

The Impact of Organisational Justice and Job Autonomy on Employee Retention: The Mediation of Psychological Ownership

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Abstract

Employee retention is critical to human resources practices in the high turnover rate tourism industry. Job autonomy, organisational justice and psychological ownership have become crucial concepts for customer retention. The present study aims to examine the contribution of organisational justice, job autonomy and psychological ownership to employee retention in the travel agencies sector in Egypt and Iraq. Data were gathered from employees of the Egyptian and Iraqi travel agencies and tested using PLS-SEM. Findings showed that organisational justice, job autonomy, and psychological ownership have significantly affected employee retention in travel agencies. It is also reported that psychological ownership partially mediates the relationships between employee retention, organisational justice, and job autonomy. The findings provide significant theoretical and practical inferences.

Keywords: Psychological ownership; employee retention; organisational justice; job autonomy, travel agencies

Introduction

Employee turnover in the tourism and hospitality industry forms one critical challenge to the industry worldwide meanwhile retaining highly skilled employees is the core aspect of business success and sustainability (Emmanuel et al., 2021; Ferreira & Potgieter, 2021; Yam et al., 2018). Reviewing recent and quality research, Han (2022) categorized the factors affecting employee turnover into three groups: personal factors (i.e. employee demographics, profile, performance, psychological factors, and work-life balance), team-related factors (i.e., work atmosphere, job-related factors, human resources practices), and organisational factors (i.e., work environment, organisational culture, and values). However, Yam et al. (2018) found that most previous research focuses on employee turnover causes rather than employee retention contributors. They claimed that the opposite of turnover causes are not necessarily the retention contributors.

Within organisational studies, psychological ownership (PO) is a recent organisational predictor that contributes to employee retention (ER) (Degbey et al., 2021; Pierce et al., 2001; Pierce et al., 2004). Employees' opinions of being psychological owners of organisations may

decrease their turnover intention (Bernhard & O'Driscoll, 2011; Pierce et al., 2004; Su et al., 2021). Extant studies have proposed that PO could create constructive mindsets toward the organisation and the job such as organisational commitment, and job satisfaction, and increases employees' intentions to stay in their workplace (Avey et al., 2009; Pierce et al., 1991; Van Dyne & Pierce, 2004; Vandewalle et al., 1995; Wagner et al., 2003).

Organisational and management research has also tested the relationship between organisational justice (OJ) and job autonomy (JA) (Kang & Sung, 2019; Owolabi, 2012; Ponnu & Chuah, 2010) and JA and ER (Ahammad et al., 2012; Hagedoorn & Heslen, 2007). Meanwhile, limited studies have examined employees' sense of possession for their occupations and organisations, in addition to the skewness of this research to developed economies (Avey et al., 2009; Bernhard & O'Driscoll, 2011; Brown et al., 2014; Brown et al., 2005; Van Dyne & Pierce, 2004; Vandewalle et al., 1995). Similar skewness is found in studies of employee turnover in developing countries, and therefore, the current study fulfils these research gaps and aims to measure the effect of OJ, JA, and PO on employee retention in the travel agencies sector in two countries: Egypt and Iraq. It also aims to test the PO's mediation effect on the association between OJ, JA and ER. The present analysis adds to the existent investigations of employee retention in two folds: the developing countries and the tourism industry contexts.

Literature review

Psychological ownership and employee retention

Employee retention advocates the capability to hold onto workers who are desired to stay for longer times than those of their rivals (Adeyefa et al., 2023; Johnson, 2000). It is a technique by which procedures and policies are developed and applied by a company to address workers' needs and enhance their dedication to their workplace and management and inspire them to stay with their organisations (Armstrong & Taylor, 2014). Employee retention refers to the process used to keep desired workers with an organisation for a maximum time (Deeba et al., 2015). Among the factors that affect employees' commitment and job satisfaction are the psychological feelings toward their organisation. Van Dyne and Pierce (2004) revealed that employees' PO of the organisation is linked to several job attitudes, where employees with great instincts of possession for their workplace are highly committed to their workplace, satisfied, and highly engaged in discretionary work behaviours.

PO implies the possession feeling of an idea, entity, or object, regardless of having legal ownership of it (Brown et al., 2014; Pierce et al., 2003). Zhang and Xu (2019) found that PO is predicting place attachment (i.e., destinations) and Etzioni (1991) said that it is a duple formation; the first exists in reality and the other exists in someone's mind. In this regard, Pierce et al. (2004) found that differences exist between psychological and legal ownership, although the fact that the two are slightly associated. Pierce et al. (2001) and O'Reilly (2002) found that possessiveness underlines the conceptual essence of PO, though it does not represent feelings of ownership only, but also the psychological concern for responsibility for a specific object.

Prior studies have indicated that PO reflects a feeling of accountability and liability for the ownership target (Avey et al., 2009; Dawkins et al., 2017). O'Reilly (2002) explained that when managers mention ownership to their employees, they typically mean the feeling of responsibility of employees who make the relevant decisions that benefit the work. Vandewalle et al. (1995) investigated the effect of PO on their extra-role behaviours, satisfaction, and commitment and found that there was a strong association between PO and these roles, and this association was mediated by workers' commitment.

Furthermore, Avey et al. (2009) explored the impact of PO on employees' intent to continue with an organisation and found that the promotion-focused aspect of PO positively affects their intention to stay. Likewise, Bernhard and O'Driscoll (2011) explored the influence of PO on leadership styles and workers' attitudes and behaviours and revealed that PO strongly impacts these associations. Another study by Han et al. (2010) found that employee involvement in decision-making affected the PO's feelings to develop positive attitudes and commitment towards their workplace. Abou-Shouk et al. (2021) found that employees speaking up voice is significantly affecting their job satisfaction and decreases their leave intention. Additionally, Long (1978) highlighted that despite the direct influence of PO on employee commitment, it also indirectly affected their loyalty to the workplace.

Additionally, Su et al. (2021) exposed the significant role of PO in reducing turnover intention among employees. Similarly, Olckers and Enslin (2016) showed that PO was connected to workplace trust and turnover intent. Avey et al. (2009) illustrated that employee turnover is negatively correlated with PO. Namely, a low-level employee of ownership feeling has a low level of commitment and is not dedicated to continuing within their organisation. Bernhard and O'Driscoll (2011) revealed that PO of jobs and workplaces had an important impact on their commitment and intentions to stay with their firms. Therefore, it is believed that PO is an important tool through which managers might exert an impact on the work behaviour and attitudes of employees (Bernhard & O'Driscoll, 2011; Van Dyne & Pierce, 2004). Thus, the first proposition is formed as follows:

H1. Psychological ownership is positively affecting employee retention.

Organisational justice, employee retention and psychological ownership

Literature studies have revealed a strong connection between employees' organisational justice and commitment (Kim et al., 2021). Daly and Dee (2006) mentioned that when employees are treated fairly, they tend to decide not to leave their workplace. Likewise, Owolabi (2012) found that organisational justice greatly impacts employee turnover intentions regardless of employee gender. Furthermore, Kang and Sung (2019) found that employees receiving organisational justice are greatly engaged in their work and are less expected to leave their workplace. Furthermore, the results of a study by Ponnu and Chuah (2010) showed that procedural and distributive justice practices in organisations could improve employee retention. This indicates that employees would have a lower intention of leaving their present organisation if they perceived justice in their workplace. In addition, Imran and Allil (2016) and Aghaei et al. (2012) revealed that organisational justice positively influences employee retention and decreases turnover intentions.

In the same vein, Nadiri and Tanova (2010) stated that justice received for workers' performance greatly influences their leave intentions. Fields et al. (2000) suggested that distributive justice significantly impacted workers' intent to stay, and Hassan (2002) found that justice yielded substantial subsidies to employees' organisational commitment and decrease their intent to quit. The researchers' judgments differ as to which form of justice, (i.e., procedural, distributive, or interactional justice) is mostly associated with employee low turnover. For each of the three types, extant investigates showed a major influence of each form on decreasing turnover (Cohen-Charash & Spector, 2001; Nadiri & Tanova, 2010; Noh et al., 2019). Some studies highlighted that distributive justice is the main influencer of employees' leave intention (Hendrix et al., 1998; Hom et al., 1984), while Chan and Jepsen (2011), for instance, found that the lack of procedural justice is the primary reason behind employees' leaving of their work. Thus, the second hypothesis is phrased as:

H2. Organisational justice has a positive impact on employee retention.

In addition, Danish et al. (2014) found that organisational justice directly affects employees' attitudes (psychological ownership). Workers' positive perceptions of justice assist them to recognize and strengthen their sense that the organisation is theirs (Chi & Han, 2010). Janssen et al. (2010) suggested that if workers are justly compensated for investing their resources, they will be encouraged and motivated to continue their resource investment. These resources can be intellect, training, expertise, time, skills, and emotional work. Pierce et al. (2001, 2003) have suggested that organisational justice is one of the key paths in the lead to PO. The study of Atalay and Özler (2013) found that organisational justice positively impacts employee PO among non-family employees. Results found that distributive justice is the major influential aspect of organisational justice in generating PO. Likewise, Sieger et al. (2011) found a positive association between distributive justice and PO. Moreover, Chi and Han (2010) found similar results and Hameed et al. (2019) indicated that organisational justice has a significant role in developing PO. The following hypothesis (H3) implies that PO increases if organisational justice increases within an organisation.

H3. Organisational justice has a positive impact on employee PO.

Job autonomy, employee retention and psychological ownership

Job autonomy represents an essential element of critical human resources retention issues (Angwin & Meadows, 2015; Bauer & Matzler, 2014). One common definition is that of Hackman and Oldham (1975) as the extent to which the job gives the worker significant independence in arranging the tasks and deciding the procedures to be used to achieve them. Datta and Grant (1990) stated that autonomy essentially denotes the empowerment of employees over the organisation's operating decisions, while Hambrick and Cannella (1993) defined the lack of autonomy as the removal of managerial procedures associated with the organisation's work activities. Previous findings exhibit that autonomy given to personnel can significantly impact their intentions to stay in the organization (Ahammad et al., 2012; Hagedoorn & Heslen, 2007; Hambrick & Cannella, 1993; Very et al., 1997).

Hambrick and Cannella (1993) examined autonomy removal and relative status concepts and found that top directors will mostly leave their workplace if they lack organisational autonomy. Therefore, preserving good link between workers and managers will improve the retention of the workers/managers (Schweiger & Goulet, 2000). Very et al. (1997) found that the loss of independence leads to performance worsening. Additionally, the loss of autonomy generates a failure feeling in organisations (Bleeke & Daniels, 1985; Siehl et al., 1990). These feelings of autonomy loss led to the conclusion that a higher degree of autonomy is positively influencing employees retention within an organisation (Hassett, 2012; Klendauer & Deller, 2009; Mathieu & Zajac, 1990; Meyer & Allen, 1991; Very et al., 1997). Therefore, the fourth proposition is formulated as:

H4. Job autonomy has a positive effect on employee retention.

In addition, previous studies found a positive link between job autonomy and PO (Hackman & Oldham, 1975). Pierce et al. (2004) found that workers who were granted autonomy in their job were possibly able to have great levels of PO for their work and organisations. Furthermore, Pierce et al. (2001) argued that jobs granting greater autonomy led to high control of employees over their workplace and increase the chance of forming ownership feelings toward their jobs.

Likewise, Bora (2021) revealed that empowering job autonomy for employees in the hotel sector encourages their sense of PO. Therefore, the fifth proposition is formulated as follows:

H5. Job autonomy is positively influencing Employee psychological ownership.

Research method

The current study is deductive; it uses the quantitative method to reach conclusions on the causal relationships between organisational justice, job autonomy, employee psychological ownership, and employee retention in travel agencies in Egypt and Iraq. For data collection, a questionnaire form, available in Arabic and English, was addressed to employees of travel agencies in the two research settings. For validity issues, the questionnaire form was designed based on extant research. Employee psychological ownership was measured through five latent variables (Avey et al., 2009): territoriality (two indicators), self-efficacy (three indicators), accountability (two indicators), and sense of place or belongingness (three indicators), and self-identity (two indicators). Organisational justice was measured through three latent variables (Niehoff & Moorman, 1993): distributive justice (three indicators), formal procedures (three indicators), and interactional justice (four indicators). Job autonomy was measured via three latent variables (Morgeson & Humphrey, 2006): work scheduling autonomy (three indicators), decision-making autonomy (three indicators), and work methods autonomy (three indicators). Five indicators were used to measure employee retention (Kehoe & Wright, 2010; Kyndt et al., 2009). The initial questionnaire form was validated on 50 respondents from Egypt and Iraq and corrected item-total correlations showed construct validity of the indicators used in the scale. Cronbach's alpha statistics have also shown a reliable scale. Based on the estimation of 63000 employees working in travel agencies in Egypt (Abou-Shouk et al., 2021), and 3088 employees working in Iraqi agencies (Central Statistical Organisation Iraq, 2018), 385 and 390 random replies were gathered respectively. PLS-SEM was used for analysis operating Warp-PLS 0.8.

Findings

Descriptive statistics showed that 63.4% of respondents in the Egyptian sample are males versus 36.6% are female employees. For the Iraqi sample, 79.7% were male versus 80.3% were females. For the work period in the current travel agency, findings revealed that 27.5% of the Egyptian respondents worked for their company between 1 and 3 years, 20% worked for more than 10 years, 19.5% worked between 9 and 10 years, 18.7% worked between 6 and 8 years, and 14.3% of respondents worked for their agency between 4 and 6 years. For Iraq, it is found that 36% of the respondents worked for 1-3 years, 23.3% worked for 6-8 years, 22.8% worked for 4-5 years, 13.6% worked for 9-10 years, and 4.4% of respondents worked for their current agency more than 10 years.

Measurement models

These models target the scale validation process (Salah & Abou-Shouk, 2019). Table 1 demonstrates that the research constructs have AVEs values that exceed 0.50 referring to the existence of convergent validity. Besides, the square roots of AVEs (SAVE) for all constructs exceed the inter-construct correlations reflecting the existence of discriminant validity (Table 2) (Fornell & Larcker, 1981). The HTMT ratios appearing in Table 3 confirm the existence of discriminant validity (Kock, 2021). Moreover, reliability values exceed 0.70 (Table 2).

Indicator	Egypt				IRAQ			
	Value	CR	α	AVE	Value	CR	α	AVE
Psychological ownership								
Territoriality	0.777	0.919	0.890	0.696	0.726	0.893	0.849	0.626
Self-Efficacy	0.859				0.858			
Accountability	0.883				0.797			
Sense of Belongingness	0.855				0.832			
Self-Identity	0.792				0.734			
Job autonomy								
Work Scheduling Autonomy	0.864	0.909	0.849	0.768	0.838	0.893	0.820	0.735
Decision-Making Autonomy	0.858				0.848			
Work Methods Autonomy	0.907				0.886			
Organisational justice								
Distributive Justice	0.848	0.886	0.807	0.722	0.852	0.899	0.831	0.747
Formal Procedures	0.817				0.884			
Interactional Justice	0.883				0.857			
Employee retention								
EMR1	0.770	0.886	0.839	0.609	0.736	0.869	0.812	0.571
EMR2	0.798				0.739			
EMR3	0.795				0.744			
EMR4	0.735				0.771			
EMR5	0.803				0.788			

Table 1. Measurement models

Table 2. Inter-construct correlations and VIFs

Constructs/ countries	Egypt					Iraq				
	PO	OJ	JA	ER	VIF	PO	OJ	JA	ER	VIF
Psychological ownership (PO)	0.834				2.0	0.791				2.4
Organisational justice (OJ)	0.509	0.850			1.7	0.697	0.864			2.5
Job autonomy (JA)	0.653	0.531	0.877		2.1	0.675	0.722	0.858		2.4
Employee retention (ER)	0.626	0.587	0.634	0.781	2.2	0.591	0.520	0.543	0.756	1.6

Table 3. HTMT ratios

Constructs	Country	PO	JA	OJ
Job Autonomy (JA)	Egypt	0.750		
	Iraq	0.810		
Organisational Justice (OJ)	Egypt	0.597	0.644	
	Iraq	0.831	0.874	
Employee Retention (ER)	Egypt	0.722	0.753	0.712
	Iraq	0.709	0.663	0.631

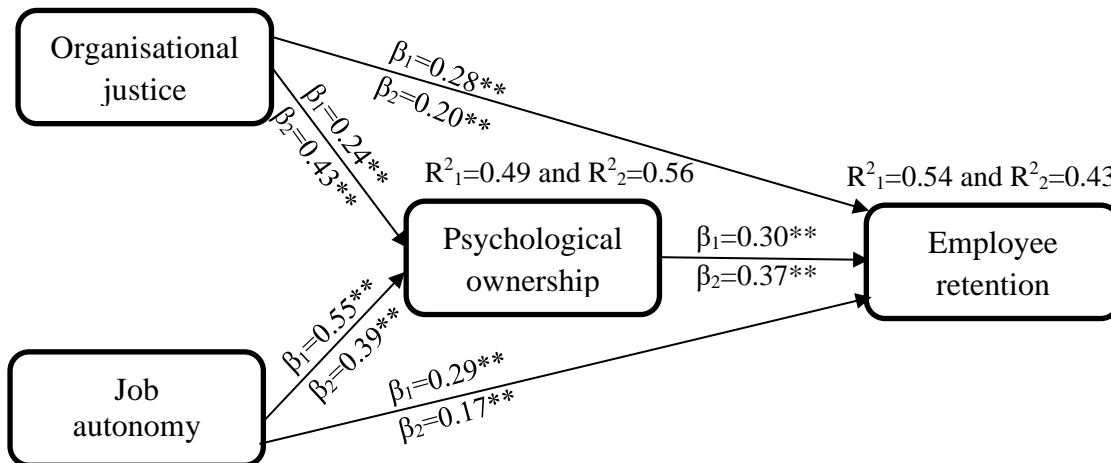
Note: PO: Psychological ownership

Structural models

The structural model looks at the causal relationships among variables (Abou-Shouk et al., 2018). Figure 1 shows that psychological ownership is positively affecting employee retention ($\beta=0.30$, $p<0.01$ for Egypt, and $\beta=0.37$, $p<0.01$ for Iraq and H1 is supported). This means that increasing the feelings of PO for employees' jobs and workplaces increases their intention to stay with their travel agency. Furthermore, it is shown that organisational justice is influencing employee retention ($\beta=0.28$, $p<0.01$ for Egypt, and $\beta=0.20$, $p<0.01$ for Iraq and H2 is supported). This means that achieving justice for employees reinforces their retention in their agencies. In addition, organisational justice positively affects psychological ownership ($\beta=0.24$, $p<0.01$ for Egypt, and $\beta=0.43$, $p<0.01$ for Iraq, and H3 is supported). As for job autonomy, it is revealed that it has a positive impact on employee retention ($\beta=0.29$, $p<0.01$ for Egypt, and $\beta=0.17$, $p<0.01$ for Iraq, and H4 is supported), in addition to its positive effect on PO ($\beta=0.55$, $p<0.01$ for Egypt, and $\beta=0.39$, $p<0.01$ for Iraq, and H5 is supported). These findings reflect the positive role of job autonomy in increasing employee retention and supporting their feelings of PO. It is shown that organisational justice and job autonomy explain

49% and 56% of the variance in PO of their job and agencies in Egypt and Iraq respectively. Add to that, it is revealed that organisational justice, job autonomy and PO explain 54% and 43% of the variance in ER for the Egyptian and Iraqi respondents respectively. The results also reveal that PO is partially mediating the link between employee retention and both organisational justice and job autonomy (Figure 1).

Figure 1. Structural Model of employee retention predictors



Note: β_1 and R^2_1 for Egypt; β_2 and R^2_2 for Iraq; and ** is significant at 1%.

Discussion of findings

The current study investigates the influence of PO feelings for their jobs and works on their intention to stay with their organisations. In addition, it explores the role of organisational justice and job autonomy in retaining employees in the Egyptian and Iraqi agencies considering the mediating role of PO.

Findings revealed that PO of their jobs and workplaces increases their intention to stay with their organisations. The contributors of PO include privacy and the ability to protect their ideas in their work. Furthermore, when employees feel confident that they can contribute to their organisation's success, make a difference in its performance, and achieve high-performance goals, they intend to stay with their organisations. In addition, the ability of employees to clarify and report wrong practices and actions done by others in their organisations implies their psychological ownership, accountability and commitment to their work and therefore increases their retention intention. Furthermore, if employees have a sensation of belonging to their organisations and their workplace and feel comfortable with that, they will not think to leave their organisations. Feeling that the success of the organisation is the personal success of the employee would increase their PO of that work and improves their commitment towards their place of work. These findings are similarly linked to Avey, Bruce, et al. (2009) and Dawkins et al. (2017) who found that PO expresses the concepts of accountability and responsibility towards employees' place of work. Furthermore, it assures the findings of Su et al. (2021) and Olckers and Enslin (2016) who found that PO significantly reduces employees' intention of leaving their place of work, and Bernhard and O'Driscoll (2011) who said that PO improves employee's commitment to their jobs and firms. Hence, The Egyptian and Iraqi employees working in travel agencies confirm the significant relationship between the PO of their jobs and agencies and their intention to stay with their travel agencies, and that more feelings of PO would increase their sense of belongings in their jobs and firms.

On the other hand, organisational justice among employees supports their retention intentions. Findings revealed that organisational justice increases employees' retention and commitment to their travel agencies. Organisational justice simply refers to employees' feelings that they are treated reasonably within their organisations. In a broader concept, findings found that justice is contributing to employees' decisions not to leave their travel agencies in Egypt and Iraq. Distributive justice relates to a fair workload, fair work schedule and fair job responsibilities. Fair distribution of workload and tasks among employees increases their intent to stay with their firms. Furthermore, procedural justice reflects the ability of employees to receive unbiased decisions regarding their work tasks and responsibilities and receive clarifications from their managers about their work procedures and can also appeal in case of feeling unfairly treated. The interactional justice refers to the kind and truthful behaviours of management towards employees. It implies kindness, respect, and considering employees' rights and personal needs. The current study found that when employees of travel agencies are treated justly, they will stay with their agencies and that justice practices will decrease their intent to leave their jobs and firms. These findings are similar to Daly and Dee (2006), Owolabi (2012), Kang and Sung (2019) and Aghaei et al. (2012) who found that organisational justice has a great impact on employees' performance and significantly reduces their intention to leave their job and firms.

In addition to PO and OJ, the outcomes of this study revealed that job autonomy is significantly contributing to employee retention in travel agencies in both Egypt and Iraq. Job autonomy refers to the employees' empowerment over the operational decisions and procedures of achieving their work. The present study differentiated the three subsets of job autonomy. Work scheduling autonomy refers to employees' ability to make the relevant decision on the work schedule, the order of tasks, and the planning procedures to do work. Therefore, if employees are empowered to make the decisions of achieving work independently, this will increase their commitment, and satisfaction with their job and workplace and will reduce their turnover intentions. These findings are similar to these of Abou-Shouk et al. (2021) who found that travel agency employees' participation and autonomy in making work decisions decrease their intention to leave. Decision-making autonomy implies the freedom of employees to decide on their own how to conduct the requested work tasks. Work methods autonomy means that employees are free to make decisions on the relevant methods to use to achieve their work. Hence if the employees have the freedom to decide how to schedule their work, the order, and procedures of how to achieve it, and the relevant methods to achieve that work, they will be highly committed to their jobs and organisations and then the probabilities not to leave their organisations increase. These findings agreed with Ahammad et al. (2012), Schweiger and Goulet (2000), Hassett (2012), and Klendauer and Deller (2009) who found that removing job autonomy from employees increases their turnover and that empowering them to make the relevant work decisions has a great positive influence on their commitment to their jobs and firms.

In addition to the significant positive influence of organisational justice and job autonomy on employee retention, they are also affecting the PO of their jobs and organisations. It is revealed that the degree to which employees feel they receive fair treatment in their work will increase their feelings of ownership of their workplaces. Similar to previous studies by Danish et al. (2014), Chi and Han (2010), and Atalay and Özler (2013), the present findings revealed that organisational justice is one key contributor to PO of their organisations and that it increases the positive attitude towards their jobs and encourages employees to use their resources of skills and intelligence to improve the performance of their firms. Furthermore, empowering employees to make independent decisions relating to their work procedures and methods leads to a positive psychological attitude towards their work (i.e., psychological

ownership). These findings match the results of Pierce et al. (2004) and Bora (2021) who found that granting employees job autonomy develops their sense of PO towards their organisations. The findings of the present study proved that the interactive relationships between organisational justice, psychological ownership, and job autonomy have significantly increased employee retention in travel agencies in Egypt and Iraq. It is revealed that the indirect contribution of organisational justice and job autonomy to employee retention via the mediating effect of PO is significant. Both organisational justice and job autonomy predict both PO and ER.

Conclusion and implications

This research searches how PO of their jobs and firms, organisational justice, and job autonomy would affect their retention intent in travel agencies in Egypt and Iraq. It also explores the mediating effect of PO on the relationships between OJ and JA on one side and PO and ER on the other. Based on the questionnaire form results, it is found that PO, OJ, and JA have significantly affected employee retention. It has also been found that PO of their work and firms partially mediates the relationships between organisational justice, job autonomy and employee retention. It is revealed that organisational justice and job autonomy are antecedents of both PO and employee retention.

The results contribute to theory and practice. In terms of theoretical implications, this investigation fulfils the research gaps of lack of empirical investigations of the impact of PO, organisational justice, and job autonomy on employee retention in the travel agencies sector. The current study focuses on the contributors of employee retention instead of turnover causes comprehensively studied by prior research. It adds to the extant knowledge of employee retention in the tourism in developing economies where there is a skewness of prior studies in this aspect towards the developed nations. In addition, it provides comparative findings between Egypt and Iraq employees and found that ER is significantly affected by PO, organisational justice practices and job autonomy. Furthermore, it used an advanced statistical technique (i.e., PLS-SEM) to test the mediating effect of PO and its role in increasing employee retention practices. The interactive relationships among the three predictors of employee retention (i.e., PO, organisational justice, and job autonomy) examined in the current study have not been empirically tested in previous research of travel agencies.

In terms of practical implications for executives and managers of travel agencies, they need to consider PO as an important component of employee retention strategies. They need to reinforce employees' psychological tendencies of their workplaces. Fostering a sense of belonging to organisations should be employed to reduce job turnover. Management can grant high-performance bonuses, and words of encouragement, and use words of 'our' and 'your' organisation to improve their PO feelings. Managers would care of employees with low levels of PO and establish communication strategies to improve these feelings towards their organisations.

Second, the study findings highlighted the need to integrate organisational justice and organisational autonomy with PO to form a strong strategy for employee retention in travel agencies. Travel agencies should develop procedures to explain managerial decisions and collect employee feedback about organisational decisions, particularly from those who are directly influenced by these decisions. If employees feel they are valued and treated fairly, they will be psychologically attached to their jobs and workplace.

Finally, managers and executives should grant employees a sense of autonomy to do their jobs and offer training programs that aim to increase the feelings of PO. Participating in decision-making and granting autonomy to employees will increase their sense of belonging

and the PO of their workplace. The feeling of being trusted and granted autonomy will increase the PO of their work.

Limitations and future research

The current research is limited to travel agency employees. To validate the findings, future studies should investigate the proposed research model in different tourism industry contexts (i.e., hotels, airlines, and restaurant industry...). Future research should also employ qualitative research to further understand the antecedents of PO and how to build this concept and adopt it within tourism organisations to improve performance and reduce employee turnover. Examining the research model across various cultures will improve its prediction of employee retention.

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