

## The Mediating Role of Job Satisfaction in the Effect of Perceived Organizational Justice by Five Star Hotel Employees on Turnover Intention: The Case of Antalya

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### Abstract

The main purpose of this research is to determine the relationships between organizational justice, job satisfaction and turnover intention levels in hotel employees and whether job satisfaction has a mediating effect on the effect of organizational justice on turnover intention. The population of the research is five-star hotel employees in Antalya. In this context, research data was collected from 431 hotel employees by survey technique and the obtained data was analyzed with structural equation modeling. As a result of the research, significant relationships were determined between the variables. Another result obtained in the research is that job satisfaction has a mediating effect on the effect of organizational justice on the intention to leave.

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## INTRODUCTION

In the rapidly evolving landscape of competition, technological advancements, and changing market structures, hotel businesses operate in a dynamic environment. For these organizations to succeed in such an environment, a critical focus should be on their people. Human beings, as employees, inherently seek justice in all aspects of life. This quest for justice is a fundamental aspect of social life and a key virtue of social institutions (Töremen & Tan, 2010). In the context of business, the concept of justice has become an increasingly important factor (Özer & Urtekin, 2007). This is mainly because perceptions of organizational justice affect various aspects such as employee performance, organizational commitment (Cohen & Spector, 2001; Hassan, 2002; Karavardar, 2015), trust in leadership (Choi, 2011), organizational cynicism (Güzel & Ayazlar, 2014), organizational identification (Öktem et al., 2016), job satisfaction (Özer & Günlük, 2010) and intention to leave (Baltacı et al., 2014; Başar & Sığrı).

In addition, another critical element influencing the success of hotel organizations is the level of employee commitment to the organization and their role, or in other words, their intention to leave. Numerous studies have highlighted the importance of turnover intentions for hotel organizations and emphasized the need to reduce these intentions (Hemdi & Nasurdin, 2007; Yang, 2008; Akova et al., 2015; Cinnioğlu et al., 2019; Chen & Wang, 2019). Therefore, it is important to identify the factors that can reduce or completely mitigate hotel employees' turnover intentions. In particular, a decrease in employees' perceptions of organizational justice may gradually undermine their commitment to the organization, thereby fostering turnover intentions. Furthermore, literature reviews suggest that employees' perceptions of organizational justice can influence another critical factor for hotel organizations - job satisfaction (Lambert, 2003; Al-Zu'bi, 2010; Zainalipour, Fini, & Mirkamali, 2010; Elamin & Alomaim, 2011). Compromised perceptions of organizational justice among hotel employees may lead to reduced job satisfaction over time, which in turn may lead to increased turnover intentions. All these findings underscore the importance of these three variables for organizations and the significance of their interrelationships. The lack of much research in the literature on relevant variables, especially in the hotel business sample, creates a gap in the literature. Therefore, the results of the research may contribute to filling this gap.

Therefore, the central research question is: what is the nature of the relationship among these three variables, and does job satisfaction serve as a mediating factor in the relationship between organizational justice and turnover intentions? The primary objective of this study is to examine these relationships and to determine whether job satisfaction mediates the effect of organizational justice on turnover intention. To achieve this goal, a thorough literature review on the topic was conducted, followed by an analysis of data collected from employees of hotel businesses in Antalya using a questionnaire technique.

## Literature Review

### Organizational Justice

Justice and fairness are fundamental values for most individuals, and these principles are equally applicable in organizational settings, particularly among employees. This is often summarized in the concept of organizational justice (Lambert, 2003). Organizational justice is typically described as "the perceptions of fairness of treatment that individuals and groups experience within an organization and their subsequent behavioral responses to these perceptions" (Choi, 2011; Ployhart & Ryan, 1997). Essentially, it refers to an individual's judgment of what is fair

and justified.

According to Adams' equity theory, employees evaluate their outcomes in comparison to others. Based on this comparison, they form attitudes toward their organization, their job, and their managers. The attitude that results from this comparison is the individual's perception of organizational justice (Greenberg, 1996). Organizational justice includes various aspects such as distributive justice, procedural justice, and interactional justice (Niehoff & Moorman, 1993; Colquitt, Conlon, Wesson, & Ng, 2001; Hassan, 2002; Cropanzano et al., 2007; Choi, 2011; Özücü & Özafşarlıoğlu, 2013; Güzel & Ayazlar, 2014; Cropanzano & Molina, 2015).

Distributive justice is defined as the individual's evaluation of the fairness of rewards according to their input (Lambert, 2003). In other words, distributive justice is a degree that evaluates whether rewards are allocated fairly (Niehoff and Moorman, 1993). Procedural justice refers to the decision-making process or set of policies used to make allocation decisions (Cropanzano and Molina, 2015: 380), the fairness of how wages or rewards are decided in an organization, and performance evaluation (Lambert, 2003: 157). Interactional justice refers to how people in the organization treat each other (Cropanzano et al., 2007: 38) and is related to the perceived fairness of interpersonal treatment that employees receive from decision makers in the organization (Colquitt et al., 2001: 280; Hassan, 2002: 56).

Yücel (2019) states that organizational justice is an important concept for tourism businesses for employees and businesses (Pelit and Bozdoğan, 2014) and that tourism managers should explain transparently how all decisions concerning employees (wages, rewards, punishments, promotions, etc.) are made within the organization. Because the perception of organizational justice of hotel employees, especially those who are in direct contact with customers, will affect productivity, service quality, customer satisfaction, customer loyalty and many other organizational outcomes (Akbaba, 2019; Yücel, 2019).

### **Job Satisfaction**

Although the concept of job satisfaction has been the subject of academic research for many years, a universally accepted definition has yet to be established (Aziri, 2011). Different scholars have offered different interpretations of job satisfaction (Uyar, 2013). Kalleberg (1977) sees it as the overall emotional response of employees to their work. Other researchers view job satisfaction as a mixture of employees' positive and negative feelings about their jobs (Chen et al., 2010; Aziri, 2011).

Employees often harbor a range of positive and negative feelings about their organizations and roles (Judge, Hulin, & Dalal, 2009). These feelings are sometimes influenced by their wishes and needs. Consequently, job satisfaction is determined by how well the job matches the employee's expectations (Uyar, 2013). Influenced by various factors such as salary, organizational structure, commitment to the organization, and communication, job satisfaction is a complex behavioral concept that depends on what employees expect from their jobs (Willem et al., 2007; Parvin & Kabir, 2011). It can be measured both quantitatively and qualitatively by employees (Gürbüz, 2007). The key is to align employees' expectations in the right direction and ensure their job satisfaction (Lambert et al., 2020). High job satisfaction often motivates employees to excel in their roles and feel enthusiastic about their work (Phuong & Vinh, 2020). In addition, job satisfaction is critical to the success of leaders because it contributes to overall happiness within the organization (Gopinath, 2020). On the other hand, lack of job satisfaction can lead to

negative behaviors and outcomes at work (Tütüncü & Kozak, 2007). Since job satisfaction is related to organizational outcomes such as performance, satisfaction, and turnover intentions, it can have a significant impact on the operations of an organization, either positively or negatively. Therefore, organizations need to understand the factors that influence job satisfaction (Gazioglu & Tansel, 2006).

Although physical quality is important in hotel businesses, the success of businesses depends entirely on the effectiveness of human resources. Accordingly, in an environment where customer relations are intense, the obligation of employees to always be friendly and sympathetic makes job satisfaction more important in hotel businesses (Akçadağ and Özdemir, 2005). The importance of job satisfaction in terms of individual and organizational results in tourism enterprises is too great to be ignored. The impact of qualified workforce plays a much more important role in helping businesses, especially those operating in the tourism sector, achieve their long-term goals (Akıncı, 2002).

### **Turnover Intention**

The concepts of turnover intention and actual turnover are distinct. Turnover intention is understood as an individual's consideration of whether to stay with or leave an organization (Camman, 1979). Mobley (1977) defines turnover as the voluntary decision by employees to leave their current organization and the deliberate pursuit of that goal. Turnover involves the departure of individuals from an organization, whether by their own choice or by a managerial decision, while turnover intention refers to an individual's inclination to leave and his or her desire to do so (Başar & Sıgri, 2015). It has been suggested that behavioral intention is the precursor to actual behavior (Hellman, 1997).

Turnover intention can be described as the probability that an employee will end his or her involvement in the current work organization. Conversely, retention intention is characterized as an employee's intention to remain in his or her current work organization (Daly & Dee, 2006). Most studies have focused on the intention to leave rather than the actual act of leaving (Rosser & Javinar, 2003). Turnover intentions can be driven by various external factors, such as more attractive job prospects, personal motivations, or organizational issues (Cotton and Tuttle, 1986). Excessive employee turnover can have a negative impact on an organization's financial resources. By implementing measures to reduce turnover intentions, managers can reduce costs and increase productivity (Steel et al., 2002). However, employee turnover intentions can have a significant impact on an organization's success, especially in labor-intensive industries such as hotels, which typically experience high turnover rates (Cinnioğlu et al., 2019). However, tourism businesses should not only focus on reducing employees' intention to leave the job, but also should reveal and implement steps that encourage them to stay at work (Cho et al., 2009)

### **The Impact of Perceptions of Organizational Justice on Job Satisfaction**

Ensuring fair treatment and interactional justice in organizational interpersonal relationships can increase employees' sense of justice within the organization, which in turn can affect their job satisfaction (Nojani et al., 2012). How hotel employees perceive the fairness of the distribution of rewards, salaries, resources, or rights within the organization can significantly affect their job satisfaction (Sia & Tan, 2016).

Employees who have a perception of balance between their contributions to the organization and their achievements in their relationships with the organization they work for will probably have high job satisfaction. If

managers can apply organizational rules fairly and consistently to all employees and reward them objectively, free of bias, according to their performance and success, employees' perceptions of distributive and procedural justice will be high (Yürür, 2008). Research has been conducted in various industries to explore the relationship between organizational justice and job satisfaction. These studies have consistently found significant correlations between employees' perceptions of organizational justice and their job satisfaction (Lambert, 2003; Al-Zu'bi, 2010; Zainalipour, Fini, & Mirkamali, 2010; Elamin & Alomaim, 2011; Patlán-Pérez, Torres, & Hernández, 2012; Nojani, et al., 2012; Sia & Tan, 2016; Özel & Bayraktar, 2018). Based on these findings, the following hypothesis was formulated:

**H1:** Employees' perceptions of organizational justice affect their job satisfaction.

### **The Impact of Perceptions of Organizational Justice on Turnover Intention**

Employees who perceive the management practices in their organizations as fair are likely to have lower turnover intentions (Başar & Sıgır, 2015). A key factor in aligning employees' goals with those of the organization and minimizing turnover intentions is the degree of organizational justice perceived by employees (Örücü & Özafşarlıoğlu, 2013). When employees think that they are treated equally and fairly, their perception of justice towards their organization increases, thus their commitment to the organization increases and their tendency to leave work decreases (Bayarçelik & Fındıklı, 2017).

Numerous studies have investigated the relationship between organizational justice and turnover intention. These studies indicate that the perception of organizational justice has a significant and negative effect on turnover intention (Porter et al., 1974; Hassan, 2002; Daly & Dee, 2006; Hemdi & Nasurdin, 2007; Özer & Günlük, 2010; Choi, 2011; Örücü & Özafşarlıoğlu, 2013; Güzel & Ayazlar, 2014; Baltacı et al., 2014; Başar & Sıgır, 2015; Karavardar, 2015; Tayfun & Uysal, 2019). Based on these findings, the following hypothesis is proposed in this study:

**H2:** Employees' perceptions of organizational justice affect their turnover intentions.

### **The Impact of Job Satisfaction on Turnover Intention**

Employees who experience job dissatisfaction may leave their current jobs and turn to jobs that will make them more satisfied. If the praise, sense of success, salary and promotion opportunities that employees receive for their work, the behavior of their managers, and the relationships with other colleagues are at the desired level, the satisfaction level of employees with their work will increase and their intention to leave the job will be eliminated.

Job dissatisfaction among employees can lead to negative outcomes, such as lower job performance and an increased likelihood of turnover (Chen & Wang, 2018). Maintaining high levels of job satisfaction is essential for organizations to retain employees over the long term. Dissatisfied employees are unlikely to remain in their positions for an extended period (Yüksel & Yüksel, 2014). A review of the literature reveals numerous studies that have examined the relationship between job satisfaction and turnover intention. These studies consistently show a negative correlation between job satisfaction and turnover intention (Yang, 2008; Akova et al., 2015; Öktem et al., 2016; Sökmen & Emekçioğlu, 2019; Chen & Wang, 2018; Temizel, 2022). Based on these findings, the following hypothesis is proposed in this study:

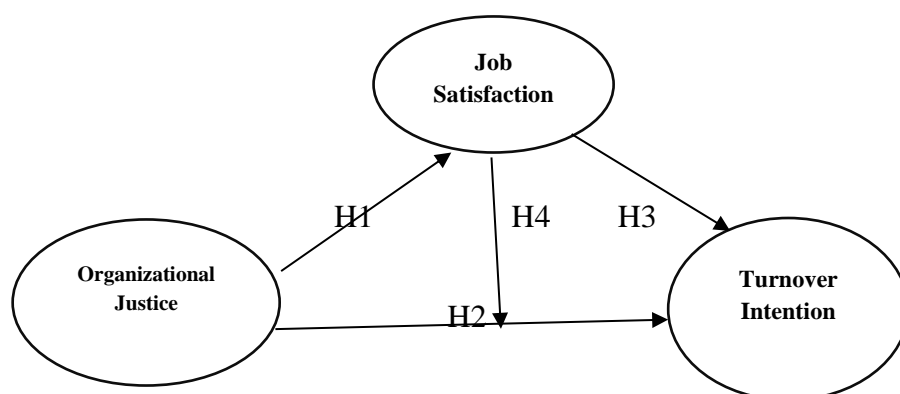
**H3:** The level of employees' job satisfaction affect their turnover intention.

Managers must apply organizational rules fairly and equally to their employees and reward their performance in an objective and unbiased manner; It may positively increase employees' evaluations of distributive and interactional justice, and as a result of their greater satisfaction, their intention to leave the job may decrease and their commitment to work may increase (Bayarçelik and Fındıklı, 2017).

In addition, Dailey and Kirk (1992) investigated the effect of distributive and procedural justice on employees' job satisfaction and turnover intention and found that an increase in justice perception increases job satisfaction and thereby decreases turnover intention. Bayarçelik and Fındıklı (2017) examined the effect of organizational justice on employees' turnover intention and the mediating role of job satisfaction in this relationship among employees of private and public banks in Istanbul. Their study concluded that job satisfaction plays a partial mediating role. Based on these findings, the following hypothesis is formulated:

**H4:** Job satisfaction mediates the effect of organizational justice on turnover intention.

The symbolic representation of the research based on these developed hypotheses is shown in Figure 1.



**Figure 1.** Symbolic Model of the Study

## Method

This study is fundamental in its approach to the problem, causal in its objectives, and quantitative in its underlying philosophy.

## Instruments and Data Collection Method

The data were collected using a questionnaire technique. The questionnaire was divided into two sections: the first section contained items to assess the variables of interest, and the second section aimed to gather demographic information about the participants. The survey was conducted both in person and online from October to December 2023. Before conducting the survey, ethical approval was obtained from the Scientific Research and Publication Ethics Committee of Iskenderun Technical University (approval date and number: 03/10/2023-110493).

The questionnaire included the following scales:

**Organizational Justice Scale:** This scale, originally developed by Colquitt (2001) and later adapted to Turkish by Özmen, Arbak, and Özer (2007), was used to measure employees' perceptions of organizational justice. It consists of twenty (20) items, with four (4) items assessing perceptions of distributive justice, seven (7) items assessing procedural justice, and nine (9) items assessing interactional justice. Responses were recorded using a 5-point Likert scale (1=strongly disagree - 5=strongly agree).

**Job Satisfaction Scale:** The "Minnesota Job Satisfaction Scale" developed by Weiss, Dawis, England, and Lofquist (1967) and adapted into Turkish by Baycan (1985) was used to assess employees' job satisfaction. While the original version contains 100 statements, the abbreviated version used in this study contains twenty (20) statements, of which twelve (12) are related to internal satisfaction and eight (8) are related to external and overall satisfaction.

When the literature is examined, it is seen that job satisfaction and organizational justice are examined separately under a single dimension in some studies, and according to sub-dimensions in some studies. In this research, job satisfaction and organizational justice variables were considered as unidimensional variables.

**Turnover Intention Scale:** The three-statement Turnover Intention Scale developed by Cammann et al. (1979) and adapted into Turkish by Eriş and Kökalan (2022), was used to measure employee turnover intentions. Responses were recorded using a 5-point Likert scale (1=strongly disagree - 5=strongly agree).

### Population and Sample

The target population of this research is the employees of five-star hotels in Antalya. Due to constraints such as time, cost, and distance, which make it difficult to reach the entire population, a sample approach was adopted. Antalya was chosen as a sample because it is one of the provinces with the highest number of hotel establishments, has an important place in terms of tourism. There are 401 five-star hotels in Antalya with a total bed capacity of 392,097 (Yazıcı, 2023). The data was collected from employees of 5-star hotels that are open all year round. The exact number of employees in these hotels is not known. According to a study by TUROFED, the ratio in five-star hotels is one employee for every 3.08 beds. This means that the estimated number of employees in Antalya's five-star hotel sector is approximately 127,304. Considering that the population size exceeds 10,000, a sample size of 384 was selected with a confidence level of 95% and a significance level of 0.5% (Ural & Kılıç, 2013). Convenience sampling, a non-random sampling technique, was used in the study due to the lack of a comprehensive list of potential participants. Of the 448 questionnaires collected, 431 were analyzed after excluding 17 that were either incorrect or incomplete. The demographic analysis of the sample revealed that 61% were male, 52% were married, 46% were between the ages of 28-39, 39% worked in the food and beverage department, 52% had tourism education and 40% had a bachelor's degree.

### Analysis and Findings

To assess the construct validity of the scales used in this research, a confirmatory factor analysis (CFA) was conducted using AMOS software, and the results are presented in Table 1. The analysis revealed that the fit indices for the organizational justice scale were within acceptable ranges, while the measurement model, job satisfaction and turnover intention scales showed good levels of fit (Meydan & Şeşen, 2015).

**Table 1.** CFA Goodness of Fit Results for the Scales

Scales	CMIN/df	RMSEA	GFI	CFI	AGFI	Result
Organizational Justice	4.01	0.059	0.89	0.96	0.89	Acceptable Fit
Job Satisfaction	3.07	0.051	0.90	0.96	0.90	Good Fit
Turnover Intention	2.99	0.032	0.92	0.97	0.92	Good Fit
Measurement Model	3,772	0.065	0,90	0,96	0,90	Good Fit

After construct validity was established as a result of confirmatory factor analysis, the research model was analyzed using the two-stage approach recommended by Anderson and Gerbing (1988). In the first stage, the

measurement model was examined, and in the second stage, the structural model was examined. To improve the fit indices of the model, covariances were introduced between the error terms as recommended by the software (e8 and e9, e10 and e11, e18 and e19, e28 and e29, e36 and e37, and e40 and e41). This covariance between error terms represents measurement error and generally arises from the fact that expressions are understood in the same way even if they are written differently (Yaşlıoğlu, 2017).

After these adjustments, the structural model fit indices improved and are presented as follows:  $\chi^2(\text{CMIN})=3187.762$ ;  $\text{df}=845$ ;  $\chi^2(\text{CMIN})/\text{df}= 3.772$ ,  $p=.000$ ;  $\text{GFI}=0.930$ ;  $\text{CFI}= 0.960$ ;  $\text{TLI}= 0.921$ ;  $\text{IFI}= 0.968$ ;  $\text{RMSEA}= 0.075$ .

Harman's single factor test was used for common method bias. As a result of the test, it was determined that the single factor structure did not have acceptable goodness of fit values ( $\chi^2(\text{CMIN})/\text{df}= 7.671$ ). Therefore, it can be said that there is no risk of common method bias in the study.

Following the analysis of construct validity, the scales' reliability (Cronbach's alpha), as well as their convergent and divergent validity, were examined. For this purpose, composite reliability (CR) and average variance explained (AVE) were calculated based on the factor loadings derived from the CFA. The analysis showed that the CR values exceeded the AVE values, and the AVE values exceeded 0.50 (Table 2). These results indicated that the variables achieved convergent validity (Fornell & Larcker, 1981; Yaşlıoğlu, 2017). Furthermore, the reliability levels of the scales exceeded 0.70, which confirmed their reliability (İslamoğlu & Alınışık, 2017).

**Table 2.** CFAs' results within the three latent factors

Latent Variable	Item	Standardized loading	S.E.	t-value	P	Cronbach's alpha	AVE	CR
<b>O.J.</b>	DJ1	,807				0.811	0.515	0.96
	DJ2	,707	,050	16,385	***			
	DJ3	,628	,052	14,224	***			
	DJ4	,629	,055	14,250	***			
	PJ7	,753						
	PJ6	,755	,057	16,513	***			
	PJ5	,851	,052	18,654	***			
	PJ4	,565	,070	12,099	***			
	PJ3	,555	,064	11,874	***			
	PJ2	,445	,060	9,431	***			
	PJ1	,516	,067	11,022	***			
	IJ1	,773						
	IJ2	,632	,062	13,937	***			
	IJ3	,757	,060	17,091	***			
	IJ4	,734	,060	16,498	***			
	IJ5	,715	,061	16,014	***			
	IJ6	,441	,079	9,465	***			
	IJ7	,393	,085	8,394	***			
	IJ8	,430	,084	9,224	***			
	IJ9	,510	,077	11,049	***			



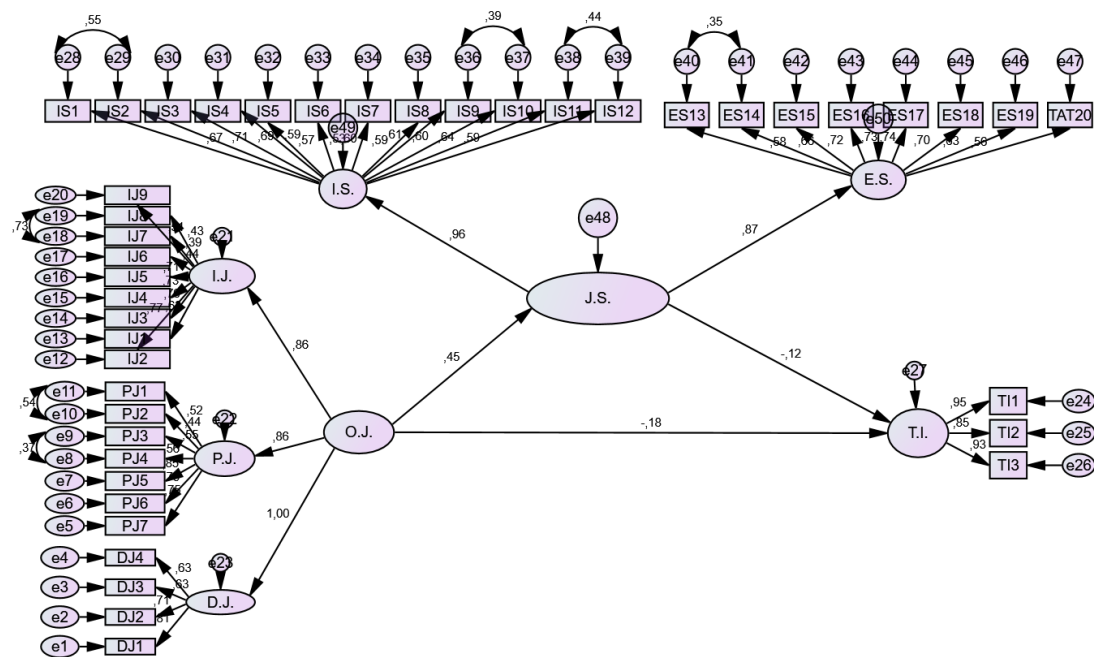
**Table 2.** CFAs' results within the three latent factors (cont.)

<b>T.I.</b>	TI1	,949				0.901	0.832	0.93
	TI2	,853	,028	29,708	***			
	TI3	,932	,029	37,032	***			
<b>J.S.</b>	IS1	,675				0.887	0.510	0.95
	IS2	,714	,041	20,989	***			
	IS3	,693	,061	13,581	***			
	IS4	,587	,057	11,720	***			
	IS5	,570	,057	11,411	***			
	IS6	,528	,070	10,622	***			
	IS7	,597	,056	11,905	***			
	IS8	,591	,057	11,784	***			
	IS9	,610	,059	12,114	***			
	IS10	,598	,058	11,893	***			
	IS11	,642	,061	12,694	***			
	IS12	,591	,062	11,757	***			
	ES13	,581						
	ES14	,659	,084	14,190	***			
	ES15	,717	,103	12,069	***			
	ES16	,729	,110	12,192	***			
	ES17	,743	,104	12,342	***			
	ES18	,704	,098	11,928	***			
	ES19	,635	,093	11,116	***			
	ES20	,555	,086	10,086	***			

Table 3 presents the results of the correlation analysis, which includes the levels of participants' variable perceptions and the relationships among these variables. Analysis of the results shows that participants' perceptions of organizational justice (3.41) and job satisfaction (3.28) are moderate, while their turnover intention is low (2.17). In addition, there is a positive and significant correlation between organizational justice and job satisfaction ( $r=.514$ ;  $p<0.01$ ). Conversely, there are negative and significant correlations between organizational justice and turnover intention ( $r= -.211$ ;  $p<0.01$ ) and between job satisfaction and turnover intention ( $r= -.301$ ;  $p<0.01$ ). The square root of AVE must be greater than the correlation between factors (Yaşlıoğlu, 2017). Thus, discriminant validity of the measurement model provided.

**Table 3.** Square root of AVE (diagonal elements) and Correlation Analysis Values of Variables

Variables	n	Mean	Number of Items	Organizational Justice	Job Satisfaction	Turnover Intention
Organizational Justice	431	3.41	20	(.717)		
Job Satisfaction	431	3.28	20	.514**	(.714)	
Turnover Intention	431	2.17	3	-.211**	-.301	(.911)
** Significant at $p<.001$						



**Figure 2.** Path analysis of the mediating effect of job satisfaction on the relationship between organizational justice and turnover intention.

Abbreviations in the Analysis: I.J.: Interactional Justice, P.J.: Procedural Justice, D.J.: Distributive Justice, I.T.: Internal Satisfaction, E.S.: External Satisfaction, J.S.: Job Satisfaction, O.J.: Organizational Justice, T.I.: Turnover Intention

Table 4 shows the unstandardized and standardized estimates for the model.

**Table 4.** Unstandardized and Standardized Estimates of the Model

Regressions			B	Std.S.	C.R.	P	β
J.S.	<---	O.J.	.569	.074	7.710	***	.452
T.I.	<---	O.J.	-.381	.120	-3.166	.002	-.178
T.I.	<---	J.S.	-.200	.097	-2.054	***	-.117

Baron and Kenny (1986)'s approach was used to investigate the mediating role. Reviewing the data in Table 4, it is observed that organizational justice has a positive and statistically significant effect on job satisfaction ( $\beta = 0.452$ ;  $p < 0.01$ ) and a negative and statistically significant effect on turnover intention ( $\beta = -0.178$ ;  $p < 0.05$ ). In addition, job satisfaction has a significant and negative impact on turnover intention ( $\beta = -0.117$ ;  $p < 0.01$ ). Based on these results, hypotheses H1, H2 and H3 of this research are supported.

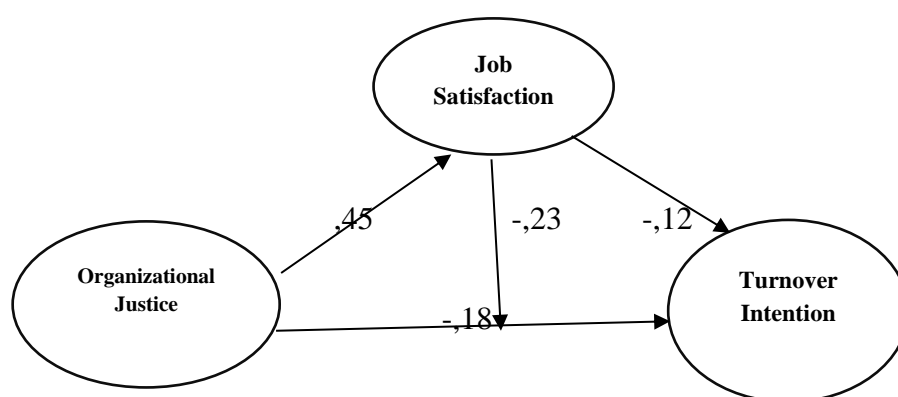
**Table 5.** The mediating role of job satisfaction in the effect of organizational justice on turnover intention

Model 1		Standardized Total Impact	
Variables		Organizational Justice	Job Satisfaction
Job Satisfaction		.452	.000
Turnover Intention		-.231**	-.117
**significant at p<0.01			
Model 2		Standardized Direct Effect	
Variables		Organizational Justice	Job Satisfaction
Job Satisfaction		.452	.000
Turnover Intention		-.178**	-.117
**significant at p<0.01			

**Table 5.** The mediating role of job satisfaction in the effect of organizational justice on turnover intention (devamı)

Model 3	Standardized Indirect Effect	
Variables	Organizational Justice	Job Satisfaction
Job Satisfaction	.000	.000
Turnover Intention	-.053**	.000
** Significant at $p < 0.01$	Bootstrap	.013

The total standardized beta coefficient effect of organizational justice on turnover intention is -0.231. Within this effect, -0.178 is the direct effect and -0.053 is the indirect effect. The existence of an indirect effect indicates the existence of a mediating relationship (Sürücü et al., 2021). The bootstrap test was used to confirm the significance of this mediating effect. The analysis revealed a beta value of -0.053 with a significance level of 0.013. This statistic confirms that the mediation effect is statistically significant (see Table 5). Since there is a decrease in the relationship between the variables, there is a partial mediation effect. Based on this result, hypothesis H4 formulated for the study is supported. The analysis results for the Symbolic Model of the study are presented below (Figure 3).

**Figure 3.** Analysis results for the Symbolic Model of the Study

## Conclusion and Discussion

The purpose of this study was to examine the role of job satisfaction as a mediator in the relationship between hotel employees' perceptions of organizational justice and their intentions to leave their jobs. Four main findings emerged from the analysis. First, a positive and significant relationship was found between employees' perceptions of organizational justice and their job satisfaction. As employees perceive greater fairness in their organization's actions and management practices, their job satisfaction may increase accordingly. Factors such as managers supporting employees, involving them in processes, being transparent in procedures, providing equal promotion opportunities, and fair wage distribution can ensure that employees are satisfied with their jobs.

Hotel management should enhance the sense of organizational justice to increase employee job satisfaction, which in turn may lead to greater customer satisfaction and loyalty (Sia & Tan, 2016). This positive relationship between organizational justice and job satisfaction is consistent with the findings of many previous studies which are used similar conceptualization and tool on this subject in the tourism sector (Sia & Tan, 2016; Gürsoy, 2020) and other sectors (Lambert, 2003; Al-Zu'bi, 2010; Zainalipour, Fini, & Mirkamali, 2010; Elamin & Alomaim, 2011; Patlán-Pérez, Torres, & Hernández, 2012; Nojani, et al. ., 2012; Özel & Bayraktar, 2018).

Secondly, the study found that hotel employees' perceptions of organizational justice influence their turnover intentions. The analysis showed that higher perceptions of organizational justice correlate with lower turnover intentions; as employees' sense of fairness in the organization increases, their desire to leave decreases. This negative

relationship is similar to the results of studies conducted in the tourism sector sample (Baltacı et al., 2014; Güzel & Ayazlar, 2014; Tayfun & Uysal, 2019) and other sectors in the literature (Porter et al., 1974; Hassan, 2002; Daly & Dee, 2006; Hemdi & Nasurdin, 2007; Özer & Günlük, 2010; Choi, 2011; Örüçü & Özafşarlıoğlu, 2013; Başar & Sıgır, 2015; Karavardar, 2015). It can be said that the effect of organizational justice perception on intention to leave does not vary much depending on the sector.

The study also found a significant relationship between the level of job satisfaction and turnover intention. The analyses revealed an inverse relationship: as job satisfaction increases, turnover intention tends to decrease. This inverse relationship is supported by several other studies (Yang, 2008; Akova et al., 2015; Öktem et al., 2016; Sökmen & Emekçioğlu, 2019; Chen & Wang, 2018; Temizel, 2022). Finally, the study found that job satisfaction plays a role in the effect of perceived organizational justice on turnover intention. The hotel employees' perception of organizational justice was found to affect their turnover intention, with job satisfaction acting as an intermediate influence, thus having a mediating effect. In terms of organizational justice perception, distributive and procedural justice are important factors that determine the cohesion of the employee to the organization, and in employees with high organizational cohesion, general job satisfaction increases and, accordingly, their intention to leave the job decreases (İşcan ve Naktiyok, 2004). This is consistent with the findings of Dailey and Kirk (1992) and Bayarçelik and Fındıklı (2017) in their respective studies.

### **Recommendations and Limitations**

Today's hotel executives must recognize the critical role that human resources play in the success of their properties. A hotel's performance is inextricably linked to the performance of its employees, often referred to as internal customers. Their performance is influenced by factors such as perceived organizational justice, job satisfaction, and organizational commitment. As a result, issues such as organizational justice, turnover intention, and job satisfaction have significant implications for hotel businesses. In general, managerial fairness and impartiality in organizational dealings can positively influence employees' perceptions of organizational justice and increase their levels of job satisfaction. This, in turn, can lead to a reduction in employees' intentions to leave the organization (Bayarçelik & Fındıklı, 2017). To achieve their goals and demonstrate due diligence, hotel managers must prioritize the principles of equity and justice in all their operational activities. To achieve this, they should ensure openness and transparency in all decisions (regarding salaries, promotions, distribution of resources, etc.), adhere to established operational rules, procedures, and principles, and maintain impartiality. Recognizing the importance of these factors is essential to a hotel's success. The realization of these factors may increase the sense of organizational justice of hotel employees and their satisfaction with their jobs, and consequently, their intention to leave the job may decrease. Thus, the employee turnover rate, which is one of the most important problems of the tourism sector, may be reduced. Especially in the tourism industry, factors such as organizational justice, job satisfaction, and turnover intention may carry even more weight in hotel management due to its inherent characteristics.

This study has certain limitations. Firstly, the data were collected exclusively from five-star hotels in the Antalya region. Consequently, the geographical scope is limited to Antalya province, the sectoral focus is limited to hotel management, and the organizational scope is limited to five-star hotels. The data was collected only from employees of 5-star hotels that are open all year round. These parameters should be taken into account when interpreting the results of the study. Subsequent research could be expanded to include other regions with advanced hotel

management or hotels with a broader range of star ratings. In addition, while this study examined the mediating role of job satisfaction, future research could examine different mediating variables.

## Declaration

Before conducting the survey, ethical approval was obtained from the Scientific Research and Publication Ethics Committee of Iskenderun Technical University (approval date and number: 03/10/2023-110493).

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**Appendix 1. Ethics Committee Permission**

Evrak Tarih ve Sayısı: 03/10/2023-110493

 <b>İSKENDERUN TEKNİK ÜNİVERSİTESİ</b>	<b>T.C. İSKENDERUN TEKNİK ÜNİVERSİTESİ BİLİMSEL ARAŞTIRMA VE YAYIN ETİĞİ KURULU KARARLARI</b>
<b>TOPLANTI TARİHİ: 28.09.2023</b>	<b>TOPLANTI NO: 12</b>
<b>KARAR NO : 2</b>	<b>TOPLAM KARAR SAYISI: 4</b>

Üniversitemiz Bilimsel Araştırma ve Yayın Etiği Kurulu 28.09.2023 tarihinde Prof. Dr. Birol ERKAN Başkanlığında toplanarak aşağıdaki kararları almıştır.

**GÜNDEM-2** : Lisansüstü Eğitim Enstitüsü Müdürlüğünün 18/09/2023 tarihli ve E.108282 sayılı yazısının ekinde yer alan Doç. Dr. Hasan CİNNİOĞLU'nun E.107764 sayılı dilekçesinin görüşülmesi.

**KARAR-2** : Doç. Dr. Hasan CİNNİOĞLU tarafından yürütülen “Otel Çalışanlarının Örgütsel Adalet Algılarının, İş Tatmin Düzeyleri ve İşten Ayrılma Niyetleri Üzerindeki Etkisi: Antalya Örneği ” başlıklı makale çalışması için hazırlanan anket formu, İskenderun Teknik Üniversitesi Bilimsel Araştırma ve Yayın Etiği Yönergesi kapsamında değerlendirilmiş olup;

İSTE Bilimsel Araştırma ve Yayın Etiği Kurulu tarafından söz konusu formun geldiği haliyle uygulanmasının kabulüne katılanların oy birliği ile karar verilmiştir.

Prof. Dr. Birol ERKAN Başkan		
Prof. Dr. Beyza ERSOY ALTUN Başkan Yardımcısı (İzinli)	Prof. Dr. Selahattin KOCAMAN Üye	Prof. Dr. Muharrem KARAASLAN Üye
Prof. Dr. Nazif ÇALIŞ Üye	Prof. Dr. Yasemin BİRCAN YILDIRIM Üye	Prof. Dr. Cemal TURAN Üye (İzinli)