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Organisational justice as a moderator in the relationship between turnover intention and organisational citizenship behaviour among nurses in Eastern Cape Province

By

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I, **Thobela Goodman Majali, 201112989,** declare that this dissertation titled "**Organisational justice as a moderator in the relationship between turnover intention and organisational citizenship behaviour among nurses in Eastern Cape Province**" submitted for the award of Master of Commerce in Industrial Psychology by Research in the Faculty Management and Commerce at the University of Fort Hare, is my own work and has never been submitted for any other degree at this university or any other university.
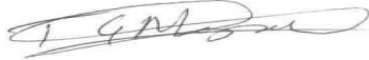
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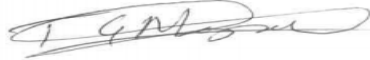
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DEDICATION

I dedicate this work to my wife, Mrs. Khanyisa Majali for her love, encouragement, prayers, and financial support. I love you so much my rose.

LIST OF ACRONYMS

OJ   : Organisational Justice

OCB   : Organisational Citizenship Behaviour

TI   : Turnover Intention

CHD   : Chris Hani District

CHDO   : Chris Hani District Office

ECP   : Eastern Cape Province

HR   : Human Resource

HRM   : Human Resource Manager

PERSAL   : Personnel Salaries

NSM   : Nursing Service Manager

CEO   : Chief Executive Officer

UFH   : University of Fort Hare

SET   : Social Exchange Theory

SPSS   : Statistical Package for the Social Science

COVID-19   : Coronavirus Disease of 2019

REC   : Research Ethics Committee

ECDOH   : Eastern Cape Department Of Health

SA   : South Africa

OM   : Operational Manager

TABLE OF CONTENTS

LIST OF TABLES

xiii

LIST OF FIGURES

LIST OF APPENDICES

ABSTRACT

Orientation: Out of 121 professional nurses who worked in the public sector between 2002 and 2005, 104 of them left to work for private facilities in South Africa. In an era distinguished by turbulent changes in business industry due to factors such as globalisation, organisations are trying by all means to achieve competitive advantage. Many researchers have pointed organisational justice as a survival aspect for several companies. Nevertheless, internal organisational feature like organisational citizenship behaviour and turnover intention need a carefully consideration as they influence the degree of organisational justice within the organisation.

Research purpose: The objective of this study was to empirically investigate the inter-relationship between turnover intention and the organisational citizenship behaviour of nurses in selected hospitals within the Chris Hani District, using organisational justice as the moderator.

Motivation for the study: Most organisations struggle to retain workers, increase job satisfaction, commitment of employees, and obtain a competitive advantage in the marketplace. Poor working conditions such as poor leadership and governance, increased workload, lack of promotion, inadequate resources and limited opportunities for career development have negatively affected employee retention and increased turnover intention in the public healthcare sector.

Research design, approach, and method: A questionnaire was used as a method for data collection, and it was administered to a sample of 298 respondents at selected hospitals in Chris Hani District. Random sampling was used to select respondents.

Main findings: Multiple linear regression analysis was applied in testing the statistical significance of the relationship among variables of the study. The findings showed a significant moderating impact of organisational justice on the correlation between turnover intention and organisational citizenship behaviour.

Practical implication: The findings demonstrated that managers need to design HR strategies to enhance and warrant employee perception of organisational justice and fairness to elevate the level of organisational citizenship behaviour and decrease turnover intention in the organisation and leading to higher productivity.

Contribution: The findings of this study showed that organisational justice and organisational citizenship behaviour have a negative significant effect on employee turnover intention.

Key terms: Organisational justice, turnover intention, organisational citizenship behaviour.

CHAPTER ONE: INTRODUCTION AND STUDY BACKGROUND

1.1 INTRODUCTION AND BACKGROUND

Organisational Justice (OJ) is a perception among employees based on whether they feel that they are being fairly treated by their employers or companies and the extent to which their job is affected (Oosthuizen, Rabie & De Bee, 2018). Turnover intention (TI) among nurses is a serious problem as it affects staff performance and profitability in the health department or organisation (Hendricks 2017). Washeya (2018) defined the turnover intention of workers as a permanent exit of workers from the company due to transfer, resignation, and retirement. The organisation positively benefits from the presence of organisational citizenship behaviours (OCB) (Mansour & Tremblay, 2018). Bester, Stander and Van, (2015) defined OCB as the extra-role behaviour emanating from workers in the working environment. The present study will look at OJ as a mediating variable in the correlation between TI and OCB among nursing staff in Eastern Cape Province.

Many organisations struggle to retain workers, increase job satisfaction, commitment of employees and obtain a competitive advantage in the marketplace until they realise the importance of organisational justice (OJ) (Jilani, 2019). In support of this, Faeq (2020) argues that one of the most challenging and complex areas today is employee retention, training and motivation to increase performance and quality in the organisation. Organisational success is determined by its utilization of human resources, material resources and financial resources to attain its core objectives for survival (Faeq, 2020). Thus, organisations must provide fair treatment to all employees and acknowledge human resources as an essential asset for the survival of the organisation. Pieters (2018) also defined OJ as the perception of workers on the extent of fairness within the company. Hatam, Fardid and Kavosi (2013) highlight that organisational justice enables employees to cope with the extremely demanding and stressful environment of Health Care service irrespective of the working conditions.

In the study by Metwally, et.al., (2018) stated that OJ put more emphasis on employees' perception of fairness that influence their retention, commitment, performance and create OCB which encourages effectiveness and efficient of organisational functioning whereas workers' negative perceptions towards the OJ may increase turnover intention, reduce performance, commitment and OCB of employees. Teamwork and interdepartmental ties are developed when there is a high degree of organizational justice in the relationship between organizational citizenship behavior and turnover intention, which lowers the amount of TI. The study by Saraih, Aris, Karim, Samah, Sa'aban and Mutalib (2017) revealed that the extra value of junior employees can be developed by their managers in the workplace by practising justice and treating them all fairly. Moreover, if employees have a high level of OJ, their commitment

and satisfaction with their work will also be high and reduce their intention to leave the company. The relationship between OJ and OCB makes it crystal evident that the influence of OCB on TI might vary depending on the OJ level. A low rate of OJ decreases OCB and increase TI whereas an increase in OJ increases OCB and decreases TI in the workplace. In light of the above OJ can alter turnover intention and OCB.

According to Pieters (2018) it is significant for workers to experience organisational justice for them to conquer the challenges they experience in the organisation, which in turn affords the organization a competitive advantage. This decreases TI rate and promote OCB in the workplace. Oosthuizen, Rabie and De Bee (2018) revealed that OJ is essential when it is connected to worker's attitudes, well-being and worker's productivity, and also serves as a safeguard between unfavourable factors and their negative influences. This suggests that when OJ increases, turnover intention decreases.

Mathumbu and Dodd (2013) stated that the Eastern Cape healthcare sector has the greatest level of turnover intention and shortage of healthcare workers in the country. Washeya (2018) found that almost monthly, more than three hundred specialist nurses migrate from South Africa in search of greener pastures in other countries. Moreover, some nurses move from the public healthcare sector to the private healthcare sector for unseen reasons (Washeya, 2018). There is an existing fundamental relationship between TI and OCB, in essence a high level of TI decreases OCB (Bester, et.al., 2015).

Organisations with employees that possess OCB become effective, productive and successful. Anggraeni, Dwiatmadja, and Yuniawan (2017) describe OCB as the personal choice and behaviour of workers, to work above the company's anticipations which are explicitly stipulated in the job description. The increase of OJ is perceived to lead to a higher OCB, while a higher level of OCB increases OJ. Within organisations OCB and OJ are interrelated; high levels of OCB decrease turnover intentions as quality employees are retained while lower levels of OCB increase the turnover intention.

Human resources are central in every organisation including hospitals. A study by Hatam, et.al., (2013) states that nurses in hospitals are the front line employees and have an immense influence on the perceptions of patients about quality of care. A study by Momani (2017) revealed that a shortage of nurses caused by their movement to other professions is a problematic issue and creates a crisis of health care in the nursing profession, with a huge effect on nursing care services rendered to patients.

Some nurses are moving away from the nursing profession while others are moving from public sector to private sector. Libano (2017) states that doctors, nurses and other healthcare professionals are faced with job dissatisfaction, burnout and poor occupational relationships

which negatively influence their work performance and well-being in the work environment. According to Alilu, Zamanzadeh, Valizadeh and Gillespie (2017) in 2009, the intention rate to quit among nursing staff in Jordanian government hospitals was approximately 37% and factors influencing job dissatisfaction were found to be the contributing factors. Alilu. Et.al., (2017) further, revealed that nurses who intended to quit the profession amounted to almost 75% daily, and job dissatisfaction was a direct force or factor.

More studies investigated OJ compared to studies that focused on OCB among employees (Hatam et al., 2013; Anggraeni, 2015; Bester et al., 2015; Oosthuizen et al., 2018; Pieters, 2018) and (Mansour and Tremblay 2018; Saoula et al. 2019; Semenya 2021). Studies which combined OJ, OCB and TI are rare. For example, Bester et al. (2015) only focused on OCB and TI, while Tom (2016) only covered the intentions of employees to quit. Therefore, the present research identified this gap and sought to study the impact of OJ as a moderating factor between turnover intention and OCB among nurses at Hewu hospital, All-Saints hospital and Cofimvaba hospital in the Chris Hani District (CHD), Eastern Cape Province (ECP) between 2021 and 2022.

1.2 STATEMENT OF THE PROBLEM

In the South African Eastern Cape Province (ECPOSA), the Department of Health seeks to guarantee and offer comprehensive, integrated, and accessible services.In the South African Eastern Cape Province, the Department of Health works to guarantee and offer comprehensive, integrated, and accessible services (ECPOSA). In 2003, the Eastern Cape Province designed a strategic plan which emphasises fair labour practice, excellent service delivery involving customer satisfaction, Batho Pele principles, utilising and developing all resources as well as promoting a favourable quality of life for everyone. However, the department is struggling to attain its objectives because of gross shortage of human resources. Nurses migrate from the public healthcare sector to greener pastures abroad and in the private sector. In addition to the existing problem some nurses make career changes such as moving to other professions like medicine, pharmacology, dentistry, psychology and engineering.

Hendricks (2017) revealed a crisis occurring in the nursing profession as nurses continue to migrate from South Africa in search for lucrative jobs overseas. In addition, Washeya (2018) found that about 86% of 121 professional nurses abandoned the public healthcare sector to join private healthcare facilities in 2002 and 2005. Ntlokombini (2016) reported high employee turnover rates in the Chris Hani District which, in turn, negatively affected service delivery. Turnover intention is a serious matter among nurses in the Chris Hani district. Tshithangano (2013) found that in 2001–2002, an estimated 2000 medical practitioners and 3000 nurses migrated from South Africa to the United Kingdom (UK) due to job dissatisfaction, lack of development, lack of promotions, job overload with less salary and poor working conditions in healthcare facilities.

Gross shortage of staff has a negative impact on the healthcare delivery in the ECPOSA. The most common element that contributed to the migration of nurses to greener pastures and to other professions work overload, lack of promotions, unhealthy work environment, lack of OJ, OCB, imbalance of salary and job description.

This research will significantly advance the field and probably help employers retain workers. It will increase the body of information regarding OJ, TI, and OCB. Many previous studies that have combined the three variables under study are not in the Eastern Cape province and are not based in South Africa (Jilani, 2019; Saoula, et.al., 2019; Harris, Lavelle & McMahan, 2018). Therefore, the researcher has not discovered any similar studies aimed at moderating the relationship between these three variables among nurses in the Chris Hani District. As a result, the researcher identified this as a vacuum in the literature and plans to fill it by investigating

the association between OJ, TI, and OCB among nurses in particular hospitals within the Chris Hani district. In addition, the researcher wants to bridge the existing gap.

1.3 RESEARCH OBJECTIVES

The main purpose of this research is to empirically investigate the inter-relationship between turnover intention and the organisational citizenship behaviour of nurses in the selected hospitals within the Chris Hani District, using organisational justice as the moderator. The study may reveal strategies that eliminate and manage the factors which lead to TI and introduce the implementation of both OJ and OCB.

1.3.1 Sub-objectives of the study

1. To determine the relationship between organisational justice and organisational citizenship behaviour of nurses at selected healthcare facilities in the Chris Hani District.
2. To investigate the relationship between turnover intention and organisational citizenship behaviour of nurses at selected hospitals in the Chris Hani District.
3. To examine the relationship between organisational justice and turnover intention.
4. To investigate the moderating influence of organisational justice on the relationship between turnover intention and organisational citizenship behaviour.

1.4 HYPOTHESES

H_1: There is a significant relationship between turnover intention and organisational citizenship behaviour.

H_O: There is no significant relationship between turnover intention and organisational citizenship behaviour.

H_2: There is a significant relationship between organisational justice and organisational citizenship behaviour.

Ho: There is no significant relationship between organisational justice and organisational citizenship behaviour.

H_3: There is a significant relationship between organisational justice and turnover intention.

H_O: There is no significant relationship between organisational justice and turnover intention.

H_4: Organisational justice has a moderating effect on the relationship between turnover intention and organisational citizenship behaviour

H_O: Organisational justice has no moderating effect on the relationship between turnover intention and organisational citizenship behaviour.

Figure 1: A proposed hypothesised model of organisational justice, turnover intention, and organisational citizenship behaviour.
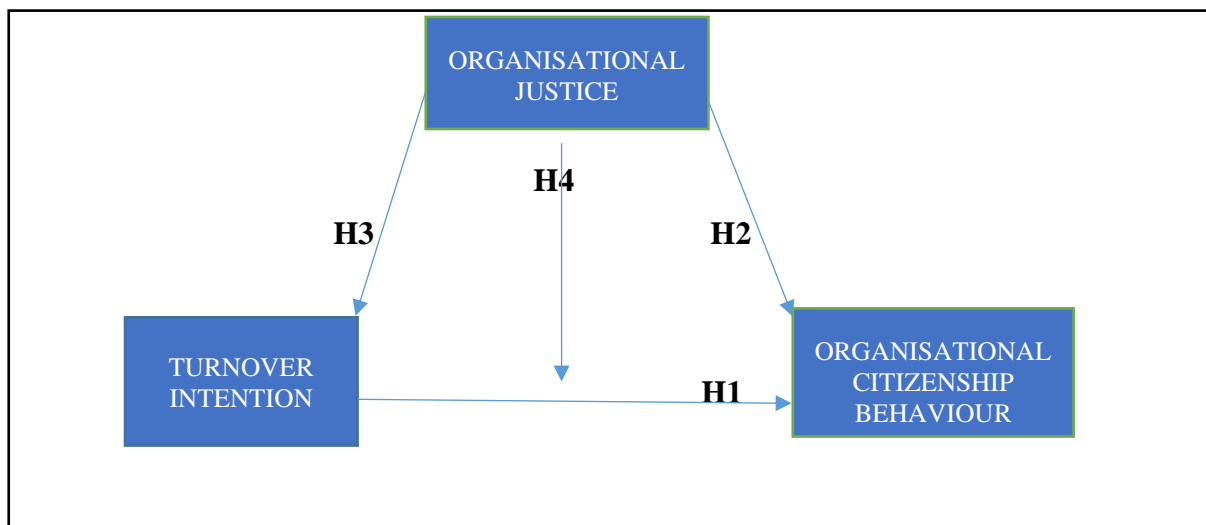
The above diagram is a proposed model which shows how turnover intention (independent variable) significantly influences organisational citizenship behaviour (dependent variable) of the nurses in the Chris Hani District, whereby organisational justice plays the role of a moderator between TI and OCB among nurses.

1.5 SIGNIFICANCE OF THE STUDY

A study by Jilani (2019) revealed that the shortage of nursing staff is a serious problem in the department of health and is resulted by the high rate of turnover intention that is continuously taking place. Washeya (2018) stated that during the period 2002 and 2005, there are 121 professional nurses (86%) that terminated contract of employment through resignation from public healthcare institution to private healthcare sector.

Staff turnover of healthcare personnel has been identified as one of the key elements for shortage of healthcare workers, particularly nursing staff (Mengstie 2020). Chamisa, Mjoli and Mhlanga, (2020) assert that healthcare organisations experience a high level of workload and turnover intention. In that regard, TI among nurses imposes indirect and direct costs (e.g., the appointment process of new staff, low productivity of new workers, and minimising morale of other staff members) to healthcare institutions (Mosadeghrad, 2013). Organisational justice within the Eastern Cape Department of Health (ECDOH) can be adopted to reduce the costs and challenges identified. This adoption of OJ by ECDOH may help them to retain quality competitive personnel who are dedicated, possess scarce skills and are highly productive. This study may help many healthcare establishments to perceive OJ as an effective tool for employee retention.

The study could help the Department of Health by providing recommendations that can be implemented to retain nurses and to improve their work satisfaction and job performance. Moreover, the outcomes of the research may add to the scarce body of knowledge relating to OJ as a moderating variable between TI and OCB of nurses in the Chris Hani District, ECP. The findings from this study are beneficial to management in identifying causes and developing strategies to curb TI.

Nursing personnel will gain a lot from the current study by getting a knowledge of the need to communicate their overwhelming challenges and views regarding their present situations to the Department of Health and to confidently demand for solutions that are offered to enhance OCB. Furthermore, this study may help healthcare facility managers to comprehend the meaning and the essence of OJ and develop policies to minimise TI while improving the OCB of nurses. Motivation is necessary for performing daily work activities. Also, workplace challenges can mould interpersonal relationships and work productivity among individuals at work (Velickovska, 2017). The outcomes of the study may be paramount to healthcare managers and Chris Hani District hospitals by increasing their knowledge of how OJ enhances individuals' zeal and motivation to showcase higher job performance and lower levels of stress.

1.6 CHAPTER SUMMARY

In this section background of the current research is discussed, its objectives, and the creation of its hypotheses also discussed. Additionally, the primary goal of the research and its significance were both highlighted. The theoretical and conceptual literature review is presented in the following chapter

1.7 OUTLINE OF THE RESEARCH

Below is a structure of proposed paper:

Chapter One: Introduction and Background of the study

This first part of the research gives a brief explanation or description of the three variables and provides the overview of the research background and the problem statement. This chapter includes a discussion of the study's significance as well as its objectives and hypotheses.

Chapter Two: Literature Review

Chapter two pays more attention to the literature review of the study from different sources such as, articles, journals, books, newspapers and more. Provision and discussion of relevant theoretical frameworks are made. Chapter two also contains an empirical study and literature review assessment.

Chapter Three: Research methodology

The methodology for the research adopted is identified and defined in this chapter. The population and sample of the research are disclosed. Chapter three will also describe the sampling techniques used, research instruments, data collection methods and research delimitations. This section also covers ethical consideration.

Chapter Four: Data analysis and research results. This chapter statistically analyses the results of the suggested research. Where appropriate, tables, charts, and graphs are utilised to show the study's findings or results.

Chapter Five: Discussions, conclusions, and recommendations.

This part of the study focuses on the discussion of findings attained from the above chapter and give the overall research conclusion. The researcher will provide recommendations and suggestions for future research. Chapter five also detail the limitations to the research.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

The theoretical framework, conceptual framework, and empirical component of the literature review are all topics covered in this chapter. This literature review looks into the three variables: (OJ), (OCB) and (TI). The different theories that relate to OJ, TI and OCB are discussed in this chapter.

The challenges faced by nurses as established by previous literature are discussed. It addresses factors in the healthcare sector which contribute towards increased turnover intention as established by other researchers. The chapter focuses on the proposed relationship between the variables under study as established by other researchers in earlier studies. Moreover, it also defines the key concepts of this research and highlights the relationship between OJ, TI, and OCB which are the variables of this study.

2.2 THEORETICAL FRAMEWORK

The framework looks into three variables namely: organisational justice, organisational citizenship behaviour and turnover intention.

OJ was defined by Jilani (2019) as the workforce's perception of fairness on how their immediate managers or top managers distribute justice and rewards in the organisation. It is further, described as the personnel's perception of the implementation or application of the organisational policies, procedures, and rules towards workers. If the policies are applied by managers to all workers in a fair and equal manner not to certain individuals, the employees perceived that as an organisational justice. Hashish (2020) define organisational justice as a concern of employees with the manner in which they determine whether they have been fairly and equally treated by their supervisors in the workplace and how these determinations affect other work-related factors. Organisational justice is explained more by the equity theory which is in the discussion.

According to Saoula, et.al., (2018) organisational citizenship behaviour is all the performance areas (duties) done by the employee that are not in his or her scope of practise in the organisation which contribute to the enhancement of the organisational success. Moreover, Metwally, et. Al., (2018) suggest that organisational citizenship behaviour is the employees' conduct which shifts beyond the official job description of the employee and is in the benefit of the company. Dhawan (2021) support the definition of OCB by (Metwally et. Al 2018 & Saoula et.al 2018) stating that OCB means an extra-role behaviour which is portrayed by an employee and not included in the job description of the employee. OCB involves fruitful and waste-less activities like helping fellow colleagues when they are executing their work-related

duties, working an extra mile for the organisation's benefit of the and work overtime without getting any incentive or allowance in return. This variable is further discussed in this study under Social Exchange Theory (SET).

Turnover intention is a willingness or wish of employee to forsake her or his current company (Metwally et. Al., 2018). Saoula et.al., (2019) asserted that turnover intention is a conscious readiness of an employee to permanently exit his or her present organisation which encompasses an idea of departing from current employer, conduct of looking for a new job somewhere else, and actions of taking the decision to quit from the organisation that an employee is currently working for. Jilani (2019) perceives turnover intention as a degree to which a workforce intends to forsake the facility or institution that they work for. More information on the concept of turnover intention is found in the unfolding model of voluntary turnover.

2.2.1 Theory of Equity

The most relevant model of organisational justice is the equity theory which was designed in 1963 by Adams. According to Alfy and David (2017), this theory compares work inputs ratio to work outputs ratio. These authors defined work inputs as the contribution of the employees at work or their effort to the facility in terms of competencies, experience, time and visibility besides other things. Equity theory tells us that employers cannot demand high production from employees if they did not provide them first with tools or adequate resources to work.

Work output refers to what the employee receives from the facility and involves promotion, bonus, salary, training and recognition and other benefits or allowances (Alfy & David, 2017). A satisfactory distribution of resources among workers lead to a satisfactory result within the organisation. An increase in output ratio is an increase in an input ratio. Employees become more content in the organisation when they perceive a fair distribution of resources.

If the employer provides employees with promotion, bonuses, developing them, treating employees in a fair and equal manner, applying policies in a fair manner or following fair procedures, employees will be highly productive and go an extra mile for the organisation. Therefore, employees will regard that as justice and fair treatment from employer which might lead them to be glued and committed to the organisation. Furthermore, Ajala (2017) stated that the equity theory determines the expected behaviour of employees when they experience feelings of inequity from their employers or managers. If nurses are receiving unfair treatment from their nursing service manager, it is assumed that they will be most likely to produce unsatisfactory results. This theory is used to explain distributive justice, interpersonal justice and procedural justice (Ajala 2017). Managers must ensure that distributive justice is applicable in their organisation to enhance performance of workers. Dzansi (2014) indicated

that the behaviour of the employees is driven by motivation from balancing of input ratio with output ratio. Employees perceive justice and fairness when they see balance between what they receive from the organisation and what the organisation demands from them. Semenya (2021) advises that workforce and their managers can be involved in engagements with each other for better outcomes.

According to Ndjaboue, Brisson and Vezina (2012), the equity theory applies when employees compare their input ratio with their output ratio and tend to compare with each other in terms of job performance and the reward they receive especially when they have a similar job description. Dzansi (2014) referred to this kind of behaviour as social comparison. Dzansi (2014) further stated that in equity theory, the problems begin when employees do a social comparison and perceive inequity or unfairness. Hashish (2020) added that if nurses perceive injustice and unfairness in such comparison, they become frustrated and develop resentment in their minds, which negatively affects their behaviour and psychological condition, and extend the opportunities of workplace deviance. Dzansi (2014) asserted that, workers seek equity among themselves in the workplace. Workers are likely to intend to leave the organisation when they perceive biasness, injustice and unfair treatment done by their employer or supervisor in the working environment.

The employee's contribution, effort, integrity, knowledge, loyalty, commitment, and tolerance are regarded as input, while the exchange relationship, such as bonus, remuneration, recognition, job security and promotion are considered as output (Ndjaboue, et.al., 2012). Equity theory is applicable to the current research because it displays the response of employees to fair or injustice treatment by employers. The researcher believes that if the hospital managers can learn to balance these ratios to all nurses in all units, they can be successful and have competitive nursing staff with highly satisfactory results. Hence, Dzansi (2014) asserted that employees achieve equity when there is an equilibrium between their input and output ratios.

Dzansi (2014) revealed that Adams used the equity theory to explain distributive justice. This theory claims that workers contribute and invest in their work anticipating a fair treatment or reward in return. The presence of organisational justice brings balance and fairness to the employee's input and output ratios within the organisation. It also motivates employees, increases employee performance and organisational production. Hendricks (2017) asserted that it is significant for workers to perceive fairness and equilibrium in the organisation to work towards the organisational goals and objectives. It is easy for workers to achieve organisational goals and objectives when they perceive equilibrium and fairness in the organisation. Ndjaboue, et.al., (2012) revealed that when one talks about OJ within the

12

organisation, it refers to fairness in the social norms and rules which govern the organisation especially in the case of distributing the benefits and resources.

Hashish (2020) argued that the equity theory indicates that employees can adjust their behaviours in order to produce the results that allow for equity between the benefits and burden of the work. Shukla and Singh (2014) stated that the main concern of this theory about employee rests on the relative justice of results instead of its absolute level. The researcher intends to close this gap promoting fair and equal labour practices for all employees in the work environment. The current study sheds more light on the latest organizational justice concept-related factors and offers the best approaches and strategies to be used in reducing and preventing turnover with the aim of keeping employees, enhancing worker service delivery, and achieving organizational goals and objectives. The study will also add more value and knowledge on the existing theory through examining or moderating the effect of OJ on the correlation between OCB and TI. Shukla and Singh (2014) further state that, when the input or output ratio of a particular employee are not balanced with those of other workers within the reference frame, that individual tends to perceive that as an unfairness which leads to a feeling of dissatisfaction and resignation. That means organisational justice will decrease while turnover intention increases.

2.2.2 Social Exchange Theory (SET)

Sechudi (2014) is one of the several researchers that adopted this model as a theoretical underpinning of OCB. Sechudi (2014) states that the social exchange theory refers to employees' voluntary behaviours which are inspired by returns that those behaviours are anticipated to bring. This theory can be used to develop trust and a solid correlation between the employee and employer. The reason for developing the social exchange theory was to enhance the understanding of people's actions in its social endeavours (Ndjama, Dhurup & Joubert, 2020). According to Qadeer and Jaffery (2014) organisational citizenship behaviour in numerous studies has been explained and labelled in social exchange theory. Literature on OCB reveals that the social exchange theory gives one of the best mechanisms which are influential for comprehending the attitudes and conducts of employees (Saifi & Shahzad 2017).

The perception of Qadeer and Jaffery (2014) was that workers have a responsibility to reciprocate via OCB when they are fairly treated by their managers. Social exchange theory works hand in hand with equity theory. Employees work an extra mile to achieve organisational goals when the employer gives them a best reward. Social exchange benefits may come from extrinsic or intrinsic sources. Chinomona and Dhurup (2015) argue that when nurses receive positive treatment from their employers (managers/supervisors), reciprocity principles or

norms and social exchanges persuade incumbents to display organisational citizenship behaviours in striving to remunerate this treatment informally. Aderibrigbe (2017) assert that the norm of reciprocity and social exchange theory explicitly describes the analogy of keeping the equilibrium of social exchange between personnel and the employer. The application of this theory in the organisation result to a balance of employee's expectation and organisational goals. It increases employee performance, contentment and decreases intention of workers to exit the organisation. In the exchange, when a party performs an activity or task for another party, or come up with benefits for another party, that party would be expecting some kind of prize for future return (Chinomona & Dhurup 2015). Hence this theory suggests that employers must pay employees for extra behaviours. When personnel contribute more to the organisation, he/she also expects more from the organisation. If he or she contributes more to co-workers she or he also expects more from them in return.

Social exchange theory develops a positive working environment, loyalty, trust, respect and OCB among workers and employers in the organisation (Mathumbu & Dodd 2013). Saifi and Shahzad (2017) assert that if workers sees the work environment and conditions as conducive or favourable, they repay them through good performance, attitudes and other conducts that are favourable. Moreover, Saifi and Shahzad (2017) revealed that employees adjust their behaviours and attitudes to be at a lower level when they perceive that the treatment, they are receiving is unfavourable. Social exchange theory increases work engagement, organisational production while decreases employee absenteeism, lateness and turnover intention. Social exchange relationships promote organisational citizenship behaviour which result positive relationship workers, management and supervisors.

SET assumes that non-negative initiating behaviour increases the overall commitment of an employee responding to the favourable treatment by the employer (Cropanzano, Anthony, Daniels & Hall 2017). They further stated that, researchers who put this theory into practice find it easy to explain numerous social phenomena in a manner of post hoc. Reader, Mearns, Lopes. Kuha (2017) stated that SET is extensively utilized to comprehend behaviour in the workplace and draws on a variety range of disciplines, such as, anthropology, social psychology, economics and sociology. Relationships for social exchange are explained as a continuous reciprocal exchange of resources. Anggraeni (2015) asserts that SET is well known as one of the conceptual patterns used in the study of workplace behaviour. Moreover, the concept of OCB has a strong link to the concept of social exchange behaviour (Anggraeni 2015).

 Lilly (2015) revealed that SET is commonly used in studies as an instrument to explain the idea of reciprocity, for example, if the employee satisfied the organisation or employer, the organisation would satisfy the employee too. The researcher condemns the mistreatment and

biasness of employees by the employers in the workplace. Moreover, Lilly (2015) listed six important exchange rules; reciprocity, altruism, rationality, status consistency, competition and group-gain. Chinomona and Dhurup (2015) state that the social exchange theory has served as the theoretical norms underpinning the literature of organisational citizenship behaviour. The current study makes an additional contribution by moderating the influence of OJ on OCB and employee TI as it is one of the first studies in the Eastern Cape province of South Africa where organisational justice moderates' relationship between organisational citizenship behaviour and turnover intention among nurses. This study adds to the existing literature's understanding of how nurses' perceptions of occupational hazards affect nurses' OCB and TI. The present study was only focusing to the nurses working for selected public hospitals in the Eastern Cape and cannot be generalised. Therefore, future studies in other districts, professions, or provinces or countries may be done.

2.2.3 Turnover Intention Theory

2.2.3.1 The unfolding theory of voluntary turnover (Greenberg) in 2011

Mxenge, Dywili and Bazana (2014) state that the unfolding theory model of turnover is an alternative theory that was developed to explain why and how personnel leave organisations. The model indicates why employees leave jobs and also highlights the nature of turnover intention. Ntlokombini (2016) highlights that the model contains the information that comes as shock. He further states that the unfolding model advises that external or internal shock will result in an individual abandoning the company because the conditions compel him/her to quit.

Philip (2018) asserts that turnover process begins from a shock that a worker premeditated judgment pertaining to their work. There is a direct link between shock and the system of an employee's image and belief. When an employee is in shock which violates her or his standards or how he/she perceives fairness, it tends to influence the employee's attitudes and behaviours to leave the organisation (Hendricks, 2017). Bonds (2017) asserts that when an employee is trying to leave the organisation, it is a sign that something wrong exists. Mxenge et al., (2014) revealed that, since it is an immense decision to quit, there are several factors that an employee usually considers before deciding to leave. Mxenge et al., (2014) added that, these decisions of employees to quit or not, depend on two key factors, namely, decision frames and shock to the system. Hence Ntlokombini (2016) described the following five unfolding imaginary pictures that are introduced by this model.

The first imaginary picture shows an individual that may leave his/her job because of past experiences that she/he has with the same conditions that enable the nurse/worker to leave with a small examination.

The second imaginary picture implies a shock that triggers an existing nurse/ employee without considering other alternatives jobs. This picture has no script that exists which determines the decision. The information that is coming is viewed as an infringement of the employee's objectives, values and strategies.

A third imaginary picture involves a shock that triggers evaluation images of the work that an individual has presently produced. The third picture enables the nurse/ employee to search for the job.

The fourth imaginary picture determines the situation where an employee has a lower job satisfaction resulting in an employee exiting without having job alternatives.

The fifth imaginary picture is the last path and goes after the format where the job satisfaction of an employee is low and result in an employee searching for another job, subsequently turnover, intention to leave and assessment of alternatives.

According to Nwobia and Aljohani (2017) indicate that turnover intention is differentiated into two types which are, voluntary and involuntary turnover.

Types of turnover intention

2.2.3.2.1 Voluntary turnover

Voluntary turnover occurs when a workers decide to leave their current position because they are unhappy at work or worried about their job security. A termination of an employment contract by the employee between him/her and the employer is referred as voluntary turnover (Oussama, & Johari 2016). The initiator of voluntary turnover is not an organisation, it is an employee (Nwobia & Aljohani, 2017). Arokiasamy (2013) asserts that an employee's stress at work, alternative job opportunities and lack of job satisfaction can lead to employee voluntary turnover.

The study by Philip (2018) stated that nurses leave the organisation due to several factors that affect their personal needs. Philip (2018) further mentioned training, promotion, monetary rewards, working conditions that are poor and supervisory actions, as some of the elements that result in voluntary turnover. The good thing about this type of turnover is that it is predictable and controllable (Arokiasamy, 2013).

2.2.3.2.2 Involuntary turnover

Saidu (2018) stated that involuntary turnover depicts the choice of an employer terminating the employment contract of an employee. Ntlokombini (2016) revealed that involuntary turnover can be formulated by the employee in the form of resignation due to various reasons, for example, got senior post, cross or straight transfer, when employee abscond and

application of ill health incapacity. This type can be caused by many reasons in which the employee has no control over.

Involuntary turnover has been associated with death, dismissal, and retirement (Ntlokombini 2016). Restructuring or downsizing can be considered as one of the involuntary turnover factors as it involves reasons that are beyond the employee's control. Ntlokombini (2016) stated that restructuring is the presentation of the choice or decision made by the employer. Ntlokombini (2016) further revealed that the distinction between these two types of turnover is not straightforward but is significant. Phillip (2018) indicated that organisations sometimes downsize in order to cut costs or slim down.

The knowledge of turnover intention can be of paramount to the existing literature and managers to reduce and prevent turnover intention rate. A turnover of employee whether is voluntary or involuntary is associated with the costs of recruiting and selecting the new appointee to fill the vacant post that has been left by the employee that decided to leave the organisation or discharged by the employer. It has been noticed that when the TI increased, OJ dropped down and vice versa. Because of this, there is a substantial connection between turnover intention and organizational justice. Since the current research solemnly focused on moderating relationship between OCB and TI through OJ in Chris Hani District: Eastern Cape, the researcher strongly recommends the future studies to examine the indirect and direct influence of OJ on the relationship between OCB and TI particularly in the context of nursing profession in other districts or provinces.

2.3 REVIEW OF CONCEPTUAL LITERATURE

2.3.1 Organisational justice

The personnel's perception of justice in economic and social interactions within the facility is described as organisational justice by Alzayed, Jauhar and Mohaidin, (2017). Abekah-Nkrumah and Atinga (2013) assert that, many researchers insist on the immense need for organisational justice to be maintained in the organisation. Organisational justice plays a significant role in the service industry, since workers are the ones that render service to clients. So, if the workers are satisfied and fairly treated, then they will produce high-quality service in return (Eidukaite, 2016). In the workplace, OJ explains the various behaviours, attitudes of employees and their commitment to the company (Farndale. Martinez, Lamelas, and Rodrigues, 2011). Eidukaite (2016) discussed that the focus of organisational justice is based on fairness. Previous studies revealed that OJ has an effect on the attitudes of individual employees, such as commitment and satisfaction, and also on employees' actions such as citizenship and absenteeism (Mbolela 2020 Mengstie 2020; Tourani, Khosravizadeh, Omrani, Sokhanvar, Kakemam[5] & Najafi 2016). Rokhman and Hassan (2012) indicated that employers

and employees in organisations always have immense concern about justice. If management is not committed to implementing workplace justice, organizations will not be able to achieve their goals and objectives (Abekah-Nkrumah & Atinga, 2013).Jilani (2019) revealed that OJ has much power to influence different work outcomes like job pleasure, TI, OCB and commitment in the company. Organizational justice, according to Alzayed et al. (2017), has a significant impact on the institution's many outcomes, including OCB, work satisfaction, desire to leave the job, and organizational commitment. They added that, perceptions of OJ are the prerequisite for the organisations to function effectively and for employees to receive job satisfaction within the organisation. Moreover, some researchers like Heffernan and Dundon (2012) referred OJ as a powerful anticipatory of the behavioural reactions, cognitive and affective in a wide range working environment. Hence, Abekah-Nkrumah, and Atinga, (2013) advised the managers in hospitals to disclose the challenges they face when trying to maintain the concept of fairness and consistent treatment to all nurses. Rokhman and Hassan (2012) revealed that in the context of the organisation, justice is defined as the fairness of organisational practices in all aspects which are associated with the allocation of resources.

In addition, OJ increases employee commitment and decreases turnover intentions among personnel (Rokhman and Hassan 2012). In the study by Metwally, et.al., (2018) stated that OJ put more emphasis on employees' perception of fairness that influence their retention, commitment, performance and create OCB which encourages effectiveness and efficiency of organisational functioning whereas workers' negative perceptions towards the OJ may increase turnover intention, reduce performance, commitment, and OCB among them. A high level of organisational justice in the association between organisational citizenship behaviour and turnover intention develop teamwork and interdepartmental relations which reduces the level of TI.

Saraih, et. Al., (2017) asserted that the extra value of junior employees can be developed by their managers in the workplace by practising justice and treating them all fairly. Moreover, if employees have a high level of OJ, their commitment and satisfaction with their work will also be high and reduce their intention to leave the company. The association between OJ and OCB clearly determine that the effect of OCB on TI may alter depend on the extent of OJ. A low level of OJ decreases OCB and increases TI whereas an increase in OJ increases OCB and decreases TI in the workplace. Eidukaite (2016) discussed distributive justice, procedural justice and interactional justice as the basic dimensions of organisational justice while other scholars such as Rokhman and Hassan (2012) only acknowledges three dimensions of OJ.

2.3.1.1 Dimensions of organisational justice

2.3.1.1.1 Distributive justice:

Distributive justice dimension is associated with the worker's perception of attaining fair results (Alfy and David 2017). Many researchers state that the term equity was used by Adams (1965) in his theory describing distributive justice (Dzansi 2014; Hendricks 2017; Mbolela 2020; Rasooli, Zandi, & DeLuca 2019). They further discussed that distributive justice is well known as a perception of employees about the fairness regarding the distribution of resources or outcomes such as pay, rewards, promotion and recognition among workers within the organisation. Moreover, Dzansi (2014) asserted that organisational justice dimension is much focusing on the personnel's perception of fairness or unfairness regarding the issuing or allocation of resources and outcomes in the organisation. Health care workers, as such, need balance and fairness in the distribution of these resources.

If personnel are dedicated to his/her job, arriving early at work, completing and submitting reports on time and always available for any task that arises in the organisation in his unit or any, even if it is not in his/her scope of practise it is expected that he/she receives recognition and fair treatment. Shah, Anwar and Irani (2017) state that with distributive justice comparison can take place among employees of the same organisation and among employees working for the same department and unit in different districts or institutions by making a competition of their work benefits. Distributive and procedural justice are the prerequisites for the satisfaction of workers within the organisation (Ajala, 2017).

The need for allocation of resources, equality and quality are the different values that encourage distributive justice (Shah, et.al., 2017). Dzansi (2014) revealed that within organisations distributive justice is a term that clearly explains the issuing of all forms of acquisitions such as roles, opportunities, personal protective equipment (PPEs), promotions among employees, wages, status, duties, services, goods, rewards or punishments, based on their differences and similarities.

2.3.1.1.2 Procedural Justice

Procedural justice is significantly and positively associated with the ethical behaviour of employees (Shah, et.al., 2017). Dzansi (2014) states that procedural justice is the observation of fairness with regards to the processes and procedures employed to determine and allocate both resources and outcomes. The researcher supports the definition of procedural justice by Dzansi (2014). According to Hendricks (2017) this type of justice is concerned with maintaining the concentration on the individual's perceptions about the fairness of procedures in the process of making decisions. Moreover, Hendricks (2017) identifies and explains the following six-point criteria which relates to the classification of procedural justice:

- **Consistency**: It is based on the conducts or actions and the rewards granted to them.
- **Decision accuracy**: The collected information must be correct and objectives and procedures that are of high quality must be used in the process of making decisions.
- **Be free from bias**: Employees must follow the procedures that have no favouritism and biases in the organisation.
- **Ethicality**: The contract or an agreement exists in the justice and ethical general standards during the process of making decisions.
- **Corruptibility:** This refers to the chances and mechanisms to rectify unfair or faulty decisions.
- **Representation**: It states that employees or parties affected by decisions must participate in the decision-making process.

Shah, et.al., (2017) stated that workers perceive the procedures of the company as fair when the procedures are free from biases and when the workers feel valued during the process of decision making. Pieters (2018) added that procedural justice looks at whether procedures were fair or not when the outcomes were determined. Procedural justice also focuses on all the procedures that organisations followed in distributing incentives to workers and ensure if they referred to policies that are used for the remuneration of salaries and other allowances or incentives (Shah, et. Al., 2017). According to procedural justice focuses on the procedures that are taken by which outcomes are attained by personnel and the manner in which decisions are taken for allocation of resources in the organisation.

2.3.1.1.3 Interactional Justice

According to Dzansi (2014) the third component of OJ is also known as interpersonal justice. Alfy and David (2017) described interactional justice as a perception of fair treatment rendered by managers or employers to employees. In addition, Pieters (2018) support this stating that this organisational justice component is defined as a perception of workers about justice on how they feel about personal treatment from their managers in the organisation. Employees are expected to be treated with dignity and respect by the management and peers in this component (Alzayed, et.al 2017). Interactional justice is the demonstration of the degree to which people receive treatment with courtesy and the degree to which the causes towards a given outcome are clearly described (Alzayed, et.al., 2017).

Interpersonal justice can be perceived as a result of an observation that may take place because of the competent and efficient conduct of personnel working in companies which may contain consistency, overall trust, openness, fairness, integrity and loyalty (Alzayed, et.al., 2017). In support of this, Dzansi (2014) pointed that the focus of the interpersonal justice lies on the quality of the interpersonal interactions and takes into consideration matters such as

politeness, deception or honesty, sensitivity and respect. Studies by Dzansi (2014) continuously revealed that the way in which the workforce views the standard of interpersonal treatment attained at the time of implementing the decisions and procedures of the organisation has an immense contribution to personnel justice perception.

Employers or managers need to be careful on how they treat employees during the implementation of organisational decisions because that can either compel them to leave the organisation or become committed to the organisation (Alzayed, et.al., 2017). Interpersonal justice focuses on communication between managers and their subordinates which creates a conducive working environment for all workers, particularly in the form of honesty, trust, transparency and giving information (Abekah-Nkrumah & Atinga 2013). Abekah-Nkrumah and Atinga (2013) state that interpersonal justice is pivotal as it can create employee job satisfaction and increase performance. The way human resource practices are implemented by line managers can have an impact on the employees within the organisation (Heffernan & Dundon, 2016). Likewise, Abekah-Nkrumah and Atinga (2013) stated that interpersonal justice is often used to influence job commitment, job satisfaction and motivation of employees.

2.3.2 Organisational citizenship behaviour.

The study by Chinomona and Dhurup (2015) addressed that Baarnard was the first person to develop an interest in the concept of OCB pointing out the magnitude of cooperative efforts in the operation of the organisation in 1938. Alzayed, et.al., (2017) defined OCB in terms of activities executed by employees in a manner that goes beyond the expectations of the employer or in a manner that goes above the contractual roles, without receiving or expecting an extra compensation or reward, but with a purpose of improving the organisational performance. Numerous researchers described OCB as any behaviour of an employee that is discretionary, indirectly or explicitly acknowledged by the formal remuneration system and that in the aggregate encourages or improves the efficient or proper functioning of the company (Sechudi 2014; Abrahams 2016). A study by Alzayed, et.al., (2017) supported this definition stating that OCB improves efficiency and participation of employees and also promotes teamwork, provides a conducive workplace that is conducive to work and minimises the costs of errors. The concept of organisational citizenship behaviour refers to actions that show compliance, loyalty, conscientiousness and creative and innovative conducts that are targeted towards directly helping the facility (Sechudi, 2014). Mathumbu and Dodd (2013) indicated that these behaviours are discretionary and not formally rewarded, are freely selected from personnel and may involve sportsmanship, helpfulness behaviour, civic virtue, initiative, self-

development, loyalty and organisational compliance. In OCB, employees focus on attaining organisational effectiveness within the organisation.

According to Chinomona and Dhurup (2015) OCB is the conduct of the worker that is beyond the call of duty. They further state that employees who are engaged in organisational behaviour are regarded as the good soldiers. Lilly (2015) asserted that, often times, organisational citizenship behaviour is explained through the framework of social exchange theory. The outstanding aspect of OCB is that, it regularly comes up with positive results and is indirectly enforceable (Qadeer & Jaffery 2014). Anggraeni (2015) categorised organisational citizenship behaviour dimensions into five dimensions and discussed them; conscientiousness, sportsmanship, civic virtue, courtesy and altruism.

2.3.2.1 Sportsmanship

In a study by Sechudi (2014), sportsmanship refers to the promotion of positive behaviour among workers, and avoidance of negative behaviour. In this context sportsmanship means that employees must not complain when facing challenges in the organisation, but rather exhibit positive attitudes (Sechudi, 2014). According to Aderibigbe (2017), sportsmanship refers to the conduct of accepting unsatisfactory circumstances as well as work difficulties or inconveniences without complaining. Semenya (2021) asserted that "a willingness to accept the unavoidable difficulties and impositions of labour without complaining" is the definition of sportsmanship.

Civic virtue

An individual's active participation in the organisation's activities either informally or formally, is defined as civic virtue. Civic nature also refers to the sensitivity and commitment of an employee to the best interests of the organisation. Organizational citizenship behavior has two basic components: the first is going above and above what is required of you, and the second is keeping up with business advances (Shukla and Singh 2014). Chamisa, et.al., (2020) state that civic virtue addresses the concerns of workers regarding the affairs of the organisation such as tracking opportunities and threats, performing extra duties for the best interest of the organisation and eagerness to actively partake in organisational governance and undertaking. Taking an interest in the policies of the organisation showing high involvement in organisational meetings and employee's role to strategies of the organisation to manage innovations in the institutional framework are the examples of civic virtue (Hendricks, 2017).

Courtesy

Courtesy refers to the behaviour of an employee when he/she is rendering innovative advice for optimizing the functions of the organisation (Abrahams 2016). the study by Semenya

(2021) revealed that courtesy is an individual willingness to make other fellow colleagues aware or updated about matters that concern them and decisions taken by management. Hendricks (2017) asserted that courtesy prevents interpersonal matters through positive and considerable actions. Aderibigbe (2017) stated that courtesy involves all the foresighted gestures that aid an individual to avoid problems, such as being transparent to co-workers about problems or actions that may affect them.

Conscientiousness

Conscientiousness refers to the proactive conduct in carrying out the duties or work and processing duties beyond the anticipation of the organisation. Hendricks (2017) stated that more conscientiousness for personnel within the organisation refers to less supervision and more responsibility. Anggraeni (2015) refers conscientiousness as proactive conduct in executing duties and possessing responsibility which exceeds the expectations of the organisation. Shukla and Singh (2014) associates' conscientiousness with an employee who is punctual at work, honest, sincere and dependable in the working environment.

Altruism

Altruism is attributed to the willingness of a worker to help his or her fellow colleagues in solving disputes or work-related problems, for example, fixing a computer or showing a colleague how to use the computer (Aderibigbe, 2017). Chamisa et.al., (2020) supported the definition of Altruism by Aderibigbe (2017) stating that altruism is when an employee is willing to generously assist others in performing work related duties and solving problems without anticipating any kind of reward. Hendricks (2017) states that this type of organisational citizenship behaviour dimension entails all discretional actions or conducts that comprise of a helping effect on other employees in the organisation pertaining the prevention of work-related matters. Altruistic behaviour includes helping colleagues deal with problems that are not work-related, having work team buildings or get-together meetings, amusing fellow staff members with jokes to manage or avoid negative moods and disturbances on the job (Hendricks, 2017).

2.3.3 Turnover Intention

 defined the turnover intention of workers as a passageway of new appointees into the organisation and the take-off of current staff belonging to the organisation. Mxenge et al. (2014) points out that the rotation of employees around the labour market between jobs, occupations and firms or between the statuses of unemployment and employment is called turnover intention. Turnover intention of workers is a considerable worldwide concern for most companies. Nwobia and Aljohani (2017) stated that the effects of turnover intention in the organisation can be either positive or negative, just for instance in the occurrence of turnover the managers incur costs that are heavy for replacing the departed employees and also when

an individual exits the organisation, the efficiency of the existing staff is adversely affected. Nwobia and Aljohani (2017) discussed turnover in the workplace as a gradual deliberate process not instantaneous and with seven steps that are arguable. The seven steps are:

-Job discontentment provoking thoughts of turnover.

-Evaluating the merits of looking for getting a new job.

-Considering the cost of actual turnover

-The actual search for a new job opening.

-Evaluating the acceptability of a new job.

-Making comparisons between current and alternative job positions.

-A strong intention to effect actual turnover.

2.3.3.1 Factors leading to turnover intention

Van Dyk (2016) revealed the following various factors that lead to staff turnover.

- Organisational factors
- Fringe benefits and monetary as incentive/benefit
- Company stability
- Policies of the organisation
- Location
- Psychological factors
- Job satisfaction
- Commitment
- Emotional intelligence
- Social relationships at work (characteristics of the job)
- Challenging work
- Variety
- Autonomy
- External elements
- Labour market
- Economy

2.3.3.2 Sources of turnover intention

- **Pay and benefits**

The turnover rate increases when the wage policies are poorly formulated and where there are no competitive salaries (Ntlokombini, 2016). When workers do not receive their allowances or benefits such as night allowances, rural or nodes allowances, overtime and public holidays, If employees are being underpaid they tend to leave the organisation. According to Arokiasamy (2013) the benefits are significant in a way that they influence the performance of employees and their choice to stay in the organisation.

Workers often compare their salary advice or notch levels with other colleagues or with those that are working for another institution but in the same rank and department. Hence, Ntlokombini (2016) highlighted the importance of ensuring that every type of remuneration is perceived as fair. Tom (2016) asserted that people need money for their various personal needs (pay their debts or bonds). There is no doubt that pay can become the most important factor of motivation and the best element to inspire workers to remain in the organisation and promote the level of retention (Alhamwan, Mat & Muala 2015).

- **Work pressure, praising and recognitions for achievement**

A positive word of mouth to an employee when he/she does well can boost their self-esteem/confidence. Workers are not only motivated by money, managers can also motivate them by acknowledging their achievements in front of others. Creative and innovative workers leave their organisations due to lack of appreciation from their managers.

Workers need a round of applause for their accomplishments. Acknowledgment or appreciation by managers for good results is valuable to workers.

- **Lack of involvement in decision making related to their sections**

Employees desire to stay updated about their organisation. Allowing employees to make some decisions in their respective units can influence their job commitment. Arokiasamy (2013) asserted that when managers involve their sub-ordinates in the process of decision making particularly in their working environment, it can be a motivation to them and plant the zeal to stay in the organisation. If management wants to manage turnover rate, they must give employees authority to participate in some decision making.

- **Growth opportunities provided for advancement**

It is important that organisations give their employees opportunities for self-development and training. Organisations must release study leaves and bursaries to their personnel and offer short courses, as this can help the organisations to retain their staff. Van Dyk (2016) stated

that when workers receive no personal growth for a long period from the organisation, they usually get bored and find it difficult to learn new behavioural approaches. Philip (2018) affirmed that training is one of the aspects of commitment and investment.

- **Job satisfaction**

It is easy for an employee to resign when he/she is not satisfied in the workplace. Job satisfaction is defined by Philip (2018) in terms of the employee's expectation versus what the employer produces or offers for the employee. If the expectations of the employee are met by the employer, then the employee will produce effective results and become more committed to the organisation. Job satisfaction is described as a good state of mind which includes attitudes and emotions that an employee exhibits towards a specific role (Tom 2016).

Philip (2018) defined job satisfaction as a complex construct that involves the feelings of personnel regarding different intrinsic and extrinsic elements of the job. Philip (2018) further states that job satisfaction is influenced by several factors such as autonomy, promotion, working conditions, job security, type of work, negative attitude of the supervisor, the nature of the task to be done, external factors (domestic problems) and better job opportunities.

- **Promotion**

Tom (2016) declared that promotion is the permanent movement of an employee from a lower rank to a higher rank and is often complemented with adjustments on the salary level or notch, autonomy, as well as supervision. Promotion of an employee in the organisation means a lot, not only to him/her, but to his/her fellow employees. It motivates employees and works as a strategy for retaining employees. Ntlokombini (2016) asserted that when there is a balance between expectations and the promotion of workers in the organisation, then there will be a positive attitude towards the practices and legislation of promotion in the organisation. Alhamwan, Mat. And Mauala, (2015) explain that workers spend many years working for the same organisation when they believe that their work has room for career promotion.

2.3.3.3 Costs associated with turnover intention

Kumer (2012) stressed that nurses deliver essential services in their facilities and have direct contact with patients. Kumer (2012) further stated that it is costly to lose nurses because the costs associated with that are estimated to be the annual salary of one nurse multiplied by two. A variety of costs that arise from turnover intention among nurses highlighted by Kumer (2012) are discussed below:

- **Loss of patients**

Turnover of nurses can reduce the number of admissions for patients in the institution. Patients lose their lives due to shortage of nurses to attend the patients. This is because when the community have to wait for long time periods to be attended by a nurse, due to shortage of nurses resulting from increased turnover, the patients tend to move to other reliable health care facilities. A shortage of nurses can be detrimental; take for instance, 21 patients dependent upon one nurse, which can easily result in the death of many.

- **Reduces patient care quality**

The quality of patient care is decreased by the shortage of nurses which results from increased turnover among nurses. The period that is spent by patients in hospitals is increased when there is a shortage of nurses. High amount of patient death rate due to staff shortage are witnesses and lower rates for patient discharges.

- **Increases nurse's turnover**

Turnover intention among workforce can also result in influencing the remaining employees to desire to leave the organisation.

When a nurse or employee leaves the organisation, there will be a vacant post or a space that should be filled. That vacant post has its duties and responsibilities that should be performed which means another nurse or employee will perform his/her duties and responsibilities together with those of the vacated employee while the compensation remains the same. This can create much burden on the remaining staff and can result in them leaving the organisation due to the strain.

- **High contingent personnel costs**

Several healthcare facilities are forced to rely on the community services nurses to fight and win against staff shortage which is caused by high rates of turnover intention among nurses. Kumer (2012) discussed that contract nurses (Community services nurses) can cost twice as much to appoint in contrast to nurses appointed directly by the organisation.

- **High accident and absenteeism rate**

Turnover of nurses can increase absenteeism and accident rates among the remaining employees because of the high level of work demands in the workplace and long hours, thus causing more exhaustion among the workers. Therefore, their performance will be influenced by the staff shortage which is led by nursing turnover. Turnover intention can result in the remaining employees submitting many sick and incapacity leaves to their supervisors due to

tiredness emanated from work overload and lack of motivation in the working environment. Moreover, any remaining personnel in the organisation may not report for duty or they may arrive late and leave early most of the times which can also burden other colleagues within the organisation. Healthcare managers must effectively implement the strategies of avoiding and managing turnover intention in their organisations.

- **High staffing costs**

The costs that are associated with the recruitment processes of a new appointee should be considered by the organisations. When an employee or nurse has left an organisation a new appointee is needed to replace the vacated one, which means there will be costs for recruitment processes such as advertising, hiring and training the new appointee etc. It will not be easy for an organisation to get quality or skilled new employees if it has a bad reputation because no one wants to work for an organisation that has a lot of negative stories.

- **High turnover of medical support staff**

When turnover is high, it develops a disruptive and unstable work environment that negatively impacts the retention of other health care workers who work with nurses. Medical service providers will be affected as well.

2.3.3.4 Strategies to deal with and manage turnover intention among nurses in the organisation

When managers want to reduce and manage turnover intention among nurses efficiently, they must ensure that the strategies for retaining employees are effectively implemented. Ntlokombini (2016) discovered that in order to keep employees it is important to know their needs such as autonomy, flexible compensation, and job practices and ensure personal growth (personal development, mentoring and training). Ntlokombini (2016) suggested that managers must make sure that employee's job is challenging with the provision of adequate resources and also ensure that their workers are empowered to reach the standards/ needs of their occupation. Hospitals and other departments must formulate and implement the strategies and policies of the human resources.

Tom (2016) emphasized the need for managers to develop strategic plans to redress workforce grievances, means and ways that will present their concerns. These plans must also address the issues of turnover and retention like training, development, leadership, and management. Secondly, they must allow personnel to have an amount of freedom when performing their job and involve them in decision making. Mxenge, et.al., (2014) suggested that facilities need to conduct formal programs such as personnel assistance programs to provide support to the workers who experience various difficulties in their work lives. Moreover,

Ainer, Subramaniam, and Arokiasamy (2018) highlighted that these programs can help organisations to ensure development and management in the organisation to deal with and overcome work-related challenges. Managers must address the available resources, procedures and systems with all employees working for the organisation in order to assess and manage turnover intention among employees.

Aderibigbe (2017) advised managers to adopt the concept of organisational citizenship behaviour to reduce and manage occupational stress and turnover intention among workers. Saoula, et.al., (2018) supported the development of strategic plans by managers stating that the plans can be utilised to retain healthcare workers within the public sector. Saoula, at.el., (2018) also revealed that managers can also prevent turnover intention by increasing the level of OCB within the organisation.

The managers of the hospital should have roles that are precisely defined in order to comprehend the importance of health care employees, the minimum number of services required and strategies to face the challenge of staffing. The district hospitals must be developed as sites of training as part of the educational and health developments envisaged in the Act of the National Health of 2003 to give existing nursing practitioners a training that can motivate them to remain in the organisation.

Healthcare managers must receive appropriate ongoing support and training such as, balancing financial management demands and the needs of service delivery as well as proper quality care measure. Hospital managers must implement the programs of a medical assistant to strengthen and support health institutions, particularly in district hospitals, clinics and community health centres.

2.4 EMPIRICAL LITERATURE

2.4.1 Relationship between organizational citizenship behavior and turnover intention

Saoula, et.al., (2018) conducted a research examining the conceptualization of the contribution of organisational learning culture and OCB in decreasing turnover intention. The study had a sample size of 382 employees employed by Information and Communication Technology service sector in Malaysia (Klang Valley area) derived from the population of 128 859 employees. Survey questionnaires were distributed among the targeted employees for data collection. The structural Equation Model – Partial least Square was employed to test the proposed model. Hypotheses, reliability and validity were tested. The phenomena was tested using a quantitative approach in the paper. The research discovered a crucial negative correlation between OCB and TI. The results of this study unequivocally show a positive correlation between organizational citizenship behavior and intention to leave, as well as the absence of any relationship between OCB and intention to leave. These results of the existing

literature are very interesting because the current study assumes that there is a significant negative relationship between organisational citizenship behaviour and turnover intention.

The study that was conducted by Qadeer and Jaffer (2014) on the mediation of psychological capital between organisational climate and OCB, through a survey and had 108 workers involved. The study found a substantial correlation between organisational climate and psychological capital (coefficient = 0,190, p 0.05), as well as a strong association between OCB and psychological capital (coefficient = 0.265, p 0.05). The findings of the study indicated that organisational climate has no direct impact which result in OCB in the organisation, but a high level of employee psychological capital develops OCB. Therefore, psychological capital is a strong predictor of organisational citizenship behaviour (Qadeer & Jaffery 2014).

Chinomona and Dhurup (2015) investigated the role of organisational commitment on the OCB and the intention of an employee to stay. The study was quantitative research and involved 464 employees, who were non-managerial from five cities in Zimbabwe. The findings displayed that organisational citizenship behaviour entails a vital positive influence on organisational commitment (coefficient = 0.819, p<0.001). The findings of the study by Chinomona and Dhurup (2015) showed a strong positive correlation between organisational commitment of workers and their intention to stay. Chinomona and Dhurup (2015) suggested that managers must develop trustworthy relationships with their subordinates. It was discovered that OCB decreases employee absenteeism and is associated with organisational commitment and intention to stay (Chinomona & Dhurup, 2015).

Mabindisa (2014) looked into how staff turnover affected organizational effectiveness and worker performance in the home affairs department in the ECP. The research had a population of 100 employees and obtained 98 % of response from respondents. The study contained 53.1 percent respondents who were male while female respondents made up the 49.9 percent. The researcher employed a quantitative research design for data collection and SPSS version 15 windows for statistical analysis or data analysis. The 5 Likert scale was selected. Out of a total percentage of 98 percent, 46.9 percent of respondents showed that a high rate of personnel turnover result in reduced work productivity.

Employee turnover and organizational effectiveness were shown to be significantly positively correlated (p 0.000). Redelinghuys (2021) examined the effect of positive conducts on TI, in-role performance and OCB. The study targeted 285 teachers teaching in secondary schools in the Sedibeng East and West districts of South Africa. A quantitative cross-sectional survey was employed for data collection. Data was analysed using two statistical software programmes such as Mplus version 8.4 and JASP version 0.14. Descriptive statistics, Cronbach's alpha coefficients (α) and McDonald's omega coefficients ($_\omega$) were computed

utilizing JASP. Mplus was used to calculate reliability coefficients (p). The results showed a negative relationship between positive practices and turnover intention (p =0.003), (β=0.53; p=<0.001) while relationship amongst OCB and all positive practices in the study were discovered to be positive (p =0.03) and (β=0.45; p= < 0.001).

Oussama and Johari (2016) conducted a study researching about the mediating effect of OCB on the association between perceived organisational support and TI. The employment of quantitative research method was adopted to assess the study's variables. The study targeted 162 production employees from multinational company (Malaysia). Data was collected from employees working in the Information and Communication Technology sector in Malaysia. Hypothesis was tested while validity and reliability of the measurements were established. The researcher discovered a significant negative association between OJ and TI. These findings confirm that if an employee has a low level of OCB in the organisation, they are likely to leave that organisation as compared to an employee who has a high level of OCB.

Hendricks (2017) used qualitative research to assess the impact of transformational leadership on employees' views of OJ, intention to resign, and OCB at specific call centers in the financial services sector. A study which had a sample of 202 (female=139, male=63) from the population of 735, examining the leadership transformation influence on observations of OJ, intention to exit the organisation and OCB among the employees chosen from the call centre in the industry of financial services, demonstrated a significant relationship between OCB and TI (Hendricks, 2017). The findings indicated that there is a weak negative and no significant correlation between transformation leadership and turnover intention (t =-1.910, p> .05) while transformational leadership was associated with OCB (t =2.049; p < .05). Hendricks (2017) further, displayed that a strong significant correlation between OJ and IT exists (t=-3845, p < .05).

When personnel are not receiving annual bonuses or benefits, it can result in them exiting the organisation, and that is regarded as a negative event. Organisational commitment can reduce the probability of employees leaving the organisation (Liu, Mithell, Lee, Holtom and Hinkin 2012). In a study by Jarmajo (2017) turnover intention was found to be consistently positive related to perceived organisational policies.

In contrast to Jarmajo (2017), who claimed that organizational citizenship behavior is significantly related to organizational effectiveness, Shukla and Singh (2014) found a significant and interesting relationship between psychological ownership and OCB in a study that looked at the contribution of psychological ownership and the correlation between OJ and citizenship behavior in India.

2.4.2 Relationship between organisational citizenship behaviour and organisational justice

Jain, Cooper and Giga (2013) carried a paper examining the perceived organisational support which moderated the linkage between organisational stressors and OCB. Survey questionnaire was use to collect data with a sample size of 402 employees from different call centres around the national capital in India. The correlation between OCB and organizational stress was significantly moderated by perceived organizational support (β= -0.2, coefficient = 0.999). Jain, et.al., (2013) discovered that non-positive correlation that exists between OCB and workplace stressors. In their study, they continuously associated organisational citizenship behaviour with the perceived organisational support while Jilani (2019) discovered that organisational justice is associated with organisational citizenship behaviour. This displays that OJ has a great influence on OCB.

Lilly (2015) investigated the impact of the type of justice on OCB: Do outcome favourability and leader behaviour matter? The study had a sample of 250 respondents derived from a population of 1207. Men were 53.8 percent, while 46.2 percent were women. All study variables were measured using a seven-point Likert scale, and data were gathered using a questionnaire. The findings displayed a significant positive relationship between the perceptions of justice and organisational citizenship behaviour (procedural justice: F= 15.60, p < .001; interpersonal justice: F=20.18, p<.001: information justice: F=17.25, p<.001). Additionally, numerous studies such as Lilly (2015) and Mrwebi (2019) have shown that organisational justice promotes OCB. Both studies discovered a positive correlation between OCB and OJ.

Furthermore, Agarwal (2014) linked justice, trust and innovative job conduct to engagement of work and discovered that workforce perception of OJ creates trustworthy in the organisation which leads to the organisational citizenship behaviour of employees. The study involved three hundred and twenty-three managers working in the pharmaceutical and manufacturing companies in India, 65% were males while women involved were 35 percent. The findings showed that psychological fulfilment (β = 0.22, p < 0.01), procedural justice related (β = 0.15, p < 0.015) and interpersonal justice (β = 0.16, p < 0.01) were positively associated with trust. Agarwal (2014) asserted that a perception of justice among employees can be influenced through trust.

In a study on justice in the workplace, Van Vuuren, Dhurup, and Joubert (2016) examined the effects of procedural, distributive, and interactional justice on the organizational citizenship behavior of police officers. According to their research, OCB and OJ have a strong a good linkage. Positive relationship was discovered between distributive justice and organisational

citizenship behaviour (r=0.471; p<0.000) while negative relationship was discovered between procedural justice and organisational citizenship behaviour (r=-.032; p<0.630). Despite the findings that discovered by them, they made it clear that all the organisational justice dimensions should be visible and transparent to workforce. All of the participants received questionnaires that were issued out by the researcher. Their research targeted a sample of 226 employees derived from the population of 457 and employed quantitative research approach. Its Cronbach was 0.827 to 0.946.

The perceived organizational support, work engagement, and OCB of nurses at Victoria Hospital were evaluated by Mathumbu and Dodd (2013). They found a correlation between OCB and all the positive organizational outcomes. The study had a sample of 106 participants from a population of two hundred nurses at Victoria hospital and employed a questionnaire as a measuring instrument for data collection. The findings showed a weak significant correlation between perceived organisational support and OCB (r=0.23, p<0.01), while work engagement showed a strong positive relationship with OCB (r=0.42, p<.0001). A moderate correlation was illustrated by the outcomes of the study between perceived organisational support and work engagement (r=31, p.001).

Shah, et.al., (2017) examined the impact of OJ on ethical behaviour and discovered that reactions and perceptions of personnel to OJ when they receive good treatment from employers or organisations increases job performance and OCB, which decreases absenteeism and turnover. The study had a sample of 360 workers and employed multiple regression. Procedural justice was found to have a positive influence on ethical behaviour (β = 0.258, p <0.01, t =9.453) while informational justice had a positive impact on ethical behaviour (β = 0.212, p < 0.01, t =6.361). Interpersonal justice also displayed positive influence on ethical behaviour (β = 0.085, p < 0.05, t= 1874). Their results suggested that organisational justice possesses a significant and positive influence on developing the behaviours and attitudes of employees.

2.4.3 Relationship between turnover intention and organisational justice

Nwabia and Aljohani (2017) examined the impact of job dissatisfaction and occupational bullying on turnover intention climate and cluster cohesion as moderators. They discovered that commitment, associated with OJ has a negative relationship with turnover intention.

Tourani, et.al., (2016) conducted a study examining the relationship between organisational justice and turnover intention of hospital nurses in Iran. The study targeted 135 nursing professionals (working from different wards) from Comprehensive Jame Women's Hospital (Tehran). Questionnaires were utilised for data collection and analysed using Spearman's and ANOVA statistical tests. SPSS version 20 software was employed for analysis of data. It was

discovered that there is an existing important correlation between OJ and TI. The study portrayed a significant negative association between OJ and TI (p <0.001, r -0.36).

Engelbrecht and Samuel (2019) conducted a study examining the effects of transformational leadership on objectives to exit via perceived institutional support, trust and organisational justice. The quantitative research approach was used. The study targeted 232 employees working both in private sector and public sector in the provinces of Eastern Cape, Gauteng and Western Cape in South Africa. The study adopted self-administered and online questionnaires to gather data. Exploratory factor analysis and item analysis were employed to find out the measuring instruments' reliability and uni-dimensionality. The findings revealed a strong inverse link between organizational fairness and intention to leave.

The study by Lyigun and Tamer (2012) which assessed the impact of perceived OJ on TI had 156 respondents. The study's findings displayed that OJ is negatively affected by turnover intention. 180 questionnaires were distributed for the study, but only 156 were successful, 71.8 % men, and 28.2% women, of which 57.7% were single and 42.3% married.

Rokhman and Hassan (2012) conducted a study on the Islamic work ethic on organisational justice that involved a sample of 370 personnel from institutions of Islamic microfinance in Central Java, Indonesia. The study adopted a regression analysis. Organisational justice was discovered to be positively associated with Islamic work ethic. The study further suggested the need for managers to formulate human resource policies and strategies, particularly taking into consideration the significance of developing and implementing ethics in organisations.

Du Plooy and Roodt (2013) stated that turnover intention can be significantly predicted when management can look at the age, race, and marital status of their employees. The findings of Yurtkoru, Ensari and Karabay (2018) revealed that this demographic dimension has no impact on TI while distributive justice has a strong significant effect on turnover intention. Their study involved 535 employees from public banks and 571 workers from private banks, examining their degree of trust in their leaders and the ethical climate in their workplace both of which affects TI. They also discovered that the increase in organisational justice decreases the intentions of personnel to leave the organisation. When managers want to reduce turnover intention, they must first adopt the concept of organisational justice, which will improve job satisfaction and job performance of employees (Ferreira, et. Al., 2017).

In a study by Akgunduz and Chin (2015), job embeddedness was found to moderate the effects of manager trust and distributive justice on TI. The findings revealed that voluntary turnover intention and job withdrawal can be reduced by OJ. The research had a sample of 388 workers from Turkey. The results of the study showed a significant negative relationship between manager trust and turnover intention (r = -0.452, p < 0.001), while it was also

indicated that an existing significant relationship between distributive justice and turnover intention (r = -0.439, p < 0.01) was discovered. The results also showed that job embeddedness and organizational justice have a detrimental impact on TI (β = -0.105, p < 0.001).

When Hatam, et.al., (2013) studied organisational justice perception among nursing staff working in university hospitals of Shiraz, they established that the feeling for the perception of OJ by employees does not only reduce costs (contingent employee costs, quality of patient care, staffing costs, rates of absenteeism and accidents), but it also functions as a buffer against unfavourable effects. Their study entailed 400 respondents and 87.8% were females while the rest were males, their findings showed that OJ enables personnel to perform duties in a working environment which is stressful and highly demanding.

Ndjaboue, et.al., (2012) examined OJ and mental health. Their study used questionnaires as the main instrument for data collection. Their results demonstrated a strong link between procedural justice and depressive symptoms (P <0.001) while procedural injustice was also discovered to be significantly associated with sickness absenteeism (p <0.001). OJ was identified as one of the models that can aid in explaining deleterious effects on health (Ndjaboue, et.al., 2012). The results of the study also illustrated OJ as the predictor of turnover intention, that is, if nurses perceive that they are getting a fair treatment from their manager or employer, then turnover intention among them can be easily predicted.

The results of the study by Jano, Satardien, and Mahembe (2019) revealed that when employees feel their treatment by the organization is unfair, it increases their desire to leave the organization.

2.4.4 Organisational justice moderation the relationship between turnover intention and organisational citizenship behaviour

The study discovered no research on organisational justice which moderates or assesses the correlation between turnover intention and organisational citizenship behaviour among nurses in Chris Hani District, although some studies conducted by Engelbrecht, Mahembe, and Wolmarans, (2017), Arif (2018) and Mathumbu and Dodd (2013) are closely related to this study.

Arif (2018) conducted a study that examined the effect of OJ on TI where the job embeddedness role was moderated. The sample of the study comprised of workers from 2 large banks (MCB Bank limited & Allied bank limited), 3 medium size banks and two small banks. Out of the 600 questionnaires distributed, 360 were received from the respondents and thus, used for collecting data. In the study, males dominated with 77%, while the remaining percentage made up for the females. This study indicated a correlation value

between OJ and TI of -0.32, p <0,01 determining the acceptance. This analysis of correlation anticipated a negative association between OJ and TI. For the OJ and its dimensions with TI, a multiple hierarchy regression analysis was utilized to examine the possibility that work embeddedness has a moderating function. The findings displayed that the effect of the interaction terms of OJ and job embeddedness on TI was not important (B=-0.075, P 0.587). The findings for the entire study showed that OJ had an important negative association towards TI.

Quantitative research was employed by Adzie (2016) when studying the influence of training on organisational commitment in a utility organisation in Ghana: (that is moderating the role of OJ). The study consisted of a sample of 317 workers that were permanent and questionnaires were used for data collection. When compared to organizational commitment, the Cronbach's alpha value for OJ was 0.885 while it was 0.753 for organizational commitment. These findings showed the moderating effect of OJ on the linkage between training and organisational commitment, the significant negative effect between education and organisational commitment (β= -.144, p <0.01). OJ had a significant positive effect on organisational commitment (β= 0.318, p < 0.01). The product or interactive term also had a great positive impact on organisational commitment (β= 0.223, p <0.01). The results of the study suggested that OJ was moderating the correlation between training and organisational commitment.

Mrwebi, Smith and Mazubuko (2018) conducted a study that examined a critical analysis of OJ in the South African financial service industry. The quantitative research approach was adopted and self-administered questionnaires were employed for data collection. Mrwebi et. al. (2018) targeted 800 personnel in financial service firms where 200 workers from Western Cape, Eastern Cape, Kwa Zulu Natal and Gauteng. The study's findings suggested that every employee must be treated with kindness, consideration and managers must be sensitive to the needs of workers. They further indicated that fair decisions should be made by employers or superiors and be perceived as trustworthy when outcomes are being distributed.

The investigations that were carried by Butt (2015) on exploring the role of OJ as an antecedent of psychological ownership indicated that workers with high rates of psychological ownership have a long life span in the organisation and are discovered to be much committed and satisfied. This study was quantitative research and revealed that only 37 useable questionnaires returned out of 60 questionnaires distributed to the respondents. The findings further indicated that between distributive justice and psychological ownership, there is an existing significant and positive correlation (r =, 46, p< .05), and also between procedural justice and psychological possession (r =.65, p< 0.05). An indication that the third dimension of OJ which is interactional justice has a positive and significant relationship with psychological ownership was appearing (r =35, p 0.05). The regression analysis was adopted.

Mrwebi (2019) employed quantitative research investigating the antecedents of justice climate in the South African financial service industry consisting of 800 respondents. The research was targeted at examining the degree of OJ towards OCB, behaviours that are ethical and retention of personnel in South Africa. The significance of the relationship between various dependent and independent variables were tested using factor and regression analysis. Mrwebi (2019) discovered that organisational climate, intrinsic and extrinsic rewards, trustworthiness of management, as well as organisational transparency have a significant and positive influence on organisational justice. Mrwebi (2019) further stated that OJ had a positive influence on OCB and reputable the retention of employees.

Tom (2016) did research on the subjects of work-related stress, work satisfaction, and turnover of staff among those working in the provincial assembly in Bisho, Eastern Cape. The study was non-experimental and quantitative in character. The study entailed 238 sample size of participants from the population of 620 workers. These results showed a strong association between turnover intention and job stress of employment. (r=0.348; p=<.0001), whereas it was also found that a negative correlation between turnover intention and job satisfaction exists (r=-0.317; p=<.0001). The presence of an immense effect of job satisfaction and work stress on TI was discovered (t-value=-4.04; Pr>t=<0.0001) and (t=-3.701; Pr>t=<0.0001).

To clarify the relationship between these two variables, Shukla and Singh (2014) conducted research on psychological ownership and the connection between OJ and OCB. The study had a sample size of 232 and questionnaires were used for data collection. Psychological ownership was found to be more strongly associated with OCB, r =.42 (p<.01). Regression coefficient of (β =.254 and β = .213, p < .001) informational justice and interpersonal justice. The best determinant of psychological ownership that emerged was procedural justice and it was also strongly linked with OCB (β=.385, p< .001), while information justice was stronger (β = .295, p< .001) related to OCB. Moreover, the findings stipulated that all the dimensions of OJ were significant anticipators of psychological ownership to some extent.

- **Discussion of the Empirical Literature**

The current study used organisational justice to moderate the relationship between organisational citizenship behaviour and turnover intention in the Eastern Cape while the literature used other variables to moderate this relationship. The researcher did not see or discover any literature in Chris Hani District and Eastern Cape province which combined the three variables under study and in the field of nursing. Organisational justice was not examined before to mediate the association between organisational citizenship behaviour and turnover intention. The present research has a modest contribution to the existing body of knowledge and also assist hospital managers, policy and decision markers, as well as nursing personnel

in enhancing personnel relations and comprehend the effect of OJ on the relationship between OCB and TI among nurses.

This study would contribute to the nursing context and nursing theories. The study may help the Chris Hani district and Eastern Cape province to be visible and recognised not only in South Africa but world-wide after the study have been successfully published. There is a limited literature that combined the three variables under study. The current research provides the literature with the hospitals or managers with magnificent knowledge to build a solid foundation in order for them to be trusted by their personnel and positively influence other work-related factors. The researcher shows the effectiveness of the organisational citizenship behaviour in anticipating the nurses' turnover intention and prove the existing negative relationship between these variables. Although the literature has discussed many vital factors of organisational justice' influence on relationship between turnover intention and organisational citizenship behaviour but more examination on this is still needed due to the shortage of studies regarding these variables.

2.5 ASSESSMENT OF THE LITERATURE

This research seeks to moderate the correlation between turnover intention and OCB through organisational justice among nurses in CHD hospitals in the EC. A high rate of turnover intention adversely affects the remaining workers, organisation, and the economy of the country. Dzansi (2014) supported this by stating that staff turnover negatively affects the organisation because it imposes costs and creates a stressful working environment for the remaining staff members. This study focused more on determining the effects of turnover intention, which is said to be substantially rising daily and affecting not only nurses but all workers globally in many sectors. The relationship between organisational justice and turnover intention was studied together with the existing bond between organisational citizenship behaviour and organisational justice. The examination of the relationships amongst these three variables was done.

The findings of the study will help healthcare managers in Chris Hani District hospitals in the Eastern Cape to use organisational justice as an instrument to fight against turnover intention among their workers and easily identify factors to reduce turnover intention and promote a conducive or health working environment of all workers.

 Furthermore, there are several studies that have been conducted by various researchers which relate to the three variables of the present study; for instance, Arif (2018) Collected research on the influence of organizational justice on inclinations to leave: the moderating effect of job embeddedness; Hussain and Saud Khan (2018) examined organisational justice and turnover intention: probing the Pakistani print media sector, while conceptualization of the

role of organisational learning culture and organisational citizenship behaviour in reducing turnover intention was studied by Saoula, et.al., (2018).

A study by Engelbrecht and Samuel (2019) investigated the effects of transformational leadership on the intention to quit through perceived organisational support, organisational justice and trust. The study suggested that companies need to concentrate on indirect influence of transformational leadership on TI using OJ climate and perceived organisational support. The current study tested the hypotheses in a quest to establish the correlation that takes place between turnover intention and OCB with OJ as a moderator in Chris Hani District hospitals located in the EC. There are less studies that have been conducted in the EC on OJ as a beneficial idea regulating TI and OCB.

2.6 SUMMARY OF CHAPTER TWO

This part gave a clear discussion of theoretical framework, conceptual and empirical literature reviews. The reviewed empirical literature detailed the existing correlations between organisational justice and turnover intention, as well as OCB. The current part highlights in the literature review that turnover intention has expensive costs and may result in serious problems in the effectiveness of the hospitals or institutions if the management is not willing to address and promote organisational justice in the working environment. The next chapter discusses the study's methodology, which includes the design of the research, population and sample frame, sample, sampling procedure, research tools, data collection, and statistical analysis of data.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The study investigates organisational justice as a moderating factor in the correlation between TI and OCB among nursing personnel the Eastern Cape (EC). The current chapter presents the methods that have been used in the implementation of the research for the purpose of achieving the objectives stipulated in the first chapter. The different sections of research methodology are discussed below.

3.2 RESEARCH DESIGN

In order to moderate the association between TI and OCB among nursing professionals employed at Hewu, Cofimvaba, and All Saints hospitals, the current study used a cross-sectional design and a quantitative research approach. This research instrument was used in the current study because it allows the researcher to utilize limited resources and consume less-time than qualitative and mixed methods. According to Hendricks (2017) quantitative approach can be administered and quickly evaluated. Another reason for the researcher to use this approach is that quantitative data is rigorously collected utilizing appropriate techniques and critically analysed.

3.2.1 Quantitative Research Design

This research used a quantitative research design, which is described by Hendricks (2017) as a collection of numerical data using reliable resources or methods with the goal of gaining understanding of a particular subject, beginning with the methodological framework used in the natural sciences. Mabindisa (2014) described quantitative research approach as the utilization of measurements that are numerical and of statistical analysis to study social phenomena, while Maphangela (2015) argued that using numerical data to gather information about the world is a rigorous, impartial, and organized method known as quantitative research. In the opinion of Reukauf (2018) quantitative research approach uses hypothesis testing and claims that the complexity of research studies cannot be explained by the data alone.

Quantitative studies encompass mainly of data analyses via different numerous sources such as close-ended questions, data driven observation and scientific research (Reukauf, 2018). Quantitative research approach includes detailed planning before the researcher collects and analyse data, and usually focus on the matters of design, measurement, and sampling (Setar, Buitendach & Kanengoni 2015). In order to construct and implement mathematical models, theories, and hypotheses related to the research under consideration, a quantitative research approach was employed in this study. According to Bateman (2015) the goal of quantitative

research is to test hypotheses using data that has been gathered from a sample with the intention of generalizing the findings to a larger sample group. Mabindisa (2014) revealed that quantitative research design is employed in order to obtain relevant and accurate information. The courage of selecting quantitative research design is central to the provision of measurements. Quantitative research design was perceived by the researcher as the best method for the present study. The importance of quantitative research is that, it is a time and cost effective method, and also has immense sample sizes, which enables greater generalisability (Hendricks, 2017). The researcher employed a structured questionnaire to gather data for the purpose of obtaining research objectives. A structured questionnaire was administered among nurses at Hewu hospital, Cofimvaba hospital and All Saints hospital within CHD in the ECP. The questionnaires that were completed by the respondents provided necessary information to comprehend the relationship between OJ, TI and OCB as well as the importance of managing turnover intention factors in the organisation.

3.3 SAMPLE FRAME

Population is the total collection of elements from which inferences or conclusions can be made. It is a hypothetic specific aggregation of the research elements (Ntlokombini, 2016). The target group of the current research comprises of all nurses working at Hewu hospital, Cofimvaba hospital and All Saints hospital under CHD. In identifying the population of this study the researcher contacted Human Resource personnel at the Chris Hani District Office (CHDO) who provided the researcher with the definite number of employed nurses at the selected facilities/institutions. The target population for this study was 1 322 employed nurses from Hewu hospital, Cofimvaba hospital and All Saints hospital. It is from this population that the sample was drawn.

3.4 SAMPLE

The current study targeted nurses from Hewu hospital, Cofimvaba hospital and All Saints hospital under CHD in Eastern Cape. A research sample was taken from the population of nurses working in these three hospitals. The research used the online Raosoft sample size calculator to calculate the appropriate size from the entire sample frame available. The Raosoft sample size calculator provides the sample size n and margin of error E, where the critical number for a confidence level of 95% and the margin of error 5% were chosen. The sample (n) of the proposed research was 298 nurses, calculated from the population (N) of 1322 nurses (which was presented by human resource from CHDO to the researcher) through Raosoft Sample Size Calculator.

3.5 SAMPLING PROCEDURE

The current research employed the probability sampling procedure to select respondents from the entire population. The researcher used simple random sampling in the current study to choose respondents from the sampling frame. One of the five fundamental types of probability sampling techniques is the simple random sampling strategy, which allows individuals from the entire population to be randomly chosen and have an equal chance of being chosen. Eidukaite (2016) mentioned that this type of probability sampling can indeed provide an equal opportunity for all members to be selected from the population. The advantages for selecting the simple random sampling are, its simplicity in application, its power or ability to produce a representative sample with limited selection biases and it can be followed easily. Another advantage is that it is less cheap and quick to implement. The researcher used fishbowl technique to sample the population. Each member from the population was given a number on a pieces of paper and all the papers with numbers were folded and put into a fishbowl (Population (N) of 1322 nurses).

From the fishbowl with 1322 nurses, (n) 298 nurses were drawn. After each participant was selected, the bowl was shaken and another participant drawn; the same procedure was followed until the target sample was attained.

Researchers prefer to use samples, rather than the entire population because it is impossible and very costly to conduct a survey of the whole population.

Due to the sampling procedures used to select respondents, the study's target group was given the opportunity to participate since they share or meet the same criteria. They were also given easier access to and proximity to the respondents during the study, which reduced physical risks and financial costs.

This study also made use of self-administered questionnaires. The researcher requested a duty register from nursing service manager which depicts work shifts for all hospital units in order to know the availability of respondents, shift times as per unit in order to invite and address the respondents as shift team on the same time meeting rather than only addressing an individual to avoid time consuming and disturbing them during their working hours. The researcher also made an appointment for respondents that were on long leave and for those who were unable to join their teams during presentation done by the researcher. Dates for appointments were set according to availability and readiness of the respondents and were flexible. Respondents were informed that they could participate in the study and that they could discontinue at any moment. Pilot study was conducted and there were no questions that were sensitive needed to be removed by the researcher. Questionnaires were carefully

constructed and pre tested by the researcher. The intentions of doing this was to manage and reduce non-response errors.

3.6 RESEARCH INSTRUMENTS

Self-administered questionnaires were used by the researcher to gather data. For the research findings to be accurate and reliable, the measuring tools employed for data collection and measurement are essential. The structured questionnaire adopted by the researcher in this study contained both closed-ended questions and open-ended statements. A 5-point Likert scale with the options strongly agree to strongly disagree was used to collect responses to the closed-ended questions. The employed questionnaire, which was divided into four sections, was used to collect data from the respondents (from section A to section D). Section A contained the respondents' demographic data, Section B comprised of organisational justice scale, Section C encompassed detailed questions on organisational citizenship behaviour, and lastly Section D comprised of questions on turnover intention. Questionnaires are considered to be a significant instrument that can be used to gather relevant data from respondents. A questionnaire is defined by Mabindisa (2014) as a vital instrument for gathering of data which enables the researcher to pose queries to subjects in her/ his hunt for responses to the title of the research question.

3.6.1 Section A: Biographical information

In order to acquire the vital data on the respondents, the initial section of the research instrument is quite important. The common information of the respondents in this section contained the age, gender, marital status, race, educational qualifications, and years of service, occupational rank and tenure. The researcher in this study presented and fully discussed the data collected in graph format.

3.6.2 Section B: Organisational justice scale

This section comprises of the "organisational justice scale" designed by Colquitt (2001). The organizational justice scale has 20 questions and four subscales covering organizational components, including distributive justice (1–7 items) and procedural justice (1–20 items) (8-11 items), interpersonal justice (12-15 items) and informational justice (16-20 items). The Scale employs a 5-point Likert scale, ranging from 1 (never) to 5 (always), where respondents were requested to highlight the degree to which they undergo especial feelings or perceptions pertaining to organisational justice in the workplace. The responses obtained through this research instrument can help towards the attainment of appropriate procedures to promote organisational justice in the organisation "with the Cronbach's alpha coefficient (0.882) and 0.90". The illustration of reliability for the four components of organisational justice is found below in Table. 3.1.

3.6.3 Section C: Organisational citizenship behaviour scale

This third section consists of 24 statements on OCB. Podsakoff et al. (1990) developed "organisational citizenship behaviour scale" which is the mostly used instrument in literature when studying organisational citizenship behaviour. The Cronbach alpha coefficient for this test is 0.854. It has 24 components (from 21 items to 44 items). The 5-point Likert scale on the survey ranged from 1 (strongly disagree) to 5 (agree) (strongly agree). The respondents might come up with the responses from these statements which can assist in improving the behaviour and job performance of nurses.

3.6.4 Section D: Turnover intention scale

The researcher used this as the final component of the instrument for the current investigation. The "turnover intention scale" was designed in 2004 by Roodt, for the purpose of measuring the intention to quit. This instrument contains 15 items (from 45 items to 59 items). It uses a 5-point Likert scale where respondents are requested to show the degree when they experience specific feelings. The responses from respondents range from 1 (never) to 5 (always). The scale also has a reliability coefficient of 0.80 for turnover TI.

3.7 VALIDITY

Van Dyk (2016) asserted that the degree to which the conclusions of the research are trustworthy is called validity. Mabindisa (2013) asserted that the degree to which the measuring tool serves the objective for which it was made for is defined as validity. Validity is the extent to which an instrument successfully assesses what it was designed to measure. The validity of the research instrument determines whether the study weigh what it was intended to measure (Ntlokombini (2016). Jilani (2019) revealed that the concept validity is vital for any study and referred to what we anticipated to measure. He further stated that the strength of validity data depends on the instruments and vice versa.

Van Dyk (2016) discussed that validity has its various types such as measurement, external, internal, statistical and interpretative validity whereas. The validity displays whether the instrument portraying the genuine findings, or at least something approximating the truth. Basic validity of a research questionnaire is enquiring the correct questions in the least ambiguous manner. The researcher assessed the data collection tool for validity as follows:

- The construct of the present study was assessed in a valid way by the adoption of questions that were tested for ambiguity.

- The researcher was submitted to a qualified statistician for testing the validity of the questions.

- The questionnaire was submitted to an English editor for content validity assessment.

- The questionnaire was piloted at Enoch Mgijima Community Health Centre in the Chris Hani District.

3.8 RELIABILITY

An instrument is reliable when similar scores are attained by the same individuals on various occasions. Reliability is when repeated measurements come up with the same findings or outcomes. Jilani (2019) regard reliability as a persistence and consistence of measurement. This means that the reliable measuring tools produce same findings under similar situations. The researcher in the present study carefully put into consideration the stability, inter-obsever consistency and internal reliability. The researcher piloted the questionnaire for reliability at Frontier hospital, Komani Psychiatry Hospital and Shiloh Clinic in Chris Hani District. The supervisor and qualified statistician were given the questionnaires by the researcher for review or check the reliability of the questions (phrasing and sequencing. Responses were given peers for review after the piloting. The Cronbach alpha test was employed to boost the current study's reliability.

3.9 PILOT STUDY

Before the intended participant participation, the conductor of the study performed a pilot study to test the questionnaire. The piloting was conducted for the purpose of ensuring that the designed questionnaire meet the expectations of the researcher in terms of information that it contains. Mabindisa (2014) defined pilot study as the testing of the questionnaire by the researcher on a small number of respondents for the purpose of identifying and eliminate potential questions that are harmful. According Ntlokombini (2016) the purpose of pre-test is to refine questions on the questionnaire for the purpose of making sure that vagueness or unfairness is eliminated from questionnaire and have a fine-tuned measuring instrument for data compilation.

The researcher conducted a pre-testing of research instrument was done in different facilities (Frontier hospital, Komani Psychiatry Hospital, Shiloh Clinic and Enoch Mgijima Community Health Center) in Chris Hani District. Pilot study covered 20 respondents that were randomly selected excluding all those that are in the targeted population (n=298/N=1322) and findings led to test-retest reliability. The examination of the relationship between the first test and second test was done and acceptable. The findings of the test displayed that no questions that needs to be corrected and eliminated from the questionnaire.

3.10. DATA COLLECTION

After receiving approval from the ECD of Health Provincial Committee and the UFH's Ethics Committee, questionnaires were utilized to collect data for the current research. Access was

sought from the Chris Hani Health District Manager to conduct the study. After approval was obtained, individuals were chosen at random from a full report of support staff produced by the facility's personnel and salaries system (PERSAL).

The methods used in collecting data, particularly in the social sciences and business involve questionnaires, interviews, focus group discussions and observation of respondents. Therefore, in this study structured questionnaires were administered to the respondents for the purpose of collecting data. What is vital about the structured questionnaire is that, it is easy to reach respondents and it allows respondents adequate time to give a proper thought answer, it is free from bias, and it can reach a huge number of respondents and achieve results that are more reliable and also dependable. Data was first collected from different types of books, journals, other reports that were published by researchers/ scholars, or universities and also from other authentic sources that publish information.

3.10.1 Data gathering procedures at All Saints Hospital

The researcher started to collect data at All Saints hospital in Ngcobo location on the 8th of December 2020 at around 9:30 am. When a researcher visited the Human Resources (HR) division, a hospital administrator led the researcher to the Senior Administrator. After the researcher described the purpose of the visit to the Senior Administrator, the Senior Administrator led the researcher to the hospital's Chief Executive Officer (CEO). The researcher gave a thorough introduction, identifying herself as a University of Fort Hare master's student and outlining the reason for the visit.

The researcher presented the organization's CEO with a certificate of ethical clearance from the UFH's REC, as well as letters of approval from the health department and the manager of the district in Chris Hani district. The CEO took the visitor to the Nursing Service Manager (NSM) of the hospital. The CEO introduced the researcher to the NSM of the hospital and explained why the researcher was in their hospital. The nursing service manager quickly organised a short meeting with the researcher, area Manager and some operational managers from different wards. The NSM introduced the researcher to the other managers and stated the purpose of the visit.

The researcher showed them the questionnaires and asked to distribute 100 questionnaires for 100 respondents.

Operational Managers distributed the questionnaires to the nurses in their respective units. The researcher and operational managers agreed that after a week from the date of distribution, the questionnaires can be collected. On the 20th January 2021 questionnaires were collected from All Saints hospital in Ngcobo.

Out of 100 issued questionnaires, the researcher only received 22 completed questionnaires. The researcher visited All Saints Hospital on February 3rd, 2021, to gather the final questionnaires. The researcher with the assistance of the Area Manager managed to get 78 that were the remaining questionnaires. Out of 100 questionnaires, only 69 (69%) questionnaires were completed, 19 (19%) questionnaires were not filled in by respondents, while 12 (12%) questionnaires could not be retrieved. The data analyst received 69 questionnaires from the researcher, which were completed and used to collect and for data analyse.

3.10.2 Procedure for gathering data at Cofimvaba Hospital

On the 9th of December 2020 at around 14: 20 am, to gather data, the researcher visited Cofimvaba Hospital. When the researcher entered the hospital's Human Resources (HR) department, the HR professional led him to the Human Resource Manager (HRM). The researcher went straight to the office of HRM accompanied by the Human Resource Practitioner. The conductor of the study introduced himself as a UFH student pursuing master's research and stated that he was visiting the hospital to administer surveys and gather data for research. The HRM requested to see the ethics clearance letter and other supporting letters. The researcher presented the ethics clearance letter and other supporting letters to the Human Resource Manager. The Human Resource Manager read them and told the researcher that the CEO of the hospital was not available at that time for permission. The human resource manager advised the researcher to leave the letters so that they would be given to the CEO when available.

The human resource manager asked the researcher to go back home since the application would be discussed with the CEO and other managers thereafter, the researcher was to be receive a call to come and start collecting a data. The Human Resource Manager assured the researcher that there was no way that the application would be unsuccessful since it was already approved by the Chief Director and the ECDOH. On the 22nd of December 2020, the researcher followed up the Human Resource Practitioner to seek the status of the application in order to start distributing questionnaires, but Human Resource Practitioner revealed that the human resource department was on leave until January 2021.   The researcher returned to Cofimvaba hospital on the 6th and 14th of January 2021 but the Human Resource Practitioner said HRM was on leave and would be back at work on the 18th of January 2021.

On the 20th of January 2021 around 11:30 in the morning, the researcher went to Cofimvaba hospital again to seek the status of their application for gathering data. The researcher approached the office of the Human Resource Manager. After the researcher introduced himself to the human resource manager once more, the HRM went to the CEO's office and

called the researcher in for a brief meeting. The researcher identified himself as a UFH graduate student who had come to the Hospital to interview participants using self-administered questionnaires. Everything that was written in the letters was explained by the researcher.

The CEO accepted the explanation and asked the researcher to leave the questionnaires with the human resource manager. The researcher left 50 questionnaires and advised that they would collect the completed questionnaires after seven days. The meeting adjourned peacefully. On the 3rd of February 2021, around 10:45 am, the researcher went to Cofimvaba hospital for the purpose of collecting the questionnaires. The Human Resource Manager of the hospital managed to return 43 completed questionnaires to the researcher out of 50 distributed questionnaires. Five of the questionnaires were not filled out by the respondents, and two could not be retrieved. The researcher sent a total of 43 questionnaires which were completed to the data analyst to be captured and analysed.

3.10.3 The process of gathering data at Hewu Hospital

On the 10th of December 2020 at around 11: 00am, the researcher went to Hewu hospital in Whittlesea for collection of data. The researcher approached the administration office (switchboard) and Human Resource (HR) section of the hospital but the Human Resource Manager was on leave on that day. The HR Administration Clerk directed the researcher to the acting Chief Executive Officer (CEO) who was also the Nursing Service Manager (NSM) of the hospital. The researcher gave a thorough introduction, identifying himself as a University of Fort Hare master's student and outlining the reason for his visit. The researcher displayed the authorized ethical clearance certificate from the UFH's REC, the department of health's approved letter, and the chief director of Chris Hani District's approved letter to the hospital's acting CEO. The acting Chief Executive Officer (CEO) informed the researcher that the CEO, Area manager and Human Resource manager were not available but advised that the application would be presented in a touch base meeting that was held on the 11th of December 2020 at 8:30 am with all managers from different units of the hospital.

The acting CEO asked the researcher to attend the meeting so that the application would be precisely presented in the presence of the researcher in that meeting and assistance requested from the Operational Managers. On the 11th of December 2020, the meeting was held at Hewu hospital conference room and the researcher was requested to join the meeting after they had discussed the matters of the institution first. The researcher entered and the acting CEO introduced the researcher as a student doing master's research from University of Fort Hare, doing research. The acting CEO presented everything clearly and everyone was willing to assist the researcher. The members in the meeting agreed that the researcher could

start distributing the questionnaires at any time and would get assistance. The researcher requested to distribute 100 questionnaires and the acting CEO of the hospital did not have any problem with that.

On the 11th December 2020 the researcher started to distribute the questionnaires to the operational managers of the units (male ward, female ward, paediatric ward and casualty ward) during the meeting and asked to collect them after seven days. The researcher went to Hewu hospital on the 18th of December 2020 around 9:58 am for the purpose of collecting the questionnaires from the respondents. The researcher met with the acting CEO of the institution who is a Nursing Service Manager. The Nursing Service Manager called the Operational Managers of the units to alert them that the researcher was in his office.

All the Operational Managers said the researcher could come to their respective units. The researcher went to all units and was kindly assisted by the managers. Out of the 100 questionnaires that were distributed by the researcher to the respondents, 69 questionnaires were received from the respondents but only 61 questionnaires were filled in by respondents. The researcher discovered that 8 questionnaires were not completed, while 31 questionnaires could not be retrieved. The competent data analyst received 61 questionnaires from the researcher, which were filled out for collecting and analysing data.

3.11 STATISTICAL ANALYSIS OF DATA

After all the completed questionnaires were collected from the three Hospitals, the data was consolidated and captured on Microsoft excel spreadsheet. The data was locked in a computer with password and only the researcher and statistician had access. Statistical Package for Social Science version 25 was used to analyse data. For descriptive statistics the biography characteristics of participants were analysed for example tenure, gender, qualifications, occupational status and contract. The descriptive statistics is presented in the form of graphs, tables and percentages.

Hypotheses ware tested using linear and multiple regression models. A Friedman's two-way and ANOVA test were used for inferential statistics. Non-parametric correlational analysis coupled with linear regression models was utilized to identify the existing significant impacts for the hypothesized frameworks. By examining the interaction effect, the models of multiple linear regression were used to evaluate the moderating impact of organizational justice on the relationship between TI and OCB. The normal plots that belongs to standardised residuals were adopted in the study to do tests for normality. The pots of the projected cumulative probabilities against the perceived cumulative probabilities were revealed to be laying on the line for accessing these pots, leading to the acceptance of the normalcy assumption for linear

regression modelling. A robust sample was also recommended by the fulfilment of assumptions relating outliers, homoscedasticity, and auto-correlation of errors.

In order to demonstrate how the employees felt about the established theoretical variables, a one-sample Wilcoxon signed rank non-parametric test for the mean reactions was performed in conjunction with descriptive analysis because the constructs do not follow a normal distribution. A Friedman's two-way ANOVA test was conducted to identify the major OJ and OCB constructs that are present within the sampled organization.

It was essential to do a mean analysis on the point about the respondents' view of the study's theoretical variables and constructs. To determine whether to employ a parametric or non-parametric test for inferential analysis, the researcher first performed a normality test. Both the Shapiro-Wilk (S-W) test and the Lilliefors test, a modified Kolmogorov-Smirnov test, were used to assess the normality of the theoretical variables and research conceptions.

3.12 ETHICAL CONSIDERATION

Each respondent provided their informed consent, and ethical clearance certificate was obtained from the committee of UFH. The accuracy of the responses was crucial to the study's success. The researcher encouraged the interviewees to react honestly by assuring them that their answers would be kept confidentially.

3.13 SUMMARY

In the study the methodology of the research employed was thoroughly detailed in the current chapter. The tools utilized for data collecting, the several methods used to choose the sample, the reason they were employed, and the statistical methods applied to analyze the study hypothesis were all described. The findings that were obtained or obtained using this strategy are covered in the chapter that follows.

CHAPTER FOUR

PRESENTATION OF RESEARCH RESULTS

4.0 INTRODUCTION

This chapter presents the overall findings of this study. Figures and Tables in this study are executed to present the findings. The researcher adopted version 25 of the Statistical Package for Social Science to analyse data at identified levels of significance. Descriptive statistics which involve graphical tables, pie charts and bar charts was also employed to help with the data analysis and allow for the outcomes to be more presentable. Initially, the reliability for the research instruments was tested through the use of Cronbach's alpha coefficient. A descriptive approach coupled with a one-sample Wilcoxon signed rank test for the mean responses of the core variables was gathered for the purpose of establishing the perceptions of the members that participated on the established theoretical variables.

For the research to be able to establish the dominant organisational justice and organisational citizenship behaviour construct/s that exist within the sampled organisation, a Friedman's two-way ANOVA test was gathered. Non-parametric correlational analysis coupled with linear regression models was utilized to identify the existing significant impacts for the hypothesized frameworks. The models of multiple linear regression were employed to assess the organisational justice moderating impact on the link between TI and OCB by testing the effect of interaction. The normal plots that belongs to standardised residuals were adopted in the study to do tests for normality. For accessing these pots, it was discovered that the pots of the anticipated against the perceived cumulative probabilities were lying on the line, hence the normality assumption for linear regression modelling was accepted. Additionally, a robust sample was recommended because the conditions for homoscedasticity, outliers, and auto-correlation of errors were met.

4.1 BIOGRAPHICAL INFORMATION OF THE RESPONDENTS

4.2.1 Distribution of percentages by gender
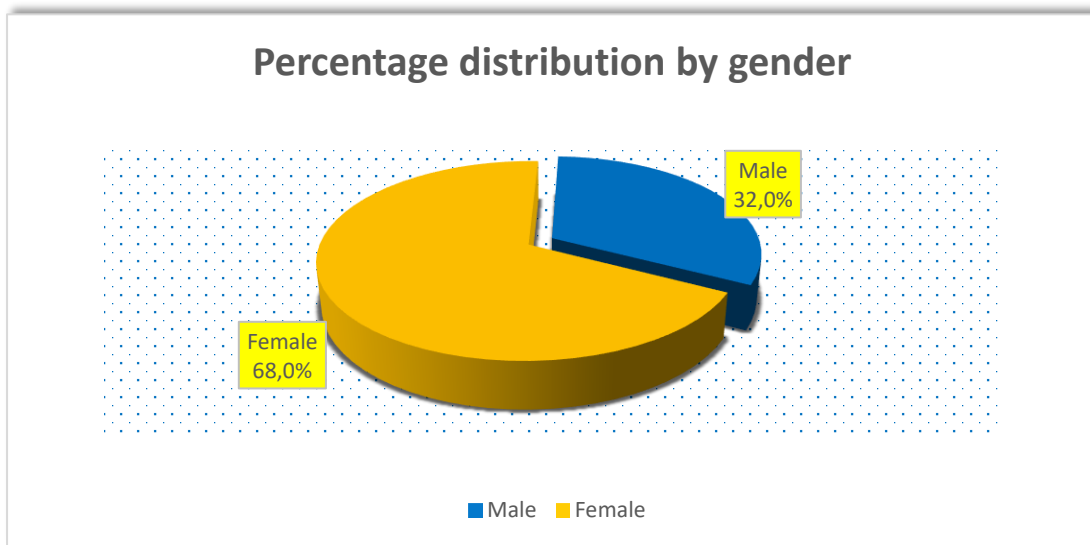
Figure 4. 1: Distribution of respondents by gender

Figure 4.1 demonstrates the respondents' gender. Female respondents (68.0%, n = 117) had a greater percentage than male respondents who comprised 32.0% of the respondents (n = 55).

4.2.2 Percentage distribution by age

Figure 4.2 below displays the issuing of respondents in relation to their age. The majority of the respondents (30.8%, n = 53) were in the age category of 26 to 35 years, while 20.9% (n = 36) were in the age group 36 to 45 years. Thirty respondents (17.4%) were in the age group of 56 years and older, twenty-eight (16.3%) in the age group 18 to 25 years of age, whilst twenty-five (14.5%) were in the age category of 46 to 55 years of age.
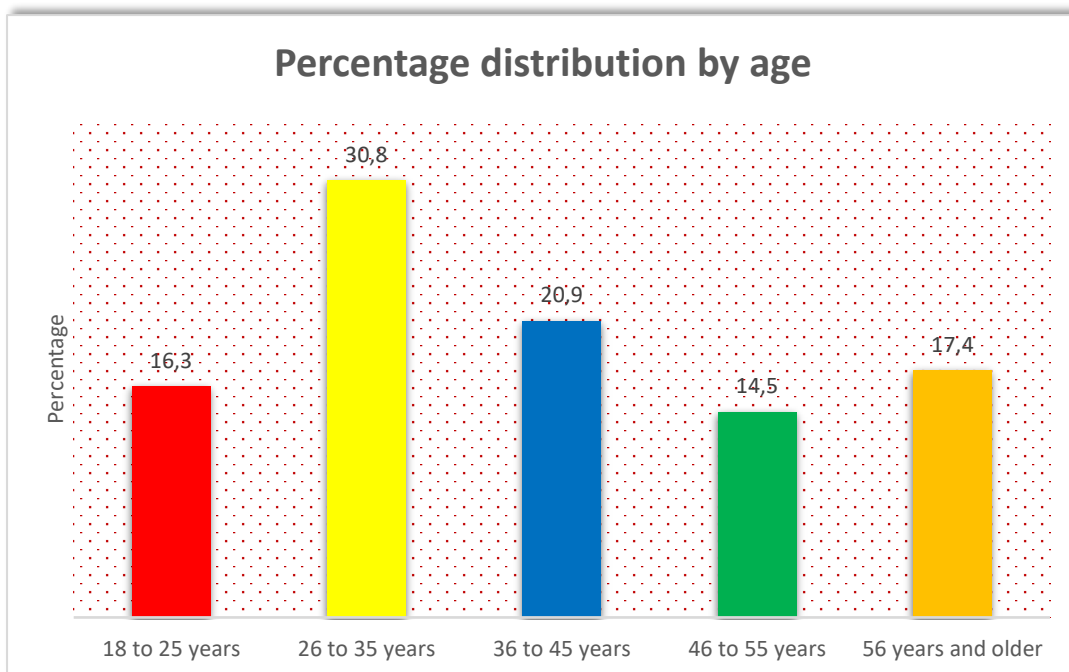
Figure 4. 2: Distribution of respondents by age

4.2.3 Percentage distribution by marital status

Figure 4.3 depicts how respondents were distributed in accordance to their status of marriage. Many respondents (55.8%, n = 96) were single, while 34.9% (n = 60) were married. Two respondents (1.2%) were separated, whilst the same percentage of participants were either divorced or widowed (4.1%, n = 7).
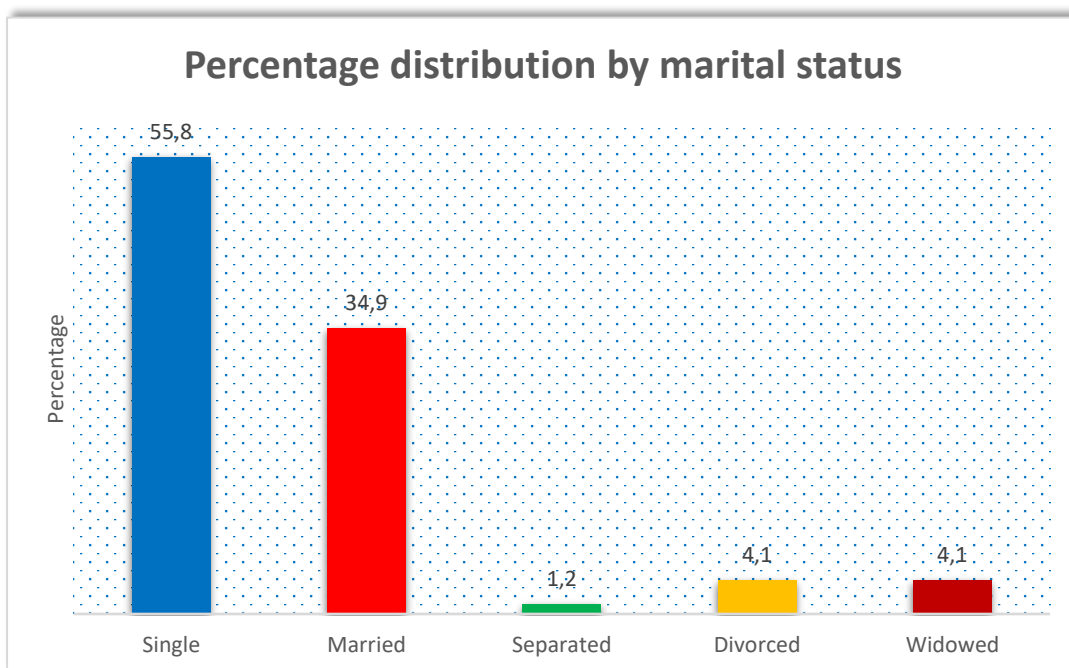
Figure 4. 3: Distribution of respondents by matrimonial status

4.2.4 Percentage distribution by race
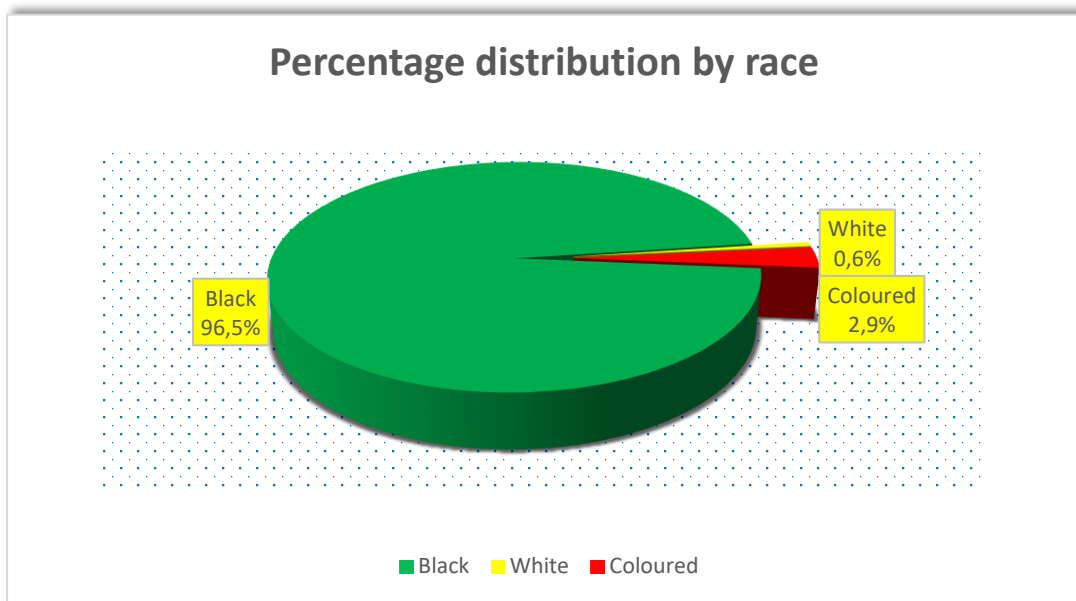
Figure 4. 4: Distribution of respondents by race

Figure 4.4 shows how respondents were distributed throughout the sampled institutions according to their race. Black African respondents (96.5%, n = 166) were leading, followed by Coloureds who constituted 2.9% (n = 5) of the sample. Whites only constituted 0.6% (n = 1) of the sample.

4.2.5 Percentage distribution by educational qualification

Figure 4.5 displays the best level of educational qualifications attained or possessed by the interviewees. The graph demonstrates that a national diploma was the highest degree held by the majority of respondents (34.3%; n = 59). Only 21 (12%) of the 172 respondents had a Bachelor's degree as their greatest level of schooling, compared to 48 respondents (27.9%) who's highest academic qualification was a Matric. However, 31 respondents (18.0%) had an honors degree as their greatest level of schooling, compared to 8 respondents (4.7%) who had other qualifications. In addition, 3 respondents (1.7%) had a master's degree and 2

respondents   (1.2%)   had   a   doctoral   degree.
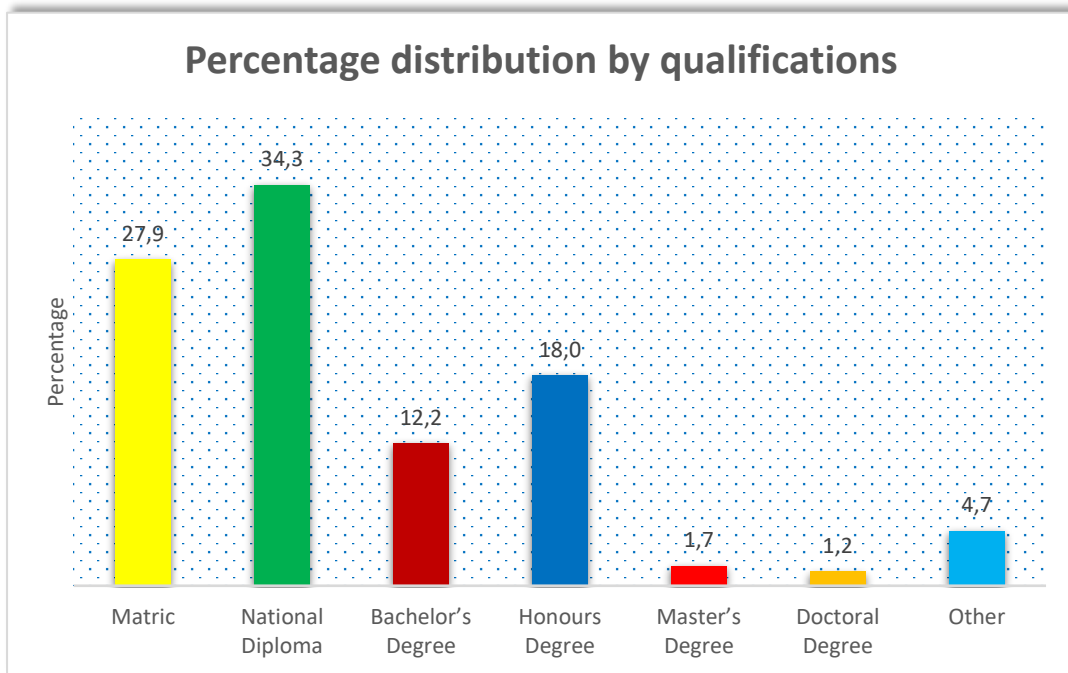
Figure 4. 5: Distribution based on educational background

4.2.6 Percentage distribution by occupational rank

Figure 4.6 portrays many different occupational ranks of the respondents. According to the graph, the majority of respondents (41.3%; n = 71) were professional nurses, followed by nursing assistants (52 respondents; 30.2%), and staff nurses (49 respondents; 28.5%).
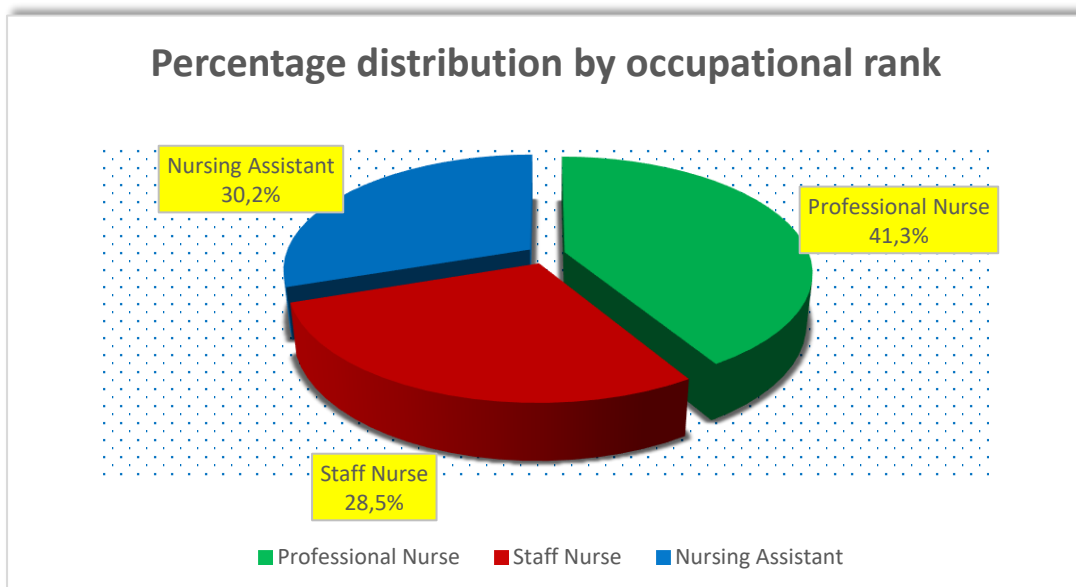
Figure 4. 6: Distribution by occupational rank

4.2.7 Percentage distribution across the organization according to tenure

Figure 4.7 depicts that the large number of respondents (33.7%, n = 58) had worked for the department for 6 to 10 years, while 28.5% (n = 49) had been employed for 1 to 5 years. Twenty-nine respondents (16.9%) had worked for less than 1 year whilst 20 respondents (11.6%) worked for more than 15 years.
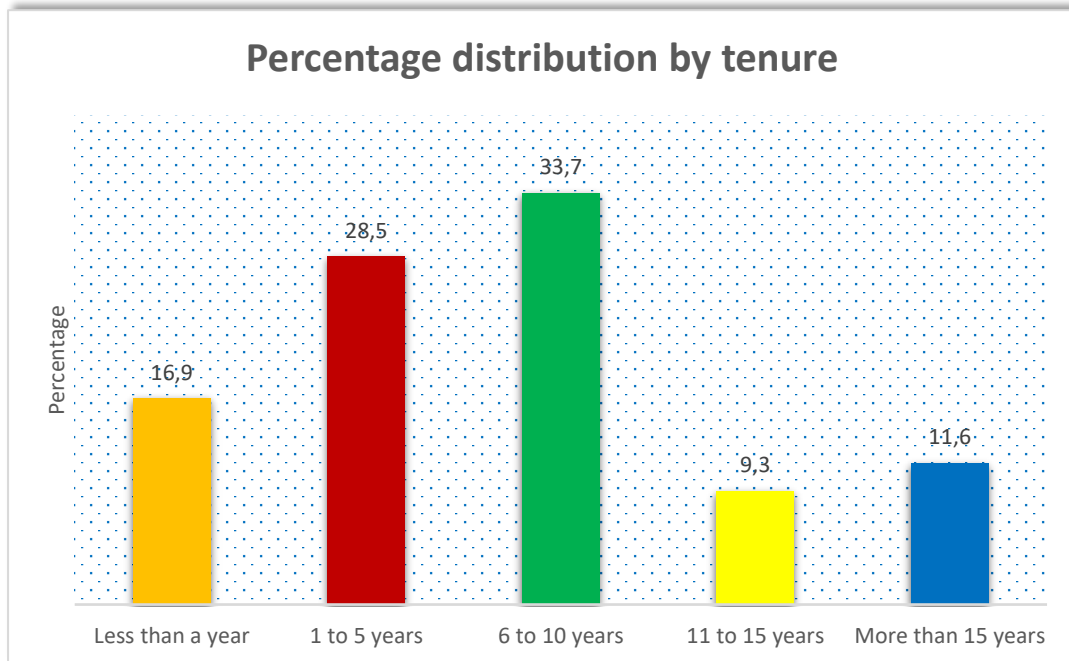
Figure 4. 7: Tenure distribution of respondents

4.2.8 Percentage distribution by nature of contract
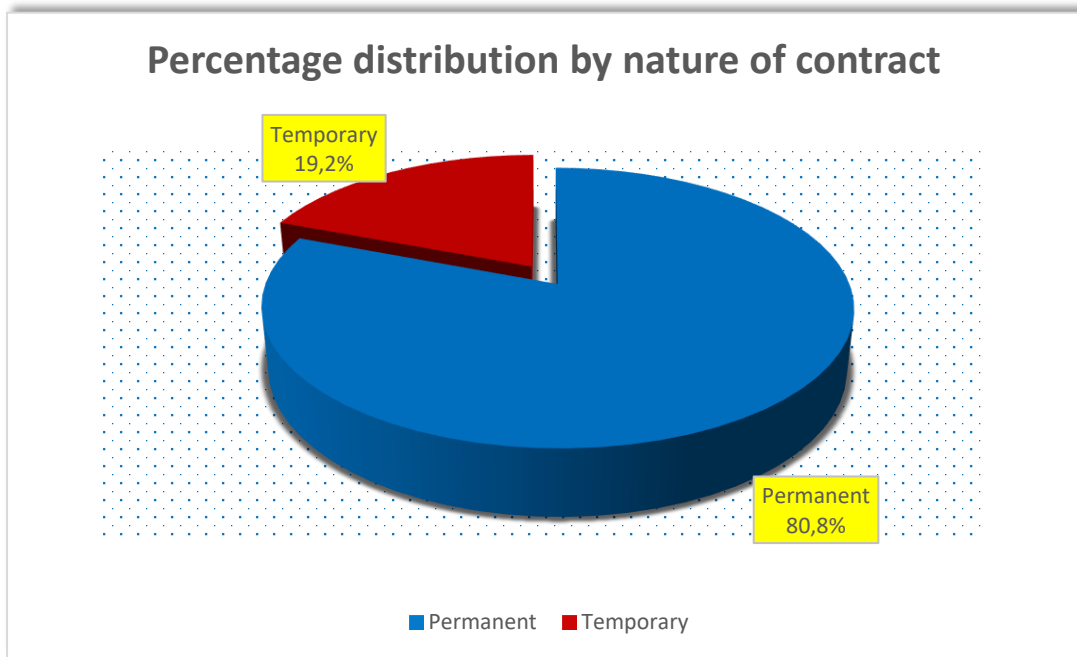
Figure 4. 8: Distribution by nature of contract

Figure 4.8 portrays the nature of contracts of the interviewee. This graph illustrates that the majority of the respondents (80.8%; n = 139) were permanent staff whilst 19.2% (n = 33) had temporary contracts.

4.3 RESPONDENT PERCEPTIONS OF STUDY THEORETICAL VARIABLES AND CONSTRUCTS: MEANS ANALYSIS

4.3.1 NORMALITY TESTS AND DESCRIPTIVE ANALYSIS

Table 4. 1: Test for normality

Main Theoretical Variables	LL Stat	LL df	LL Sig.	S-W Stat	S-W df	S-W Sig.
Turnover Intention	0.070	172	0.020	0.991	172	0.031
Organisational Justice	0.077	172	0.015	0.951	172	0.000
Procedural Justice	0.108	172	0.000	0.925	172	0.000
Distributive Justice	0.186	172	0.000	0.880	172	0.000
Interpersonal Justice	0.236	172	0.000	0.788	172	0.000
Informational Justice	0.174	172	0.000	0.900	172	0.000

Organisational Citizenship	0.087	172	0.003	0.963	172	0.000
Altruism	0.102	172	0.000	0.966	172	0.000
Conscientiousness	0.137	172	0.000	0.934	172	0.000
Sportsmanship	0.089	172	0.002	0.959	172	0.000
Courtesy	0.176	172	0.000	0.910	172	0.000
Civil Virtue	0.136	172	0.000	0.922	172	0.000

*Significantly normally distributed

Starting at Table 4.1 below, the results of the Shapiro-Wilk (S-W) and Lilliefors tests show that the scores on the scales were abnormally issued, with all scales being significantly non-normal (All p 0.05). Negative items on the sportsmanship subscale were initially reversed before a reliability investigation was to be completed. The Chronbach alpha for the sportsmanship is .0600. the Chronbach of civic virtue subscale is .609 and falls less than the accepted level of .70 but above .30 for this reason no items required to be discarded as it will not cause a significant increase in the Chronback alpha.

Table 4. 2: Summary of descriptive statistics of main variables

Variable	N	Min	Max	Mean	S.D
Turnover Intention	172	1.33	5.00	3.0081	0.69713
Organisational Justice	172	1.00	4.90	3.5829	0.90018
Procedural Justice	172	1.00	5.00	3.5274	1.10141
Distributive Justice	172	1.00	5.00	3.5160	1.31849
Interpersonal Justice	172	1.00	4.75	3.7020	1.26275
Informational Justice	172	1.00	5.00	3.5860	1.18836
Organisational Citizenship Behaviour	172	1.62	4.76	3.5960	0.67665
Altruism	172	1.00	5.00	3.5953	0.90714
Conscientiousness	172	1.00	5.00	3.5523	0.90783
Sportsmanship	172	1.00	5.00	3.4372	0.93509

Courtesy	172	1.00	5.00	3.5244	1.02077
Civil Virtue	172	1.00	5.00	3.8706	0.94994

Table 4.2 shows the descriptive statistics for the primary theoretical variables employed in this study are summarized. The Number of people that responded in total, the highest and lowest scores, the standard deviation, and the mean scores of the research data set from the participants are all displayed as data.

The table illustrates the mean levels of the key variables which include turnover intention (mean = 3.0081; n = 172; SD = 0.67665), organisational justice (mean = 3.5829; n = 172; SD = 0.90018) and organisational citizenship behaviour (mean = 3.5960; n = 172; SD = 0.67665). The theoretical constructs for organisational justice, thus, procedural Justice (mean = 3.5274; n = 172; SD = 1.10141), distributive Justice (mean = 3.5160; n = 172; SD = 1.31849), interpersonal justice (mean = 3.7020; n = 172; SD = 1.26275) and informational justice (mean = 3.5860; n = 172; SD = 1.18836). Lastly for the theoretical construct of organisational citizenship behaviour, thus, altruism (mean = 3.5953; n = 172; SD = 0.90714), conscientiousness (mean = 2.9286; n = 119; SD = 1.26661), sportsmanship (mean = 3.4372; n = 172; SD = 0.93509), courtesy (mean = 3.5244; n = 172; SD = 1.02077) and civil virtue (mean = 3.8706; n = 172; SD = 0.94994). The respondents gave the variables that are being measured a high ranking, as evidenced by the fact that numerous variables here were rated by respondents as being moderate. For the researcher to be able to establish whether there was really significant proof for this claim, a non-parametric one-sample Wilcoxon signed rank test was conducted and the results are presented in Table 4.3.

Table 4. 3: One-sample Wilcoxon signed rank tests for the mean responses of main variables and constructs.

Variable	Observed	Hypothetical Median	SE	Test Statisti	Asymptotic Sig. (2-tailed
Turnover Intention	2.93	3.00	608.729	-0.029	0.977
Organisational Justice	3.70	3.00	654.008	7.268	<0.0001**
Procedural Justice	3.71	3.00	636.010	5.525	<0.0001**
Distributive Justice	3.88	3.00	628.169	4.414	<0.0001**

Interpersonal Justice	4.38	3.00	632.621	5.570	<0.0001**
Informational Justice	4.00	3.00	635.176	5.669	<0.0001**
Organisational Citizenship Behaviour	3.69	3.00	648.323	8.680	<0.0001**
Altruism	3.60	3.00	613.472	7.181	<0.0001**
Conscientiousness	3.80	3.00	596.737	6.681	<0.0001**
Sportsmanship	3.60	3.00	558.738	5.669	<0.0001**
Courtesy	3.80	3.00	596.483	6.001	<0.0001**
Civil Virtue	4.00	3.00	574.629	8.800	<0.0001**

Each statement was scored on a 5-point scale, with 5 being the statistically lower median a (*). (i.e., lower than 3). Represents a statistically greater median. (that is, greater than 3).

From Table 4.3 A great important proof from the collected data appear in the paper that they were moderating levels of turnover intention (median = 2.93; test statistic = -0.029; p = 0.977). There was statistically significant evidence to suggest that, respondents had moderately high levels of organisational justice (median = 3.70; test statistic = 7.268; p = <0.0001) and its' respective constructs, thus, procedural justice (median = 3.71; test statistic = 5.525; p = <0.0001), distributive justice (median = 3.88; test statistic = 4.414; p = <0.0001), interpersonal justice (median = 4.48; test statistic = 5.570; p = <0.0001) and informational justice (median = 4.00; test statistic = 5.669; p = <0.0001). The data also suggested that the respondents had statistically significant moderately high levels of organisational citizenship behaviour (median = 3.69; test statistic = 8.680; p = <0.0001) and its respective constructs. That is, altruism (median = 3.60; test statistic = 7.181; p = <0.0001), conscientiousness (median = 3.80; test statistic = 6.681; p = <0.0001), sportsmanship (median = 3.60; test statistic = 5.669; p = <0.0001), courtesy (median = 3.80; test statistic = 6.001; p = <0.0001) and civil virtue (median = 4.00; test statistic = 8.800; p = <0.0001).

The one-sample Wilcoxon signed rank test is a non-parametric alternative to one-sample t-test when the unorganised information cannot be assumed to be normally issued. It was used to identify whether the median of the theoretical variables and constructs are equivalent to a known standard median value (i.e. theoretical median). In this particular case, the perceived medians for the established theoretical constructs were matched to a theoretical median of 3 since their statements were rated on a 5-point scale. Median levels significantly greater than

3 (for 5-point scales) were regarded as respondents agreeing to the respective items which assessed those specific variables or constructs. The ones which are significantly less than 3 (for 5-point scales) were referred as respondents disagreeing to the item/s.

4.3.2 ANOVA tests by Friedman for organizational justice constructs

Table 4. 4: Friedman's two-way ANOVA by ranks for organizational justice dimensions is relevant samples.

Variable	Mean Rank	N	Test Statistic	Df	Sig. (2-tailed)
Organisational Justice					
Procedural Justice	2.43				
Distributive Justice	2.47				
Interpersonal Justice	2.62	172	2.442	3	0.486
Informational Justice	2.48				

For the researcher to establish the dominant organisational justice construct/s that is present within the sampled organisation, a Friedman's two-way ANOVA test was performed. To identify the dominating construct(s) within the relevant variables present within the sampled organization, a Friedman two-way ANOVA test was performed. Cronbach alphas of 0.7 and above, according to Nunnally and Bernstein (1994), are satisfactory. In addition, a generally accepted rule is that Cronbach's alpha coefficient of 0.60 to 0.70 indicates an acceptable level of reliability (Hulin, Netemeyer, and Cudeck, 2001). The low values of alpha that exist (alpha < 0.70) could be due to a combination of the low number of questions and poor inter-relatedness between items. Findings in Table 4.6 shows that there was significant evidence to conclude that the organisational justice constructs were not rated differently by the respondents (p = 0.486). Thus, the mean rankings suggest that the respondents had the same perception on organisational justice constructs.

4.3.3 Friedman's two-way ANOVA tests for organisational citizenship behaviour constructs

For the researcher to establish the dominant organisational citizenship behaviour construct/s that exist within the sampled organisation, a Friedman's two-way ANOVA test was conducted. Results in Table 4.5 and Table 4.6 show the presence of the significant proof to conclude that the organisational citizenship behaviour constructs were rated in a different way by the respondents (p = <0.0001).

Table 4. 5: equivalent samples Using rankings in Friedman's two-way ANOVA, we examined organizational citizenship behaviour dimensions.

Variable	Mean Rank	N	Test	df	Sig. (2-tailed)
Organisational Citizenship					
Altruism	3.01				
Conscientiousness	2.85				
Sportsmanship	2.62	172	37.391	4	<0.0001
Courtesy	2.92				
Civil Virtue	3.59				

Table 4.5 shows the post-hoc pairwise comparisons, which shows the dominance of civil virtue on all other constructs of organisational citizenship behaviour. Thus, adequate evidence exists at 5% significance level to decide that civil virtue was highly rated than sportsmanship (p = <0.0001), conscientiousness (p = <0.0001), courtesy (p = < 0.0001) and altruism (p = <0.0001). However, sportsmanship, conscientiousness, courtesy and altruism were rated the same since the p-value of their respective pairwise comparisons were all greater than 0.05.

Table 4. 6: Pairwise comparisons using Friedman's two-way ANOVA for organizational justice constructs

Sample 1 – Sample 2	Test Statisti	Std. Test Statistic	Sig	Adj.Sig.
Sportsmanship – Conscientiousness	0.227	1.330	0.184	1.000
Sportsmanship – Courtesy	-0.294	-1.722	0.085	0.851
Sportsmanship – Altruism	0.387	2.268	0.023	0.234
Sportsmanship – Civil Virtue	-0.968	-5.678	<0.000	<0.0001*
Conscientiousness – Courtesy	-0.067	-0.392	0.695	1.000
Conscientiousness – Altruism	0.160	0.938	0.348	1.000
Conscientiousness - Civil Virtue	-0.741	-4.348	<0.000	<0.0001*
Courtesy – Altruism	0.093	0.546	0.585	1.000
Courtesy - Civil Virtue	-0.674	-3.956	<0.000	0.001*

Altruism - Civil Virtue		-0.581	-3.410	0.001	0.006*

Statistically significant differences (* p < .05). Each row tests the null hypothesis that the Sample 1 and sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. Significant values have been adjusted by the Bonferroni correction for multiple tests.

4.4 INFERENTIAL ANALYSIS: CORRELATION ANALYSIS

To ensure that there is a linear relationship in the data before starting a linear regression analysis was essential. This was done using a two-tailed non-parametric Spearman's Rho correlation coefficient test. Table 4.7 shows the relationships between organizational citizenship engagement and the intention to leave a company, along with significant probabilities for each relationship and Spearman's Rho correlations (rs).

Table 4. 7: Relations between turnover intention and organizational citizenship behavior using Spearman's Rho correlation coefficients (rs) and significance probability (p)

Theoretical Constructs	r_s	P
Organisational Citizenship Behaviour	-0.448	<0.0001**
Altruism	-0.377	<0.0001**
Conscientiousness	-0.262	<0.0001**
Sportsmanship	-0377	<0.0001**
Courtesy	-0.411	<0.0001**
Civil Virtue	-0.226	<0.0001**

** When correlation is significant at 0.01, it is extraordinary (2-tailed test).

The results showed that the linear correlations between turnover intention and organizational citizenship behaviour had a moderate and significant negative linear association (rs = -0.448; p = 0.0001) with turnover intention. This was also the case with conscientiousness (r_s = -0.262; p = <0.0001) and civil virtue (r_s = -0.226; p = <0.0001) which all had weak and negative significant linear relationships with turnover intention. Altruism (r_s = -0.377; p = <0.0001), sportsmanship (r_s = -0.377; p = <0.0001) and courtesy (r_s = -0.411; p = <0.0001) had moderate, significant and negative correlations with turnover intention. For the relations of OJ as a whole with OCB, Table 4.8 for this correlational study depicts the Spearman's Rho relationship (rs) and related significant probability.

Table 4. 8: Spearman's Rho correlation coefficients (r_s) and significance probabilities (p) for relations of organisational justice and organisational citizenship behaviour

Theoretical Constructs	r_s	P
Organisational Citizenship Behaviour	0.705	<0.0001**
Altruism	0.534	<0.0001**
Conscientiousness	0.448	<0.0001**
Sportsmanship	0.368	<0.0001**
Courtesy	0.648	<0.0001**
Civil Virtue	0.402	<0.0001**

** Correlation is remarkable when the significant level is 0.01(2-tailed test).

For the linear relations between OJ as a whole and OCB, the results suggest that OJ had a highly moderate and positive significant linear relationship with OCB (r_s = 0.705; p = <0.0001). This was also a slightly similar case with courtesy (r_s = 0.648; p = <0.0001) which had highly moderate and positive significant linear relationship with organisational justice. On the other hand, altruism (r_s = 0.534; p = <0.0001), conscientiousness (r_s = 0.448; p = <0.0001), sportsmanship (r_s = 0.368; p = <0.0001) and civil virtue (r_s = 0.402; p = <0.0001) had moderate, significant and positive correlations with organisational justice. Lastly, for the relations of turnover intention and organisational justice, The Spearman's Rho association (rs) and associated significance probability of this correlational study are displayed in Table 4.9.

Table 4.9: Spearman's Rho correlation coefficients (r_s) and significance probabilities (p) for relations of TI and OJ

Theoretical Constructs	r_s	P
Organisational Justice	-0.317	<0.0001**
Procedural Justice	-0.245	<0.0001**
Distributive Justice	-0.253	<0.0001**
Interpersonal Justice	-0.201	<0.0001**
Informational Justice	-0.244	<0.0001**

** Correlation is remarkable when the significant level is 0.01(2-tailed test).

The results suggest that turnover intention had a moderate and negative significant linear relationship with organisational justice as a whole (r_s = -0.317; p = 0.0001). This was also a

similar case with procedural justice (r_s = -0.245; p = <0.0001), distributive justice (r_s = -0.253; p = <0.0001), interpersonal justice (r_s = -0.201; p = <0.0001) and informational justice (r_s = -0.244; p = <0.0001) which all had moderate and negative significant linear relationships with turnover intention.

4.5 HYPOTHESIS TESTING USING LINEAR REGRESSION MODELS.

The current section presents the research hypotheses. The researcher observed that, from the hypothesized frameworks, the outcomes of the correlational analysis display the existing statistically significant correlations in all cases. It is therefore imperative to utilise linear regression models to further test these hypothesised frameworks in order to establish the usable models as well as the effects that exist. The Durbin-Watson test for autocorrelation was used and to test the assumption of homoscedasticity and normality of residuals special Q-Q plots were used. Results of the linear regression analysis are presented below.

Hypothesis 1: The turnover intention and organisational citizenship behaviour hypothesis

H1$_0$: There is no significant relationship between turnover intention and organisational citizenship behaviour.

H1$_1$: There is a significant relationship between turnover intention and organisational citizenship behaviour.

A straightforward linear regression model was looked at to see if there is a strong linear association between turnover intention and organizational citizenship behavior. Turnover intention was modelled as an independent or explanatory variable and this caused a significant model (F = 49.628; p = <0.0001). In the current model, turnover intention clarified a significant amount of the variance in job engagement (R^2 = 0.226, R^2 Adjusted=0.221). The Durbin-Watson d = 1.629, is between the two critical values of 1.5 < d < 2.5 and therefore we can assume that there is no first order linear auto-correlation in our linear regression data.

Table 4.10: Simple linear regression model fit summary for TI on OCB

Source	Sum of Squares	Df	Mean Square	F Value	Pr>F
Regression	17.692	1	17.692	49.628	<0.0001*
Residual	60.602	170	0.356		
Total	78.294	171			
Model Summary					
R^2 (Adjusted R^2)			0.226(0.221)		

Durbin-Watson Test - Test for auto-correlation	1.629

Table 4.11 shows that the parameter estimates of the resultant model are all statistically significant ($\beta_0 = 4.984$; t = 24.647; p = <0.0001 and $\beta_1 = -0.461$; t = -7.045; p = 0.012). Since the β_1 coefficient is negative and significant, thus there is sufficient evidence at 5% level of significance to reject the null hypothesis and conclude that turnover intention has a significant and negative linear relationship with organisational citizenship behaviour. The resultant unstandardised model is:

***Organisational citizenship behaviour** = 4.984 – 0.461* Turnover intention + residual* ε

Table 4. 11: Estimates of the TI on OCB model's parameters

Parameter	Unstandardised Coefficients		Standardised Coefficients	t	Sig
	B	Std Error	B		
Constant	4.984	0.202		24.64	<0.0001*
Turnover Intention	-0.461	0.065	-0.475	-7.045	<0.0001*

* Significant fit. Note: Independent variables: Constant, Turnover Intention; Dependent variable: Organisational Citizenship Behaviour

Hypothesis 2: The organisational justice and organisational citizenship behaviour hypothesis

H2$_0$: There is no significant relationship between organisational justice and organisational citizenship behaviour.

H2$_1$: There is a significant relationship between organisational justice and organisational citizenship behaviour.

To determine whether organisational justice has a significant linear relationship with organisational citizenship behaviour, a simple linear regression model was also examined. Organisational justice was modelled as an explanatory variable and this resulted in a statistically significant model (F = 138.14; p = <0.0001). The model fit and model summary statistics are presented in Table 4.14. In this model, organisational justice explained a significant amount of the variation (44.8%) in the dependent variable ($R^2 = 0.448$, R^2 Adjusted = 0.445). The Durbin-Watson d = 1.773, is between the two critical values of 1.5 < d < 2.5 and

therefore we can assume that there is no first order linear auto-correlation in our linear regression data.

Table 4. 12: Simple linear regression model fit summary for organisational justice on organisational citizenship behaviour

Source	Sum of Squares	Df	Mean Square	F Value	Pr>F
Regression	35.100	1	35.100	138.149	<0.0001
Residual	43.193	170	0.254		
Total	78.294	171			
Model Summary					
R^2 (Adjusted R^2)			0.448(0.445)		
Durbin-Watson Test - Test for auto-correlation			1.773		

* Significant fit. Note: Independent variables: Constant, Organisational justice; Dependent variable: Organisational citizenship behaviour

Table 4.12 shows that the parameter estimates of the resultant model are all statistically significant (β_0 = 1.793; t = 11.335; p = <0.0001 and β_1 = 0.503; t = 11.754; p = <0.0001). Since our β_1 coefficient is positive and significant, thus there is sufficient evidence at 5% level of significance to reject the null hypothesis and conclude that organisational justice has a significant and positive linear relationship with organisational citizenship behaviour. The resultant unstandardized model is:

***Organisational citizenship behaviour** = 1.793 + 0.503* Organisational justice + residual ε*

Table 4. 13: Parameter estimates for the OJ on OCB model

Parameter	Unstandardised Coefficients		Standardised Coefficients	T	Sig
	B	Std Error	B		
Constant	1.793	0.158		11.33	<0.0001*
Organisational Justice	0.503	0.043	0.670	11.75	<0.0001*

* Significant fit. Note: Independent variables: Constant, Organisational justice; Dependent variable: OCB

Hypothesis 2 Post Hoc analysis using the step-wise multiple regression model on the organisational justice and organisational citizenship behaviour hypothesis

Using a stepwise multiple linear regression model that produced three significant models, the researcher discovered the forecaster variable(s) (organizational justice constructs) that provide distinctive variance in forecasting organizational citizenship behavior. Table 4.2 and

4.3 underneath illustrates that the initial significant model was the one with procedural justice as a predictor variable on organisational citizenship behaviour (F = 107.674; df = 1; p = <0.0001). The unstandardized β coefficients in Table 4.17 show that procedural justice has a significant positive effect on organisational citizenship behaviour (β_1 = 0.383; t = 10.377; p = <0.0001). From Table 4.3, the $R^2\Delta$ = 0.288 (F Change = 107.674; Sig. F Change = <0.0001) shows how the variation predicted by the model is greatly increased by considering procedural justice. Therefore, procedural justice is the initial theoretical concept for organizational justice that adds distinctive variance in organizational citizenship behavior and is used in stepwise regression analysis.

Table 4. 14: Model summary

Model	R Square	Adjusted R Square	R Square Change	F Change	F	Sig	Sig. F Change	Durbin-Watson
			Change Statistics					
1	0.388	0.384	0.388	107.674	107.674	<0.0001	<0.0001	
2	0.464	0.458	0.077	24.134	73.231	<0.0001	<0.0001	
3	0.495	0.485	0.030	10.053	54.786	<0.0001	0.002	1.649

Note; Dependent Variable: OCB;

a. Predictors: (Constant), Procedural Justice

b. Predictors: (Constant), Procedural Justice, Interpersonal Justice

c. Predictors: (Constant), Procedural Justice, Interpersonal Justice, Distributive Justice

The next crucial component to be incorporated in the model was interpersonal justice, and it produces a substantial model (F = 73.231; df = 2; p = 0.0001). The collinearity diagnostics in Table 4.14 indicates that multi-collinearity is absent in this 2nd regression model (Tol > 0.1 or VIF < 10 for all variables). Parameter estimates portray that procedural justice and interpersonal justice had significant positive effect on organisational citizenship behaviour and the unstandardized regression coefficients are β_1 = 0.316 (p = <0.0001) and β_2 = 0.159 (p = <0.0001), respectively. From Table 4.16, the $R^2\Delta$ = 0.077 (F Change = 24.134; Sig. F Change = <0.0001) demonstrates that adding interpersonal justice to procedural justice significantly increases the variance explained by the model. Thus, using the stepwise regression approach

both procedural justice and interpersonal justice adds unique variance ($R^2 = 0.464$, Adjusted $R^2 = 0.458$) in predicting organisational citizenship behaviour.

Table 4. 15: Parameter estimates for the stepwise regression of organisational justice and organisational citizenship behaviour

Model/Parameter	Unstandardised		Standardised	t	Sig.	Collinearity	
	B	S.Error	Beta			Tol	VIF
1 (Constant)	2.247	0.136		16.494	.000		
Procedural Justice	0.383	0.037	0.623	10.377	.000	1.000	1.000
2 (Constant)	1.893	0.147		12.902	.000		
Procedural Justice	0.316	0.037	0.514	8.495	.000	0.866	1.155
Interpersonal Justice	0.159	0.032	0.297	4.913	.000	0.866	1.155
(Constant)	1.748	0.150		11.657	.000		
Procedural Justice	0.273	0.039	0.444	7.061	.000	0.760	1.315
Interpersonal Justice	0.145	0.032	0.271	4.549	.000	0.849	1.178
Distributive Justice	0.099	0.031	0.193	3.171	.002	0.814	1.228

Note; Dependent Variable: OCB

Distributive justice was the third and final significant component that was included in the model, and it produced a significant model (F = 54.786; df = 3; p = 0.0001). The collinearity diagnostics in Table 4.15 shows that multi-collinearity does not exist in this 2nd regression model (Tol > 0.1 or VIF < 10 for all variables). Parameter estimates show all constructs, that is, procedural justice ($\beta_1 = 0.273$; p = <0.0001), interpersonal justice ($\beta_2 = 0.145$; p = <0.0001) and distributive justice ($\beta_1 = 0.099$; p = <0.0001) had significant positive effect on organisational citizenship behaviour. From Table 4.16, the $R^2\Delta = 0.030$ (F Change = 10.053; Sig. F Change = 0.002) illustrates that putting in distributive justice to procedural justice and interpersonal justice significantly enhance the variance that a model explained. Thus, employing the approach of stepwise regression, procedural justice, interpersonal justice and distributive justice adds unique variance ($R^2 = 0.495$, Adjusted $R^2 = 0.485$) in predicting organisational citizenship behaviour. Thus, the final unstandardised regression equation of turnover intention is:

***Organisational citizenship behaviour** = 1.748 + 0.273* Procedural Justice + 0.145* Interpersonal Justice + 0.099* Distributive Justice + residual (ε)*

Table 4.16 displays the constructs/variables that were not included in the respective linear regression models.

Table 4. 16: Excluded variables

Model/Parameter	Beta In	T	Sig.
1 Distributive Justice	0.231	3.639	<0.0001
Interpersonal Justice	0.297	4.913	<0.0001
Informational Justice	0.186	2.793	0.006
2 Distributive Justice	0.193	3.171	0.002
Informational Justice	0.056	0.777	0.439
3 Informational Justice	0.030	0.426	0.671

Dependent Variable: OCB

1. Predictors in the Model: (Constant), Procedural Justice

2. Predictors in the Model: (Constant), Procedural Justice, Interpersonal Justice

3. Predictors in the Model: (Constant), Procedural Justice, Interpersonal Justice, Distributive Justice

Hypothesis 3: The organisational justice and turnover intention hypothesis

$H3_0$: There is no significant relationship between organisational justice and turnover intention.

$H3_1$: There is a significant relationship between organisational justice and turnover intention.

A simple linear regression model was looked at to see if organizational justice has a significant linear association with turnover intention. A statistically significant model ($F = 24.790$; $p = 0.0001$) was produced after organizational justice was modeled as an explanatory variable. The model fit and model summary statistics are presented in Table 4.19. In this model, organisational justice explained a significant low amount of the variation (12.7%) in the dependent variable ($R^2 = 0.127$, R^2 Adjusted $= 0.122$). The Durbin-Watson $d = 1.531$, is between the two critical values of $1.5 < d < 2.5$ and therefore we can assume that there is no first order linear auto-correlation in our linear regression data.

Table 4. 17: Simple linear regression model fit summary for organisational justice on turnover intention

Source	Sum of Squares	Df	Mean Square	F Value	Pr>F
Regression	10.576	1	10.576	24.790	<0.0001*
Residual	72.528	170	0.427		
Total	83.104	171			
Model Summary					
R^2 (Adjusted R^2)			0.127(0.122)		
Durbin-Watson Test - Test for auto-correlation			1.531		

* Significant fit. Note: Independent variables: Constant, Organisational Justice; Dependent variable: Turnover intention

Table 4.7 demonstrates that all of the parameter estimations for the resulting model are significant statistically (β_0 = 3.998; t = 19.507; p = <0.0001 and β_1 = -0.276; t = -4.979; p = <0.0001). We may reject the null hypothesis and come to the conclusion that organizational justice has a substantial and negatively skewed linear association with turnover intention because our 1 coefficient is negative and significant at the 5% level of significance. the unstandardized model that results is:

Turnover intention = 3.998 – 0.276* Organisational Justice + residual ε

Table 4. 18: Parameter estimates for the organisational justice on turnover intention model

Parameter	Unstandardised Coefficients		Standardised Coefficients	T	Sig
	B	Std Error	B		
Constant	3.998	0.205		19.50	<0.0001*
Organisational justice	-0.276	0.055	-0.357	-4.979	<0.0001*

* Significant fit. Note: Independent variables: Constant, Organisational Justice; Dependent variable: Turnover intention

Hypothesis 3 Post-hoc examination of the relationship between organizational justice and turnover intention behaviour using the step-wise multiple regression model

The predictor variable or variables that give distinctive variance in predicting the urge to depart were found using a stepwise multiple linear regression model. Two key models emerged as a result. Table 4.6 and 4.7 the model that includes informational justice as a forecaster variable for TI was the first significant model, as seen below. (F = 19.262; df = 1; p = <0.0001). The unstandardised β coefficients in Table 4.18 show that informational justice has a significant negative influence on TI (β_1 = -0.187; t = -4.389; p = <0.0001). From Table 4.8 below, the $R^2\Delta$ = 0.102 (F Change = 19.262; Sig. F Change = <0.0001) indicates that including informational justice significantly maximises the variance explained by the model. The organizational justice theory construct of informational justice is the first to contribute specific variance to the stepwise regression approach of forecasting TI.

Table 4. 19: Model summary

Model R Square	Change Statistics	Durbin-Watson

71

	R Square	Adjusted R Square	R Square Change	F Change	F	Sig	Sig. F Change	F
1	0.102	0.096	0.102	19.262	19.262	0.000	<0.0001*	
2	0.129	0.118	0.027	5.188	5.340	0.000	0.024*	1.598

Note; Dependent Variable: Turnover intention;

1. Predictors: (Constant), Informational Justice

2. Predictors: (Constant), Informational Justice, Distributive Justice

The second and last significant construct that was added to the model was distributive justice which yielded a significant model (F = 5.188; df = 2; p = 0.024). The collinearity diagnostics in Table 4.19 shows that multi-collinearity does not exist in this 2nd regression model (Tol > 0.1 or VIF < 10 for all variables). Parameter estimates show that both informational justice and distributive justice had a significant negative effect on turnover intention and the unstandardised regression coefficients are β_1 = -0.154 (p = 0.001) and β_2 = -0.092 (p = 0.024), respectively. From Table 4.19, the $R^2\Delta$ = 0.027 (F Change = 5.188; Sig. F Change = 0.024) shows that adding distributive justice to informational justice significantly increases the variance explained by the model. Thus, using the stepwise regression approach both informational justice and distributive justice adds unique variance (R^2 = 0.129, Adjusted R^2 = 0.118) in predicting turnover intention. Thus, the final unstandardised regression equation of turnover intention is:

***Turnover intention** = 3.881 - 0.154* Informational Justice - 0.092* Distributive Justice + residual (ϵ)*

Table 4. 10: Parameter estimates for the stepwise regression of turnover intention behavior and organizational fairness

Model/Parameter	Unstandardised		Standardized	t	Sig.	Collinearity	
	B	S.Error	Beta			Tol	VIF
1 (Constant)	3.679	0.161		22.846	.000		
Informational Justice	-0.187	0.043	-0.319	-4.389	.000	1.000	1.000
2 (Constant)	3.881	0.182		21.304	.000		
Informational Justice	-0.154	0.045	-0.262	-3.448	.001	0.892	1.121
Distributive Justice	-0.092	0.040	-0.173	-2.278	.024	0.892	1.121

Dependent Variable: Turnover Intentions

1. Predictors in the Model: (Constant), Informational Justice

2. Predictors in the Model: (Constant), Informational Justice, Distributive Justice

Table 4.21 demonstrates the elements/constructs that were left out of the corresponding linear regression models.

Table 4. 11: Excluded variables

Model/Parameter		Beta In	T	Sig.
1	Procedural Justice	-0.095	-1.151	0.252
	Distributive Justice	-0.173	-2.278	0.024
	Interpersonal Justice	-0.110	-1.271	0.206
2	Procedural Justice	-0.041	-0.483	0.630
	Interpersonal Justice	-0.089	-1.031	0.304

Dependent Variable: Turnover Intentions

1. Predictors in the Model: (Constant), Informational Justice

2. Predictors in the Model: (Constant), Informational Justice, Distributive Justice

Hypothesis 4: The moderating effect of organisational justice on the relationship between turnover intention and organisational citizenship behaviour.

H4$_0$: Organisational justice has no moderating effect on the relationship between turnover intention and organisational citizenship behaviour.

H4$_1$: Organisational justice has a moderating effect on the relationship between turnover intention and organisational citizenship behaviour.

Organizational justice's effect as a moderating variable was statistically described as an interaction variable that has effect on the direction and/or degree of the association between organizational citizenship behaviour and turnover intention. The Durbin-Watson test was employed to check for first order linear auto-correlation in our multiple linear regression data, and multicollinearity diagnosis was performed for each model. A hierarchical regression analysis of the association between turnover intention and organizational citizenship behavior was done to examine the moderating role of organizational justice.

Table 4. 12: Model summary

		Adjusted R	Change Statistics					
Model	R Square	Square	R Square Change	F Change	F	Sig	Sig. F Change	Durbin-Watson
1	0.512	0.507	0.512	88.799	88.799	0.000	<0.0001*	
2	0.529	0.520	0.016	5.741	62.774	0.000	0.018*	0.991

Note; Dependent Variable: Turnover intention; Predictors in the Model: (Constant), Altruism, Procedural Justice, and Distributive Justice.

Table 4. 13: Parameter estimates for the stepwise regression of turnover intention and organizational citizenship behavior constructs

Model/Parameter	Unstandardised		Standardised	T	Sig.	Collinearity	
	B	S.Error	Beta			Tol	VIF
2 (Constant)	2.844	0.268		10.598	0.000		
Turnover_Intentions	-0.263	0.056	-0.271	-4.713	0.000	0.873	1.146
Org_Justice	0.431	0.043	0.573	9.964	0.000	0.873	1.146
3 (Constant)	1.242	0.719		1.728	0.086		
Turnover_Intentions	0.229	0.212	0.236	1.076	0.283	0.859	1.070
Org_Justice	0.890	0.196	1.184	4.531	0.000	0.841	1.344
Interaction_Effect	-0.144	0.060	-0.652	-2.396	0.018	0.838	1.409

Note; Dependent Variable: TI; Predictors in the Model: (Constant), Altruism, Procedural Justice, Distributive Justice.

After the interaction term was incorporated, the first model of regression (Table 4.13) gave an important model (F = 62.774; p = 0.018). Since the final model's overall R^2 is 0.529, it can account for 52.9% of the variation in the variable of dependent. Variance inflation factor (VIF) less than 10 and Tolerance more than 0.1 suggested that collinearity problem does not exist among variables, according to the accepted statistical test. As can be shown in Table 4.13, the regression model does not have a collinearity problem between variables. The interaction effect significantly negatively affects organizational citizenship behaviour, as shown by the unstandardized coefficients in Table 4.13 (1 = -0.144; t = -2.396; p = 0.018). Since the interaction effect is negative, it shows that the effect of turnover intention on OCB will decrease (get smaller) as organisational justice increases. The conceptual framework and theory for the

moderating effects of organizational justice on the adjustment between turnover intention and organizational citizenship behaviour are shown in Figure 4.9 below.
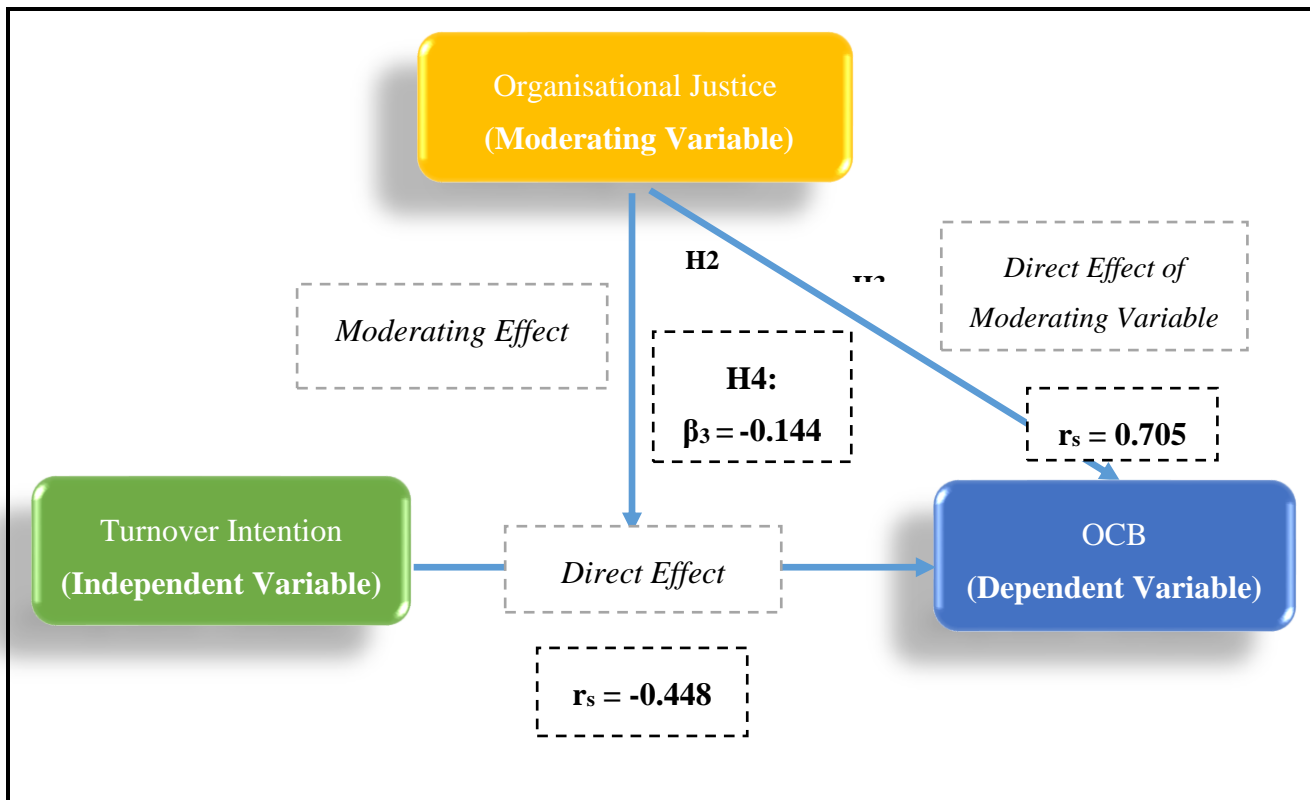
Model construction and assumptions about how organizational justice influences the link between turnover intention and organizational citizenship conduct.

The interpretations of the statistical analysis and in view of the above-mentioned findings, a recapitulated table below is given.

Table 4. 14: Summarized results of regression model

	Description (Null Hypothesis)	Test Statistic	P-value	Decision
H1$_0$	There is no significant relationship between turnover intention and organisational citizenship behaviour.	$r_s =$ -0.448 $\beta_1 =$ -0.461	<0.0001 <0.0001	Reject
H2$_0$	There is no significant relationship between organisational justice and organisational citizenship behaviour.	$r_s =$ 0.705 $\beta_1 =$ 0.503	<0.0001 <0.0001	Reject
H3$_0$	There is no significant relationship between organisational justice and turnover intention.	$r_s =$ -0.317	<0.0001	Reject

		$\beta_1 = -0.276$	<0.0001	

H4$_0$	Organisational justice has no significant moderating effect on the relationship between turnover intention and organisational citizenship behaviour.	$\beta_3 = -0.144$	0.018	Reject

Alpha = 0.05 (reject the Null Hypothesis when P-value < Alpha)

4.6 SUMMARY OF CHAPTER FOUR

In this part of the research, findings that came from the data's observed statistical analysis were presented with precision. The hypotheses were revisited and tested. To highlight the summary of the respondents' comments, the study's findings were presented in figures, graphs, and tables Chapter five summarises the complete study, gives discussion of findings, recommendations, conclusions, implications, and limitations. It also highlights areas that still need further research.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS, CONCLUSIONS, IMPLICATIONS, RECOMMENDATIONS, LIMITATIONS AND CONCLUSION OF THE RESEARCH

5.1 INTRODUCTION

In this section, the findings, inferences, and particular suggestions emerging from the recent research are explained. Along with the implications for the ongoing study based on the collected data, additionally, the limitations for further research are discussed in this chapter.

5.2 DISCUSSION OF THE FINDINGS

The findings of this research showed that female respondents (68.0%, n = 117) had a greater percentage than male respondents who comprised 32.0% of the respondents (n = 55). This means that a large number of female showed an interest on the study than male participants. most respondents in the research (30.8%, n = 53) were in the age range of 26 and 35, while 20.9% (n = 36) were between the ages of 36 and 45. Twenty-five (14.5%) respondents were between the ages of 46 and 55, while thirty respondents (17.4%) were in the 56 and older age category. Twenty-eight respondents (16.3%) were between the ages of 18 and 25. The results also show that a large number of respondents (55.8%, n = 96) were single and that 34.9% (n = 60) were married. In contrast to the same percentage of participants (4.1%, n = 7) who were either divorced or widowed, just two respondents (1.2%) reported being separated. The study shows how respondents were distributed within the institutions that were sampled based on their race. Black African respondents made up the majority (96.5%, n = 166) and were followed by Colored respondents (2.9%, n = 5) in the sample. Only 0.6% (n = 1) of the sample was white. These results also demonstrate that younger single black Africans were more interested in participating in the survey than older divorced or widowed adults.

The findings showed that the highest level of education held by 34.3% of the interviewees (n = 59) was a national diploma. Out of the 172 respondents, just 21 (12.2%) had a bachelor's degree as their most advanced academic qualification., and 48 (27.9%) said that matriculation was their highest level of education. On the other hand, 31 respondents (18.0%) had an honors degree as their greatest level of schooling, compared to 8 respondents (4.7%) who had other qualifications. In addition, 3 respondents (1.7%) had a master's degree and 2 respondents (1.2%) had a doctoral degree. The results of the study illustrate the diversity of occupational ranks of the interviewees. The findings show that many respondents (41.3%; n = 71) were professional nurses preceded by fifty-two (30.2%) respondents who were nurse assistants and lastly, forty-nine (28.5%) were staff nurses.

The study portrays that the majority of the respondents (33.7%, n = 58) had rendered service to the department for 6 to 10 years, 28.5% (n = 49) of the respondents employed for 1 to 5 years. Twenty-nine respondents (16.9%) had worked for less than 1 year whilst 20 respondents (11.6%) worked for more than 15 years. The findings of the study illustrate the nature of contracts of the respondents. The graph shows that the majority of the respondents (80.8%; n = 139) were permanent staff whilst 19.2% (n = 33) had temporary contracts.

In terms of the mean analysis on perceptions of respondents on the stud's theoretical variables and construct the normality tests and descriptive analysis data is displayed in the form of the over-all number of respondents, maximum, minimum, standard deviation, and mean scores of the research data set from the participants. The present study illustrates the mean levels of the three variables which include turnover intention (mean = 3.0081; n = 172; SD = 0.67665), organisational justice (mean = 3.5829; n = 172; SD = 0.90018) and organisational citizenship behaviour (mean = 3.5960; n = 172; SD = 0.67665). The fact that most of these variables were assessed by respondents as being generally moderate shows that they gave the variables' measured components high marks. The one-sample Wilcoxon signed rank test is a non-parametric alternative to one-sample t-test when the unorganised information cannot be assumed to be normally issued. It was utilised to identify whether the median of the theoretical variables and constructs are equivalent to a known standard median value (i.e. theoretical median). In this particular case, the perceived medians for the established theoretical constructs were matched to a theoretical median of 3 since their statements were rated on a 5-point scale. Median levels significantly greater than 3 (for 5-point scales) were regarded as respondents agreeing to the respective items which assessed those specific variables or constructs. The ones which are significantly below 3 (for 5-point scales) were referred as respondents disagreeing to the item/s.

Testing for organizational justice dimensions using Friedman's two-way ANOVA was done on the study samples. The findings show that there was significant evidence to conclude that the organisational justice constructs were not rated differently by the respondents (p = 0.486). Thus, the mean rankings suggest that the respondents had the same perception on organisational justice constructs.

For organisational citizenship behavior components, a Friedman's two-way ANOVA test was used. The findings of the study show the presence of the significant proof to conclude that the organisational citizenship behaviour constructs were rated in a different way by the respondents (p = <0.0001). on the inferential analysis: correlation analysis the linear relations between turnover intention and organisational citizenship behaviour, the results suggested that turnover intention had a moderate and negative significant linear relationship with organisational citizenship behaviour as a whole (r_s = -0.448; p = <0.0001). This was also the

case with conscientiousness (r_s = -0.262; p = <0.0001) and civil virtue (r_s = -0.226; p = <0.0001) which all had weak and negative significant linear relationships with turnover intention. Altruism (r_s = -0.377; p = <0.0001), sportsmanship (r_s = -0.377; p = <0.0001) and courtesy (r_s = -0.411; p = <0.0001) had moderate, significant and negative correlations with turnover intention. For the relations of OJ as a whole with OCB, the study indicates the Spearman's Rho correlations (r_s) and the respective significance probabilities of this correlational analysis.

For the linear relations between OJ as a whole and OCB, the results suggest that organisational justice had a highly moderate and positive significant linear relationship with organisational citizenship behaviour (r_s = 0.705; p = <0.0001). This was also a slightly similar case with courtesy (r_s = 0.648; p = <0.0001) which had highly moderate and positive significant linear relationship with organisational justice. On the other hand, altruism (r_s = 0.534; p = <0.0001), conscientiousness (r_s = 0.448; p = <0.0001), sportsmanship (r_s = 0.368; p = <0.0001) and civil virtue (r_s = 0.402; p = <0.0001) had moderate, significant and positive correlations with organisational justice. Lastly, for the relations of turnover intention and organisational justice, the analysis displays the Spearman's Rho correlations (rs) and the associated significance probabilities. The results show a moderate and significant negative linear correlation between turnover intention and organizational justice overall (rs = -0.317; p = 0.0001). Similar results were seen for the following justice dimensions: procedural justice (rs = -0.245; p = 0.0001), distributive justice (rs = -0.253; p = 0.0001), interpersonal justice (rs = -0.201; p = 0.0001), and informational justice (rs = -0.244; p = 0.0001).

For hyphotheses testing using linear regression model on the hyphothesis 1, turnover intention clarified a significant amount of the variance in job engagement (R^2 = 0.226, R^2 Adjusted=0.221). The Durbin-Watson d = 1.629, is between the two critical values of $1.5 < d < 2.5$ and therefore we can assume that there is no first order linear auto-correlation in our linear regression data. The study shows that the parameter estimates of the resultant model are all statistically significant (β_0 = 4.984; t = 24.647; p = <0.0001 and β_1 = -0.461; t = -7.045; p = 0.012). Since the β_1 coefficient is negative and negative, there is enough data at the 5% level of significance to rule out the null hypothesis (H0) and draw the conclusion that turnover intention is significantly inversely correlated with organizational citizenship behavior. Therefore, the alternative hypothesis (H$_1$) was accepted. The finding tells us that, as the turnover intention increases the organisational citizenship behaviour decreases. Furthermore, employees with less organisational citizenship behaviour are likely to leave the organisation to work for another organisation or change the career. For Hyphothesis 2, organisational justice explained a significant amount of the variation (44.8%) in the dependent variable (R^2 = 0.448, R^2 Adjusted = 0.445). The Durbin-Watson d = 1.773, is between the two critical values of $1.5 < d < 2.5$ and therefore we can assume that there is no first order linear auto-correlation

in our linear regression data. The research shows that the parameter estimates of the resultant model are all statistically significant (β_0 = 1.793; t = 11.335; p = <0.0001 and β_1 = 0.503; t = 11.754; p = <0.0001). Since our β_1 coefficient is positive and significant, thus there is sufficient evidence at 5% level of significance to reject the null hypothesis H_0 and conclude that organisational justice has a significant and positive linear relationship with organisational citizenship behaviour. Alternative Hypothesis H1 was therefore accepted. OCB and OJ are significant related. This result means the increase in organisational justice is an increase in organisational citizenship behaviour. The researcher advise that these two variables are among the variables that are needed in the organisation to promote employee job satisfaction and high production in the organisation.

For hyphothesis 3, H_3 organisational justice explained a significant low amount of the variation (12.7%) in the dependent variable (R^2 = 0.127, R^2 Adjusted = 0.122). The Durbin-Watson d = 1.531, is between the two critical values of 1.5 < d < 2.5 and therefore we can assume that there is no first order linear auto-correlation in our linear regression data. The finding shows that the parameter estimates of the resultant model are all statistically significant (β_0 = 3.998; t = 19.507; p = <0.0001 and β_1 = -0.276; t = -4.979; p = <0.0001). Since our β_1 coefficient is negative and significant, there is sufficient evidence at 5% level of significance to reject the null hypothesis and conclude that organisational justice has a significant and negative linear relationship with turnover intention. Therefore, alternative hypothesis was accepted. This means that there is a significant negative relationship between organisational justice and turnover intention. These results demonstrate that as organizational justice rises, employee intention to leave the company diminishes. This indicates that organisational justice moves an opposite direction with turnover intention. It also displays that OJ has a capacity to improve organisational outcomes and employee job satisfaction.

For hyphothesis 4, The results demonstrate that organizational citizenship behaviour is significantly negatively impacted by the interaction effect (1 = -0.144; t = -2.396; p = 0.018). Since the interaction effect is negative, it shows that the effect of turnover intention on OCB will decrease (get smaller) as organisational justice increases the effect of the moderating variable (organisational justice) was characterised statistically as an interaction variable that affects the direction and/or strength of the relation between organisational citizenship behaviour and turnover intention. The Durbin-Watson test was employed to check for first order linear auto-correlation in our multiple linear regression data, and multi-collinearity diagnosis was performed for each model. The correlation between TI and OCB was examined using a hierarchical regression analysis to determine how organizational justice influenced that relationship. According to the results, there is a strong negative moderating effect that affects organizational citizenship behaviour and turnover intention. The results show that when

organisational justice increases, organisational citizenship behaviour also increases while turnover intention decreases. Therefore, the increase of organisational justice in organisational citizenship behaviour means the decrease of turnover intention.

5.3 CONCLUSION

The study's main objective was to use organizational justice as a moderator to empirically analyse the interactions between turnover intention and organizational citizenship behaviour of nurses in the chosen hospitals within the Chris Hani District. Having tested the four hypotheses using linear regression model the study's objectives were achieved as the solutions in research. The results of the study indicate a substantial negative correlation between organizational citizenship conduct and intention to leave. Saoula et al. (2019) supported the above results in their study stating that a negative association exists between turnover intention and OCB.

The results of the research show a significant positive correlation that exits between OJ and OCB. Saifi and Shahzad (2017) corroborated the findings by asserting that OJ is positively related with OCB. The study's findings demonstrated a strong inverse link between turnover intention and organizational justice. The findings reveal that a significant negative moderating effect exist and has an influence on organisational citizenship behaviour and turnover intention. The outcomes of this research were comparable to those of earlier studies. The findings of the current study were also supported by Hendricks (2017) who investigated the influence of transformational leadership on perception of organisational justice, intention to quit and organisational citizenship behaviour among selected call centre employees in the financial services industry, the study support the above finding stating that a strong negative relationship exists between organisational justice and turnover intention and also between OCB and TI. However, a significant positive correlation was also discovered between OJ and OCB

Saoula et al. (2019) stated that previous studies have strived to merge organisational justice with turnover intention but ignored the contribution of organisational citizenship behaviour as a great predictor of turnover intention in this relation.

5.4 IMPLICATION OF THE FINDINGS

This study will assist the hospital managers, organisational managers, government, research scholars, employers, and department of health as a whole to extract relevant knowledge. It is vital that hospital managers and organisations consistently and fairly implement the work policies rewarding the same actions with the same outcomes. Pieters (2018) suggested the need for supervisors and organisations to make sure that the rewards and punishment are fairly and equally distributed to employees.

It is of paramount importance for managers to encourage organisational citizenship behaviours and reward them, as this can motivate employees to perform extra-role duties/ tasks. The present study reported a significant positive relationship between organisational justice and organisational citizenship behaviour, implying that hospitals and organisations should strive to implement and practise organisational justice, which in turn will also increase organisational citizenship behaviour.

Hospital managers need to develop retention strategies/plans and strategic human resources recruitment in order to manage turnover intention and to retain employees. Furthermore, managers should focus on the factors that will help to upgrade the levels of worker's job contentment. Employee development, retention, and job performance are all aided by an awareness of organizational justice as a mediator of turnover intention and organizational citizenship behaviour.

5.5 RECOMMENDATIONS FOR THE DEPARTMENT OF HEALTH (HOSPITALS)

The findings suggest hospital managers to enhance the level of organisational justice and organisational citizenship behaviour for the purpose of preventing and eliminating turnover intention in organisations. Managers should design assistance programs, develop career advancement opportunities, and improve service delivery in the organisation. To increase OCB managers should reward positive behaviours and put into practise some necessary motivational strategies. Hospital managers and unit managers should be able to notice when the employee is satisfied or dissatisfied at work so that the manager immediately intervene and organise some motivation or counselling sessions if necessary. Healthcare managers should implement government and hospital policies to the workers fairly and equally and also refrain from biasness or favouritism.

Managers should focus on fairly practising all the organisational policies to employees and make sure that all employees are aware and understand those policies. Moreover, managers must involve their subordinates in decision-marking and spread communication to all units. Management should involve employees when making decisions to practise transparency.

Future researchers are strongly encouraged to consider conducting additional research on the moderating role of organizational justice in the correlation between TI and OCB, which will not only include nurses or the Chris Hani district's department of health. Future research with the same current research tittle but using qualitative or mixed research approach is recommended. Other future researchers could also explore their studies with other departments in Chris Hani district, other districts and other provinces in South Africa. Future studies must cover a large number of population and sample than the current study.

5.6 PRACTICAL IMPLICATIONS OF RESUTS TO THE PROFESSION OF INDUSTRIAL PSYCHOLOGY

The findings of this study reveal some vital implications for both department of health (Hospitals) and the field of industrial Psychology. The study's findings contribute to the existing literature on OJ, TI and OCB. The provide the field of industrial psychology, hospital managers, decision markers, research scholars and other government managers with extra knowledge on the three variables under study.

The findings demonstrated that managers need to design HR strategies to enhance and warrant employee perception of organisational justice and fairness to elevate the level of organisational citizenship behaviour and decrease turnover intention in the organisation and leading to higher productivity. The implications of the study's findings suggest managers to adopt the concept of OJ and OCB in their field of practises to influence attitude of workers, performance, and other work-related factors to decrease turnover intention.

Moreover, by comprehending the effect of moderating OJ on the relationship between turnover intention and OCB will help the hospital managers and other officials to be able to assess the performance of employees and develop them where necessary. The findings add knowledge to the managers in order to be able to see when there is a high or low level of OJ and OCB.

It is vital to realize that the findings have ramifications that go beyond the health department and hospitals. Therefore, some inferences can be drawn by researchers, scholars, managers, experts and government from the current findings of the study.

5.7 LIMITATIONS

The lack of funding for logistics and other transportation imposed restrictions on this study. Therefore, only three of the district's hospitals that are close to the UFH were chosen by the researcher. The research was conducted only in Chris Hani District, This shows that practical implications are limited to the nurses that are working in Chris Hani District. This also implies that the findings of this research cannot be generalised for all districts. When the researcher went to Hewu hospital, Cofimvaba hospital, and All Saints hospital to collect questionnaires, he discovered that some questionnaires could not be retrieved while other questionnaires

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APPENDICES

APPENDIX 1: ETHICS CLEARANCE

University of Fort Hare

Together in Excellence

ETHICS CLEARANCE

REC-270710-028-RA Level 01

Project Number: GCAOI 1 SMAJOI

Project title: Organisational justice as a moderator in the relationship between turnover intention and organisational citizenship behaviour among nurses in Eastern Cape Province.

Qualification: Masters in Industrial Psychology (Full Dissertation)

Student name:Thobela Goodman Majali

Registration number: 201112989

Supervisor: Mrs NI Gcaza

Department: Industrial Psychology

Co-supervisor:

On behalf of the University of Fort Hare's Research Ethics Committee (UREC) I hereby grant ethics approval for GCAOI ISMAJOI. This approval is valid for 12 months from the date of approval. Renewal of approval must be applied for BEFORE termination of this approval period. Renewal is subject to receipt of a satisfactory progress report. The approval covers the undertakings contained in the abovementioned project and research instrument(s). The research may commence as from the 15/10/20, using the reference number indicated above.

Note that should any other instruments be required or amendments become necessary, these require separate authorisation.

Please note that UREC must be informed immediately of

● Any material changes in the conditions or undertakings mentioned in the document;

● Any material breaches of ethical undertakings or events that impact upon the ethical conduct of the research.

The student must report to the UREC in the prescribed format, where applicable, annually, and at the end of the project, in respect of ethical compliance.

UREC retains the right to

Withdraw or amend this approval if o Any unethical principal or practices are revealed or suspected; o Relevant information has been withheld or misrepresented; o Regulatory changes of whatsoever nature so require; o The conditions contained in the Certificate have not been adhered to.

Request access to any information or data at any time during the course or after completion of the project.

Your compliance with Department of Health 2015 guidelines and any other applicable regulatory instruments and with UREC ethics requirements as contained in UREC policies and standard operating procedures, is implied.

UREC wishes you well in your research.
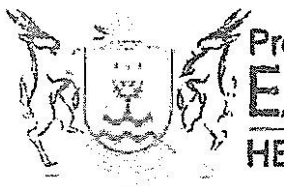
Yours sincerely

Professor Renuka Vithal

Chairperson: University Research Ethics Committee

3 November 2020

APPENDIX 2: EASTERN CAPE HEALTH RESEARCH COMMITTEE

Province   of the

EASTERN CAPE

HEALTH

Enquiries: Zonwabele Merile   Tel   083378 1202

Email: zonwabele.merile@echealth.gov.za

Fax   043 6421409

Date: 06 November 2020

RE: Organisational Justice as a moderator in the relationship between Turnover intention and organisational citizenship behaviour among nurses in Eastern Cape Province. (EC_202011_002)

Dear Mr. T.G Majali

The department would like to inform you that your application for the abovementioned research topic has been approved based on the following conditions:

1, During your study, you will follow the submitted protocol with ethical approval and can only deviate from it after having a written approval from the Department of Health in writing.

You are advised to ensure, observe and respect the rights and culture of your research participants and maintain confidentiality of their identities and shall remove or not collect any information which can be used to link the participants.

The Department of Health expects you to provide a progress update on your study every 3 months (from date you received thig letter) in writing.

At the end of your study, you will be expected to send a full written report with your findings and implementable recommendations to the Eastern Cape Health Research Committee secretariat. You may also be invited to the department to come and present your research findings with your implementable recommendations.

Your results on the Eastern Cape will not be presented anywhere unless you have shared them with the Department of Health as indicated above.

Your compliance in this regard will be highly appreciated.

SECRETARIAT: EASTERN CAPE HEALTH RESEARCH COMMITTEE

TOGETHER MOVING THE HEALTH SYSTEM FORWARD

APPENDIX 3: REQUEST ON GRANTING ACCESS TO YOUR ORGANISATION FOR CONDUCTING RESEARCH

University of Fort Hare

Together in Excellence

04 November 2020

TO WHOM IT MAY CONCERN

Sir/ Madam

REQUEST ON GRANTING ACCESS TO YOUR ORGANISATION FOR CONDUCTING RESEARCH

The University of Fort Hare, with the main aim of providing quality research, requests you to please grant our Master's student Thobela Majali, student no 201112989, permission and assistance to conduct research in your organisation as part of the fulfillment and completion of his Master's degree. The research will be conducted on the following topic: "Organisational justice as a moderator in the relationship between turnover intention and organisational citizenship behaviour among nurses in Eastern Cape Province". The proposal of the study and the ethical clearance certificate will also be provided to the relevant people on request.

Your assistance on the above matter will be highly appreciated. If you need any additional information on the student, feel free to contact the supervisor at the numbers provided below.
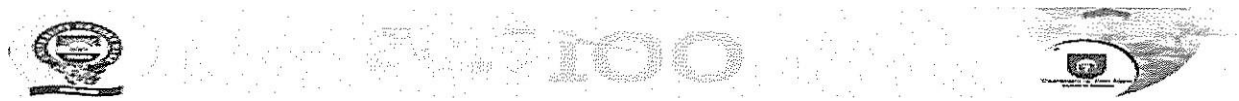
Sincerely yours

Mrs. NI Gcaza

Supervisor/Researcher: Department of Industrial Psychology

Tel.• 040 602 2119/2241/2128, E-mail: nqcaza@ufh.ac.za

APPENDIX 4: REQUEST ON GRANTING ACCESS TO HEWU HOSPITAL, COFIMVABA HOSPITAL AND ALL SAINTS HOSPITAL FOR CONDUCTING A RESEARCH

Email: 201112989@ufh.ac.za/thobelagm@gmail.com   04 November 2020

Cell No: 078 2899 492

To: Chief Director; District Management (Chris Hani District)

A REQUEST ON GRANTING ACCESS TO HEWU HOSPITAL, COFIMVABA HOSPITAL AND ALL SAINTS HOSPITAL FOR CONDUCTING A RESEARCH.

Dear sir/ madam

I Thobela Goodman Majali, a Master's student (201112989) in Industrial Psychology at University of Fort Hare in Alice campus. I kindly request your office to grant me a permission and assistance to conduct research in the above mentioned institutions as part of the fulfilment and completion of my master's degree. The research will be conducted on the following topic: Organisational justice as a moderator in the relationship between turnover intention and organisational citizenship behaviour among nurses in Eastern Cape Province. The proposal of the study and the ethical clearance certificate will also be provided to the relevant people on request.

Your assistance on the above matter will be highly appreciate.

Best Rergads

Mr. T.G. Majali

APPENDIX 5: LETTER FROM CHIEF DIRECTOR: CHRIS HANI DISTRICT

Province of the EASTERN CAPE HEALTH

Office Of the Chief Director — Chris Hani District.

Room 30. Ward F. Komani Hospital. P O Box 1661. Queenstown. 5320. Eastern Cape

REPUBLIC OF SOUTH AFRICA Website: www.ecdoh.gov.za

Tel: 045 807 102. Fax 045 807 1 189. Email: Nomakhosi.Mahlathi@echealth.gov.za

TO: Mr T.G Majali

FROM: Chief Director Chris Hani District

Permission is hereby granted for you to conduct the research project as requested in the Chris Hani District at Hewu, Cofimvaba and All Saints Hospital. The conditions set out in the ethical clearance and approach from Eastern Cape Department of Health will apply during the research project.

I wish all the best in your studies.

Ms E.S Tywabi   Date

Chief Director: Chris Hani District

APPENDIX 6: Editing certificate

ImzamoYami Consultancy

Editorial Certificate

ORGANISATIONAL JUSTICE AS A MODERATOR IN THE RELATIONSHIP BETWEEN TURNOVER INTENTION AND ORGANISATIONAL CITIZEN-SHIP BEHAVIOUR AMONG NURSES IN EASTERN CAPE PROVINCE

CERTIFIED PROOF OF EDITING BY IMZAMO YAMI CONSULTANCY

MAJALI THOBELA GOODMAN	**05 — 02— 2022**
CLIENT	ISSUE DATE

This document certifies that the above manuscript was proofread and edited for proper English language| Grammar | Punctuation | Spelling and Style by one of our highly qualified Professional Academic Editors, most of whom are Members of Professional Editors Guilds. The editor endeavoured to ensure that the author's intended meaning was not altered during the review. All amendments were tracked with the Microsoft Word "Track changes" feature. Therefore, the authors had the option to reject or accept each change individually.

Dr Nomzamo Dube	Noel Neville Nyathi (MA)
DIRECTOR	MANAGING DIRECTOR

Imzamo Yami Consultancy enhances the performance of Corporates, Governments, Municipalities, Institutions of Higher Learning and Researchers through Corporate and Academic content creation services which include Social Science Research | Data analysis | Documentation| Copywriting | Proof reading and Editing. We envision to be a leading social science and humanities research organisation providing expert and practical solutions to organisations, municipalities, institutions of higher learning and communities across Africa.

98