0.842			
5	0.721			
6		0.822		
7		0.745		
8		0.818		
9		0.811		
10		0.763		
11		0.805		
12			0.812	
13			0.755	
14			0.723	
15			0.802	
16			0.711	
17			0.698	
18			0.615	
19			0.638	
20			0.776	
21				0.867
22				0.914
23				0.900
24				0.802

Table 1. Factor Loadings of All Items

	Means	St. Dev.	Distributive Justice (DJ)	Procedural Justice (PJ)	Interactional Justice (IJ)	Tenure (TE)	Turnover Intentions (TI)
DJ	3.20	0.24	0.86a				
PJ	3.64	0.28	0.613**	0.87a			
IJ	3.78	0.15	0.582**	0.494**	0.81a		
TE	14.5	8.74	0.550**	0.453**	0.384**	0.89a	
TI	1.49	0.13	-0.381**	-0.369**	-0.335**	-0.538**	0.78a

\*\* Correlation is significant at the 0.01 level.  
a Cronbach's Alpha Reliabilities

Table 2. Descriptive Statistics, Reliabilities and Correlations.

The first equation is a regular multiple regression equation and tests for main effects of X and Z on Y. The second equation tests for moderation. The moderation hypothesis is supported if the unstandardized coefficient ( $\alpha_3$ ) is different from zero and statistically significant. This indicates that there is a significant interaction effect between variables (X and Z) on performance (Y).

Independents	Dependent Variable Turnover Intentions				
	$\beta$	T	F	R <sup>2</sup>	Adj.R <sup>2</sup>
<i>Step 1</i>			41.472**	0.22	0.21
Distributive Justice (DJ)	-0.317	-8.459**			
Procedural Justice (PJ)	-0.111	-2.232*			
Interactional Justice (IJ)	-0.152	-3.615**			
Tenure (TE)	-0.557	-14.820**			
<i>Step 2</i>			48.723**	0.25	0.24
DJ X TE	-0.247	-2.344*			
PJ X TE	-0.191	-1.879*			
IJ X TE	-0.112	-1.216			

\*\* p < 0.01  
\* p < 0.05

Table 3. The Effects of Organizational Justice and Tenure on Turnover Intentions

As expected, regression analysis revealed that all three organizational justice components, namely distributive justice ( $\beta = -0.317, p < 0.01$ ), procedural justice ( $\beta = -0.111, p < 0.05$ ), and interactional justice ( $\beta = -0.152, p < 0.01$ ), were significantly and negatively related to turnover intentions. Also, proposed model was found to be statistically significant ( $F = 41.472, p < 0.01$ ). Therefore, our first three hypotheses (1a, 1b and 1c) that suggested organizational justice components would be negatively related to turnover intentions were supported.

Furthermore, interaction between distributive justice and tenure was found to be different from zero and statistically significant ( $\beta = -0.247, p < 0.05$ ). This finding supported our hypothesis 2a that suggested tenure would moderate the relationship between distributive justice and turnover intentions. This interaction is displayed in Figure 2. Figure 2 shows that distributive justice is more strongly and negatively related to turnover intentions among those high in tenure. Moreover, interaction between procedural justice and tenure was also found to be statistically significant and different from zero ( $\beta = -0.191, p < 0.05$ ). This finding supported our hypothesis 2b that suggested tenure would moderate the relationship between procedural justice and turnover intentions. This interaction is presented in Figure 3, which shows that procedural justice is more strongly and negatively related to turnover intentions among those high in tenure.

However, interaction between interactional justice and tenure was not found to be statistically significant ( $\beta = -0.112, p > 0.05$ ). Thus, our hypothesis 2c that suggested tenure would moderate the relationship between interactional justice and turnover intentions was not supported.

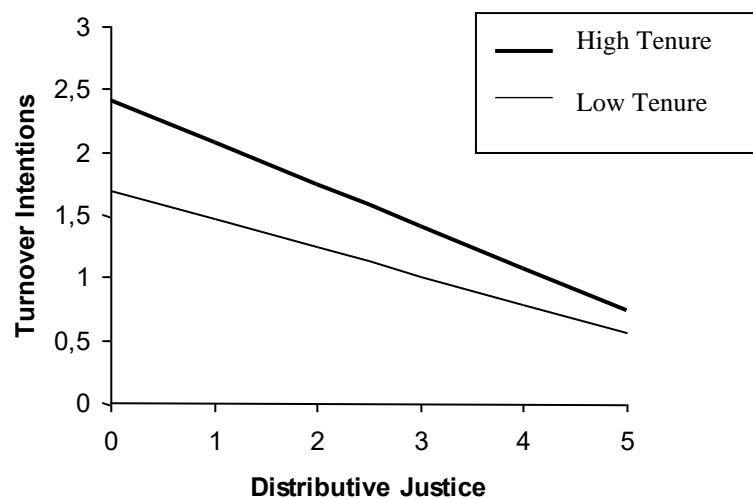


Figure 2. Interaction of Distributive Justice and Tenure.

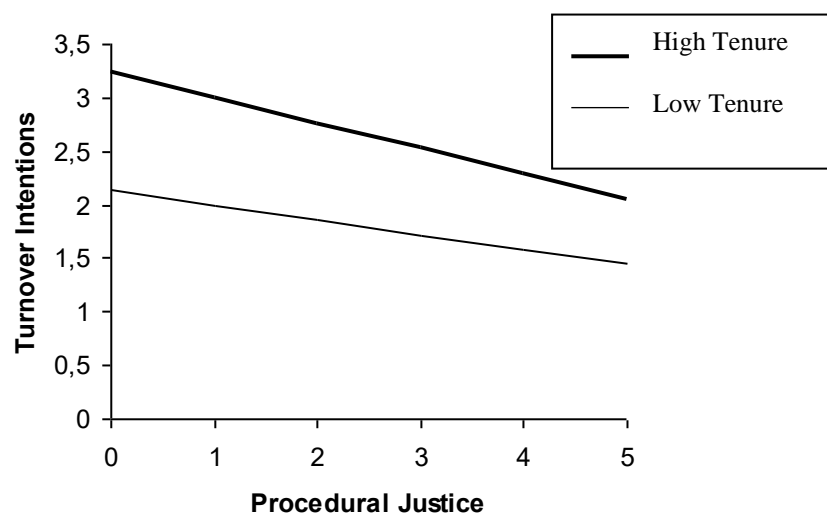


Figure 3. Interaction of Procedural Justice and Tenure.

## Discussion and Conclusion

In this study, we focused on the role of organizational justice in strengthening employee retention as an activity of strategic human resource management. A main contribution of this study is that a meaningful relationship exists between organizational justice and turnover intentions, and this relationship was moderated by tenure. A significant effect of organizational justice was found, which confirmed the results of previous research that considered organizational justice as an important component in fostering employee retention or in lessening turnover intentions (e.g., Masterson et al., 2000). Also, research yielded that tenure moderated the relationship between organizational justice and turnover intentions, which confirmed the results of previous research (Dyne et al., 2000).

On one hand, this study yielded that distribution of tasks and rewards, procedures and decision processes underneath those distribution decisions, as well as attitudes of managers towards employees have direct negative effect on employees' turnover intentions. On the other hand, it is also yielded that effects of both distributive and procedural justice on employees' turnover intentions would be stronger among those, who had higher tenure in the organization. Therefore, the results suggest that distributive and procedural justice will affect employees' turnover intentions, but particularly so when their tenure is high.

Previous research revealed that reducing employee turnover intentions and increasing intention to stay in the organization are very crucial for key employee retention as a strategic human resource management activity. Those employees who voluntarily intend to stay in the organization have strong positive attitudes about their organization and they are more likely to feel commitment to the vision, mission, values and long-term goals of the organization by maintaining their loyalty and membership.

Thus, for the long-term success of the organization's strategies, managers should try to reduce turnover intentions and actual turnover and try to increase retaining key employees in the organization. In order to achieve this, managers should focus on and put more effort on increasing and maintaining a high level of organizational justice as a vital activity of strategic human resource management. So, managers should be careful about how they distribute tasks and rewards and how they determine those distribution decisions. Being fair is a critical concept to be accepted by almost all managers and those concerned with strategic human resource management. By creating a fair work environment throughout the organization, managers can increase their ability to retain key employees, which is very essential in long-term strategic human resource planning activity. Nevertheless in this research, it was also suggested that tenure would moderate the relationship between organizational justice and turnover intentions. Along with this finding, fair procedures and distribution of tasks and rewards could be more strongly perceived by employees who were high in tenure. So, alternative policies should be implemented for those who were low in tenure, so that fairness could be more effective on those employees with low tenure. Furthermore, given the moderating effect of tenure, when management achieves to retain key employees and increase their tenure, fairness would be more effective for those employees.

An important task of managers is to attend to issues of strategic human resource management, but also to the satisfaction, and commitment of the individual employee. Because of changing business conditions, which has witnessed an increasing trend towards employee involvement in decision making processes, organizational research has begun to devote more attention to the role of managers and leaders in shaping individual employees' motivation (e.g., Pfeffer, 1998). The present findings indicate that it is important for managers to include the management of both fair procedures and fair outcomes in their behavioral repertoire. In the employment of these functions, it is important to monitor how committed employees perceive themselves to be to the organization, because their perception of organizational justice may interact in different ways when predicting their willingness to work for the organization.

Numerous components are important for the success of long-term strategic goals of the organization. Implementation of those components is very crucial for the accomplishment of those long-term objectives. As mentioned above, one of the most important components of strategic human resource management is the retention of key employees. Consequently, in accordance with the strategic human resource management planning, the concept of organizational justice is very crucial for improving an organization's ability to achieve long-term goals. It is also important for gaining the approval and belief of the employees.

## Limitations and Future Recommendations

The evaluation of the findings and contribution of the current study must consider the potential limitations of the research design. The cross-sectional nature of the data makes it impossible to establish perfect causality. Moreover, the measurement of all variables at the same time and from the same source raises concerns about common method variance. However, the results of the Harman's one factor test and the single factor confirmatory factor analysis indicate that common method variance is not a significant issue, thus reducing the potential for confounding the interpretation of results. Additionally, the variance inflation factors and condition indexes, which are well below the threshold values, suggest the absence of a common-method bias problem.



The research sample was composed of employees working across public and private universities in Türkiye. Consequently, the findings may not be broadly generalizable to all employees and organizations. Therefore, the implications and conclusions drawn from this study are constrained by the specific research context. However, future research could focus on replicating this study in various contexts. Examining similar data from different contexts in future studies will serve as a valuable validation for the findings of this research.

Notwithstanding the aforementioned limitations, this research paper contributes to the literature regarding the relationship between organizational justice and turnover intentions through the moderating effect of tenure from the lens of Equity Theory. Moreover, the results yield valuable insights for practitioners. This study's findings may support managers in making more informed decisions regarding the adoption of an appropriate management strategy to improve employee retention.

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