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ODNOS IZMEĐU PERCEPCIJE PRAVEDNOSTI U ORGANIZACIJI I NAMERE ZA NAPUŠTANJE ORGANIZACIJE – METAANALITIČKA STUDIJA

REZIME: Cilj ove metaanalitičke studije jeste ispitivanje povezanosti distributivne i proceduralne pravednosti i namere za napuštanje organizacije kvantitativnom sintezom dostupnih empirijskih radova koji zadovoljavaju definisane kriterijume. Pretragom literature pronađeno je 126 radova, od kojih je 58 studija zadovoljilo sve definisane kriterijume. Ukupna veličina uzorka, kada se saberu sve studije koje su imale podatak o korelaciji između distributivne pravednosti i namere za napuštanje organizacije, iznosi 20068, dok je 17901 ukupna veličina uzorka studija koje su imale podatak o korelaciji između proceduralne pravednosti i namere za napuštanje organizacije.

Rezultati pokazuju da su distributivna i proceduralna pravednost značajno negativno povezane s namerom da se napusti organizacija i da je ta povezanost umerenog intenziteta. Ispitivanje efekta fioke pokazalo je da nije bilo pristrasnosti pri izboru studija koje će ući u postupak metaanalize. Budući da su rezultati pokazali da je veoma velika heterogenost između studija koje su ušle u postupak metaanalize, ispitan je i modulatorski efekat kategorije časopisa u kome su studije objavljene. Rezultati su pokazali da se ponderisane veličine efekata ne razlikuju s obzirom na kategoriju časopisa u kojima su studije objavljene.

KLJUČNE REČI: distributivna pravednost, proceduralna pravednost, namera za napuštanje organizacije

1. Uvod

Čovek u radnom okruženju provodi značajan deo svog vremena, a način na koji ga doživljava, oblikuje ne samo sliku pojedinca o organizaciji već i njegove emocionalne i bihevioralne reakcije. Jedan od veoma značajnih faktora koji determinišu odnos pojedinca prema organizaciji jeste i doživljaj pravednosti. Pravednost u organizaciji možemo definisati kao stepen u kome zaposleni procenjuju da su na poslu tretirani „fer“ (Jakopec, 2015). Pojam organizacijske pravednosti uvodi Grinberg (Greenberg, 1987), dok prva istraživanja ovog koncepta pokreće Adamsova teorija jednakosti (1965). Ova teorija se odnosi na percepciju pravednosti raspodele resursa od strane poslodavca. Zasnovana je na konceptu socijalne komparacije po kome pojedinac svoj položaj vrednuje na osnovu poređenja ličnih ulaganja i ostvarenih rezultata sa ulaganjima i rezultatima drugih ljudi koji su na istim ili na sličnim pozicijama. Iz ove koncepcije nastao je pojam *distributivne pravednosti* koja se odnosi na procenu pravednosti raspoređivanja ishoda (Cropanzano & Folger, 1989). Zamerke Adamsovoj teoriji najviše su se odnosile na to što je bila usmerena isključivo na raspodelu sredstava, zanemarujući pri tome procedure i pravila koji su definisali ishode (Leventhal, 1980). Na temelju istraživanja u kontekstu pravosuđa, Tibo i Volker (Thibaut & Walker, 1975) utvrdili su da na procenu pravednosti u većoj meri mogu uticati procedure korišćene za određivanje ishoda nego ishod sam po sebi. Na bazi ovog saznanja uveli su pojam proceduralne pravednosti (prema Jakopec i Sušanj, 2014). U organizacionu psihologiju ovaj pojam prvi uvodi Leventhal (Leventhal, 1980), ukazujući da se proceduralna pravednost odnosi na procenu pravednosti postupaka za određivanje i raspoređivanje ishoda. On je definisao šest kriterijuma pravednih procedura: doslednost, nepristranost, tačnost, mogućnost ispravljanja grešaka, reprezentativnost i etičnost. Dvofaktorski model pravednosti, koji čine distributivna i proceduralna pravednost, dugo je bio dominantan u istraživanjima. Bies i Moag (Bies & Moag, 1986) dodali su ovom modelu *interakcijsku pravednost*, čime je definisan trofaktorski model pravednosti. Interakcijska pravednost se odnosi na kvalitet interpersonalnih odnosa sa zaposlenima tokom implementacije procedura (Colquitt, Conlon, Wesson, Porter, & Ng, 2001), odnosno ona podrazu-

meva način prenošenja informacija i tretiranja pojedinaca na koji utiču odluke poslodavca (Bies & Moag, 1986). Budući da je usko povezana sa procedurama, interakcijska pravednost se može smatrati proširenim modelom proceduralne pravednosti. Istraživanja pokazuju da zaposleni odgovornost za (ne)pravednu situaciju pripisuju različitim izvorima (Cropanzano & Prehar, 2001). Kao dva najčešća izvora (ne)pravednosti zaposleni vide neposrednog rukovodioca i organizaciju u celini. Brojna istraživanja (npr. Malatesta & Byrne, 1997; Masterson, Lewis, Goldman, & Taylor, 2000) pokazala su kako je percepcija pravednosti rukovodilaca povezana sa ishodima važnim za rukovodioce, kao što su poverenje u rukovodstvo i zadovoljstvo nadređenim, dok je percepcija pravednosti organizacije u celini povezana sa organizaciji bitnim ishodima, kao što su odgovorno organizaciono ponašanje i kontraproduktivno ponašanje (Jakopec & Sušanj, 2014). Istraživanja takođe upućuju na značaj koji percepcija pravednosti u organizaciji ima za mnoge lične i organizacione ishode kao što su: predanost organizaciji (McFarlin & Sweeney, 1992; Randall, & Mueller, 1995), identifikacija sa organizacijom (Olkkonen & Lipponen, 2006; Jakopec, Sušanj & Stamenković, 2013), stres (Judge & Colquitt, 2004), radne performanse (Fischer & Smith, 2004; Walumbwa, Cropanzano, & Hartnell, 2009), zadovoljstvo poslom (Al-Zu'bi, 2010), namera da se napusti organizacija (Paré & Tremblay, 2007; Loi, Hangyue & Foley, 2006; Cohen-Charash & Spector, 2001) i mnoge druge.

Namera za napuštanje organizacije predstavlja proces tokom koga pojedinac želi, planira i razmišlja o tome da napusti posao (Mobley, Griffeth, Hand, & Meglino, 1979). Veliki broj studija ukazuje da namera za napuštanje organizacije značajno korelira sa odlaskom iz organizacije (Griffeth, Hom, & Geatner, 2000; Lambert, Hogan, & Barton, 2001; Price, 2001). Odlazak dobrih radnika jedan je od najnepoželjenijih ishoda za poslodavca koji ga suočava sa direktnim troškovima poput gubitka investicija uložених u čoveka koji je otišao, regrutacije i selekcije novih radnika i njihovih obuka (McShane, Williams, Schichor, & McC-lain, 1991). Pored direktnih troškova, kompanija se suočava i sa indirektnim, poput gubitka socijalnih mreža koje je zaposleni uspostavio, opterećenja zaposlenih koji su ostali u organizaciji, pada morala među zaposlenima i sl. (Lambert, 2001; Mitchell, MacKenzie, Styve, & i Gover, 2000; Stohr, Self, & Lovrich, 1992). Čak i ostanak zaposlenog kod kojeg

postoji namera za napuštanje organizacije često ima vrlo negativne posledice po performanse (Abbasi, Hollman, & Hayes, 2008).

Veliki broj studija ispitivao je vezu između percepcije pravednosti i namere za napuštanje organizacije. Istraživački izveštaji ovih studija ne daju jednoznačne rezultate u pogledu postojanja ove veze i njenog intenziteta. Rezultati nekih istraživanja upućuju na značajan i snažan intenzitet povezanosti distributivne i proceduralne pravednosti i namere za napuštanje organizacije (Cao, Chen, & Song, 2013; Khan & Habib, 2011), dok rezultati drugih studija ukazuju da nema značajne povezanosti među ovim varijablama (Hassan & Hashim, 2011; Tekleab, Takeuchi, & Taylor, 2005). Metaanalitička studija objavljena 2001. godine ukazuje na negativnu povezanost srednjeg intenziteta između distributivne i proceduralne pravednosti i namere za napuštanje organizacije (Cohen-Charash & Spector, 2001).

Cilj ove studije je ispitivanje povezanosti distributivne i proceduralne pravednosti i namere za napuštanje organizacije kvantitativnom sintezom dostupnih empirijskih radova koji zadovoljavaju definisane kriterijume. Iako veliki broj istraživanja upućuje da je percepcija pravednosti u organizaciji negativno povezana s namerom da se napusti organizacija, bez integracije nalaza ne može se nedvosmisleno zaključiti o intenzitetu te povezanosti. Interakcijska pravednost nije uključena u ovu metaanalitičku studiju s obzirom da je ona kao teorijski konstrukt proizašla iz proceduralne pravednosti i da se može smatrati njenim proširenim modelom.

2. Metod

2.1. Pretraga literature i kriterijumi za uključ enje radova u postupak metaanalize

Pretraga literature vršena je tokom marta 2020. godine. Osnovni kriterijum pretrage bio je da su radovi napisani na engleskom ili na srpskom/hrvatskom/bosanskom jeziku i da su dostupni u celini, kako bi mogao da se utvrdi metodološki kvalitet studije. Pretraga je započeta kucanjem sledećih ključnih reči, odnosno njihovih kombinacija na Google Scholaru: *organizational justice, turnover intentions, intention*

to leave (organizacijska pravednost, namera da se napusti organizacija, fluktuacija). Kucanjem ključnih reči na engleskom jeziku na Google Scholaru, pretražene su 22 strane, što je rezultiralo sa 82 rada koji su se bavili ovim konstruktima, dok kada je pretraga vršena po ključnim rečima napisanim na srpskom/hrvatskom/bosanskom jeziku, nije se došlo ni do jednog rada koji dovodi u vezu ove konstrukte. Pretraga je vršena do 22. stranice. Nakon završene pretrage na Google Scholaru, pristupilo se pretrazi drugih naučnih baza kao što su: Ebsco, Science Direct, Wiley Online Library i Hrčak Srce. Preko Ebsco baze podataka pronađeno je 30 potencijalno relevantnih radova koji su bili dostupni nakon unošenja ključnih reči. Nakon ove pretrage, pristupilo se pretrazi u bazi Science Direct u kojoj su tri rada odgovarala kriterijumima. U ovoj bazi pretražene su sve stranice koje su bile dostupne nakon pisanja ključnih reči u pretraživač. U bazi Wiley Online Library pronađeno je 14 radova koji bi mogli potencijalno da odgovaraju kriterijumima. Pretraženo je do 11. stranice, budući da već nakon osme nije bilo radova koji u naslovu sadrže ključne reči. Pretražena je i baza Hrčak Srce u kojoj nije pronađen nijedan rad koji bi po naslovu upućivao da se bavi ovom problematikom. Važno je napomenuti da se prilikom pretraživanja ovih baza nisu uzimali u obzir radovi koji su već prethodno pronađeni na Google Scholaru. Na ovaj način pronađeno je ukupno 126 radova. Kako bi se od pronađenih radova izabrali oni koji će ući u metaanalizu, definirani su dodatni kriterijumi: 1) Rad u celini mora biti objavljen na jeziku poznatom autoru metaanalize (engleski, srpski/hrvatski). Radovi koji imaju samo apstrakte objavljene na engleskom jeziku eliminisani su iz dalje analize s obzirom na to što nije bilo mogućnosti da se utvrdi metodološki kvalitet studije. Nakon eliminacije radova koje nije bilo moguće pronaći u celini, kao i radova napisanih na jeziku koji nije engleski, ostalo je 112 radova. 2) Studija mora biti objavljena u naučnom časopisu. Rezultati istraživanja objavljeni na konferencijama, kao i oni koji su deo master radova i doktorskih disertacija, eliminisani su iz dalje analize. Nakon eliminacije radova koji nisu zadovoljili ovaj kriterijum, u daljoj analizi ostalo je 98 radova. 3) Sledeći korak je podrazumevao eliminaciju radova koji nisu imali podatak o koeficijentu korelacije. Ukupno 22 rada nisu zadovoljila ovaj kriterijum i nakon njihove eliminacije ostalo je 76 radova. 4) Sledeći korak podrazumevao je da se eliminišu radovi

koji nisu imali adekvatne operacionalizacije. Ovim kriterijumom su eliminisani radovi koji su prikazivali samo podatke o korelaciji namere za napuštanje organizacije i kompozitnog skora organizacijske pravednosti; radovi koji nisu imali varijablu namera za napuštanje organizacije, već su imali podatke o realnom broju ljudi koji su napustili organizaciju; radovi koji su ispitivali nameru da se ostane u organizaciji. Ukupno je bilo 14 ovakvih radova. Njihovom eliminacijom ostala su 62 rada. 5) U poslednjem koraku eliminisana su četiri rada kod kojih je bilo preklapanja uzorka.

Grafik 1. Postupak uključivanja/isključivanja studija u metaanalizi

2.2. Varijable

Prema Leventalu (Leventhal, 1980), *distributivna pravednost* se može definisati kao procena o pravednoj raspodeli ishoda, nezavisno od toga da li su kao kriterijum za procenu pravednosti uzete potrebe, jednakost, doprinosi ili kombinacija ovih faktora. *Proceduralna pravednost* se može definisati kao percepcija proceduralne komponente sistema koji reguliše proces raspodele (Leventhal, 1980). Distributivna i proceduralna pravednost operacionalizovane su postignutim skorom na upitnicima koji ispituju percepciju distributivne i proceduralne pravednosti u organizaciji (skale samoizveštavanja). Viši skorovi ukazuju na viši stepen percipirane distributivne i proceduralne pravednosti.

Namera za napuštanje organizacije definiše se kao svesna i namerna spremnost zaposlenog da napusti organizaciju u kojoj radi (Tett & Meyer, 1993). Prihvatljivim operacionalizacijama smatrali su se svi upitnici koji su ispitivali nameru za napuštanje organizacije, dok za ovu metaanalizu nisu bili prihvatljivi radovi u kojima su korišćeni instrumenti koji su merili stvarno napuštanje organizacije. Visok skor na upitnicima znači veću spremnost da se ode iz organizacije.

Kategorija časopisa – S obzirom na impakt faktor koji je časopis imao u trenutku objavljivanja studije, radovi su kategorisani na sledeći način: 1 – nema impakt faktor, 2 – M23, 3 – M22 i 4 – M21.

2.3. Uzorak

Ukupno 58 studija zadovoljilo je kriterijume da uđe u postupak metaanalize. Budući da su neke studije imale više od jednog uzorka, te da su neke studije sadržale samo podatke o korelaciji između distributivne pravednosti i namere za napuštanje organizacije, a neke samo podatke o proceduralnoj pravednosti i nameri za napuštanje organizacije, pregledom radova došlo se do podataka o 53 korelacija između distributivne pravednosti i namere za napuštanje organizacije i 58 korelacija između proceduralne pravednosti i namere za napuštanje organizacije.

Studije koje su ušle u postupak metaanalize objavljene su u periodu od 2001. do 2019. godine. U časopisima koji u trenutku objavljivanja nisu imali impakt faktor objavljeno je 78,4% studija, 6,9% studija objavljeno je u časopisima kategorije M23, 4,5% studija u časopisima kategorije M22, dok je 10,3% studija objavljeno u časopisima koji su kategorisani kao M21 u trenutku kada su objavljeni.

Iako su u metaanalizu uključeni samo radovi objavljeni na engleskom jeziku, studije su sprovedene u Evropi, Aziji, Australiji i Americi, te se može reći da postoji kulturna raznovrsnost uzorka.

2.4. Analiza podataka

Budući da je predmet ove analize utvrđivanje povezanosti između distributivne i proceduralne pravednosti i namere za napuštanje organizacije, kao mera veličine efekta korišćen je Pearsonov koeficijent korelacije. Kao ponder je korišćena veličina uzorka ispitanika, što je urađeno u programu SPSS izborom opcije Weight Cases/broj ispitanika. Dalja obrada podataka vršena je u statističkom programu Jamovi (Jamovi 1.1.9). S obzirom da su u ovu metaanalitičku studiju uključeni radovi rađeni na uzorcima iz različitih zemalja i da uzorci obuhvataju zaposlene u različitim industrijama (naftna industrija, prodaja, zdravstvo...), na različitim pozicijama (menadžerskim i izvršilačkim) i zaposlene različitih nivoa obrazovanja, ***očekuje se da je prikladnije primeniti model varijabilnih efekata.***

Za računanje procenta prave varijanse korišćena je metoda Hantera i ***Šmita.***

Za procenu heterogenosti korišćeni su parametri Kohranovog Q testa (indikator značajnosti heterogenosti) i I^2 statistika (procenjuje procenat ukupne varijabilnosti koji se može pripisati heterogenosti).

Da bi se utvrdilo da li je bilo pristrasnosti pri izboru studija koje će ući u postupak metaanalize, sprovedena je FSN analiza (Fail-Safe N Analysis) koja pokazuje koliko bi u metaanalizu bilo potrebno uključiti studija u kojima nije dobijena statistički značajna povezanost između

distributivne pravednosti i namere za napuštanje organizacije kako bi ukupna mera veličine efekta postala neznčajna. Pored rezultata analize, prikazan je grafik simetričnosti studija oko ukupne mere veličine efekta.

Kako bi se utvrdilo da li je kategorija časopisa u kome su studije objavljene značajan moderator odnosa između distributivne i proceduralne pravednosti i namere za napuštanje organizacije, sprovedena je analiza moderacije, pre koje je jednosmernom ANOVOM ispitano da li postoje značajne razlike između ponderisanih veličina efekta s obzirom na kategoriju časopisa u kojoj su studije objavljene.

3. Rezultati

U odeljku „Rezultati“ prikazani su rezultati metaanaliza radova o povezanosti distributivne i proceduralne pravednosti i namere za napuštanje organizacije, analize heterogenosti uzorka, analize *efekta fioke* i analize moderacija.

U Tabeli 1 (prilog) prikazane su studije koje su zadovoljile kriterijume da uđu u metaanalizu.

Rezultati prikazani u Tabeli 2 ukazuju na značajnu povezanost distributivne pravednosti i namere za napuštanje organizacije. Ova korelacija je umerenog intenziteta (Cohen, 1992). Indikatori heterogenosti upućuju na opravdanost primene modela slučajnih efekata jer ukazuju na vrlo visoku heterogenost među studijama koje su ušle u postupak metaanalize.

Značajan Kohranov Q test ($Q = 427,51$; $df = 52,00$; $p < 0,001$) ukazuje na heterogenost uzorka. Oko 91% ukupne varijabilnosti između veličina efekta dobijenih u istraživanjima uključenim u metaanalizu mogu se pripisati istinskoj heterogenosti među studijama, a ne grešci uzorkovanja (Huedo-Medina, Sa'nchez-Meca, Mari'n-Marti'nez, & Botella 2006). Obe statistike su osetljive na broj studija uključenih u postupak metaanalize, međutim s obzirom da je u ovu metaanalizu uključeno mnogo više od 20 studija koje se mogu uzeti kao donja granica prihvatljivosti za opravdanost tumačenja ovih statistika, njihove parametre je primereno interpretirati (Huedo-Medina et al., 2006).

Tabela 2. Rezultati metaanalize radova o povezanosti distributivne pravednosti i namere za napuštanje organizacije

	k	N	$\bar{r}$	CID	CIG	Tau ²	I ²	Q
Distributivna pravednost	53	20068	-.36	-.41	-.32	.03	90,57%	427,51

N = veličina uzorka; $\bar{r}$ = ponderisana prosečna veličina efekta; CID – donja granica intervala poverenja; CIG – gornja granica intervala poverenja; Tau² = prava varijansa; I² = procenat ukupne varijabilnosti koji se može pripisati heterogenosti; Q = indikator značajnosti heterogenosti.

Rezultati Fail – Safe N analize prikazani su u Tabeli 3. Prema Rozental (Rosenthal, 1991) – da ova mera ne bi ukazivala na efekat fi-oke, FSN bi trebalo da bude $\geq 5k + 10$ ($\geq 5 * 53 + 10 = 275$). U ovoj studiji je FSN = 44738, što ukazuje da nije bilo efekta fioke, odnosno da bi u metanalizu trebalo uključiti 44738 studija u kojima nisu dobijeni značajni efekti kako bi metastatistik bio neznačajan. Ovi rezultati idu u prilog zaključku da nije bilo pristrasnosti pri odabiru studija koje će ući u metaanalizu, što se može videti i na Grafiku 2 koji prikazuje da su studije uključene u metaanalizu u velikoj meri ravnomerno raspoređene oko vertikalne ose.

Funnel Plot

Grafik 2: Asimetrija studija o povezanosti distributivne pravednosti i namere za napuštanje organizacije koje su uključene u metaanalizu

Rezultati prikazani u Tabeli 4 ukazuju na negativnu, statistički značajnu povezanost umerenog intenziteta između proceduralne pravednosti i namere za napuštanje organizacije. Značajan Kohranov Q test ($Q = 635,15$; $df = 57,00$; $p < 0,001$), kao i vrednosti statistika I^2 , ukazuju na izrazito visoku heterogenost među studijama koje su ušle u postupak metaanalize.

Tabela 4. Rezultati metaanalize radova o povezanosti proceduralne pravednosti i namere za napuštanje organizacije

	k	N	$\bar{r}$	CID	CIG	Tau^2	I^2	Q
Proceduralna pravednost	58	17901	-.35	-.41	-.30	.04	91,59%	635,15

N = veličina uzorka; $\bar{r}$ = ponderisana prosečna veličina efekta; CID – donja granica intervala poverenja; CIG – gornja granica intervala poverenja; Tau^2 = prava varijansa; I^2 = procenat ukupne varijabilnosti koji se može pripisati heterogenosti; Q = indikator značajnosti heterogenosti.

Rezultati prikazani u Tabeli 5 pokazuju da nije bilo efekta fioke ni kada je reč o odabiru studija koje su ušle u postupak metaanalize sa ciljem da se proceni povezanost između proceduralne pravednosti i namere za napuštanje organizacije. Rezultati pokazuju da bi bilo potrebno uključiti 44346 studija u kojima nije dobijena značajna povezanost između proceduralne pravednosti i namere za napuštanje organizacije kako bi procenjena veličina efekta bila neznačajna (Tabela 5). Na Grafiku 3 može se videti da su sve studije, izuzev jedne, u velikoj meri ravnomerno raspoređene oko vertikalne ose. U studiji Kana i Habiba (Khan & Habib, 2011) dobijena je veoma visoka korelacija između proceduralne pravednosti i namere za napuštanje organizacije ($r = -.86$). Ova studija je objavljena u časopisu koji nema impakt faktor, te nije prošla recenziju kakvu prođu studije koje se objavljuju u časopisima sa impakt faktorom, pa jedan od razloga dobijene ovako visoke korelacije može biti i slabiji metodološki kvalitet studije. I pored ove studije, analiza asimetrije pokazuje izgled obrnutog levka, što ide u prilog nepristrasnosti pri uzorkovanju.

Tabela 5: Fail – Safe N Analiza

FSN	p
44346	<.001

Grafik 3: Asimetrija studija koje su uključene u metaanalizu

3.1. Analiza moderatorskog efekta

S obzirom na vrlo visoku heterogenost među studijama koje su ušle u postupak metaanalize, a koja nije posledica greške uzorkovanja, značajno je ispitati uticaj moderatorskih varijabli (Sanchez-Meca & Marin-Martinez, 2010). Kao potencijalna moderatorska varijabla prepoznata je kategorija časopisa u kome je studija objavljena (1 – nema impakt faktor, 2 – M23, 3 – M22, 4 – M21). Kako bi se utvrdilo da li se ponderisane veličine efekta razlikuju s obzirom na kategoriju časopisa u kome su studije objavljene, sprovedene su dve jednosmerne ANOVE (za distributivnu i proceduralnu pravednost).

Rezultati su pokazali da nema statistički značajne razlike između prosečne ponderisane veličine efekta za distributivnu pravednost u

odnosu na impakt faktor časopisa ($F(3,49) = .68, p > 0.05$), kao ni za proceduralnu pravednost ($F(3, 54) = .03, p > 0.05$). Rezultati vrednosti prosečne korelacije po grupama studija prema impakt faktoru prikazani su u Tabelama 6 i 7.

Tabela 6. Analiza ponderisane prosečne veličine efekta za distributivnu pravednost u odnosu na impakt faktor časopisa

Impakt faktor časopisa	Broj studija	$\bar{r}$
Bez IF	38	-.34
M23	3	-.40
M22	4	-.32
M21	8	-.33

Tabela 7. Analiza ponderisane prosečne veličine efekta za proceduralnu pravednost u odnosu na impakt faktor časopisa

Impakt faktor časopisa	Broj studija	$\bar{r}$
Bez IF	40	-.33
M23	5	-.33
M22	4	-.30
M21	9	-.33

Rezultati pokazuju da kategorija časopisa u kome je studija objavljena nema moderatorski efekat na veze između percipirane distributivne pravednosti i namere za napuštanje organizacije ($\text{Tau}^2 = .02, p > .05$), kao ni na vezu između proceduralne pravednosti i namere za napuštanje organizacije ($\text{Tau}^2 = .03, p > .05$).

4. Diskusija

Budući da rezultati dosadašnjih istraživanja nisu dali jednoznačne rezultate o prirodi i intenzitetu veze između distributivne i proceduralne pravednosti i namere za napuštanje organizacije (Cao et al, 2013; Khan & Habib, 2011; Hassan & Hashim, 2011; Tekleab et al, 2005), cilj ove metaanalitičke studije bio je da kvantitativno integriše

rezultate prethodnih studija kako bi se ispitao odnos između percepcije distributivne i proceduralne pravednosti i namere za napuštanje organizacije.

Rezultati pokazuju da su distributivna i proceduralna pravednost značajno, negativno povezane sa namerom da se napusti organizacija i da je ta povezanost umerenog intenziteta, što je u skladu sa rezultatima metaanalitičke studije Koena i Spektora (Cohen-Charash & Spector, 2001).

Ovi rezultati ukazuju da procena zaposlenih da su na poslu tretirani fer, da su procedure na osnovu kojih se raspoređuju ishodi pravedne, kao i raspodela samih ishoda, može imati značajne efekte na njihovu odluku da odu iz organizacije ili ostanu u njoj. Rezultati ove metaanalitičke studije mogu biti od velikog značaja za organizacije koje imaju visoku stopu fluktuacije jer upućuju na potrebu da se u organizacijama koje nameravaju da sačuvaju svoj kadar posveti pažnja kreiranju procedura koje će voditi pravednoj raspodeli ishoda.

Iako je utvrđeno da nije bilo pristrasnosti pri odabiru studija koje će ući u postupak metaanalize, ove rezultate treba uzeti sa oprezom zbog heterogenost među studijama koja je izrazito visokog intenziteta. Mada su u svim studijama ispitanici bili zaposleni, vrsta delatnosti kojom se bave, zemlje u kojima žive i rade, pol ispitanika, pozicija na kojoj su zaposleni i mnoge druge varijable mogu biti potencijalni moderatori efekta koji će njihova percepcija pravednosti u organizaciji imati na nameru da je napuste.

Rezultati su pokazali da se ponderisane veličine efekata ne razlikuju s obzirom na kategoriju časopisa u kojima su studije objavljene, što indirektno pokazuje da metodološki kvalitet studija nije imao značajne efekte na vrednosti ispitivanih metastatistika. Budući da se izvor kategorije časopisa nije pokazao kao značajan moderator, u narednim studijama bilo bi značajno dodatno analizirati potencijalne izvore heterogenosti.

Posmatrajući studije uključene u metaanalizu sa metodološkog stanovišta, može se zapaziti da su autori studija uključenih u metaanalizu koristili različite instrumente za merenje sva tri konstrukta što je, takođe, mogao biti jedan od faktora koji je doprineo tako visokoj heterogenosti.

Iako je analizirana pristrasnost pri odabiru studija koje su ušle u postupak metaanalize i zaključeno je da nije bilo efekta fioke, treba skrenuti pažnju da su u metaanalizu ***ušle samo studije objavljene na engleskom jeziku***, što ukazuje na pristrasnost u određenoj meri. Takođe, u metaanalizu nisu ušli diplomski i master radovi, doktorske disertacije, kao ni saopštenja sa konferencija, ***što je preporuka da se uradi kako bi se minimizirala mogućnost pristrasnosti pri*** uzorkovanju (Lau, Ioannidis, Terrin, Schmid, & Olkin 2006). Svakako, uključivanje ovakvih istraživanja u postupak metaanalize otvorilo bi pitanje i metodološkog kvaliteta studija koje nisu prošle postupak nezavisnih recenzija, te ostaje upitno da li je ovakav rizik isplativ.

Još jedno ograničenje ove metaanalize jeste to što najveći broj studija, čak 78,4%, objavljen u časopisima koji nemaju impakt faktor, što ostavlja mogućnost da neke od studija koje su ušle u metaanalizu ne zadovoljavaju najviše metodološke standarde.

Uz sva prikazana ograničenja i oprez pri tumačenju rezultata, ova metaanalitička studija ukazuje na značaj ove teme dajući preliminarne rezultate o povezanosti organizacijske pravednosti i namere za napuštanje organizacije. U informatičkoj eri, odlazak kvalitetnog i obučenog radnika ima veoma velike posledice po organizaciju. Ispitivanje faktora koji doprinose odluci da zaposleni napusti kompaniju može biti od neprocenjivog značaja za menadžere i organizacione psihologe čiji je posao da kreiraju ambijent koji će zadržati najkvalitetniji kadar. Nalazi ove i prethodnih metaanalitičkih studija ukazuju na opravdanost tretiranja organizacijske pravednosti kao značajnog faktora koji može determinisati odluku zaposlenog da napusti organizaciju.

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THE RELATIONSHIP BETWEEN THE PERCEPTION OF JUSTICE IN THE ORGANIZATION AND THE INTENTION TO LEAVE THE ORGANIZATION – META-ANALYSIS

SUMMARY: The aim of this meta-analysis is to examine the connection between distributive and procedural justice and the intention to leave the organization by quantitative synthesis of available empirical papers that meet the defined criteria. 126 papers have been found through the search of the literature, out of which 58 studies met all the defined criteria. After summing up all studies that had data on the correlation between distributive justice and the intention to leave the organization, the total sample size equals 20068, while the total sample size of studies that had data on the correlation between procedural justice and the intention to leave the organization equals 17901.

The results show that distributive and procedural justice are significantly, negatively correlated to the intention to leave the organization and that this connection is of moderate intensity. Examination of the file-drawer effect has shown that there was no bias in the selection of studies which will be included in the process of meta-analysis. Since the results have shown that there is a very large heterogeneity between the studies that have entered the process of meta-analysis, the moderating effect of the category of the journal in which the studies have been published was examined as well. The results have shown that the weighted magnitudes of the effects do not differ with respect to the category of the journal in which the studies have been published.

KEYWORDS: distributive justice, procedural justice, intention to leave the organization

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THE RELATION BETWEEN PERCEPTION OF JUSTICE AND THE INTENTION TO LEAVE THE ORGANIZATION – A META-ANALYTICAL STUDY

ABSTRACT: The aim of this meta-analytical study is to examine the connection between distributive and procedural justice and the intention to leave the organization by quantitative synthesis of available empirical research that meet the defined criteria. Searching the literature 126 papers have been found, out of which 58 studies met all the defined criteria. After collecting all studies that had data on the correlation between distributive justice and the intention to leave the organization, the total sample size equaled 20068, while the total sample size of studies that had data on the correlation between procedural justice and the intention to leave the organization equaled 17901.

The results show that distributive and procedural justice is significantly negatively correlated with the intention to leave the organization and that this connection is of moderate intensity. Examination of the file-drawer effect has shown that there was no bias in the selection of studies which are included in the process of meta-analysis. Since the results have shown that there is a very large heterogeneity between the studies that have entered the process of meta-analysis, the moderating effect of the category of the journal in which the studies have been published was examined as well. The results have shown that the weighted magnitudes of the effects do not differ with respect to the category of the journal in which the studies have been published.

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Key words: Procedural justice, distributive justice, intention to leave the organization

Introduction

The way a person experiences her environment influences a picture she forms of it together with her own emotional and behavioral reactions. Work environment is no exception. One of the most important factors governing an individual's relation to her organization is her experience of justice. We may define justice in an organization as the employee's assessment of being treated equitably at work (Jakopec, 2015). The concept of organizational justice was introduced by Greenberg (Greenberg, 1987), but the first investigations of the concept were carried out in Adams' theory of equality (1965). This theory is about the perception of just distribution of resources by employers. It is based on the concept of social comparison according to which an individual values her position by comparing personal investment and achieved results with investments and results of other people occupying the same or similar positions. This conception gave rise to the notion of *distributive justice* referring to the assessment of just distribution of outcomes (Cropanzano & Folger, 1989). Adams' theory was criticized mostly because it was focused exclusively on the distribution of means, not taking into account procedures and rules leading to outcomes (Leventhal, 1980). In the context of judiciary matters research carried out by Thibaut and Walker (Thibaut & Walker, 1975) showed that the assessment of justice might be much more influenced by procedures adopted for accomplishing outcomes rather than outcomes themselves, consequently they introduced the notion of procedural justice (according to Jakopec and Susanj, 2014). In organizational psychology this concept was introduced by Leventhal (Leventhal, 1980), who pointed out that procedural justice refers to the assessment of practices leading to the distribution of outcomes. He specified six criteria to assess just procedures: consistency, impartiality, and precision, possibility of correcting mistakes, representativeness and morality. This two-factor model dom-

inated research for some time. Bies and Moag (Bies & Moag) added *justice-in-interaction* to this model thus presenting a three-factor model of justice. Justice-in-interaction refers to the quality of interpersonal relations among the employees during the implementation of procedures (Colquit, Conlon, Wesson, Porter & Ng, 2001); in other words, it covers ways of transmitting information and treating individuals controlled by the decisions of employers (Bies & Moag, 1986). Justice-in-interaction – being closely related to procedures – may be understood as an extended model of procedural justice.

Research shows that employees find that several sources may cause situations which they deem unjust (Cropanzano & Prehar, 2001). Most often they blame immediate supervisors or the organization as a whole. A number of researchers (e.g. Malatesta & Byrne, 1997; Master-son, Lewis, Goldman & Taylor, 2000) show that the perception of justice regarding supervisors is connected with outcomes that are important for supervisors such as confidence in and satisfaction with superiors, while the perception of justice regarding organizations is connected with outcomes important to organizations such as responsible behavior and counterproductive behavior (Jakopec & Susanj, 2014). Investigations point out the significance perception of justice has regarding personal and organizational outcomes such as commitment (loyalty) to the organization (McFarlin & Sweeney, 1992; Randall & Mueller, 1995), identification with the organization (Olkkonen & Lipponen, 2006; Jakopec, Susanj and Stamenkovic, 2013), stress (Judge & Colquitt, 2004), efficiency (Fischer & Smith, 2004; Wulumbwa, Cropanzano & Hartnell, 2009), satisfaction with the job (Al-Zubi, 2010), intention to leave the organization (Paré & Tremblay, 2007; Loi, Hang-yue & Foley, 2006; Cohen-Charash & Spector, 2001) and others.

The intention to leave the organization is a process during which an individual wishes, plans and deliberates about quitting the job (Moble, Griffeth, Hand & Meglino, 1979). A number of studies show that the intention to leave the organization is significantly correlated with leaving the organization (Griffeth, Hom & Geatner, 2000; Lambert, Hogan & Barton, 2001; Price, 2001). The departing of good workers is one of the most unwelcome outcomes for employers, since one is forced to

face direct expenses such as loss regarding investments in the employee who left, recruiting and selecting new workers and the costs of their training (Mc Shane, Williams, Schichor & McClain, 1991). The company also faces indirect expenses, besides the direct ones mentioned, such as losing social networks established by the employee who left, burdening employees remaining, decline of morals among employees etc. (Lambert, 2001; Mitchell, MacKenzie, Styve & Grover, 2000; Stohr, Self & Lovrich, 1992). Even if the employee having intention to quit stays in the organization, consequences regarding her performances will be negative (Abbasi, Hollman & Hays, 2008).

A number of studies also investigated the relation between justice perception and intention to leave the organization. The reports from these investigations do not show unambiguous results regarding existence of this relation and its intensity. The results in some investigations show significant and intensive connections between perception of distributive and procedural justice and intention to leave the organization (Cao, Chen & Song, 2013; Khan & Habib, 2011), while others state that there is no significant relation between these variables (Hassan & Hashim, 2011; Tekleab, Takeuchi & Taylor, 2005). A meta-analytical study published in 2001 indicates that there is negative connection of medium intensity between distributive and procedural justice and intention to leave the organization (Cohen-Charash & Spector, 2001).

The aim of this study is to investigate the connections between distributive and procedural justice and intention to leave the organization by means of quantitative synthesis of available empirical studies satisfying defined criteria. Although many investigations indicate that justice perception is negatively connected with intention to leave the organization, without integrating the findings it is impossible to conclude unambiguously to the intensity of the connection. Justice-in-interaction is not included in this meta-analytical study, since as a construct it was developed from procedural justice and can be seen as an extended model of it.

The Method

The search through technical literature and the criteria for inclusion of scientific works in the process of meta-analysis

The search through the literature was carried out in March 2020. The basic criterion of the search was that the papers were written in English or in Serbian/Croatian/Bosnian and that they are available integrally, so that the methodological quality of the study can be established. The search started by typing in the following words, or combinations of them on Google Scholar: *organizational justice*, *turnover intentions*, *intentions to leave*. After typing the key words in English, 22 pages were searched and 82 papers got concerning these constructs; on the other hand, when key words were typed in Serbian/Croatian/Bosnian no results were found connecting these constructs. The search carried out up to 22 pages. Having finished the search on Google Scholar, we started searching other data bases such as Ebsco, Science Direct, Wiley Online Library and Hrčak Srce. Through Ebsco data base 30 potentially relevant papers are found; on Science Direct 3 papers met the criteria; in this base all the pages available after typing in the key words were searched. In Wiley Online Library base 14 papers were found that potentially satisfy the criteria; 11 pages were searched, but after page 8 no paper was found that would contain key words in the title. Hrčak Srce base offered no papers concerning this field of interest. It is important to notice that during searching these bases the papers already found on Google Search were not taken into consideration. Altogether 126 papers were found using this method. In order to make selection from the papers that would be subjected to meta-analysis some additional criteria were defined: 1) the paper as a whole has to be published in languages known to the author of meta-analysis (English or Serbian); papers that only have abstracts written in English are eliminated, since it is not possible to establish the methodological quality of the study. After elimination of the papers unavailable integrally and those not written in English, 112 papers remained. 2) The study had to be published in a scientific journal. The results of investigations made public on conferences, as well as those that are parts of master studies or doctoral dissertations are eliminated from further analysis. After eliminating studies that do

not satisfy this criterion 98 remained. 3) The next step eliminated works that lack data of correlation coefficient; in total 22 papers did not satisfy this criterion, so after eliminating those, 76 remained. 4) The fourth criterion eliminates works which lack adequate operationalization thus eliminating studies presenting only data on correlation between intention to leave the organization and the composite score of organizational justice; moreover, those that lack the variable for intention to leave the organization, having data regarding the actual number of people that had left instead, and finally, those that investigated intention to stay in the organization. In all, there were 14 of such kind and having eliminated these, 62 remained. 5) In the last step, four more were eliminated that had overlapping samples.

Graph 1 The procedure of including/excluding studies in the meta-analysis

Variables

Leventhal (Leventhal, 1980) defines *distributive justice* as assessment of just (equitable) distribution of outcomes independently from the criteria of assessment such as needs, equality, contributions, or some combination of such factors. Procedural justice can be defined as perception of the procedural component of the system that regulates the process of distribution (Leventhal, 1980). Both distributive and procedural justice are operationalized by means of achieved score on questionnaires concerned with perceiving distributive and procedural justice in organizations (self-reporting scales). Higher scores indicate higher level of perceived justice both distributive and procedural.

The intention to leave the organization is defined as the employee's conscious and intentional readiness to leave the organization in which he or she works (Tett & Meyer, 1993). Operationalizations are considered acceptable in case a questionnaire investigates the intention to leave the organization; in this meta-analysis the studies using instruments measuring actual leaving from organizations are considered unacceptable. Higher scores obtained in the questionnaire indicate increasing readiness to leave the organization.

The category of journals – Considering impact factor a journal had when publishing a paper, journals are categorized the following way: 1-no impact factor, 2-M23, 3-M22 i 4-M21.

The sample

58 studies in all satisfied the criteria to be included in the meta-analysis. Considering the fact that some studies had more than one sample and that some contained correlation between procedural justice and intention to leave the organization and some, on the other hand, between distributive justice and intention to leave the organization, by scanning the studies we collected 53 items of data about correlation between distributive justice and intention to leave the organization and 58 items of data about correlation between procedural justice and intention to leave the organization.

All the studies entering the procedure of meta-analysis are published between 2001 and 2019. 78.4% published in journals with no impact factor, 6.9% in journals of category M23, 4.5% in journals of category M22 and 10.3% in journals categorized as M22.

All the studies included in the meta-analysis were written in English, but the research was carried out in Europe, Asia, Australia and in the USA, hence one may claim that there is cultural diversity of the sample.

The analysis of data

Since the objective of this study is to establish the link between distributive and procedural justice and the intention to leave the organization, as the measure of effect magnitude Pearson's correlation coefficient is used; as weight, the sample size of examinees in SPSS program by choosing the option Weight Cases; further data analysis is carried out in Jamovi statistical program (Jamovi 1.1.9). This meta-analytical study is concerned with papers dealing with samples from different countries and these include persons working in different industries (oil industry, marketing, health service...), occupying different positions (management, executive...), having different educational experience. To use a variable effect model, therefore, seemed more appropriate.

For calculating percentage of real variance Hunter and Schmidt's method is used.

For assessment of heterogeneity the parameters of Cochran's Q test (indicator of heterogeneity significance) and I^2 statistics (assessing the total percentage of total variability due to heterogeneity) is applied.

In order to ascertain whether there was bias in choice of studies entering the meta-analysis procedure FSN (Fail-Safe N Analysis) was carried out, which shows how many studies should have been included indicating lack of any statistically significant links between distributive justice and intention to leave the organization to render the total amount of effect magnitude insignificant. Next to the results of the analysis a symmetry graph is presented showing total measure of effect magnitude.

To ascertain whether the category of journal in which the studies are published is a significant moderator regarding the relation of distributive and procedural justice and intention to leave the organization, an analysis of moderation is carried out, before which, by means of one-directional ANOVA, it is tested whether there are significant differences between weighted effect magnitudes and the category of journal in which the paper was published.

The results

We are going to present here the results of meta-analysis of studies about the connection between distributive and procedural justice and intention to leave the organization, the analysis of sample heterogeneity, the analysis of *file-drawer effect* and the analysis of moderation.

On table 1 (see addendum) the papers are listed that satisfied the criteria to be accepted in the meta-analysis.

The results presented on table 2 indicate that there exists a significant connection between distributive justice and intention to quit. This correlation is of moderate intensity (Cohen, 1992). Heterogeneity indicators suggest that application of random effect model is justified, since they point to highly marked heterogeneity among the studies that entered the process of meta-analysis.

Significant Cochrane's Q test ($Q=427.51$; $df=52.00$; $p<0.001$) indicates heterogeneity of the sample. About 91% of total variability among the effect magnitudes obtained in research can be put down to true heterogeneity among the studies, rather than to a sampling mistake (Huedo-Medina, Sánchez-Meca, Marín-Martínez, & Botella 2006). Both statistics are sensitive to the number of studies entering the meta-analysis; however, since in this meta-analysis more than 20 papers is included – what can be considered as the lower limit of acceptability for justification of interpreting these statistics – their parameters are appropriate to be interpreted (Huedo-Medina et al., 2006).

Table 2. Results of meta-analysis of studies about the connection between distributive justice and intention to leave the organization

	k	N	$\bar{r}$	CID	CIG	Tau^2	I^2	Q
Distributive justice	53	20068	-.36	-.41	-.32	.03	90.57%	427.51

N = sample magnitude; $\bar{r}$ = weighted average effect magnitude; CID- lower limit of reliance interval; CIG-upper limit of reliance interval; Tau^2 = true variance; I^2 = percentage of total variability due to heterogeneity; Q = heterogeneity significance indicator.

The results of Fail – Safe N analysis are showed on table 3. According to Rosenthal (Rosenthal, 1991) to avoid file-drawer effect indication FSN should be $\geq 5k+10$ ($\geq 5*53+10=275$). In this study FSN=44738 and that shows that no file-drawer effect was present, in other words, the meta-analysis should have included 44738 studies showing absence of significant effects in order to render the meta-statistics insignificant. These results support the conclusion that there was no bias in the choice of studies to be included in this meta-analysis. This can be seen on graph 2 showing that the studies included are mostly uniformly distributed around the vertical axis.

Table 3: Fail – Safe N Analysis

FSN	p
44738	<.001

Funnel Plot

Graph 2: The asymmetry of studies about connection between distributive justice and intention to leave the organization included in the meta-analysis.

The results displayed on table 4 indicate negative statistically significant connection of moderate intensity between procedural justice and intention to leave the organization. Significant Cochrane's Q test ($Q=635.15$; $df=57.00$; $p<0.001$), as well as values of I^2 statistics, show exceptionally high level of heterogeneity among the studies that entered the process of meta-analysis.

Table 4. The results of meta-analysis of studies about the connection between procedural justice and intention to leave the organization

	k	N	$\bar{r}$	CID	CIG	Tau^2	I^2	Q
Procedural justice	58	17901	-.35	-.41	-.30	.04	91.59%	635.15

N = magnitude of sample; $\bar{r}$ = weighted average effect magnitude; CID- lower limit of reliance interval; CIG-upper limit of reliance interval; Tau^2 = true variance; I^2 = percentage of total variability due to heterogeneity; Q = heterogeneity significance indicator

The results presented on table 5 show that there was no file-drawer effect in case of selecting studies about connection between procedural justice and intention to leave the organization entering the process of meta-analysis. The results indicate that 44346 studies had to be included showing no significant connection between procedural justice and intention to leave in order to render the assessment of effect magnitude insignificant (table 5). We can see on graph 3 that all the studies except one are uniformly distributed around the vertical axis. In the study of Khan and Habib (Khan & Habib, 2011) a very high correlation is obtained ($r=-.86$). This study is published in a journal without impact factor and did not pass the reviews usual for journals with some impact factor, so it may be concluded that one of the reasons of such high correlation is perhaps a lower methodological quality of the study. Despite this difference, the analysis of asymmetry is in the shape of upside-down funnel indicating impartiality in sample selection.

Table 5: Fail – Safe N Analysis

FSN	p
44346	<.001

Graph 3: The asymmetry of studies included in meta-analysis

The analysis of moderation effect

Considering the very high level of heterogeneity among the studies that entered the process of meta-analysis – which were not a consequence of sample selection mistake – it is significant to investigate the influence of moderation variables (Sanchez-Meca & Marin-Martinez, 2010). As a potential moderation variable the category of journal which published the study has been recognized (1-no impact factor, 2 -M23, 3-M22, 4-M21). In order to establish whether weighted effect magnitudes differ with respect to the category of journal that published the study two one-directional ANOVAS are carried out (for distributive and procedural justice).

The results show that there is no statistically significant difference between average weighted effect magnitude neither for distributive justice with respect to the impact factor of the journal ($F(3, 49) = .68, p > 0.05$), nor for procedural justice ($F(3, 54) = .03, p > 0.05$). The results of values of average correlation by groups of studies according to impact factor are presented on tables 6 and 7.

Table 6. The analysis of weighted average effect magnitude for distributive justice with respect to the impact factor of the journal

Impact factor of the journal	The number of studies	$\bar{r}$
Bez IF	38	-.34
M23	3	-.40
M22	4	-.32
M21	8	-.33

Table 7. The analysis of weighted average effect magnitude for procedural justice with respect to the impact factor of the journal

Impact factor of the journal	The number of studies	$\bar{r}$
Bez IF	40	-.33
M23	5	-.33
M22	4	-.30
M21	9	-.33

The results show that there is no moderating effect of the category of journal that published the study neither on the relation between perceived distributive justice and intention to leave the organization ($\text{Tau}^2=.02, p>.05$), nor on the link between procedural justice and intention to leave the organization ($\text{Tau}^2=.03, p>.05$).

Discussion

The aim of this meta-analytical study has been to quantitatively integrate the results of previous studies which did not yield unambiguous results about the nature and intensity of the link between distributive and procedural justice and intention to leave the organization (Cao et al, 2013; Khan & Habib, 2011; Hassan & Hashim, 2011; Tekleab et al, 2005), in order to investigate this relation between justice perception and intention to quit.

The results show that procedural and distributive justice are significantly negatively connected with the intention to quit and that this connection is of moderate intensity; in this respect, it is consonant with the results of the meta-analytical study by Cohen and Spector (Cohen-Charash & Spector, 2001).

These results indicate that the employees' assessment of being treated fairly at work, of the procedures for distributing outcomes being equitable and of the distribution of outcomes themselves can have significant effects on their decision to leave or stay in the organization. These results may be significant, moreover, for those organizations which have high rate of fluctuation, because they suggest that there is a need – especially in the organizations resolved to preserve their personnel – to focus on creating procedures conducive to just distribution of outcomes.

It was established that there was no bias in the selection of studies to enter the process of meta-analysis, however, these results should be taken with some caution because of the marked intensity of heterogeneity among the studies. All the examinees in these investigations are on the active list, but the kind of work they do, the countries where they live and work, their gender, the positions they occupy and many other

variables can be potential effect moderators of their justice perception in the organization they intend to leave.

The results have showed that weighted effect magnitudes do not differ with respect to the category of journal in which studies were published, indirectly suggesting that the methodological quality of the studies had no significant effects as to the values of investigated meta-statistics. Since the source of journal category has not appeared as a significant moderator, it would be significant to study potential sources of heterogeneity further.

From the methodological point of view it can be observed that the authors of the studies that entered the process of meta-analysis used various instruments for measuring the three constructs, which could be a contributing factor to such a high level of heterogeneity.

Although bias in the selection process of studies that were accepted for meta-analysis has been analyzed and it has been concluded that there was no file-drawer effect, it should be noticed that only studies written in English were accepted in the meta-analysis hinting at some presence of bias after all. Moreover, master theses, doctoral dissertations and conference reports did not enter in the process of meta-analysis, which would be a good thing to do in some future investigation – to avoid bias in sample selection (Lau, Ioannidis, Terrin, Schmid, & Olkin 2006). In any case, accepting these kinds of investigations would open the question of methodological standards of studies not subjected to independent reviews and that remains controversial.

One more limitation of this study needs to be mentioned. Most of the works analysed - 78.4% - were published in journals which do not have impact factor; therefore, there remains a possibility that some studies accepted in the meta-analysis do not satisfy the highest methodological standards.

In spite of limitations and cautionary remarks in interpreting results, this meta-analytical study reveals the importance of its subject by showing preliminary results considering connection between organizational justice and intention to leave the organization. In our day, going away of highly qualified and well trained personnel has serious consequences for an organization. Investigating factors influencing the

decision of employees to leave the company can be of considerable significance for managers and organizational psychologists whose job is to create a favorable ambience to retain most qualified workers. The results of this and previous meta-analytical studies indicate that organizational justice should be approached as a significant factor that may determine the decision of the employee to leave the organization.

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**ODNOS IZMEĐU PERCEPCIJE PRAVEDNOSTI U
ORGANIZACIJI I NAMERE DA SE NAPUSTI ORGANIZACIJA –
METAANALITIČKA STUDIJA**

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APSTRAKT: Cilj ove metaanalitičke studije je ispitivanje povezanosti distributivne i proceduralne pravednosti i namere za napuštanjem organizacije kvantitativnom sintezom dostupnih empirijskih radova koji zadovoljavaju definisane kriterijume. Pretragom literature pronađeno je 126 radova, od kojih je 58 studija zadovoljilo sve definisane kriterijume. Ukupna veličina uzorka kada se saberu sve studije koje su imale podatak o korelaciji između distributivne pravednosti i namere za napuštanjem organizacije je 20068, dok ukupna veličina uzorka studija koje su imale podatak o korelaciji između proceduralne pravednosti i namere za napuštanjem organizacije iznosi 17901.

Rezultati pokazuju da su distributivna i proceduralna pravednost značajno negativno povezane sa namerom da se napusti organizacija i da je ta povezanost umerenog intenziteta. Ispitivanje efekta fi-oke pokazalo je da nije bilo pristranosti pri izboru studija koje će ući u postupak metaanalize. S obzirom da su rezultati pokazali da je veoma velika heterogenost između studija koje su ušle u postupak metaanalize, ispitan je i moderatorski efekat kategorije časopisa u kome su studije objavljene. Rezultati su pokazali da se ponderisane veličine efekata ne razlikuju s obzirom na kategoriju časopisa u kojima su studije objavljene.

KLJUČNE REČI: distributivna pravednost, proceduralna pravednost, namera da se napusti organizacija