

The impact of Organizational justice on employee retention An Applied study on Staff members at Higher Institution in Cairo

**Reem Ahmed Abou al Nile
PhD of Business Administration**

Abstract

Purpose-Today organizations are becoming more and more reliant on their “intellectual capital”, so retaining employees is becoming one of the major concerns for organization success. Organizational justice and ethical treatment of employee within the organization is essential to improve organizational efficient performance. The **Objectives** of the research is to explore the role of organizational justice and its dimensions on retaining employees within organization. **Methodology**: A sample of 145 was chosen from Staff members of higher institution in Cairo. Data was collected using questionnaire and analyzed by using different statistical analysis .Research **findings** reveals that the researcher rejected the null hypotheses and accept the alternatives that there is a positive impact of organizational justice on employee retention, but according to demographic variables there is partially acceptance that there is a positive significance impact of work position and age, while there is a negative impact of Gender, Experience on employee retention.

Keywords: Employee retention-Distributive justice-Procedural justice

Introduction:

Organizational justice is a field of study that discuss how and why people come to form judgments of fairness in regard to their work settings. Justice keeps people together where injustice pull the apart(Folger,1985).

Part One: Theoretical background

First: Theoretical Background of organizational justice and its dimensions:

1-Distributive justice

Distributive justice reflects how people perceive fairness with regard to how resources and rewards are distributed and allocated in organization (Adams, 1963).

Distributive justice refers to the fairness and justice of the decision's results as equitable pay raise (Danial, 2003).

Distributive justice is the degree to which all people are treated equally and have same opportunities under a policy regardless of their differences (Michaels, 2001)

2-Procedural Justice investigate the impact of the decision making process, and the perceived fairness of the rules and guidelines (Beugre, 2007).

Procedural justice is the degrees the policies and procedures are properly apply in all cases (Fierman, 1993).

Procedural justice show that employees will be motivated and at high performance, when the procedures used to make decisions about the distribution of outcomes is perceived as fair. (Slocum, 2012).

Adams(1963) developed Equity theory by proposes that employees compare what they get from a job situation (outcomes)in relation to what they put into it(inputs) .In other

words, employee perceives that his situation is fair when compare himself to other relevant to him, Then justice prevails.

3-Behave in some way to change their own inputs or outcomes

4-Choose a different comparison person or quit their job.

These types of employee reactions have generally proved to be correct (**Greenberg, 1989**).

The Impact of organizational justice

1-Builds trust (**Mishra, 1994**).

2- Fosters employee organizational citizenship behavior (**Organ, 1988**).

3- Lead to improve job performance. (**Moazzeizi el al., 2014**).

Historically, equity theory refers to distributive justice as perceived fairness of the amount and allocation of reward among employees. Recent equity research refers to procedural justice as the perceived fairness of the process used to determine the distribution of rewards. This research shows that distributive justice has more influence on employee retention than procedural justice. (**Brockner, 2006**).

Second: Theoretical Background of Employee Retention

Aspects of Employee Retention:

Today, it is critical for many organizations that are fighting to find the employees they need in order to compete. Organizations have trouble finding qualified employees due to large number of competitors. In order to improve recruitments and retention process many solution can be found in organizational behavior, as providing opportunities for learning, , providing effective leadership are just some of the factors that can improve employee recruitment and retention (**Furnham, 1986**).

Although companies survive to hiring talent employee, they have lack of leadership development that helps to recruit and retain skilled and knowledgeable workers (**Anonymous, 1999**).

Employee retention is concerned with encouraging employees to retain them in the organization for a maximum period of time (**Bidisha, 2013**).

Mita (2014), defined employees retention as a strategy adopted by business to keep an effective employees and to meet operational requirements.

Problem Statement:

The researcher prepares a prospective study to analyze whether organizational justice and its dimensions (Distributive justice-Procedural justice) has an impact on employee retention at Higher institutions in Cairo.

Through this study the researcher scoped the following:

- Lack of equality between Staff members
- Unequal job opportunities among Staff members which are important factors influencing staff members' decision to stay.
- The bureaucratic way, the complexity of procedures and routine.
- Lack of effective communication.
- Ineffective reward and incentives.

-Research Questions:

The problem of the research identifies the following key questions:

- What is the impact of organizational justice on employee retention?
- Weather the target sector has concept of organizational justice?

From the main questions the researcher derives the following sub questions:

- If Higher institutions in Cairo adopt the concept of organizational justice and its dimensions (procedural – distributive justice) and to what extent.
- To what extent does the Higher Institutions in Cairo adopt the concept of employee retention?

Research objectives:

The research objectives are as following:

- Identifying the concept and dimensions of organizational justice.
- Identifying the concepts and dimensions of employee retention.
- Investigate the impact between dependent variable, organizational justice and the independent variables, employee retention.
- The study will draw certain conclusions and recommendations from the applied study, which is how to develop organizational justice and employee retention at higher institutions in Cairo, through distributing questionnaires to surveying the views of some academics staff to test whether demographic factors will affect the retention of staff members.

Research significance:

The study significance lies on today new trend that focuses on organizational justice and employee retention. It clarifies the impact of organizational justice on employee retention.

Organization justice and its dimensions are considered a vital element to keep organization able to retain its talent staff members.

The study at higher institution applied on Dean-Deputy Deans-Staff members to attain the objectives of higher institutions to be one of the competitors, and to reach the ISO Standard.

Research Methodology:

This is a descriptive study, the data was collected by organizational justice scale and employees retention scale.

Field study: The research aims to test the impact of employee perception of organizational justice and its dimensions (procedural-Distributive) on employee retention by distributing questionnaire to surveying the views of some academics staff, and to test also whether demographic variables will affect employee retention. The researcher will collect data and record it from its primary source through a combination of questionnaire, secondary source and the necessary statistical analysis will apply to test the research hypotheses. The researcher uses different key for obtaining survey information for the independent organizational justice and the dependent variables employee retention.

Descriptive study:

This includes the theoretical background of the main variables of the study organizational justice-employee Retention.

Theoretical approach also is presented through the previous studies section. The information was available to the researcher through referring to libraries, books, studies, periodicals, conferences papers, internet, etc.

Research Variables:

Procedural justice, Distributive Justice, Employee retention, and Demographic Variables.

Research Hypotheses and variables:

H1: There is no significant impact of organizational justice and its dimensions on employee retention.

H1a: There is no significant impact of Distributive justice on employee retention.

H1b: There is no significant impact of procedural justice on employees' retention.

H2: There is a significant difference between organizational justice and demographic variables.

H2a: There is a significant difference between organizational justice and work position.

H2b: There is a significant difference between organizational justice and Age.

H2c: There is a significance difference between organizational justice and Gender

H2d: There is a significance difference between Experience and Organizational justice

Statistical analysis

The research methodology addresses the procedures and methods of the statistical analysis , and analyze the statistical results, also test and validity and the reliability coefficient and degree of reliability of the level of all variables. The researcher test the hypotheses of the research based on the most appropriate tool to achieve the research objectives.

Procedures and methods of statistical analysis:

In this part the researcher prepared a survey questionnaire, which consisted of the following:

Independent variable organizational justice (X) and its two dimensions.

First Employee perception of procedural justice and it consist of 10 statements

Second: Employee perception of distributive justice and it consist of 10 statements

Third: Dependent variables (Y) Employee retention and it consist of 10 statements

The researcher follows the procedures of statistical analysis through:

The researcher ensure completeness and validity of data entry and statistical analysis, and then using statistical package for social sciences (SPSS)

B- The stage of the descriptive statistical methods:

The statistical methods used by the researcher include descriptive and analytical statistics

The researcher used the statistical descriptive measures of the variables to identify the sample's characteristics.

Arithmetic means, coefficient of variation and standard deviation are arranged on factors basis, also extract and comment on the results.

Research Population and Sample

(Table 1)

Size of population

Items	Number
Dean	52
Deputy Dean	70
Staff Members	179
Total	301

Source: spss Program's Output

Research Sample:

Taking into account the population size (N), the researcher utilized the following formula to assess the sample size (n):

The sample size is calculated using the following formula:

By using stratified random sample and assuming that the study phenomenon is occurred at 50%, Thus (L=0.05).

$$n = \frac{L(1-L)}{\frac{L(1-L)}{N} + \frac{d^2}{z^2}}$$

N: size of population

Z: Z value (The standard value corresponding level 95% which is 1.96)

d: significant error=0.05 at confidence level 95%, which means that significant error is 0.05, Thus sample size=169

$$n = \frac{0.5(1-0.5)}{\frac{0.5(1-0.5)}{301} + \frac{(0.05)^2}{(1.96)^2}}$$

$$n \cong 169$$

By using the proportional stratified sample, the questionnaires are distributed to all sample levels (the respondents) by the following equations:

$$n_i^* = \frac{N_i}{N} * n^*$$

N_i : Population size at all levels of the study

n_i^* : Sample size at each level of the study

The researcher organized a primary visit and conduct personal interviews with numbers of the staff members at each level of the study sample, and also via e-mail. The researcher distributed 169 questionnaires. The researcher collects all the problems and questions that illustrate in the theoretical framework of the study.

The researcher collected 153 from the respondent which represent 91% from the population size, excluded 8 respondents due to error which represent 4% . Thus the number of valid forms 145 which represent 86%.which is possible for apply the statistical tests. The following table shows the numbers of distributed valid survey of the study (Steven Thampson equation).

(Table 2)
Frequency distribution on sample levels

Items	Surveys received and correct	
	Frequency	Percent %
Dean	25	17.2%
Deputy Dean	34	23.4%
Staff Member	86	59.3%
Total	145	100%

Source: spss Program's Output

Demographic variables:

According to the study sample it is clear that most of the respondents are “staff members” of Business Administration, it indicates that 86 respondents, which represent (59.3%), than the variable “age” from (over 50 years), which representing (45.5%).

According to the study sample of the variable Gender the majority of the sample are male as it reached 100, which represent (69.0%). A study of variable “Experience” shows that the majority of the respondents lies in group (Over 15 year), which represent (74), as (51%).

(Table 3)
Demographic Variables

Items		Frequency	% Percent
Work position	Dean	25	17.2
	Deputy Dean	34	23.4
	Staff Member	86	59.3
Total		145	100
Age	From 30-40	25	17.2
	From 41-50	66	45.5
	Over 51	54	37.2
Total		145	100
Gender	Male	100	69.0
	Female	45	31.0
Total		145	100
Experience	From 5-10	12	8.3
	From 6-15	59	40.7
	Over 15	74	51.0
Total		145	100

Source: spss Program's Output

Reliability and Validity:

The researcher used to check the reliability coefficient Alpha cronbach to measure the stability of the content variables of the study. It was found that there is a stability coefficient that indicates the high degree of persistence of the study sample's validity.

(Table4)
Value of Reliability Statistics

Variables	Number of questions	Reliability Statistics	
		Cronbach's Alpha	Reliability
Procedural Justice	10	.790	.889
Distributive Justice	10	.800	.894
Employee retention	10	.791	.889

Source: spss Program's Output

Table (4) shows that the coefficient stability of all values is statistically significant at a significant level of (0.05). It is clear that the coefficient of reliability and validity for the first variable Procedural Justice (0.790-0.889).Second Variables Distributive Justice (0.800-0.894).Third variables Employee retention(0.791-0.889),which indicates acceptance level of the reliability of the ariables.

Descriptive statistics:

The researcher deals with the descriptive statistics for the research variables by using the equation of **coefficient variation=standard deviation÷ meanx100**

Table (5)
Independent variable (organizational Justice) and its
dimension Procedural justice X1

Descriptive Statistics Dimensions of Procedural Justice					
	N	Minimum	Maximum	Mean	Std. Deviation
1-The extent your boss gave you opportunities to express your side.	145	3	5	4.38	.566
2-The extent your organization used consistent standards in evaluating performance	145	3	5	4.53	.514
3-To what extent your boss frequently observed your performance	145	3	5	4.34	.605
4-The extent your boss treated you in the way you deserve	145	3	5	4.52	.514
5-The extent your boss are honest and ethical in dealing with you	145	3	5	4.40	.570
6-The extent your boss support you and offer his feedback	145	3	5	4.54	.528
7-The extent your boss collect information necessary for making decisions	145	3	5	4.36	.585
8-The extent your boss got input from you before a recommendation.	145	3	5	4.57	.510
9-Our organization has a clear definition of procedural justice	145	3	5	4.32	.631
10-Procedural justice plays an important role on job retention	145	3	5	4.51	.542
Total	145			4.45	0.557

Source: SPSS Program's Output

Table (5) shows the descriptive statistics of the questionnaire responses for the dimensions Procedural justice by average mean (4.45) and standard deviation (0.557). The most important agreement was item

(8) shows a high agree average on the mean axis (The extent your boss got input from you before a recommendation) by average means(4.57) and standard deviation (0.510). This was the least agreement averages on the mean axis for items (9) (Our organization has a clear definition of Procedural justice) by an average mean(4.32), and standard deviation (0.631). In general the average mean is very high, which show the agreement of the respondent on the items of the first independent variables.

Table (6)
Independent variable (organizational Justice) and its dimension Distributive justice X2
Descriptive Statistics Dimensions of Distributive Justice

	N	Minimum	Maximum	Mean	Std. Deviation
1-Considering your job responsibilities to what extent are you rewarded fairly.	145	3	5	4.43	.523
2-According to your education and training, to what extent are you rewarded fairly	145	3	5	4.59	.520
3-According to the effort you exerted, Are you fairly rewarded.	145	3	5	4.43	.524
4- Are you fairly rewarded for work that you performed well.	145	3	5	4.57	.510
5-The extent are you fairly rewarded for the stresses you faced in your job.	145	3	5	4.26	.601
6-The extent are you fairly rewarded in view of the amount of experience that you have.	145	3	5	4.55	.526
7-The extent did your raise give you the full amount you deserved.	145	3	5	4.41	.522
8-The extent was the size of your raise related to your performance	145	3	5	4.42	.523
9-Our organization has a clear definition of Distributive justice	145	3	5	4.52	.515
10-Distributive justice plays an important role on job retention	145	3	5	4.29	.600
Total	145			4.45	0.536

Table (6) shows the arithmetic average mean and sample standard deviation responses on the items of second independent variable Distributive justice by average mean (4.45) and standard deviation (0.536). The most important agreement was item (2) shows a high agree average on the mean axis (According to your education and training, to what extent are you rewarded fairly) by average means(4.59)and standard deviation (0.520).This was the least agreement averages on the mean axis for items (5)(The extent are you fairly rewarded for the stresses you faced in your job) by an average mean(4.26), and standard deviation (0.601).In general the average mean is very high , which show the agreement of - respondent on the items of the second independent variables.

Table (7)
Dependent variable (Employee retention (Y))
Descriptive Statistics Dimensions of Employee retention

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1-Organizational justice role is important in retaining employee	145	3	5	4.43	.525
2-Distributive justice helps in maintaining employees	145	3	5	4.52	.515
3-Procedural justice leads to employee retention	145	3	5	4.57	.510
4-Our organization provides meaningful communication with all employees	145	4	5	4.54	.500
5-Our organization provides feedback and mentors for key employees	145	3	5	4.46	.553
6-Our organization adopts the concept of employee retention	145	2	5	4.45	.601
7-I recognize that workload is too heavy	145	2	5	4.41	.596
8-Our organization values the concept of employee retention	145	2	5	4.45	.636
9-Our organization has a clear definition of employee retention	145	2	5	4.46	.613
10-To what extent our organization exert a lot of effort to retain talent employees	145	3	5	4.48	.528
Total	145			4.48	0.558

Source: spss Program's Output

Table (7) shows the arithmetic average mean and the standard deviation of the sample responses on the items of the dependent variable Employee retention by average mean (4.48) and standard deviation (0.558). The most important agreement was Item (3) shows a high agree average on the mean axis (Procedural justice leads to employee retention) by average means(4.57)and standard deviation (0.510).This was the least agreement averages on the mean axis for items (6) (Our organization adopts the concept of employee retention) by an average mean(4.45), and standard deviation (0.601).In general the average mean is very high , which show the agreement of the respondent on the items of dependent variables.

Testing of Hypothesis:

The researcher focuses on test Hypotheses, in order to represent the various dimensions of the problems and objectives of the research.

Research Hypotheses

Main Hypothesis

H01: There is no significant impact of organizational justice and its dimensions on employee retention

H0a: There is no significant impact of Distributive justice on employees' retention

The researcher can prove and analyze the results of the first null hypothesis in table (8) and (9).

(Table 8)
Results of ANOVA Test at significant level (0.05)
To test the first hypothesis

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1.602	1	1.602	35.458	.000 ^b
Residual	6.372	141	.045		
Total	7.974	142			

a. Dependent Variable: V3_Employee_retention

b. Predictors: (Constant), V2_Distributive_Justice

The value of the F tabular at the significance level ($\geq \alpha 0.05$) and df (1-141) = 3.94

(Table 9)

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.007	.247		12.177	.000
V2_Distributive_Justice	.330	.055	.448	5.955	.000

a. Dependent Variable: V3_Employee_retention

Model3: $Y = 3.007 + 0.330X$

Statistical data in tables (8) and (9) indicate the following results:

The constant (β) is equal to (3.007), which has a positive value greater than zero, and the regression coefficient (β_1) is equal to (0.330) which has a positive value and ranges from zero to One.

Therefore, there is an agreement between the theoretical conditions and the estimated regression model results. From the above table it could be concluded:

R² Coefficient of determination:

The researcher found that the Distributive justice(x1) explains β= (0.448) on the total change of (Employee retention Y) and the rest of the ratio due to random error in the equation or may be the independent variables were not included within the form or the different between the regression model and a linear model. P value represents (0.000), which is less than the significant level (0.05).

F-Test:

In order to test the significant of the regression model as a whole, the researcher used the value of F-test which representing (35.458), The value of the F tabular at the significance level (≥ α0.05) and df (1-141) = 3.94, that indicates the impact of Distributive Justice on employee retention. That indicates a positive impact of Distributive justice on employee retention, therefore the researcher rejects null hypothesis, and accept the alternative hypothesis.

Hob: There is a significant negative impact of procedural justice on employees' retention

(Tables 10)

Results of ANOVA Test at significant level (0.05)

To test the Second hypothesis

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.899	1	.899	17.919	.000 ^b
Residual	7.075	141	.050		
Total	7.974	142			

a. Dependent Variable: V3_Employee_retention

The value of the F tabular at the significance level ($\geq \alpha 0.05$) and df (1-141) = 3.94

(Table 11)

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.397	.255		13.320	.000
V1_Procedural_Justice	.242	.057	.336	4.233	.000

a. Dependent Variable: V3_Employee_retention

Model 2: $Y = 3.397 + 0.242X$

Statistical data in tables (10) and (11) indicate the following results:

The constant (β) is equal to (3.397), which has a positive value greater than zero, and the regression coefficient (β_1) is equal to (0.242) which has a positive value and ranges from zero to One. Therefore, there is an agreement between the theoretical conditions and the estimated regression model results. From the above table it could be concluded:

R² Coefficient of determination:

The researcher found that the Procedural justice (x1) explains $\beta = (0.336)$ of the total change of (Employee retention Y). the rest of the ratio due to random error in the equation or may be the independent variables were not included within the form or the different between the regression model and a linear model. P value is (0.000), which is less than the significant level (0.05).

In order to test the significant of the regression model as a whole, the researcher used the value of F-test, which representing

(17.919), the value of the F tabular at the significance level ($\geq \alpha 0.05$) and $df (1-141) = 3.94$, that indicates the impact of Procedural Justice on employee retention. That indicates a positive impact of Procedural justice on employee retention Therefore the researcher rejects null hypothesis, and accept the alternative hypothesis.

H02: There is a significant difference between organizational justice and demographic variables

H2a: There is a significant difference between organizational justice and work position.

H2b: There is a significant difference between organizational justice and Age.

H2c: There is a significance difference between Gender and Organizational justice.

H2d: There is a significance difference between Experience and Organizational justice.

(Table 12)
Results of ANOVA Test at significant level (0.05)
To test the third hypothesis

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	.737	4	.184	3.511	.009 ^b
Residual	7.238	138	.052		
Total	7.974	142			

a. Dependent Variable: V3_Employee_retention

b. Predictors: (Constant), Experience, Gender, Job, Age

The value of the F tabular at the significance level ($\geq \alpha 0.05$) and df (1-141) = 3.94

(Table 13)

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.155	.142		29.189	.000
Work position	.102	.029	.334	3.574	.000
Age	.056	.032	.169	1.772	.049
Gender	-.029	.042	-.057	-.695	.488
Experience	-.005	.035	-.014	-.153	.879

a. Dependent Variable: V3_Employee_retention

$$\text{Model1: } Y = 4.155 + .102 x_1 + .056 x_2 + (.029) x_3 + (.005) x_4$$

Statistical data in tables (12) and (13) indicate the following results:

The constant (β) is equal to (4.155), which has a positive value greater than zero. The regression coefficient of (Work position, Age), (β_1, β_2) are equal to (102, 0.56) respectively, which has a positive value ranges from zero to One. Therefore, there is an agreement between the theoretical conditions and the estimated regression model results. The researcher indicates that the regression coefficient of (Gender, Experience), (β_1, β_2) are equal to (0.029-0.005) respectively, which has a negative significance as it is less than Zero .

R² Coefficient of determination:

The demographic characteristics of the study sample (Job-Age-Gender-Experience) show respondents that represent (304) of the study sample.

P value indicates (0.09) less than significant level (0.05) of the total change in the dependent variable (Employee retention Y). the rest of the ratio due to random error in the equation or may be the independent variables were not included within the form or the different between the regression model and a linear model.

F-Test:

In order to test the significant of the regression model as a whole, the researcher used the value of F-test which representing (3.511), The value of the F tabular at the significance level ($\geq \alpha 0.05$) and $df (1-141) = 3.94$, that indicates that there is a positive impact of (Work position-Age) on employee retention as it represent (0.000, 0.049) respectively, but there is a negative significant impact of (Gender-Experience) on employee retention as it represent (0.488-0.879), Therefore the researcher rejects partially the null hypothesis, that there is a significant difference between the demographic variables and employee retention and accept the alternatives that there is a significant impact between (Work position-age) and employee retention, and that there is a significant difference between (Gender-Experience) and employee retention.

Conclusion and Recommendation

-Summary of the results

The analysis of the correlation between staff members of Higher institution in Cairo examined whether Organizational justice, and its dimensions (Distributive justice-Procedural justice) which represent the (independent variables) has an impact

on employee retention, taking into consideration the impact of the demographic variables that is (Age-Work position-Gender-Experience)on employee retention.

The coefficient stability of all values is statistically significant at a significant level of (0.05). It is clear that the coefficient of reliability and validity for the first variable Procedural Justice (0.790-0.889). Second Variable, Distributive Justice (0.800-0.894). Employee retention represents (0.791-0.889), which indicate acceptance level of the reliability of the variables.

The descriptive statistics of the questionnaire responses for the dimensions Procedural justice by average mean (4.45) and standard deviation (0.557). The high agreement was on item (8) shows a high agree average on the mean axis (To what extent your boss got input from you before a recommendation) by average means (4.57) and standard deviation (0.510). This was the least agreement averages on the mean axis for items (9) (Our organization has a clear definition of Procedural justice) by an average mean (4.32), and standard deviation (0.631). In general the average mean is very high, which show the agreement of the respondent on the items of the first independent variables (Procedural justice).

The average mean and the standard deviation of the sample responses on the items of the second variable Distributive justice (x2) by average mean (4.45) and standard deviation (0.536). The high agreement was on item (2) shows a high agree average on the mean axis by average means (4.59) and standard deviation (0.520). This was the least agreement averages on the mean axis for items (5)) by an average mean (4.26), and standard deviation (0.601). In general the average mean is very high, which show the

agreement of the respondent on the items of the second independent variables Distributive justice.

The average mean and the standard deviation of the sample responses on the items of the dependent variable Employee retention by average mean (4.48) and standard deviation (0.558). The most important agreement was Item (3) shows a high agree average on the mean axis (Procedural justice leads to employee retention) by average means (4.57) standard deviation (0.510). This was the least agreement averages on the mean axis for items (6) (Our organization adopts the concept of employee retention) by an average mean (4.45), and standard deviation (0.601). In general the average mean is very high, which shows the agreement of the respondent on the items of dependent variables Employee Retention.

Hypotheses Testing Results

Hypothesis 1 stated “There is no significant impact between organizational justice and its dimensions (Distributive justice – Procedural justice) on employee retention. The findings show that the null hypothesis 1 is rejected and proves that both procedural and distributive justices were found to have a significant impact on employee retention.

Hypothesis 2 stated “There is a significant difference between organizational justice and sample’s demographic variables (Work position-Age-Gender-Experience). The findings show that the researcher rejects partially the null hypothesis, that there is a significant difference between the demographic variables and employee retention and accept the alternatives that there is a significant impact between (Work position-age) and employee retention, and that there is a significant difference between (Gender-Experience) and employee retention.

In the theoretical part, the researcher illustrates the origin of the research variables, applied different approaches for studying and analyzing them, and represent a contributions of previous researchers.

-Field study findings:

The sample of the field study was randomly chosen from 301 of Dean-Deputy Dean-Staff members of Higher Institution in Cairo. The researcher chooses this section as it is one of the most important educational field that the majority has lack of organizational justice. The sample is 145 and was categorized as following:

First: Numbers of Deans at higher institution in Cairo which is 25 represented by (17.2%) from the population of 52

Second: Numbers of Deputy Dean of higher institution which divided into Deputy Deans of student affairs and –Deputy Deans of environmental development affairs in Cairo which is 34, represented as (23.4%) from the population of 70.

Third: Staff members which represented by numbers of administration staff members at higher institution in Cairo 86 which represented as (59.3%), from the population of 179.

According to the study sample it is clear that most of the respondents are “staff members” of Business Administration, it indicates that 86 respondents, which represent (59.3%), than the variable “age” from (over 50 years), which representing (45.5%). According to the study sample of the variable Gender the majority of the sample are male as it reached 100, which represent (69.0%). A study sample according to the variable of “Experience” shows that the most of the respondents in the category group (Over 15 year), which represent (74), as (51%).

Implications:

This finding show that employees' higher perception toward justice to determine outcomes is (**procedural justice**) and how much justice of the outcomes employees receive is (**distributive justice**). Therefore, organization must have a proactive strategy to implies employees' perceptions of distributive and procedural justice, and provide appropriate workforce to potentially gain benefits including cost related to new recruitment.

Study Recommendations

Due to the above conclusion, it is recommended that the Higher institution must provide the ground for their staff satisfactions and attempt to maintaining them via proper focusing on organizational justice to guarantee themselves against the costs of recruitment and training new members.

Recommendation for further research:

The finding in this research would help organization in Higher institution in Cairo to applied strategies that included, distributive and procedural justice to improve and develop talent staff , and achieve effectiveness and high productivity in the organization. The same research would be of benefit if conducted in the private universities.

Study Limitations:

This study suffers from certain limitations which can be the focus of future researches. The study only explores the impact between organizational justice and employee retention. It didn't examine other variables and the interrelationship among justice dimensions, thus future researches may explore the relationship and the role of other variables like employee involvement, leadership, and innovation. Secondly, the research is limited to one sector, higher institution and it can replicate the same study in different sectors.

References:

- Adams,J.S,(1963), Toward an understanding of Inequity .J. of abnormal Soc. Psychology 67:422-36.
- Anonymous .J,(1999),”It workers expect career development and job satisfaction, HR focus:4
- Beugre.C.D.(2007), A cultural perspective on organizational justice ,Informational age publishing 2007.
- Bidisha,L.D .(2013),employee retention:A review of literature Journal of Business and Management 14,ppt,8-16.
- Breugh, J. and Strake, M. (2011). “Research on employee Recruitment” Journal management 2000, pp. 305-434.
- Brockner.J,(2006),Why it is hard to be fair:Harvard Business review,pp233-129.
- Daniel .S and Robert Folger,(2003) “Fairness and Human resource Management, review 13,ppt, 1.
- Fierman.J,(1993), Beating the midlife career crisis,ppt,52-62.
- Folger and creenberg, J.(1985).Procedural justice: An interpretive analysis of Personnel systems. Research in personnel and human resources, vol3, pp. 141-183.
- Furnham.J.(1986),organizational Behavior, understanding and managing life at work,7th edition,ISBN-13:978-0-13-613436-7, PPT, 25.
- Greenberg .J.(1989), “Cognitive Reevaluation of outcomes in response to underpayment Inequity, Academy of Management journal, pp. 174-184. Stephen 9th edition ,ISBN 0-13-225773-4.
- Leventhal,G. Skaniza. J. Fry. W.R. (1980). Beyond fairness: a theory of allocation preferences.in Mikula, G. (ED) Justice

- and social interaction. Springer Verlag New York pp. 167-218.
- Lee. W. and Maurer. S. (1997). The retention of knowledge workers with the unfolding model of voluntary turnover, Human resource Management review, Vol 7, pp. 247-275.
 - Mishra, A.K, and Mishra, K.E. (1994). The role of mutual trust in effective downsizing strategies, Human resource top management team member, 33(2), 261-279.
 - Michaels.H.(2001), "The war of talent, Boston, Harverd Business School.
 - Mita.M.(2014), "Study on employee retention and commitment .International Journal of Advance research in computer science and management studies 2, ppt,154-164.
 - Moazzezi, M, Sattari, S, and Bablan, A.Z. (2014). Relationship between organizational justice and job performance payamenoor University, employees in Arabia Province. Singaporean Journal of Business Economics and Management studies 2(6), 57-64.
 - Organ, D.W. (1988). Organizational citizenship behavior. The good soldier syndrome Lexington MA: Lexington Book.
 - Rupp, D.E, Shao, R., Jones, K.S, Liao, it (2014). The utility of a multi organizational justice. Human decision process, 89(1) PP. 925 -946.
 - Slocum. H,(2012), Principles of OB, 13th edition, ISBN 9780-538-74334-1.
 - Tyler, T.R. (2006). Why people obey the law. Princeton University press princeton.
 - Watson, W. (2005). "U.S workers cite hypocrisy and favoritism rather than financial. "As biggest ethical lapses at work, Washington business review, pp. 112.