




Organisational justice: Moderating turnover intention and citizenship behaviour in Eastern Cape nurses



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Orientation: The business sector is engulfed with severe challenges of globalisation in this decade. Hence, companies fight for survival in order to be on the map again. Organisational justice is believed to be key to sustaining various businesses.

Research purpose: The study employed organisational justice as a moderating variable to delve into the relationship between organisational citizenship behaviour and turnover intention.

Motivation for the study: It has been argued that it is a challenge to keep employees devoted and still make a landmark in the business. Of course, with a lack of motivation in their careers, and not requiring more resources, workers are obliged to quit the health sector.

Research approach/design and method: A sample of 298 nurses in various hospitals, utilising quantitative cross-sectional research.

Main findings: The findings indicate that when both organisational justice and organisational citizenship behaviour increase, then the turnover intention decreases.

Practical/managerial implications: Justifications to enhance organisational citizenship behaviour is imperative. Hence, discouragement of turnover intentions and increase in production are much to be desired.

Contribution/value-add: The contribution of this project gives emphasis to the expanding body of knowledge in South Africa as well as globally.

Keywords: Organisational justice; turnover intention; organisational citizenship behaviour; moderating effect; employee retention; workplace fairness.

Introduction

According to Majali (2022), employees observe the behaviour of their employers and if the organisational justice (OJ) is practised, then the commitment to their jobs will be visible. Hendricks (2017) posits that the health department is losing nurses daily because of staff turnover. This practice affects the performance of staff. Turnover intention (TI) is defined by Washeya (2018) as constant exodus of workers through resignations, transfers and retirements to other sectors. On the other hand, organisational citizenship behaviour (OCB) is defined as a lock and key of any organisation that cares about the welfare of its workers because it yields fruit of sustainability and stability (Bester et al., 2015; Mansour & Tremblay, 2018). Pieters (2018) suggests that for workers to have power to move on in the workplace so that the organisation can be profitable, the employers must breathe the OJ without fail. The results will produce high OCB and low TI by reflecting good spirit, fine behaviour and more production (Oosthuizen et al., 2018).

The scarcity of healthcare workers in the Eastern Cape was spotted by Mathumbu and Dodd (2013) and has the largest exodus in the province. Based on the above-stated challenges, this article intends to explore how TI and OCB correlate with OJ as a mediating variable.

Background of the study

Majali (2022) found that the Department of Health in the Eastern Cape Province of South Africa (ECPOSA) aspires to pledge for all-inclusive and community-friendly facilities. The department further planned for fair labour practices and excellent service delivery. To put people first, as Batho Pele puts it, the department further pledges to enhance all their resources in order to provide a favourable environment for everyone. These three variables were investigated elsewhere in the

world but not in the Eastern Cape (Harris, Lavell & McMahan, 2018; Jilani, 2019; Saoula et al., 2019).

Majali (2022) is of the opinion that this article will undoubtedly assist firms to retain employees. At the same time, the discipline of Industrial Psychology will also increase its data concerning TI, OCB and OJ. Hence, the researcher felt a need to investigate a link between OJ, TI and OCB among nurses in certain health care facilities.

The research questions of this study would therefore be:

- *How do healthcare workers in clinics and hospitals in the Chris Hani District operate in terms of organisational citizenship and OJ?*
- *Is there a link between the nurses' intentions to leave, OCB and their OJ in particular hospitals in the Chris Hani District?*

Objectives of the study

The following are the objectives of the study:

- To ascertain how nurses at particular healthcare facilities in the Chris Hani District behave in terms of organisational citizenship and OJ.
- To examine a link between nurses' intentions to leave and OCB in few hospitals in the Chris Hani District.
- To find out the connection between TI and OJ.
- To look into how OJ modifies the link between TI and OCB inside the organisation.

Literature review

Conceptual literature

This section of literature review deals with conceptual and empirical literature. The chosen variables include OJ, TI and OCB, which will then be discussed. Various theories in relations to the said variables will also be dealt with. These variables were investigated in other parts of the world by other researchers but not in South Africa. An investigation will be conducted to examine the relationship between TI and OCB and OJ as a mediating factor.

Organisational justice

Majali (2022) defined OJ as an economic and social favourable gesture from management towards the employees. Alfay and David (2017) and Joel (2022) highlighted organisational justice's role in reducing turnover and boosting OCB. Several researchers underpin the fact that OJ should be preserved in workplaces because OJ keeps the workers productive and optimistic (Eidukaite, 2016; Nkrumah & Atinga, 2013). Abekah-Nkrumah and Atinga (2013), Hatam et al. (2013), Jano et al. (2019) and Tom (2016) found that higher organisational justice enhances job satisfaction, influence productivity and employee morale in Ghana, Iran and different sectors.

Dimensions of organisational justice: Distributive justice: Majali (2022) argues that distributive justice is believed by

employees as a factor that produces overwhelming outcomes. The theory of distributive justice was introduced by Adams (1965), which advocated fairness in the allotment of resources such as upgrade, incentives and appreciation among workers in the workplace (Dzansi, 2014; Hendricks, 2017; Mbolela, 2020; Rasooli et al., 2019). Majali (2022) further added that health workers should be included when it comes to equality in the workplace.

Procedural justice: Procedural justice is perceived by Shah et al. 2017 as a gesture of ethical behaviour in a positive way, while it means searching the best method of sharing equally reserves and outcome (Dzansi, 2014), Majali (2022) argues that procedural justice relates to maintaining fair procedures in decision-making. The six-point criteria mentioned by Hendricks (2017) result in, decisions, accuracy, ethicality, consistency and representation.

Interactional justice: Majali (2022) and Pieters (2018) assert that performing equal conduct by employers to employees and vice versa resembles interactional justice. Alzayed et al. (2017) suggested that workers should be honoured with respect and self-esteem by fellow workers and leadership in the workplace. Arif (2018) and Mrwebi et al. (2018) emphasised cultural differences in fairness perceptions. Ndjaboué et al. (2012) and Philip (2018) assessed justice's effects on health and motivation.

Organisational citizenship behaviour

Majali (2022) revealed that in 1938 Baarnard introduced the concept of OCB. Furthermore, the scholar put forward a notion that works positively for both employer and employee in the work environment. Alzayed et al. (2017) explained how OCB should be executed by both the employers and employees, taking into cognisance the extra miles that could be performed beyond key performance areas without expecting remuneration or incentive. The objective is to upgrade the organisational performance. Various researchers acknowledge that better incentive should align with better performance. This practice will result in teamwork and advancement of competence and contribution (Abraham, 2016; Alzayed, 2017; Sechudi, 2014). Iyigun and Tamer (2012) and Butt (2015) linked organisational justice to OCB, encouraging discretionary behaviours.

Turnover intention

Turnover intention is described by Mxenge et al. (2014) as a drawback of organisations' competence and brings low morale to fellow workers. The movement of workers from one plant to another sometimes creates a drawback to the affected employees. Nwobia and Aljohani (2017) pointed out that the outcome of TI can be favourable or not. Heffernan and Dundon (2012) and Hussain and Khan (2019) revealed an inverse relationship between justice perceptions and turnover intentions.

Empirical literature

The relationship between organisational citizenship behaviour and turnover intention

Saoula et al. (2018) performed research on the idea of the function of organisational philosophy and OCB in lowering TI. The study discovered a significant negative correlation between OCB and TI. The study's findings unambiguously demonstrate that OCB and the aim to quit have a positive link, while there is no relationship at all between the two.

Qadeer and Jaffer's (2014) study on the psychological capital that mediates the relationship between organisational environment and OCB discovered that while organisational climate does not directly cause OCB, an elevated degree of psychological capital among the workforce helps.

Chinomona and Dhurup (2015) looked into how an employee's intention to continue on the OCB was affected by organisational commitment. The results demonstrated a significant positive relationship between employees' intention to stay and organisational commitment. Mabindisa (2014) investigated the effects of employee turnover on worker operations and administration efficiency in the ECP's home affairs department. Out of a total of 98 respondents, 46.9% said that a high staff turnover rate has a negative impact on job productivity.

Redelinghuys (2021) investigated how positive behaviour affected OCB, in-role performance and TI. The findings revealed a negative correlation between TI and positive practices ($p = 0.003$) ($\beta = 0.53$; $p = 0.001$), while there was a beneficial link found between OCB and all positive practices ($p = 0.03$) ($\beta = 0.45$; $p = 0.001$). In a 2016 report, the mediating performance of OCB in the connection between TI and perceived organisational support was researched by (Saoula, Johari & Fareed, 2018). The investigator discovered an important inverse link between OJ and TI.

Hendricks (2017) evaluated the effects of groundbreaking leadership in workers' opinions of OJ, resignation intentions and OCB at particular financial services contact centres. The results showed that transformative leadership was linked to OCB ($t = 2.049$; $p < 0.05$), but there was only a negligible negative relation to little or no connection to TI ($t = -1.910$, $p > 0.05$). Hendricks (2017) also showed that there is a statistically high connection ($t = -3845$, $p < 0.05$) between OJ and IT. Turnover intention was shown to be unswervingly positive in relation to perceived organisational policies in a study by Jarmajo (2017).

In a study examining the role of psychological ownership and the relationship between OJ and citizenship behaviour in India, Shukla and Singh (2014) discovered a noteworthy and fascinating association between psychological ownership and OCB. On the other hand, Jarmajo (2017) asserted that there is a strong correlation between organisational effectiveness and the behaviour of corporate citizenship.

Relationship between organisational citizenship behaviour and organisational justice

In a 2013 study, Jain, Cooper and Giga explored how perceived support from the company affected the relationship between organisational pressures and OCB. Perceived organisational support considerably lessened the connection between OCB and organisational stress ($\beta = -0.2$, coefficient = 0.999). A non-positive connection has been shown by Jain et al. (2013) between job stresses and OCB. While Jilani (2019) found a correlation between OJ and OCB, and a continuous connection between OCB and sensed organisational support. This demonstrates how much of an impact OJ has on OCB.

Lilly and Virick (2015) looked into whether favourable outcome and leader behaviour mattered when it comes to the results of justice type on OCB. The outcomes demonstrated a statistically significant positive correlation ($F = 15.60$, $p < 0.001$) for procedural justice, for interpersonal justice ($F = 20.18$, $p < 0.001$) and between the perceptions of justice and OCB ($F = 17.25$, $p < 0.001$). Furthermore, a plethora of research, including Lilly and Virick (2015) and Mrwebi (2019), has demonstrated that OJ fosters OCB. A favourable association between OCB and OJ was seen in both trials. Moreover, Agarwal (2014) connected work involvement with fairness, trust and creative job conduct. Agarwal also found that workforce's perceptions of OJ foster trust within the company, which encourages OCB.

Van Vuuren et al. (2016) investigated the impact of distributive, interactional and procedural justice on police officers' OCB in a report on justice in the workplace. It was shown that distributive justice and OCB had a positive association ($r = 0.471$; $p < 0.000$), but procedural justice and OCB had a negative link ($r = -0.032$; $p < 0.630$). Mathumbu and Dodd (2013) assessed the nurses' perceived organisational support, work engagement and OCB at Victoria Hospital. They discovered a link between OCB and every favourable organisational result.

Shah et al. (2017) looked at how OJ affects moral behaviour and discovered that favourable treatment from organisations or employers improve workers' responses and perceptions of OJ, which in turn minimise absenteeism and attrition.

Relationship between turnover intention and organisational justice

Nwobia and Aljohani (2017) investigated the moderating effects of occupational bullying and job discontent on cluster cohesion and TI climate. They found a negative correlation between TI and commitment, which is linked to OJ. A study by Tourani et al. (2016) looked at the connection between hospital nurses' intentions to leave and OJ in Iran. The findings indicate the presence of a significant link between OJ and TI.

Research by Samuel and Engelbrecht (2019) looked at how transformational leadership affected departure goals through perceived organisational fairness, trust and support from the institution. The outcomes demonstrated a significant negative correlation between intention to leave and organisational

fairness. The research conducted in 2012 by Lyigun and Tamer evaluated how perceived OJ affected TI. The outcomes of the study exposed that TI had a damaging impact on OJ.

The impact of the Islamic performance norm on OJ was studied by Rokhman and Hassan (2012). A positive correlation between Islamic work ethic and OJ has been found. According to Du Plooy and Roodt (2013), management's ability to look at the age, race and marital status of their staff members can considerably forecast the TI turnover. According to Yurtkoru et al. (2018), distributive justice has a highly substantial effect on TI while this demographic component has no effect on TI. The impacts of distributive justice and manager trust on TI were shown to be moderated by job embeddedness in a study conducted by Akgunduz and Chin (2015). The results showed that OJ can lessen the purpose of voluntary turnover and employment withdrawal.

Hypotheses

- H1:** There is a significant relationship between TI and OCB.
- H0:** There is no significant relationship between TI and OCB.
- H2:** There is a significant relationship between OJ and OCB.
- H0:** There is no significant relationship between OJ and OCB.
- H3:** There is a significant relationship between OJ and TI.
- H0:** There is no significant relationship between OJ and TI.
- H4:** Organisational justice has a moderating effect on the relationship between TI and OCB.
- H0:** Organisational justice has no moderating effect on the relationship between TI and OCB.

Figure 1 reveals how the TI (independent variable) and OCB (dependent variable) of the nurses in the Chris Hani District are extremely inspired by one another. Among nurses, OJ acts as a moderator between TI and OCB. According to H1, there is a strong correlation between OCB and TI. According to H2, there is a strong correlation between OCB and justice. According to H3, TI and organisational fairness are significantly correlated. To sum up, H4 put forward that the link between TI and OCB is moderated by OJ.

Methodology

Research design

The study used cross-sectional design and a quantitative research approach in various hospitals so that the association between TI and OCB among nursing professionals can be moderated. This research approach allowed the researcher to utilise few resources and consumed less time. Majali (2022) asserted that this approach made it simpler to understand the problem in question.

Research participants

Population, sample and sampling technique

Majali (2022) defines population as the entire collection of elements from which inferences or judgements can be

drawn. The scholar further claims that it is a particular, hypothetical compilation of the research components. The target group for this study includes all nurses who work for Chris Hani District Office (CHDO) in the hospitals. The researcher contacted the human resources staff of the CHDO to establish the number of nurses in their jurisdiction. The exact total of nurses working at the selected hospitals and establishments was provided to the researcher. The study's target group consisted of 1322 employed nurses from the hospitals in Hewu, Cofimvaba and All Saints. The sample was extracted from this demographic.

Sample

The current study focussed on the nurses at the hospital under CHD. The research sample consisted of the nursing staff from the three selected institutions. Utilising the Rao-soft sample size calculator, the research was able to establish the suitable size from the whole sample frame. The Rao-soft sample size calculator yields the sample size n and margin of error E . A 5% margin of error and the crucial number for a 95% confidence level were chosen (Memon et al., 2020). The researcher calculated the sample size (n) for the intended study using the Rao-soft sample size calculator. Out of the 1322 nurses in the population (N) that CHDO's human resources supplied, 298 nurses made up the sample. Out of 298 sample size, only 172 questionnaires were valid. Of the sample ($n = 172$), the proportion of female respondents was greater than that of male respondents, who accounted for 32.0%.

Descriptive statistics

Descriptive statistics is described as statistics that is used to analyse data management by unfolding sample data that have been collected. Key components of research that are utilised to characterise the fundamental characteristics of the study's data are also referred as descriptive statistics. There are three basic categories that apply to descriptive statistics, namely the metrics of dispersion or variation (variance, standard deviation [s.d.], standard error, quartile, interquartile range [IQR], percentile, range and coefficient of variation) as well as frequency (percent), central tendency, mean, median and mode (Mishra et al., 2019, pp. 67–68; Yusup et al., 2018:163).

The descriptive statistics for the main theoretical variables used in this investigation are compiled in Table 1. The total

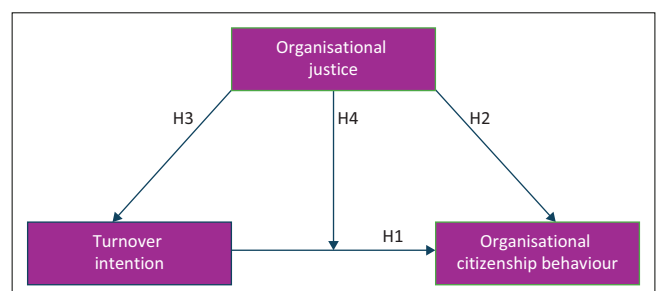


FIGURE 1: A proposed hypothesised model of organisational justice, turnover intention and organisational citizenship behaviour.

number of respondents, from the greatest to the lowest scores, the s.d. and the average scores of the participants' study data set are all shown as data.

Descriptive statistics were employed to analyse the biographical characteristics of participants in the form of graphical tables, pie charts and bar charts. Biographical data include age, gender, tenure, years of service, years in their profession and marital status in addition to race. This practice assisted with the clear presentation of the data analysis outcomes.

Measuring instruments

In this study, questionnaires were used to gather data of the three variables (TI, OCB and OJ). The structured questionnaires employed by the researcher for this study had both closed-ended and open-ended statements. A 5-point Likert scale with options ranging from strongly agree to strongly disagree was employed to rate the closed-ended questions. The four sections of the utilised questionnaire (sections A through D) were used to gather data from the respondents. Section A contained the respondents' demographic data; Section B covered the OJ scale; Section C put together particular questions about OCB and Section D talked about information on TI.

The biographical data of respondents consisted of race, age, gender, qualifications, experience, and marital status. Colquitt (2001) created an OJ scale consisting of 20 questions. The scale is further broken down into four subscales, distributive justice (1–6 items), procedural justice (1–20 items), interpersonal justice (12–15 items) and informational justice (16–20 items), each of which addresses a different organisational component. The scale uses a 5-point Likert scale, ranging from 1 (never) to 5 (frequently), to ask respondents to rate the degree to which they have distinct thoughts or feelings about OJ in the workplace.

Using the Cronbach's alpha coefficient (0.882) and 0.90, the data acquired with this research instrument can help put together the appropriate protocols to achieve OJ within the organisation. The 'OCB Scale' was improved in 1990 by Podsakoff and associates. There are a total of 24 components (between 21 and 44 pieces). The test's Cronbach alpha coefficient is 0.854. The poll employed a 5-point Likert scale, where 1 meant 'strongly disagree' and 5 meant 'strongly agree'.

Roodt developed the 'TI scale' in 2004 to measure the intention to resign. This tool contains 15 pieces (varying from 45 elements to 59 elements). Participants were asked to rate the degree to which they experienced specific emotions on a 5-point Likert scale. The responses of the respondents range from 1 (never) to 5 (often). Furthermore, the scale's dependability coefficient for TI is 0.80.

Data collection procedure

The provincial ethics and health committees gave their approval for the questionnaires used to gather data for the present investigation. The manager granted permission to carry out the study. Names were nominated at random from an inclusive report on support workers created by the facility's payroll and personnel system (PERSAL) after approval. There were three hospitals involved. Three participating hospitals received 250 questionnaires from the researcher. Of the 250 surveys distributed, only 172 were completed; 40 respondents did not finish the questions and 38 could not be located.

Data analysis

Items with negative wording were initially rotated. The Cronbach's alpha coefficients were then calculated in order to assess the internal consistency dependability of the study instruments. In addition, descriptive statistics were computed for each of the three study variables. The Statistical Package for Social Science (SPSS, IBM Corp., Armonk, New York, United States), version 25, was utilised to analyse the data and assess the three variables' related hypotheses. Regression analysis was performed to ascertain how the moderating effect of OJ affected the relationship between TI and OCB. Lastly, Friedman's two-way analysis of variance (ANOVA) test was used for inferential statistics. Furthermore, linear regression models and non-parametric correlational analysis were employed.

Validity

Jilani (2019) and Ntlokombini (2016) asserted that the robustness of any study and the quality of its data depend on the tools employed and the goals of the measurement. A trained statistician evaluated the validity of the questionnaires that the investigator employed in this inquiry. Moreover, an English editor verified the content of the questions and thereafter they were tested at the Enoch Mgijima Community Health Center.

Reliability

Jilani (2019) suggests that reliability needs to be consistent and persistent whenever it is measured. Hence, the researcher

TABLE 1: Summary of descriptive statistics of main variables (N = 172).

Variable	Min	Max	Mean	s.d.
Turnover intention	1.33	5.00	3.0081	0.69713
Organisational justice	1.00	4.90	3.5829	0.90018
Procedural justice	1.00	5.00	3.5274	1.10141
Distributive justice	1.00	5.00	3.5160	1.31849
Interpersonal justice	1.00	4.75	3.7020	1.26275
Informational justice	1.00	5.00	3.5860	1.18836
Organisational citizenship behaviour	1.62	4.76	3.5960	0.67665
Altruism	1.00	5.00	3.5953	0.90714
Conscientiousness	1.00	5.00	3.5523	0.90783
Sportsmanship	1.00	5.00	3.4372	0.93509
Courtesy	1.00	5.00	3.5244	1.02077
Civil virtue	1.00	5.00	3.8706	0.94994

s.d., standard deviation; Min, minimum; max, maximum.

adhered to internal reliability, inter-observer consistency and stability. Furthermore, the questionnaires of the study were presented to the qualified statistician for reliability and to review the study. Bearing in mind the objectives of the study, Cronbach alpha test was also employed to test the reliability of the study.

Ethical considerations

Ethical approval to conduct this study was obtained from the University of Fort Hare Research Ethics Committee (No. REC-270710-028-RA Level 01).

Results

Descriptive results

Table 1 displays the average values of the major variables: OJ (mean = 3.5829; $n = 172$; s.d. = 0.90018), TI (mean = 3.0081; $n = 172$; s.d. = 0.69713) and OCB (mean = 3.5960; $n = 172$; s.d. = 0.67665). The theoretical frameworks for procedural justice (mean = 3.5274; $n = 172$; s.d. = 1.10141), distributive justice (mean = 3.5160; $n = 172$; s.d. = 1.31849), interpersonal justice (mean = 3.7020; $n = 172$; s.d. = 1.26275) and informational justice (mean = 3.5860; $n = 172$; s.d. = 1.18836) are thus the constructs for OJ. The final construct for the theoretical framework of OCB is thus: sportsmanship (mean = 3.4372; $n = 172$; s.d. = 0.93509), conscientiousness (mean = 2.9286; $n = 119$; s.d. = 1.26661), civil virtue (mean = 3.8706; $n = 172$; s.d. = 0.94994) and courtesy (mean = 3.5244; $n = 172$; s.d. = 1.02077).

Correlation results

To determine whether there was substantial evidence to support this assertion, the researcher employed a non-parametric one-sample Wilcoxon signed rank test. Based on a 5-point rating system, the findings indicated that the perceived medians of the recognised theoretical constructs correlated with a theoretical median of 3. In terms of 5-point ratings, if the median level was noticeably greater than 3, respondents were deemed to have agreed with the related questions that assessed those specific variables or constructs.

Individuals who obtained a score of less than three out of five were categorised as disagreeing with the item or issues under consideration. There was a moderately high negative linear correlation ($r_s = -0.317$; $p = 0.0001$) between

TI and overall OJ. Similar associations were seen between TI and distributive justice ($r_s = -0.253$; $p = 0.0001$), interpersonal justice ($r_s = -0.201$; $p = 0.0001$), procedural justice ($r_s = -0.245$; $p = 0.0001$) and informational justice ($r_s = -0.244$; $p = 0.0001$). All of these relationships were moderating and negative.

Regression results of the effect of the turnover intention organisational citizenship behaviour

As an independent or explanatory variable, TI was modelled, leading to a significant model ($F = 49.628$; $p \leq 0.0001$). A considerable portion of the variance in job engagement was explained by TI in the current model ($R^2 = 0.226$, R^2 adjusted = 0.221) (Table 2). As the Durbin-Watson $d = 1.629$ falls between the two crucial values of $1.5 < d < 2.5$, we may conclude that the linear regression data does not exhibit first-order linear autocorrelation.

Table 3 displays the model fit and model summary statistics. A substantial percentage of the variation (44.8%) in the dependent variable was justified by OJ in this model ($R^2 = 0.448$, R^2 adjusted = 0.445). As the Durbin-Watson ($d = 1.773$) falls between the two crucial values of $1.5 < d < 2.5$, we might assume that the linear regression data does not exhibit first-order linear autocorrelation.

Table 4 displays the model fit and model summary statistics. A significant little portion of the variation (12.7%) in the dependent variable was explained by OJ in this model ($R^2 = 0.127$, R^2 adjusted = 0.122). As the Durbin-Watson ($d = 1.531$) falls between the two crucial values of $1.5 < d < 2.5$, we may conclude that the linear regression data does not exhibit first-order linear autocorrelation.

The theory and conceptual framework for how OJ modifies the relationship between OCB and TI is depicted in Figure 2.

TABLE 2: Simple linear regression model fit summary for TI on organisational citizenship behaviour.

Source	Sum of squares	df	Mean square	F value	p > F
Regression	17.692	1	17.692	49.628	< 0.0001*
Residual	60.602	170	0.356	-	-
Total	78.294	171	-	-	-

Notes: Independent variables: Constant, turnover intention; Dependent variable: Organisational citizenship behaviour; Model summary - R^2 (adjusted R^2) = 0.226 (0.221), Durbin-Watson test – test for autocorrelation = 1.629

df, degrees of freedom.

*, Significant fit.

TABLE 3: Model summary.

Model	R square	Adjusted R square	Change statistics					Durbin-Watson
			R square change	F change	F	Sig.	Sig. F change	
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.

Sig., significance.

Model 1 Predictors: (Constant), procedural justice.

Model 2 Predictors: (Constant), procedural justice, interpersonal justice.

Model 3 Predictors: (Constant), procedural justice, interpersonal justice, distributive justice.

A recapitulated Table 5 tabulates the above-mentioned findings and summarises the results of the linear regression model.

Discussion

Outline of the results

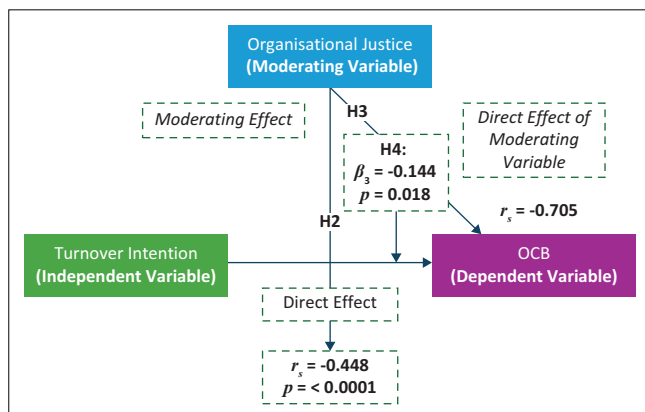
The findings of the hypothesis testing with the linear regression model showed that TI explained a significant percentage of the variance in work engagement ($R^2 = 0.226$, R^2 adjusted = 0.221). As the Durbin-Watson ($d = 1.629$) lied between the two critical values of $1.5 < d < 2.5$, we could draw the conclusion that there was no first-order linear autocorrelation in the linear regression data. Every parameter estimated the resulting model ($\beta_0 = 4.984$; $t = 24.647$; $p \leq 0.0001$ and $\beta_1 = -0.461$; $t = -7.045$; $p = 0.012$) was statistically significant, according to the examination. The null hypothesis (H_0) could be rejected at the 5% level of significance because of the negative and negative β_1 coefficient, indicating a significant inverse association between TI and OCB. Therefore, it was determined to accept hypothesis H1, the alternative. The findings indicated that when TI increases, OCB decreases. Poorer organisational citizenship among employees increased

their likelihood of changing occupations or leaving the company to work for another. As per H2, OJ reported for a substantial percentage of the variation (44.8%) in the dependent variable ($R^2 = 0.448$, R^2 adjusted = 0.445). As the Durbin-Watson ($d = 1.773$) lied between the two critical values of $1.5 < d < 2.5$, we could conclude that the linear regression data did not exhibit first-order linear autocorrelation.

All parameter estimates of the resulting model ($\beta_0 = 1.793$; $t = 11.335$; $p \leq 0.0001$ and $\beta_1 = 0.503$; $t = 11.754$; $p \leq 0.0001$) were shown to be statistically significant by the study. Our results revealed a strong and positive linear association between OCB and justice, with sufficient evidence to reject the null H_0 at the 5% significance level. The β_1 coefficient we observed was positive and significant, which supported this. Alternative H2 was accepted. Organisational justice had a close relationship with OCB. This result indicated a relationship between growing organisational citizenship and rising OJ. The study claimed that in order to maintain high productivity and job satisfaction among employees, the firm must meet a number of requirements, including these two.

As for H3, we found that OJ significantly explained 12.7% of the variation in the dependent variable ($R^2 = 0.127$, R^2 adjusted = 0.122). We could conclude that there was no first-order linear autocorrelation in the linear regression data as the Durbin-Watson ($d = 1.531$) was between the two critical values of $1.5 < d < 2.5$. The findings exposed that every parameter estimated in the final model ($\beta_1 = -0.276$; $t = -4.979$; $p < 0.0001$ and $\beta_0 = 3.998$; $t = 19.507$; $p \leq 0.0001$) was statistically significant. Our β_1 coefficient was negative and significant, offering sufficient evidence to reject the null hypothesis at the 5% level of significance, allowing us to conclude that OJ had a considerable and negative linear association with TI.

This led to the approval of the alternative theory. It suggested a significant inverse relationship between the desire to quit an organisation and OJ. According to these



OCB, organisational citizenship behaviour.

FIGURE 2: The interpretations of the statistical analysis.

TABLE 4: Collinearity diagnostics.

Model	R square	Adjusted R square	Change statistics					Durbin-Watson
			R square change	F change	F	Sig.	Sig. F change	
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.

Sig. Significance.

*, Significant fit.

Model 1 Predictors: (Constant), informational justice.

Model 2 Predictors: (Constant), informational justice, distributive justice.

TABLE 5: Summarised results of regression model.

Description (null hypothesis)	Test statistic	p	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.	$r_s = -0.317$ $\beta_1 = -0.276$	< 0.0001 < 0.0001	Reject
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

Note: Alpha = 0.05 (reject the null hypothesis when p -value < Alpha).

results, when OJ had risen, employee intention to leave the company declined. This implied a divergence between the intentions behind turnover and OJ. It also indicated OJ's capacity to improve organisational outcomes and worker job satisfaction. According to H4, the interaction effect had a substantial negative impact on OCB ($1 = -0.144$; $t = -2.396$; $p = 0.018$). It is evident from the results that the interaction effect significantly reduced OCB ($1 = -0.144$; $t = -2.396$; $p = 0.018$).

According to statistical definitions, OJ served as a moderating variable and influenced the direction and/or strength of the relationship between TI and OCB. The interaction effect was negative, indicating that when OJ had risen, the impact of TI on OCB would diminish. We identified multi-collinearity in each model and performed the Durbin-Watson test to see whether our multiple linear regression data displayed first-order linear autocorrelation. To examine how OJ impacted the link between TI and OCB, a hierarchical regression analysis was performed.

The outcomes indicated that there was a considerable negative moderating effect that considerably influenced both TI and OCB. The results exposed that OCB and TI both increased with OJ. As a result, more OJ in OCB was linked to a decrease in TI.

Limitations and implications

Insufficient funding for logistics and additional transportation-related expenditures hindered this study. Therefore, the researcher limited the number of hospitals in the district to those that were close to the institution that is three. The study's sample consisted of 172 respondents. This suggested that the research's conclusions cannot be applied to every district. The investigator visited Hewu Hospital, Cofimvaba Hospital and All Saints Hospital in order to collect questionnaires; while some had been completed and returned, others were unretrievable.

Future research

Future research could improve the current study in the following ways:

- Extend the sample to include more provinces in order to improve and establish more concepts for the study.
- Utilise a probability sampling technique called snowball in conjunction with a qualitative approach to identify participants who had encountered the aforementioned variables.

Recommendations

The impacted organisations might benefit from the following suggestions:

- Hospital administrators should suggest tactics that could improve organisational citizenship and fairness in order to stop and eradicate TI in their facilities. Healthcare administrators should also avoid bias and favouritism

and harness hospital and government policies for the employees in a fair and equal manner.

- Managers may create possibilities for career progression, create help programmes and enhance the organisation's service delivery. Additionally, managers may use appropriate motivational techniques and reward positive behaviour in order to raise OCB.

Conclusion

This study looked into the link between OCB and TI in few hospitals in the Eastern Cape province of South Africa's Chris Hani District, using OJ as a moderator.

According to the study, TI decreases, and OCB rises in tandem with increases in OJ. By employing OJ as a moderator, the research advanced our understanding of the relationship between TI and OCB.

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Competing interests

The authors declare that they have no financial or personal relationships that may have inappropriately influenced them in writing this article.

Authors' contributions

T.G.M. wrote the original draft. N.I.G. supervised the work. X.G. was responsible with the project administration.

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Data availability

The findings that support the findings of this study are available from the corresponding author, X.G. upon reasonable request.

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