The Relationship between Perceived Organizational Justice, Supervisor Support, and Turnover Intention

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Abstract

While the relationship between organizational justice (OJ), perceived supervisor support (PSS), and turnover intention (TI) have received extensive attention in the Western cultural context, research on these attributes is lacking in the Arab Middle Eastern contexts. The purpose of this paper is to address this gap by exploring the nature, strength, and direction of the relationship between OJ, PSS, and TI using the Kingdom of Saudi Arabia (KSA) as a sample. Results from the study indicate that employees exhibit moderately high levels of perceived OJ and PSS and moderately low levels of TI. Procedural justice (PJ) was significantly positively correlated, and PSS was significantly negatively correlated with TI. All dimensions of OJ were significantly positively correlated with PSS except distributive justice (DJ).

Keywords: Employee satisfaction, international human resources, turnover intention, organizational justice, supervisor support

1. Introduction

Human resources play a critical role in the strategic agenda of an organization. Regardless of the sales volume, budget, or manufacturing processes, the central element that performs the work and gives it final shape is human resources (Adamovic, 2022). Contemporary businesses view their employees as their most precious resource. Motivated workers are more likely to stay with a company longer and contribute significantly. The social exchange theory (Blau, 1964) contends that when firms show "goodwill" toward their employees, the latter feel an implied "responsibility" to do the same (Aryee et al., 2002). When employees are treated fairly and supported by the organization and its representatives, organizational goodwill is best displayed. Unfair workplace practices have detrimental effects on the workplace, including high turnover, poor job satisfaction, low commitment, and a reduction in corporate civic behavior (Rupp and Cropanzano, 2002). Low supervisory support and low perception of prevailing fairness in an organization are causes of high employee turnover, which results in knowledge loss within the organization (Harris et al., 2018; Mengstie, 2020). (DeConinck & Johnson, 2009; Hussain & Khan, 2019). The nature and complexity of turnover in organizations have been extensively studied (Harris et al., 2018; Mengstie, 2020). However, employee turnover remains a dominant theme in contemporary organizational and management literature, as almost all organizations worldwide are faced with employee turnover issues, and it remains an expensive and difficult workforce challenge (Ozcelik, 2015).

The purpose of this paper is to identify the mechanism by which employees' perceptions of organizational justice (OJ) and perceived supervisor support (PSS) contribute to a decrease in turnover intention (TI) in an Arab Middle Eastern (AME) context, specifically the Kingdom of Saudi Arabia (KSA). Organizations are concerned about employee turnover. Employee turnover can result in decreased productivity, increased costs, and the loss of valuable talent. Prior research shows that relationships between these constructs are well established, but there is no clear

explanation for the relationship between OJ, PSS, and TI, particularly outside of Western contexts. Despite the importance of national contexts and cultures in influencing employee attitudes and behavior, few studies have been conducted outside of Euro-American contexts (Elamin & Tliass, 2015). Employee attitudes and behavior are influenced by the distinct histories of societies, human culture, and modern settings (Harb, 2016). To that end, the paper makes three contributions: (1) it tests the effect of individual and organizational demographics on employee perceptions of OJ, PSS, and TI using a psychometric approach; (2) it investigates the relationships between perceived OJ, PSS, and TI; and (3) it investigates the mediating effect of PSS on the relationship between OJ and TI. Furthermore, no empirical research has been conducted to investigate the combined effect of the three dimensions of OJ and PSS on TI in the AME background context.

This study makes two significant contributions: (1) it broadens the body of PSS, OJ, and TI research to a new context, and (2) it examines the findings in terms of Arab cultural and Islamic norms and values, as well as employment practices in the Kingdom of Saudi Arabia. The Kingdom of Saudi Arabia (KSA) is an important context for several reasons, including significant changes in employment regulations in light of the 2030 vision, a scarcity of currently available research, and the entrenchment of traditional Arab socio-cultural values and Islamic teachings, even when compared to neighboring Arab countries such as the United Arab Emirates (UAE) or Lebanon (Elamin & Tliass, 2015). The Kingdom of Saudi Arabia is a leading global and fast-growing Arab Middle East economy that is a member of the high-income G-20 nations and one of the world's largest oil producers. The KSA's cultural and social standing is based on its status as the custodian of Islam's birthplace. Harb (2016) identified five cultural characteristics that are prominently dominant in the Arab world, including the Kingdom of Saudi Arabia: a high level of religion, morality (i.e., respect, humility, and fairness), and a culture of honor that is tightly linked to reputation, generosity, hospitality, and family values. Furthermore, along with Hofstede's (1980) cultural dimension, Saudi Arabia's culture exhibits high power distance, high uncertainty avoidance, and collectivist characteristics (Elamin & Alomiam, 2011).

The government of KSA is pursuing economic reforms to diversify its economy, as the petroleum sector currently accounts for 80% of budget revenues. Non-Saudis made up 37% of the KSA's population in mid-2018, with the majority coming from South Asia, neighboring Arab countries, the US, and Europe. They made up 76% of the working-age population and 80% of the private-sector workforce (De Bel-Air, 2018). In 2017, a new vision (Saudi Vision 2030) was introduced as part of economic reforms spearheaded by the Kingdom of Saudi Arabia's new Crown Prince, resulting in a significant reduction in the number of non-Saudi workers in the public and private sectors (De Bel-Air, 2018). Several researchers have argued that the Saudi Vision 2030 is detrimental to the KSA's foreign workforce (Arain et al., 2020; Nurunnabi, 2017). However, total replacement of the foreign workforce is not currently feasible due to a significant shortage of skills to fill the anticipated labor force gap (Arain, et al., 2020). According to emerging research, non-Saudi employees who perceive their job in the KSA as temporary and transitional, and their status as fragile with high job insecurity, are more likely to quit or switch jobs due to organizational issues (Arain, et al., 2020). Local employees, on the other hand, frequently leave in search of better opportunities (Elamin & Alomaim, 2011). This problematic situation served as the foundation for this study, which sought to investigate TI and its relationship with justice and support perception in the Kingdom of Saudi Arabia.

2. Literature Review and Hypotheses

Employee TI has received a lot of scholarly attention because it is linked to actual voluntary turnover (Lambert et al., 2001). TI is defined as the combined performance of being dissatisfied with one's job, considering leaving, intending to look for another job, and having the possibility of finding another job (Adamovic, 2003; Mobley et al., 1978). Several studies investigated the link between TI and work-related variables such as justice perception and PSS (Arici, 2018; Dailey & Kirk, 1992; Kim et al., 2017).

Individuals' perceptions of the fairness of treatment received from an organization, as well as their behavioral reactions to such perceptions, are referred to as OJ (Nadiri & Tanova, 2010, p. 34). OJ is conceptualized into three dimensions: distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ) (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). Although the three dimensions of OJ are related, research shows that they have independent effects on employees' job attitudes (Colquitt et al., 2001). DJ refers to the perceived fairness of the outcomes received by employees (Adams, 1965). The process and procedures used to make allocation decisions are referred to as PJ (Folger & Greenberg, 1985; Thibaut & Walker, 1975). Interpersonal justice refers to the level of perceived fairness in how employees are treated in the organization (Bies & Moag, 1986). Several studies have been conducted on employees' perceptions of workplace justice (detailed review in Cohen-Charash & Spector, 2001; Colquitt et al., 2001). Using social exchange theory, this research stream has provided reasonable explanations for

workplace justice relationships.

PSS refers to employees' feelings about whether or not their "supervisors/managers value their contributions and care about their well-being" (Eisenberger et al., 2002, p. 565; Kurtessis et al., 2017). According to Cole et al. (2006), PSS is essentially about interactions between the supervisor and their subordinates, with positive interactions increasing PSS and negative interactions decreasing it. Furthermore, when managers are caring and supportive of their employees, absenteeism falls, and employee commitment, satisfaction, performance, and productivity rise (Dasgupta et al., 2012). Low levels of employee PSS, on the other hand, reduce organizational performance and result in counterproductive work behavior and low commitment (Shoss et al., 2013), eventually leading to a turnover.

1.1 Turnover Intention and Organizational Justice

The social exchange theory (SET) provided an appropriate framework for analyzing OJ and TI's relationship. According to the SET, employees who perceive fair treatment in their organization remain loyal to it and feel obligated to repay it by continuing to work and support it (Aryee et al., 2002; DeConinck & Johnson, 2009). Employees are more likely to quit or end their exchange relationship if the social exchange relationship between them and the organization is weakened (Ekmekcioglu & Aydogan, 2019). As a result, fairness is critical to the success of any organization. Fairness is essential in reducing employee turnover (Harris et al., 2018). As a result, to secure and retain the services of satisfied, loyal, and committed employees, the company should be fair and unbiased in its approach to PJ, DJ, and IJ (Aryee et al., 2002). Colquitt et al. (2001) present substantial evidence linking justice dimensions to various employee work-related attitudes and behaviors, such as job satisfaction, organizational commitment, trust feelings, job performance, organizational citizenship behaviors, and turnover. Furthermore, several studies have looked into the relationship between TI and OJ. For example, Kim et al. (2017) discovered that OJ and the quality of the organization-employee relationship are negatively associated with TI. Similarly, Dailey and Kirk (1992) identified DJ and PJ as predictors of job dissatisfaction and turnover. Furthermore, Hussain and Khan (2019) discovered that, except for interpersonal justice, all dimensions of OJ are significant predictors and correlated with TI. According to them, PJ is the most important predictor of TI, followed by DJ and informational justice. Similarly, Mengstie (2020) discovered that in an Ethiopian sample, OJ perceptions of healthcare workers significantly predicted TI. This study proposes, based on the strength of the literature, that positive evaluation of OJ is negatively associated with employee TI.

H1: Employees who have a positive evaluation of OJ, including (a) DJ, (b) PJ, and (c) IJ, are less likely to have TI.

2.1 Turnover Intention and Perceived Supervisor Support

PSS has gained increasing attention in organizational literature and was found to be significantly related to important organizational outcomes, such as employee turnover and TI (Afzal et al., 2019; Arici, 2018; Eisenberger et al., 2002; Maertz et al., 2007). Previous research has demonstrated that supportive supervisors promote a supportive work climate, increasing performance through high employee satisfaction, which, in turn, positively boosts justice perception and reduces TI among employees (Afzal et al., 2019; Arici, 2018). Likewise, the quality of supervisory support could reduce employees' TI by decreasing burnout and increasing job satisfaction (Fukui et al., 2019). Ahmad and Rainyee (2014) discovered that supervisor support while managing employee performance affected turnover goals, organizational conduct, and job satisfaction of employees significantly. Similarly, Mohsin et al. (2013) argued that poor supervision could be one of the main reasons for employees to quit their jobs. Likewise, Afzal et al. (2019) found that PSS negatively affected TI through the mediation of self-efficacy. Nichols et al. (2016) found that TI was lower for workers who reported greater levels of supervisor support and affective commitment, which were significant predictors of turnover intent when tested individually. Arici (2018) also found a direct significant effect of supervisor support on TI. Therefore, this study posits that a positive perception of supervisor support is negatively associated with TI.

H2: Employees who have a positive perception of supervisor support are less likely to have TI.

2.2 Organizational Justice and Perceived Supervisor Support

According to research, different dimensions of justice may be associated with various work entities that serve as sources of justice and injustice for employees, such as the immediate supervisor and the organization (Rupp & Cropanzano, 2002). Employee perception of supervisory support is heavily influenced by their confidence and trust in their immediate supervisors, which is influenced by their belief in the supervisor's fairness during supervision and other managerial activities (Zaitouni & Nassar, 2015). Employees who believe a supervisor's interaction is honest and fair are more likely to trust the supervisor, resulting in a high PSS. A trustworthy supervisor who treats employees fairly and honestly results in productive, satisfied employees with highly positive perceptions of justice

(Kurtessis et al., 2017). There is evidence to suggest that supervisor support is linked to the supervisor's integrity, benevolence, and professional abilities, which determine the level of trust and influence employees' perceptions of justice (Zaitouni & Nassar, 2015).

The SET framework explains the relationship between justice and supervisory support and outlines intriguing findings. Cohen-Charash and Spector (2001), for example, argued that perceptions of PJ are based on an organization's formal policies, making the organization the most likely source of this type of justice. However, perceptions of IJ are formed primarily through interpersonal relationships, which are most likely to be formed by supervisors. Similarly, Frazier et al. (2010) stated that interpersonal justice is the only dimension that has any bearing on the supervisor's perceived competence. These studies provide strong evidence for the link between IJ and supervisor support. Sudin (2011) also discovered a link between DJ and IJ (informational and interpersonal) on the one hand, and satisfaction with supervision on the other. Similarly, DeConinck and Johnson (2009) discovered a link between IJ and PSS. Supervisors are always viewed as organizational agents (Rhoades et al., 2001), and OJ fosters a perception of not only organizational support but also supervisor support among employees (DeConinck, 2010). DJ, PJ, and IJ were found to be significantly related to PSS by Li et al. (2018). Based on the existent literature, we postulate a similar relationship between OJ and PSS and hypothesize the following:

H3: Employees who have a positive evaluation of OJ, including (a) DJ, (b) PJ, and (c) IJ, are more likely to have a positive perception of supervisor support.

2.3 Perceived Supervisor Support as a Mediator between Organizational Justice and Turnover Intention

Previous research has shown that OJ influences PSS, which in turn influences TI. As a result, it stands to reason that PSS acts as a go-between in the relationship between OJ and TI. According to some studies, the relationship between OJ and TI should be studied using mediating factors (Ekmekcioglu & Aydogan, 2019; Parker & Kohlmeyer, 2005). Turnover refers to an employee's decision to leave the organization, whereas TI refers to the intention and plans to leave the organization. Quitting abruptly differs from the intention to quit because it affects employee productivity and dedication. Workers typically work to meet the demands of the supervisor rather than the organization, and their primary obligation is to the supervisor rather than the organization (Elamin, 2012). As a result, PSS is one of the standards that businesses can use to reduce TI and prevent employee turnover.

Employee turnover is reduced in an environment and culture that promotes and enforces trust and confidence between supervisors and subordinates (Kurtessis et al., 2017; Zaitouni & Nassar, 2015). Supervisors who are fair and supportive effectively distribute outcomes, clearly explain the procedures and policies that were used to arrive at the outcomes, and do so in an interpersonally sensitive manner. As a result, supervisors' support and assistance in understanding and contextualizing the work environment leads to lower employee TI (Zaitouni & Nassar, 2015). According to Takawira et al. (2014), OJ slows the pace of employee turnover objectives and weakens their ability to implement the quitting decision. Given the presence of supervisor support, this suggests that IJ and DJ have a negative relationship with employee turnover. Nonetheless, no imperative relationship has been discovered between employee TI and PJ (Ibrahim & Al Falasi, 2014). Based on the foregoing, PSS may serve as a go-between for OJ and TI among employees in the KSA context. However, no prior research has been conducted to support or refute this claim. To address this research gap, we put forward the following hypothesis:

H4: PSS will mediate the direct relation between DJ (a), PJ (b), IJ (c), and TI.

3. Data and Methodology

To explore TI, PSS, perception of OJ, and the relationship between them among employees in the KSA, a self-reporting questionnaire was conducted. Data collection in the Middle East is often described as difficult and characterized by several methodological challenges (Elamin & Tliass, 2015). Responders were assured anonymity. A total of 420 questionnaires were distributed, and 213 were completed. Thirteen questionnaires were excluded because of incomplete data, thus bringing the final sample size to 200 with a response rate of 47.6%. Table 1 represents demographic statistics. Majority of the respondents in this study are Saudi nationals (68.0%). Most participants have at least a bachelor's degree or above (68.0%). More than half of the sample (54.0%) is 36 years old and above. In terms of organizational demographics, 53.5% of the participants have been working for the same organization for 11 years and more, emphasizing the role of employer loyalty as an important value in the Middle East (Ali, 2010).

Table 1. Demographics of the Sample

Variables	Frequency	
	n (total = 200)	% (total = 100%)
Nationality		
Saudi	136	68.0
Non-Saudi	64	32.0
Education Level		
High School or below	31	15.5
Diploma	33	16.5
Bachelor or above	136	68.0
Organizational Tenure		
3 years or less	40	20.0
4 to 10 years	53	16.5
11 years or more	107	53.5
Age		
25 years or below	27	13.5
26 to 35 years	65	32.5
36 years or above	108	54.0

There are four sections to the questionnaire. The first section solicited some individual and organizational demographics, such as nationality, educational level, organizational tenure, and age, to test the effect of individual and organizational demographics on employees' perceptions of OJ, PSS, and TI. Questions about OJ, supervisor support, and TI are included in the second, third, and fourth sections. Given that Arabic is the official language of the Kingdom of Saudi Arabia, administering the questionnaire in its original English version would have jeopardized the response rate, necessitating a backward translation procedure.

Given the exploratory nature of this study, previously developed and validated measures were used for analysis. Elamin and Alomaim validated the 20-item scale developed by Niehoff and Moorman (1993) in the context of the KSA (2011). DJ was measured using five items, PJ with six, and IJ with nine. Cronbach's alpha is 0.938 for DJ, 0.833 for PJ, and 0.903 for IJ. PSS is measured using five items adapted from Eisenberger et al. (1997)'s perceived organizational support measure. The items have been altered in the manner of Rhoades et al. (2001). This scale focuses on the perceived support an employee receives from their immediate supervisor. Cronbach's alpha for the five observed items is 0.833. We leave the organization as a measure using the three-item scale developed by Lichtenstein et al. (2004). Scale reliability was found to be 0.83 by Lichtenstein et al. (2004). Cronbach's alpha for the three items in our study is 0.868. We use a unified five-point Likert scale ranging from 1 ("strongly disagree") to 5 ("strongly agree") for all measurements.

4. Results

Descriptive analyses assess the mean scores of the study variables. Regarding OJ, the results indicate that the overall level of DJ, PJ, and IJ in this study is moderately high, with a mean score of 3.34, 3.47, and 3.71, respectively. The result indicated that the overall level of PSS is also moderately high, with a mean score of 3.58, and that the overall TI level is moderately low with a mean score of 2.62.

The first objective of this study is to test the effect of individual and organizational demographics on the employees' perception of OJ (DJ, PJ, and IJ), PSS, and TI. Therefore, T-tests and ANOVAs have been performed as appropriate tests. For independent variables, the t-test and ANOVA (see Table 2) reveal that nationality and age have no significant impact on DJ, PJ, IJ, PSS, and TI. Moreover, the ANOVA analysis reveals that educational level has a significant impact on PJ ($F_{[2,197]} = 4.880$; $p = 0.009$), IJ ($F_{[2,197]} = 10.053$; $p = 0.000$), and PSS ($F_{[2,197]} = 12.648$; $p = 0.000$). Educational level did not have a significant impact on DJ and TI. ANOVA also reveals that organizational tenure has a significant impact only on IJ ($F_{[2,197]} = 5.332$; $p = 0.006$), and no significant impact on

DJ, PJ, PSS, and TI.

Table 2. T-tests and ANOVA tests: Effect of Nationality, Educational Level, Organizational Tenure, and Age on Perceived OJ, PSS, and TI

Mean Score Variables	DJ	PJ	IJ	PSS	TI
Nationality					
Saudi	3.4191	3.5380	3.7655	3.5676	2.5931
Non-Saudi	3.1812	3.3411	3.5972	3.6281	2.6979
No significant impact in terms of Nationality					
Educational Level					
High School or below	3.1161	3.0591	3.1900	3.0710	2.8817
Diploma	3.7212	3.5455	3.6700	3.3818	2.5152
Bachelor or above	3.3029	3.5527	3.8407	3.7544	2.5956
Significant for PJ: (F [2,197] = 4.880; p = 0.009); Significant for IJ: (F [2,197] =10.053; p =0.000); Significant for PSS: (F [2,197] =12.648; p = 0.000).					
Organizational Tenure					
3 years or Less	3.295	3.5750	3.9528	3.4900	2.6083
4 to 10 years	3.155	3.3208	3.4549	3.4868	2.7107
11 years or More	3.454	3.5140	3.7487	3.6729	2.5919
Significant for IJ: (F [2,197] = 5.332; p = 0.006)					
Age					
25 years or Below	3.2296	3.4506	3.7407	3.7481	2.7037
26 to 35	3.3385	3.5821	3.7641	3.5415	2.7077
36 years or Above	3.3741	3.4167	3.6728	3.5741	2.5586
No significant impact in terms of Age					

4.1 Tests of the Relationships between OJ, PSS, and TI

To explore the relationship between perceived OJ, PSS, and TI and test Hypotheses 1, 2, and 3, we use Spearman's inter-correlation and hierarchical regression analysis. The mean, standard deviation, Spearman's inter-correlation, and reliability scores for the study variables are outlined in Table 3. The results show significant correlations between the dimensions of OJ (DJ, PJ, and IJ), PSS, and TI. Based on Spearman's inter-correlation results, TI is negatively related to PJ ($r = -0.349$; $p \leq 0.01$), IJ ($r = -0.305$; $p \leq 0.01$), and PSS ($r = -0.394$; $p \leq 0.01$), providing initial support for H1b, H1c, and H2. PSS was positively correlated with DJ ($r = 0.209$, $p \leq 0.01$), PJ ($r = 0.659$, $p \leq 0.01$), and IJ ($r = 0.694$, $p \leq 0.01$), providing initial support for H3a, H3b, and H3c.

Table 3. Means, Standard Deviations, and Inter-correlation Matrix of Study Variables

	Mean	SD	DJ	PJ	IJ	PSS	TI
DJ	3.3430	1.06141	(0.938)				
PJ	3.4750	.82191	0.313**	(0.833)			
IJ	3.7117	.76406	0.348**	0.757**	(0.903)		
PSS	3.5870	.77084	0.209**	0.659**	0.694**	(0.833)	
TI	2.6267	1.16220	-0.085	-0.349**	-0.305**	-0.394**	(0.868)

Notes. DJ: distributive justice; PJ: procedure justice; IJ: interactional justice; PSS: perceived supervisor support; TI: turnover intention.

Cronbach's α or coefficient reliability scores are provided in parenthesis along the diagonal.

The correlations shown are Spearman's bivariate correlations.

**Correlations are significant at the 0.01 level (two-tailed).

To further explore the relationship and our first and third hypotheses, we conduct hierarchical regression analysis in two steps.

In Step 1, the control variables, individual and organizational demographics, including nationality, educational level, organizational tenure, and age, are entered.

In Step 2, the three dimensions of OJ (DJ, PJ, and IJ) are entered. The results are outlined in Table 4. Hierarchical regression analysis indicated that only one of the OJ dimensions, PJ, predicted TI, explaining an average of 9.8% of the TI variance and showing a significant functional influence on TI ($\beta = -0.253$, $p < 0.05$). This supports H1(b). However, DJ and IJ demonstrate a non-significant relationship with TI ($\beta = -0.02$, $p = 0.787$ and $\beta = -0.116$, $p = 0.337$, respectively). Therefore, H1(a) and H1(c) are rejected. Similarly, hierarchical regression analysis indicates that two of the OJ dimensions (PJ and IJ) successfully predict PSS, explaining an average of 56.6% of the PSS variance and showing a significant functional influence on PSS ($\beta = 0.382$, $p < 0.001$, and $\beta = 0.307$, $p < 0.001$, respectively). Moreover, when dimensions of justice are entered in Step 2, the result observed is a 0.398 change in R^2 ($F[7,192] = 38.113$, $p < 0.001$). This supports H3(b) and H3(c). However, H3(a) is rejected ($\beta = 0.009$, $p = 0.856$).

Table 4. Results of Hierarchical Regression Testing the Relationship between Organizational Justice and Perceived Supervisor Support (OJ-PSS) and Organizational Justice and Turnover Intention (OJ-TI)

Criterion variables				
	PSS		TI	
Predictors	ΔR^2	β	ΔR^2	β
Step 1: controls	0.184***		0.010	
Nationality		0.078		-0.007
Education		0.194***		0.024
Organizational tenure		0.317***		0.091
Age		-0.287***		-0.145
Step 2:	0.398***		0.120***	
DJ		0.009		-0.020
PJ		0.382***		-0.253*
IJ		0.307***		-0.116
N	200		200	
Adjusted R^2	0.566***		0.098***	
Equation *F*-value	38.113***		4.100***	

Notes. β: standardized beta; DJ: distributive justice; PJ: procedural justice; IJ: interactional justice; PSS: perceived supervisor support; TI: turnover intention.

*p < 0.05; **p < 0.01; ***p < 0.001.

4.2 Tests of the Relationship between PSS and TI

To explore the relationship between PSS and TI and our second hypothesis, we conduct a hierarchical regression analysis in two steps. In Step 1, the control variables, individual and organizational demographics, including nationality, educational level, organizational tenure, and age, as well as the three dimensions of justice (DJ, PJ, IJ), are entered. In Step 2, PSS is entered.

The results are outlined in Table 5. Hierarchical regression analysis indicates that PSS successfully predicts TI, explaining an average of 25.8% of the TI variance and demonstrating a significant functional influence on TI (β = -0.615, $p < 0.001$). Moreover, when PSS is entered in Step 2, the result is a 0.158 change in R^2 (F [8,191] = 9.665, $p < 0.001$). This supported H2.

Table 5. Results of Hierarchical Regression Testing the Relationship between Perceived Supervisor Support and Turnover Intention (PSS-TI)

Criterion Variable		
	TI	
Predictor	ΔR^2	β
Step 1: controls	0.130***	
Nationality		0.041
Education		0.144*
Organizational tenure		0.286**
Age		-0.321**
DJ		-0.014
PJ		-0.018
IJ		0.073
Step 2:	0.158***	
PSS		-0.615***
N	200	
Adjusted R²	0.258***	
Equation *F*-value	9.665***	

Notes. β: standardized beta; DJ: distributive justice; PJ: procedural justice; IJ: interactional justice; PSS: perceived supervisor support; TI: turnover intention.

*$p < 0.05$; **$p < 0.01$; ***$p < 0.001$.

4.3 Testing the Mediating Effect of PSS between OJ and TI

The third objective of this study is to examine the mediating effect of PSS on the relationship between OJ and TI. The role of PSS as a mediating variable between OJ's dimensions (DJ, PJ, and IJ) and TI is analyzed using a statistical procedure suggested by Baron and Kenny (1986).

The results are summarized in Table 6. In Step 1, OJ dimensions are entered into a separate regression model. Only PJ (β = 0.395, $p < 0.001$) and IJ (β = 0.346, $p < 0.001$) are observed as significantly correlated with PSS. Moreover, only PJ (β = 0.262, $p < 0.05$) is observed negatively correlated with TI. As DJ is not correlated with PSS (β = 0.001, $p = 0.992$) or TI (β = -0.021, $p = 0.764$), and IJ is not correlated with TI (β = -0.115, $p = 0.318$), the first two conditions of mediation are partially met. In Step 2, PSS is added to the regression model. It is found to have a significant effect on TI (β = -0.478, $p < 0.001$), and the β coefficient of the relationship between PJ and TI is observed as not significant (β = 0.051, $p = 0.646$). Hence, PSS mediated the relationship between PJ and TI. This supports H4(b).

Table 6. Results of Hierarchical Regression Testing the Mediating Effect of PSS between OJ and TI

	Criterion variables	
	PSS	TOI
Predictor	β	β
Step 1:		
DJ	-0.001	-0.021
PJ	0.395***	-0.241*
IJ	0.346***	-0.115
Adjusted R²	0.490***	0.108***
Step 2:		
DJ		-0.022
PJ		-0.051
IJ		0.051
PSS		-0.478***
Adjusted R²		0.220***
ΔR²		0.115
F for ΔR² (Steps 1 and 2)		29.369***

Notes. β: standardized beta; DJ: distributive justice; PJ: procedural justice; IJ: interactional justice; PSS: perceived supervisor support; TI: turnover intention.

p < 0.05; **p* < 0.01; ***p* < 0.001

5. Discussion

According to this study, employees in the KSA have a moderately high perceived fairness of DJ, PJ, and IJ, as well as PSS, and a moderately low level of TI. In terms of the impact of individual and organizational demographics, the study finds no significant difference in responses between Saudi and non-Saudi participants across various age groups. This is due to recent amendments to the KSA Labor Law, which included a general prohibition on discrimination during employment as well as recruitment, appointment, or engagement of employees (KSA Royal Decree No. M/51 dated 23-8-1426 AH). Furthermore, respondents with a bachelor's degree or higher and a diploma report higher levels of PJ and IJ than those with only a high school diploma. Respondents with a bachelor's degree or higher report higher levels of PSS than those with a high school diploma or less.

Our findings contradict the findings of Bahrami et al. (2013), who discovered that age, education, and marital status had no statistically significant relationship with employees' perceptions of OJ and PSS. They also contradict Tessema et al. (2014)'s findings, which found that educated employees had significantly lower perceived DJ and PJ than less educated employees. Our findings support Nurse and Devonish's (2006) contention that as an individual's educational level rises, so do their expectations, and they are more critical of how they are managed than those who are less educated. Similarly, employees with three years or less of organizational tenure perceived higher IJ than respondents with four to ten years of organizational tenure. This finding contradicts the mainstream literature, which contends that employees without tenure are more likely to believe they have more to lose if something goes wrong in their organization and pay special attention to any information about the "value" of their company. Justice climate, which can be viewed as an indicator of this value, is likely more important for employees with a longer tenure than those with shorter tenure (Ohana, 2014).

Results from our study reaffirm the view that justice perceptions have functional effects on work outcomes. The findings indicate that organizational members who demonstrate positive perceptions of justice are likely to report lower levels of TI. Consistent with many previous studies (Aryee et al., 2002; Hussain & Khan, 2019; Mengstie, 2020), the result from this study indicates that PJ is a significant predictor and is correlated with TI. PJ is the most significant predictor of TI in the KSA, while DJ and IJ show no significant correlation with TI. Based on the SET, perceptions of PJ are associated with feelings of individual commitment and willingness to remain in the

organization based on fair treatment (Aryee et al., 2002). As such, our results indicate that employees who perceive procedural fairness in their organizational exchanges experience fewer intentions to quit, while those who perceive low PJ and lack of reciprocity in their relations with the organization manifest higher TI. Hussain and Khan (2019) have argued that rationalization and justification of organizational decisions, including unfavorable ones, through effective communication and explanation with genuine logical reasons produce a positive effect on employee trust levels and reduce TI.

Contrary to expectations, the use of DJ and IJ to predict employee TI (Aryee et al., 2002; Mengstie, 2020) has not been supported in our study. It may be speculated that DJ and IJ are taken for granted in the KSA based on the influence of Islamic teachings regarding the fairness of pay (DJ) and fairness when treating employees (IJ). Islamic teachings serve as guidelines for the behavior of Muslims in their private and professional lives (Ali, 2010; Elamin & Tlaiss, 2015). Islamic teachings accentuate the fair allocation of resources (*quist*) and fair treatment of individuals (*Akhlaq*) by exhibiting respect and politeness and refraining from improper comments and prejudice.

Although the literature presents mixed results regarding the effect of PSS on employee TI (Afzal et al., 2019; Firth et al., 2004), our study attempts to clarify this relationship and reveal PSS as one of the key factors in reducing employee TI. This resonates with the findings reported by other studies (Afzal et al., 2019; Eisenberger et al., 2002; Maertz et al., 2007), which have shown a direct relationship between PSS and TI. In other words, employees who have a positive perception of supervisor support are less likely to have TI. Interpersonal relationships between superiors and subordinates are considered one of the most important characteristics of organizations and management in the KSA due to the hierarchical nature of Saudi society and Islamic teachings, which stress respect for seniority. Saudi Arabians and Arabs, in general, are collectivists by nature, and maintaining strong ties with family, friends, colleagues, and local communities has been identified as paramount (Hofstede, 1980; Harb, 2016). Employees in the KSA tend to exhibit greater loyalty toward their supervisors than the organization, as loyalty to a person, rather than a commitment to a system, is said to be of greater importance to employees in the KSA (Elamin, 2012; Elamin and Tliass, 2015). Elamin (2012) argues that Saudi Arabians have little faith in institutional arrangements compared to loyalty to persons. Therefore, supervisor support seems to be a critical factor influencing employees' intentions to leave or stay in an organization. Socio-cultural setup of the KSA and religious teaching bear important implications for explaining this finding.

Our findings support previous research (DeConinck, 2010; DeConinck & Johnson, 2009; Li, 2018) that found a link between OJ and PSS. Employees who rate OJ positively are more likely to rate supervisor support positively. Except for DJ, all dimensions of OJ are found to be significant predictors and to be correlated with PSS. This finding is supported by several explanations rooted in the KSA's socio-cultural and religious structure, as well as employment practices within the country. Procedures in the KSA are linked to people rather than systems or institutions due to the large power gap, respect for hierarchies, loyalty to people rather than the system, seniority, and the society's collectivist nature. PJ implies that the organization respects the rights of its employees; however, in the KSA, supervisors are held directly responsible for these rights rather than the system (Elamin, 2012; Elamin & Tlaiss, 2015). This argument supports our finding that, among OJ dimensions, only PJ predicts TI and may also lend support to the finding that PJ predicts PSS. Similarly, IJ demonstrates how authorities treat employees with dignity and respect during the explanation and execution of procedures (Bies & Moag, 1986). In the Kingdom of Saudi Arabia, interactive justice is woven into the social fabric, guided by religious teachings and Arabic cultural values. Both Islam and Arabic values emphasize goodness in interactions and behavior at the personal and organizational levels (Ehsan) and encourage individuals to exhibit forgiveness, tolerance, and justice in the workplace (Ali, 2010; Harb, 2016). Violation of these values may harm the relationship and trust between supervisors and subordinates, bringing the PSS into disrepute. In contrast, our findings show that DJ perception has no significant relationship with PSS, which contradicts the mainstream OJ-PSS literature (DeConinck, 2010; DeConinck & Johnson, 2009; Li et al., 2018).

Furthermore, the discovery that PSS mediates the relationship between OJ and TI is noteworthy. Our findings show that PSS fully mediates only the relationship between PJ and TI. Employees with the highest levels of perceived PJ also have high levels of supervisor support, making them less likely to leave the organization. This suggests that receiving fair procedural treatment from organizations reduces employee turnover not only directly but also indirectly through PSS in the KSA. This adheres to the SET's principles, which state that employees tend to exchange commitment and loyalty for support (Li et al., 2018). Findings from this research add to our understanding of the indirect relationship between OJ and TI, responding to previous studies' arguments that the relationship should be studied through mediating factors (Ekmekcioglu & Aydogan, 2019; Parker & Kohlmeyer, 2005).

6. Conclusion and Managerial Implications

The findings from our study have several implications for practicing managers. Gaining a better understanding of the relationships between OJ, PSS, and TI will enable decision-makers and managers to identify areas for improvement and contribute to the development of strategies and policies to improve perceived justice and supervisory support, thereby lowering TI. As a result, it is recommended that organizational management, particularly in the KSA, develop strategies and policies to improve employee perception of these factors. Our findings highlight the importance of supervisory support in enacting justice and reducing TI. Supervisors are advised to foster fairness in procedures by embracing two-way communication to provide opportunities for employees to participate and express their preferences during decision-making.

Furthermore, supervisors are encouraged to actively promote themselves as a major source of support in the organization, resulting in lower TI. Finally, to reduce employee turnover, organizations should create a fair environment, which includes not only fair procedures, but also decision-making procedures shared by supervisors and subordinates that include interpersonal interaction.

Finally, businesses can consider implementing a variety of strategies to reduce employee turnover intent and retain their valuable talent. Some of these strategies include: a) improving compensation and benefits packages to increase employee satisfaction; b) providing opportunities for growth and development to increase organizational commitment; c) developing a positive organizational culture that promotes employee engagement and retention; and d) providing leadership training and development programs to improve leadership effectiveness.

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