

Original scientific paper

UDC: 005.966.32

331.101.32

doi:10.5937/ekonhor2601065J

MEDIATION MECHANISM OF ORGANIZATIONAL COMMITMENT: UNRAVELING PERCEIVED ORGANIZATIONAL JUSTICE'S IMPACT ON EMPLOYEES' INTENTION TO LEAVE

Ivana Jolović^{1*}, Stefan Zdravković² and Nevena Jolović³

¹Faculty of Technical Sciences, University of Novi Sad, Republic of Serbia

²Faculty of Business and Law, MB University, Belgrade, Republic of Serbia

³Institute of Economic Sciences, Belgrade, Republic of Serbia

Starting from the adage that “individuals’ perceptions shape their reality,” research in organizational behavior underscores the importance of recognizing employees’ subjective experiences of the workplace circumstances. The employees’ perception of procedural, distributive, and interactional justice forms a strong predictor of the workforce “steadiness” – organizational justice. The paper aims to investigate the impact of this phenomenon on employees’ intention to leave the organization, while concurrently exploring the mediating role of organizational commitment in the mentioned relation. A comprehensive review of the relevant literature, coupled with thematic and desk analysis techniques, laid the foundation for the research. The study’s empirical component included 99 individuals (Millennials) employed in the Serbian economy at the outset of 2023. Their views were noted via an electronic, online questionnaire. The data were processed using advanced statistical tools, namely the SmartPLS 4.0 and SPSS 26.0. The findings validated the main research premise proposing that organizational commitment mediates the relationship between perceived organizational justice and millennial employees’ intention to leave the organization.

Keywords: perceived organizational justice, organizational commitment, intention to leave, organizational dynamics, PLS-SEM, disjoint two-stage approach

JEL Classification: D23, J63, M12, M54

INTRODUCTION

To untangle the “organizational knot” composed of organizational justice, organizational commitment,

and turnover intentions, it is essential for researchers to comprehend that each component involved introduces interconnected socio-economic aspects to the workplace environment, requiring exhaustive individual research investigation. The study recognizes the foundational assumption that “championing” fairness and equality can bring

* Correspondence to: I. Jolović, University of Novi Sad, Faculty of Technical Sciences, Trg Dositeja Obradovića 6, 21102 Novi Sad, Republic of Serbia; e-mail: ivanajolovic@uns.ac.rs

the organization a substantial enhancement of its workforce stability and overall financial/innovative performance, as organizational justice (encompassing the procedural, distributive, and interactional dimensions), plays a pivotal role in shaping employee commitment and downgrading turnover intentions. Organizational justice reveals how employees perceive their work environment, encompasses their sense of organizational belonging and emotional investment, thereby becoming a crucial determinant of employee long-term loyalty and a mitigating turnover asset (Imamoglu, Ince, Turkcan, Atakay, 2019; Mengstie, 2020; Budomo, 2023). To date, it is recognized that negative perceptions of organizational justice can erode commitment and escalate turnover rates significantly, whereas positive workplace perceptions of this phenomenon can foster a profound sense of employee loyalty, reducing the likelihood of adverse work-related behaviors. The presented complex relationships have been in the focus of extensive scholarly research (Loi, Hang-Yue & Foley, 2006; Bakri & Ali, 2015; Sökmen & Ekmekçioğlu, 2016; Al-Kilani, 2017; Emeji, 2018; Khalid, Rehman & Muqadas, 2018; Khan, Afsheen, Jan & Tariq, 2018; Ekmekcioglu & Aydogan, 2019; Jang & Hwang, 2019; Kang & Sung, 2019; Mete & Sökmen, 2019; Fatima, Izhar & Kazmi, 2020; Aggarwal, Jaisinghani & Nobi, 2022; Mahfouz, Halim, Bahkia & Alias, 2022; Abdullah & Al-Abrrow, 2023; Budomo, 2023).

Following the intellectual path laid by the mentioned research predecessors, this research draws the basic premise that organizational justice acts as the fundamental employee retention element, since it impacts perceptions and molds attitudes in the workplace, but it is the level of commitment that presents the "it component" that ultimately determines whether employees will decide to leave the organization or stay in it. The subject matter of the study is a profound examination of the (in) direct relationships that may be observed between perceived organizational justice, organizational commitment, and employee intention to leave the organization. The primary objective of the study is to investigate how perceived organizational justice affects an average millennial employee's decision to leave the organization, while simultaneously

examining whether the commitment level plays a mediating role in this relationship or not. The initial point of the research is a theoretical overview accompanied by the collection of valuable statistical data necessary in order to understand the empirical connection between organizational justice and organizational commitment, in addition to exploring the prevailing turnover trends among the millennial generation employed in the Serbian corporate setting. The presented research intentions point to the targeted research gap that, to the authors' best knowledge, exists, since no study that combines the three mentioned subject variables has yet been conducted on a sample of the millennial generation, or in the specific context of the national economy.

Taking into account all the above-mentioned, the study is structured in such a way as to include several precisely defined sections. In the first section (the theoretical background) a concise and systematic theoretical explanation of all the variables included in the analysis is given, as well as the overview of their mutual relations already described in the relevant literature so far. In the second section (the research methodology) the overview of the data collection instrument used in the research and the characteristics of the sample are presented, and the statistical tools utilized in order to process and analyze the collected data are described. The third section is dedicated to the research model developed for the needs of the study together with the preliminary analyses. In the fourth section, the key research results and an appropriate critical discussion are presented. In the final, fifth section, concise concluding considerations, the "self-reflection" of the study, and recommendations for future directions of research in the given scientific field are presented.

THEORETICAL BACKGROUND

The *organizational justice* construct comprises employees' subjective perceptions of the fairness of the workplace practices, decisions, activities, and interactions their organization has made, along with the consequent impacts that these views have

on their work-related attitudes and behavior (Kim, Lin & Leung, 2015; Abdullah & Al-Abrow, 2023). In simple terms, organizational justice is employees' personal assessment of the ethical and moral position of managerial behavior in the organization, i.e. a distinctive measure of how fairly employees believe they are treated in their workplace (Greenberg & Colquitt, 2013). This is a subjective and descriptive concept, since it includes individuals' beliefs (their perception of correctness and compliance with the moral code), rather than an objective reality (Cropanzano, Bowen & Gilliland, 2007). Therefore, organizational justice can be described as the fundamental concept that underscores the necessity of incorporating fairness into the organizational structural and operational "fabric." Rather than being a superficial add-on, justice must be deeply embedded in the organization's functioning (its strategic planning, decision-making processes, and daily operations), ensuring that it influences all employee interactions/relationships. Instilling this fairness throughout the organizational hierarchy can involve various tools and strategies (for example, one idea of creating/ensuring organizational justice proposes that management representatives should take the employees' perspective and invest an effort in understanding/raising awareness of what types of events form employees' subjective sense of organizational justice).

As explained, organizational justice is complex and incorporates multiple dimensions, including distributive justice (the justice that concerns the fairness of outcome distributions, such as rewards and promotions in relation to employees' individual contributions), procedural justice (the justice that involves the fairness of the decision-making processes, focusing on transparency, consistency, and chances for employee input), and interactional justice (the justice that addresses the fairness of interpersonal treatment, evaluating how respectfully, honestly and equally employees are treated by their supervisors, managers and colleagues) (Kim *et al.*, 2015; Al-Kilani, 2017; Dasanayake & Dharmasiri, 2020). Previous research (Phayoonpun & Mat, 2014; Bayarçelik & Findikli, 2016; Imamoglu *et al.*, 2019; Dasanayake & Dharmasiri, 2020; Jehanzeb & Mohanty, 2020;

Mengstie, 2020; Novitasari, Asbari, Wijaya & Yuwono, 2020; Zarish, Zulqarnain & Rehman, 2020; Đorđević, Milanović & Stanković, 2021; Magfuroh & Herminingsih, 2021; Mulang, 2022; Sunaris Wahyoedi & Tecoalu, 2022; Ghaderi, Tabatabaei, Khoshkam & Shahabi Sorman Abadi, 2023; Malla & Malla, 2023; Özkan, 2023; Alyahya Sobaih, Gharbi, Aliane & Bouzguenda, 2024; Moon, Lim & Kim, 2024; Yousaf, Saleem & Ishaq, 2024) found that high perceptions of organizational justice generally led to more positive job attitudes, supportive behaviors, and performance results, whereas perceptions of injustice could result in decreased commitment, dissatisfaction, reduced employee engagement and motivation, with increased turnover rates. Therefore, understanding and addressing these perceptions is vital for organizational effectiveness.

Organizational commitment could be defined as the emotional attachment and allegiance an employee feels about a certain organization (Karem, Jameel & Ahmad, 2019). This phenomenon represents the degree to which an employee identifies themselves with an employing organization and its objectives, expresses concern for the organization's long-term success and well-being, and feels pride in being a member of it, i.e. the degree to which they want to maintain their membership in it (Bakri & Ali, 2015; Bošković, 2021). In other words, organizational commitment represents an employee's psychological bond with the organization, including a sense of emotional attachment, involvement in the job, loyalty, and belief in the organization's values. Prior research (Bibby, 2008; Jang & Hwang, 2019; Fatima *et al.*, 2020; Guzeller & Celiker, 2020; Jolović & Berber, 2021; Aggarwal *et al.*, 2022; Budomo, 2023; Chang, Kim & Yoo, 2024) found that employees' organizational commitment served as a driver for sustained loyalty, thereby mitigating turnover rates. The employees exhibiting high levels of commitment are more inclined to align with long-term organizational goals, simultaneously contributing to the company's culture and performance outcomes. In this context, organizational commitment emerges as a critical effectiveness factor, emphasizing the importance of fostering devoted and engaged personnel.

Intention to leave the organization, or the likelihood that employees will contemplate leaving their work positions, is closely linked to the previously presented concepts (Loi *et al*, 2006; Bakri & Ali, 2015; Sökmen & Ekmekçioğlu, 2016; Khalid *et al*, 2018; Mete & Sökmen, 2019; Mahfouz *et al*, 2022; Budomo, 2023). The literature indicates that the relationship between organizational justice and intention to leave the organization is explained by three authoritative theories: the Equity Theory, the Person-Organization Fit Theory, the Social Exchange Theory. The Equity Theory posits that employees evaluate fairness by comparing what they contribute to (the input) to what they receive (the output) from the organization (generally questioning whether the distribution of resources is fair or not). If this ratio is balanced, employee turnover intentions are not an issue (Greenberg & Colquitt, 2013; Mulang, 2022). The Person-Organization Fit Theory suggests that employees are more inclined to stay in the organization when their personal values align with the organization's values. The employees who perceive a match between their values – such as fairness and equality – and the organization's culture are more likely to exhibit higher commitment and lower turnover levels (Farooqui & Nagendra, 2014). Conversely, the Social Exchange Theory posits that employees develop a deep sense of loyalty when they perceive a reciprocal relationship with the organization. When employees feel valued and fairly treated, they are more likely to reciprocate with increased commitment and positive behaviors. This bi-directional relationship builds a work environment of trust and obligation, which leads to lower turnover rates (Cropanzano, Anthony, Daniels & Hall, 2017).

Supported by prior research and the interconnections given in detail, the hypotheses on which the examination of the discussed aspects of organizational behavior will rest on were developed. The first hypothesis (H_{01}), derived from the presented theoretical insights, posits that higher levels of organizational justice lead to employees' higher commitment levels, specifically that the perception of organizational justice has a direct statistically significant and positive influence on organizational commitment. The second research hypothesis (H_{02}) asserts that higher levels of organizational

commitment are associated with the less frequent formation of turnover intentions, claiming that there is a direct statistically significant and negative influence of organizational commitment on intention to leave the organization. The third hypothesis (H_{03}) assumes that the perception of organizational justice has a direct statistically significant and negative influence on intention to leave the organization and gives direction to the formulation of a mediating research hypothesis for the given relationship. Accordingly, the last research hypothesis (H_{04}) proposes the existence of the mediating effect or role of organizational commitment in the relationship between perceived organizational justice and intention to leave the organization, based on the connections previously examined by the authors N. Bakri and N. Ali (2015), M. H. Al-Kilani (2017), S. Khalid *et al* (2018), E. S. Mete and A. Sökmen (2019) and S. Mahfouz *et al* (2022).

RESEARCH METHODOLOGY

The questionnaire

To obtain primary statistical data, an online questionnaire (targeting millennial employees across the Republic of Serbia during the first trimester of 2023) was designed utilizing the Google Forms platform. The survey comprised a total of 53 questions, of which 11 questions were designed to gather the respondents' demographic information (gender, age bracket, educational attainment, and regional residence) and their employment details (current employment state, contract type, employment form and duration, monthly income, the size of the organization and sector affiliation). A total of 42 additional questions were included to tackle the core research objectives (the constructs perceived organizational justice, organizational commitment, and intention to leave the organization), drawing from the established, validated survey questionnaires developed by B. P. Niehoff and R. H. Moorman (1993), J. P. Meyer, N. J. Allen and C. A. Smith (1993), and E. K. Kelloway, B. H. Gottlieb and L. Barham (1999).

For example, one of the six statements developed by the authors B. P. Niehoff and R. H. Moorman (1993) and utilized to measure procedural justice had the following wording: "All job decisions are applied consistently across all affected employees;" one of the five statements that measured distributive justice read as follows: "I think that my level of pay is fair;" whereas one of the nine statements that was supposed to describe interactional justice contained the following: "When decisions are made about my job, the general manager shows concern for my rights as an employee." One of the 18 statements used to measure organizational commitment read as follows: "I would be very happy to spend the rest of my career with this organization," and was extracted from J. P. Meyer *et al*'s (1993) scale. Finally, one of the four statements developed by E. K. Kelloway *et al* (1999) used to measure intention to leave the organization was formulated as the following statement: "I am planning to look for a new job." A detailed breakdown of the questionnaire structure is presented in Table 1.

A psychometric five-point Likert scale was provided to the participants in order to assess their views on the main research components (the variables), i.e. to help in the assessment of the statements included in the questionnaire. This scale spanned from 1 (signifying absolute disagreement) to 5 (implying full agreement with the presented statements).

The sample

The research sample comprised 99 respondents (all of whom were citizens of the Republic of Serbia), whose eligibility for the survey was confirmed by declaring whether they were employed at the time of the implementation of the survey (the beginning of 2023). The examinees' age was pre-specified – only members of Generation Y (individuals born between 1980 and 2000, commonly referred to as "millennials") were included in the research. For the sake of the quality interpretation of the results, this cohort was further divided into two subgroups – older millennials (born between 1980 and 1990), and younger millennials (born between 1991 and 2000).

A typical respondent in the sample was an employed younger millennial (67.7% of the sample), female (62.6%), who exhibited a high level of educational attainment by holding a Master of Academic Studies degree (43.4%), and currently resided in Southern and Eastern Serbia's region (39.4% of the sample). For a more detailed insight, the demographic profile of the respondents included in the survey is given in Table 2.

From the organizational perspective, the typical respondent in the sample was a full-time employee (75.8% of the sample), hired with a permanent contract (43.4%), who had spent 1 to 5 years in the current organization (49.5%), making EUR 251-500 of monthly income (44.4%). Its current employee organization belonged to the private sector (64.6%) and was micro-sized (31.3% of the sample). For a more detailed

Table 1 The composition of the survey questionnaire

Construct	Total number of questions	Type of variable	Scale	Source
Perceived organizational justice Procedural justice (6) Distributive justice (5) Interactional justice (9)	20	Independent variable	Justice Scale	Niehoff and Moorman (1993)
Organizational commitment	18	Dependent, mediating variable	Organizational Commitment Questionnaire	Meyer <i>et al</i> (1993)
Intention to leave the organization	4	Dependent variable	Intention to Quit Scale	Kelloway <i>et al</i> (1999)

Source: Authors

Table 2 The demographic profile of the respondents included in the survey

Parameter	Periodicity	Proportion
Gender		
Male	37	37.4
Female	62	62.6
Complete respondent pool	99	100.0
Age bracket		
Born from 1980 to 1990 (older millennials)	32	32.3
Born from 1991 to 2000 (younger millennials)	67	67.7
Complete respondent pool	99	100.0
Educational attainment		
Elementary education	0	0.0
Secondary education	12	12.1
Higher education	2	2.0
Tertiary education (Bachelor)	36	36.4
Tertiary education (Master)	43	43.4
Tertiary education (Ph.D.)	6	6.1
Complete respondent pool	99	100.0
Regional residence within the territory of the Republic of Serbia		
Vojvodina	8	8.1
Belgrade	19	19.2
Southern and Eastern Serbia	39	39.4
Šumadija and Western Serbia	33	33.3
Kosovo and Metohija	0	0.0
Complete respondent pool	99	100.0

Source: Authors

insight, the employment profile of the respondents included in the survey is presented in Table 3.

Data analysis

The central component of the study was a comprehensive review of the relevant literature to uncover the key research connections, the thematic and desk analysis techniques serving as pivotal research instruments to elevate the study's academic rigor. Before engaging in empirical data analysis, the accredited IBM SPSS Statistics 26.0 software (IBM Corporation, 2019) had been employed to define the

Table 3 The employment profile of the respondents included in the survey

Parameter	Periodicity	Proportion
Current employment state		
Employed	99	100.0
Unemployed	0	0.0
Complete respondent pool	99	100.0
Contract form		
Permanent employment	43	43.4
Temporary employment	38	38.4
Work outside formal employment	9	9.1
Work without a contract	9	9.1
Complete respondent pool	99	100.0
Employment form		
Full-time	75	75.8
Part-time	24	24.2
Complete respondent pool	99	100.0
Length of employment		
Shorter than 1 year	22	22.2
1-5	49	49.5
6-10	18	18.2
11-15	8	8.1
16-20	2	2.0
Longer than 20 years	0	0.0
Complete respondent pool	99	100.0
Monthly income		
Up to EUR 250	18	18.2
EUR 251-500	44	44.4
EUR 501-750	20	20.2
EUR 751-1,000	10	10.1
Over EUR 1,000	7	7.1
Complete respondent pool	99	100.0
Sector affiliation		
Public	35	35.4
Private	64	64.6
Complete respondent pool	99	100.0
Organization size		
Micro (1-9 employees)	31	31.3
Small (10-49 employees)	18	18.2
Medium (50-249 employees)	25	25.3
Large (250 employees or more)	25	25.2
Complete respondent pool	99	100.0

Source: Authors

typical respondent's profile by conducting frequency analysis. For the purpose of the validation of the proposed research model, the specialized Partial Least Squares Structural Equation Modeling (PLS-SEM) procedure was performed, leveraging the advanced capabilities of the SmartPLS 4.0 software (Ringle, Wende & Becker, 2022) to rigorously test the proposed research hypotheses.

RESEARCH MODEL AND PRELIMINARY ANALYSES

An increasing trend in the estimation of structural equation models promotes the use of Partial Least Squares Structural Equation Modeling (PLS-SEM), as evidenced by the leading research studies (Wong, 2013; Hair, Sarstedt, Hopkins & Kuppelwieser, 2014; Hair, Risher, Sarstedt & Ringle, 2019; Jolović & Berber, 2021). In addition, recent studies in the social sciences domain have highlighted the considerable

popularity of composite-based methods for mapping intricate relationships among observed latent variables (Sarstedt, Hair, Cheah, Becker & Ringle, 2019), extending beyond that traditional construct conceptualizations that generally operate at a single level of abstraction. The utilization of higher-order constructs has become notably prominent, providing a framework for analyzing constructs at both the abstract (higher-order) and more specific (lower-order) levels. As discussed by J. F. Hair Jr. *et al* (2019), researchers have various methodologies at their disposal to identify higher-order constructs, including the Repeated Indicators Approach and the Disjoint Two-Stage Approach. Yet, a literature review by Sarstedt *et al* (2019) reveals that a substantial majority of studies in the social sciences (over 80%) have utilized the Disjoint Two-Stage Approach, as opposed to the Repeated Indicators Approach. Accordingly, this research implements the mentioned predominant approach in its structure.

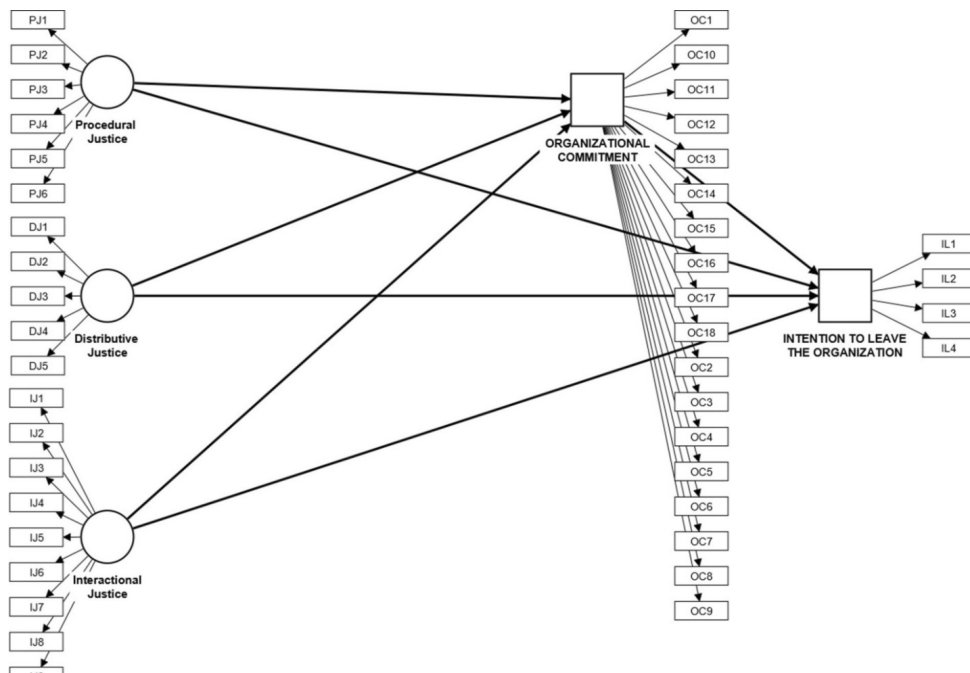


Figure 1 The research model in its preliminary stage

The research model proposed by the authors is of a reflective-reflective type and integrates the Disjoint Two-Stage Approach (characterized by the distinct preliminary and definitive stages). In the first phase, the model includes 42 indicators, which together form three lower-order constructs (the subdimensions of perceived organizational justice – procedural, distributive, and interactional justice), and two higher-order constructs (organizational commitment and intention to leave the organization), along with their interwoven structural relations. A detailed overview of the preliminary stage of the reflective-reflective research model is given below (Figure 1).

Initially, the reliability assessment of the included reflective indicators identified several indicators (PJ1, OC2, OC3, OC7, OC9, OC10, OC11, OC12, OC14, OC15, OC17) that failed to meet the predetermined reliability threshold of 0.70. This criterion indicates that, when an indicator meets or exceeds the prescribed value, the associated study construct accounts for over 50% of the variance observed in the indicator (Hair *et al*, 2019). These 11 indicators did not reach the specified reliability level, so they were excluded from further analysis. The indicators that met the reliability requirements are presented in Table 4 and illustrated in Figure 2.

To evaluate the measurement model, the preliminary stage constructs underwent a series of rigorous assessments (Hair *et al*, 2019; Jolović & Jolović, 2023), namely:

- internal consistency reliability testing – examined using Cronbach’s Alpha, the Composite Reliability (Rho_A) and Composite Reliability (Rho_C) criteria, for all of which constructs must exceed the 0.70 threshold value to be deemed reliable,
- convergent validity testing – examined using the Average Variance Extracted (AVE) metric, with a benchmark of 0.50 or higher, indicating that the constructs can explain at least 50% of the variance of their corresponding items, and
- discriminant validity testing – examined applying the Fornell-Larcker criterion, which ensures that each construct is sufficiently distinct from all the other constructs in the research model by

comparing the Average Variance Extracted (AVE) value for each construct with the squared inter-construct correlations.

Based on the evaluation of all five elucidated metrics, the results summarized in Table 5 and Table 6 verify that all the constructs reached the predefined criteria and were eligible for inclusion in the forthcoming

Table 4 The test of the reliability of the indicators

Indicators	Constructs				
	Distributive justice	Interactional justice	Intention to leave the organization	Organizational commitment	Procedural justice
DP1	0.741				
DP2	0.857				
DP3	0.857				
DP4	0.815				
DP5	0.854				
IP1		0.872			
IP2		0.839			
IP3		0.844			
IP4		0.910			
IP5		0.847			
IP6		0.821			
IP7		0.887			
IP8		0.861			
IP9		0.888			
IP1			0.943		
IP2			0.959		
IP3			0.943		
IP4			0.889		
OP1				0.711	
OP13				0.707	
OP16				0.746	
OP18				0.705	
OP4				0.727	
OP5				0.712	
OP6				0.768	
OP8				0.702	
PP2					0.879
PP3					0.853
PP4					0.867
PP5					0.819
PP6					0.836

Source: Authors

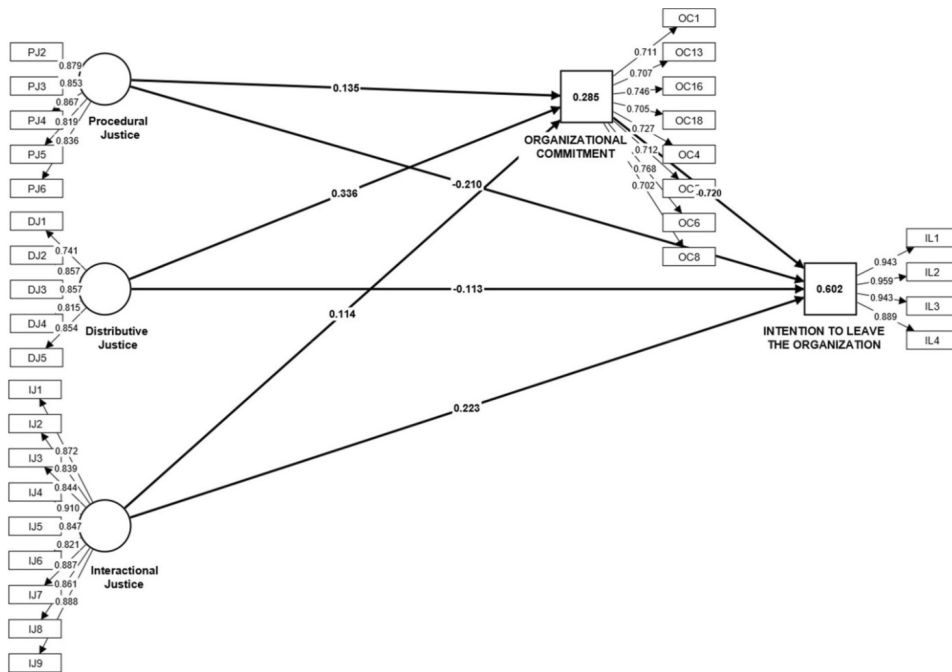


Figure 2 The test results of the reliability of the indicators

Source: Authors

Table 5 Internal consistency reliability and convergent validity testing for the preliminary stage constructs

Constructs	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)
Distributive justice	0.883	0.889	0.915	0.682
Interactional justice	0.957	0.961	0.964	0.746
Intention to leave the organization	0.951	0.954	0.964	0.872
Organizational commitment	0.869	0.871	0.897	0.522
Procedural justice	0.905	0.915	0.929	0.724

Source: Authors

Table 6 Discriminant validity testing for the preliminary stage constructs

Constructs	Fornell-Larcker criterion				
	Distributive justice	Intention to leave the organization	Interactional justice	Organizational commitment	Procedural justice
Distributive justice	0.826				
Intention to leave the organization	-0.446	0.934			
Interactional justice	0.743	-0.381	0.864		
Organizational commitment	0.507	-0.764	0.477	0.722	
Procedural justice	0.639	-0.414	0.843	0.446	0.851

Source: Authors

calculations, i.e. each construct confirmed its distinctiveness and justified its recognition as an independent entity in the study.

Following the evaluation of the preliminary stage constructs within the framework of the Disjoint Two-Stage Approach, the reflective-reflective measurement model in its definitive stage was formed (Figure 3), now with the focus on the assessment of the higher-order construct that was introduced last.

The estimation of the remaining higher-order construct begins with the assessment of its internal consistency reliability and convergent validity,

followed by a discriminant validity test (Hair *et al*, 2019; Jolović & Jolović, 2023). Given the criteria accounted for in the previous section, it can be concluded that perceived organizational justice, as the higher-order construct, also satisfies the required benchmarks for internal consistency reliability (0.896, 0.897, and 0.935, all exceeding 0.70), convergent validity (0.828, surpassing the 0.50 threshold), and discriminant validity (0.934, greater than -0.764 and -0.456; and 0.722, greater than 0.525). Tables 7 and 8 provide a detailed insight into the annotated data.

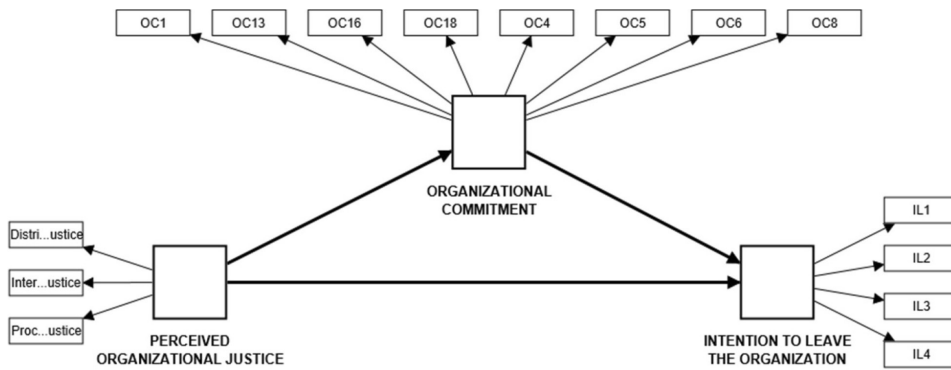


Figure 3 The research model in its definitive stage

Source: Authors

Table 7 Internal consistency reliability and convergent validity testing for the higher-order construct in the definitive stage

Higher-order construct	Cronbach's Alpha	Composite Reliability (Rho_A)	Composite Reliability (Rho_C)	Average Variance Extracted (AVE)
Perceived organizational justice	0.896	0.897	0.935	0.828

Source: Authors

Table 8 Discriminant validity testing for higher-order constructs in the definitive stage

Higher-order constructs	Fornell-Larcker kriterijum		
	Intention to leave the organization	Organizational commitment	Perceived organizational justice
Intention to leave the organization	0.934		
Organizational commitment	-0.764	0.722	
Perceived organizational justice	-0.456	0.525	0.910

Source: Authors

RESULTS AND DISCUSSION

Once all foundational calculations have been completed, the evaluation of the structural model's overall adequacy, validity, and robustness can proceed using the coefficients of determination (R^2 and adjusted R^2) for dependent constructs. As expounded by J. F. Hair Jr. *et al* (2019), these coefficients quantify the proportion of the variance explained in each endogenous construct, i.e. they have the ability to quantify the explanatory capacity of the research model. Ranging from 0 to 1, the R^2 value denotes the extent of explanatory power. The approximate value of 0.19 is used to describe a weak explanatory capacity, the value of 0.33 is used to describe a moderate explanatory capacity, and the value of 0.67 is used to describe the significant explanatory capacity of the research model. The coefficients of determination for the constructs organizational commitment and intention to leave the organization were calculated and are given in Table 9. Specifically, the R^2 value for organizational commitment amounts to 0.276, indicating that the utilized research model demonstrates a weak to moderate predictive capability for this dependent variable. Conversely, the R^2 value for intention to leave the organization is 0.588, suggesting that the research model exhibits moderate to high predictive power for this dependent variable.

After establishing the model's capacity to explain the data, the next phase involved the assessment of the significance of the principal structural pathways (the path coefficients) in the research, which was performed using the bootstrapping technique (5,000 iterations employed) and the t-test for the 0.05 significance threshold (corresponding to a 95% confidence interval). As detailed in Table 10, the results confirm the existence of the direct statistically significant and positive influence of perceived organizational justice on organizational commitment ($\beta = 0.525$, $t = 6.945$, $p_1 = 0.000$, $p < 0.05$). Additionally, the direct statistically significant and negative influence of organizational commitment on intention to leave the organization was also found ($\beta = -0.724$, $t = 10.899$, $p_2 = 0.000$, $p < 0.05$). These findings substantiate the acceptance of the hypotheses

H_{01} and H_{02} . Furthermore, contrary to the statement assumed by the hypothesis H_{03} , it was determined that the direct effect of perceived organizational justice on intention to leave the organization had no statistical significance ($\beta = -0.076$, $t = 1.062$, $p_3 = 0.288$, $p \not< 0.05$ – therefore, the given hypothesis is rejected).

Since the results presented in Table 10 indicate no direct, statistically significant relationship between perceived organizational justice and intention to leave

Table 9 The testing of the explanatory capacity of the research model

	R-square	R-square adjusted
Intention to leave the organization	0.588	0.579
Organizational commitment	0.276	0.268

Source: Authors

Table 10 The testing of the direct effects of the research model

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Organizational commitment → Intention to leave the organization	-0.724	-0.733	0.066	10.899	p ₂ 0.000
Perceived organizational justice → Intention to leave the organization	-0.076	-0.069	0.071	1.062	p ₃ 0.288
Perceived organizational justice → Organizational commitment	0.525	0.531	0.076	6.945	p ₁ 0.000

Source: Authors

the organization, it is essential to explore any potential mediating variable between these constructs. The testing of the indirect effect within the framework of the proposed research model (see Table 11) shows that organizational commitment acts as a mediating variable in the relationship between perceived organizational justice and employees' intention to leave the organization ($\beta = -0.380$, $t = 5.717$). Furthermore, this mediating effect is found to be statistically significant ($p = 0.000$, $p < 0.05$) and allows for the acceptance of the hypothesis H_{04} . Since the $p1$ (0.525) and $p2$ (-0.724) values are statistically significant, and the $p3$ (-0.076) value is not significant, it can be concluded that, in the model used, the mentioned mediation can be described as full mediation (the indirect effect only) (Nitzl, Roldan & Cepeda, 2016). In simple terms, this means that the impact of perceived organizational justice on employee intention to leave the organization is completely transmitted through their organizational commitment.

As the final, yet critical step in evaluating the structural research model, it is imperative to assess the total documented effect. The findings indicate that the total effect of perceived organizational justice on employees' intention to leave the organization is both negative and statistically significant ($\beta = -0.456$, $t = 5.841$, $p = 0.000$), with the significance level 0.05,

even 0.01 (i.e. 95% and 99% confidence intervals, respectively). These results (presented in Table 12) finally confirm that perceived organizational justice has an indirect, statistically significant and negative effect on employees' intention to leave the organization, with organizational commitment as the mediating variable in that relationship.

The obtained results are in accordance with the findings of the previous research conducted by the authors who examined the same relations (with partial disagreement only in the research outcomes regarding the direct influence of the perception of organizational justice on intention to leave the organization) (Loi *et al*, 2006; Bakri & Ali, 2015; Sökmen & Ekmekçiöglu, 2016; Al-Kilani, 2017; Khalid *et al*, 2018; Khan *et al*, 2018; Ekmekcioglu & Aydogan, 2019; Imamoglu *et al*, 2019; Mete & Sökmen, 2019; Jehanzeb & Mohanty, 2020; Zarish *et al*, 2020; Jolović & Berber, 2021; Magfuroh & Herminingsih, 2021; Mahfouz *et al*, 2022; Abdullah & Al-Abrow, 2023; Moon *et al*, 2024; Chang *et al*, 2024).

For enhanced clarity and transparency, the research findings presented in the preceding tables are also presented visually. Figure 4 provides a detailed overview of the results of the structural research model.

Table 11 The testing of the indirect (mediating) effect of the research model

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O /STDEV)	P value
Perceived organizational justice → Organizational commitment → Intention to leave the organization	-0.380	-0.389	0.067	5.717	0.000

Source: Authors

Table 12 The testing of the total effect of the research model

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistic (O /STDEV)	P value
Perceived organizational justice → Intention to leave the organization	-0.456	-0.457	0.078	5.841	0.000

Source: Authors

CONCLUSION

Understanding the complex dynamics of employee retention involves delving into the role of organizational commitment in a broader context of organizational justice. This research addresses the conundrum of the mediating role of organizational commitment in the multifaceted relationship between employees' perceptions of organizational justice and their intention to leave the organization.

The research findings provided compelling empirical evidence confirming the positive and direct correlation between perceived organizational justice and organizational commitment, underscoring the pivotal role of that commitment in fostering a connection with employee intention to leave. Precisely, the detailed empirical research confirmed that organizational justice acted as a significant driver of commitment, enhancing employee devotion and loyalty to the organization, supporting the hypothesis H_{01} (the perception of organizational justice has a direct statistically significant and positive impact on employees' organizational commitment). Table 10 presents these findings ($\beta = 0.525$, $t = 6.945$, $p = 0.000$). Additionally, the conducted research also substantiated the premise of the hypothesis H_{02} (organizational commitment influences employee intention to leave the organization) ($\beta = -0.724$, $t = 10.899$, $p = 0.000$; the results are given in Table 10). This relationship is direct, statistically significant and negative. Partially unexpected, it was found

that the direct, negative effect in the relationship perceived organizational justice \rightarrow intention to leave the organization was not characterized by statistical significance ($\beta = -0.076$, $t = 1.062$, $p = 0.288$; the results are given in Table 10), thereby obstructing the validation of the third research hypothesis (H_{03}). Ultimately, the proven separate connection between organizational commitment and the two main research variables (perceived organizational justice and intention to leave the organization) validated the examination of its mediating role in that relationship. The final calculations provided sufficient evidence to prove the hypothesis H_{04} , i.e. to confirm the existence of the mediating effect (full mediation) of organizational commitment in the relationship between perceived organizational justice and employee intention to leave the organization, as is demonstrated by the following results ($\beta = -0.380$, $t = 5.717$, $p = 0.000$; the results are given in Table 11). All the presented results (with one single exception) correspond with previous research, which was discussed earlier in the pre-concluding chapter.

The obtained findings indicate that, while organizational justice serves as the foundational pillar that influences perceptions and shapes employed millennials' attitudes in the organizational context, on the one hand, it is the in-depth level of employee commitment that ultimately determines whether engaged individuals will decide to stay or leave, on the other hand. The research confirms the vital importance of fostering a sense of organizational

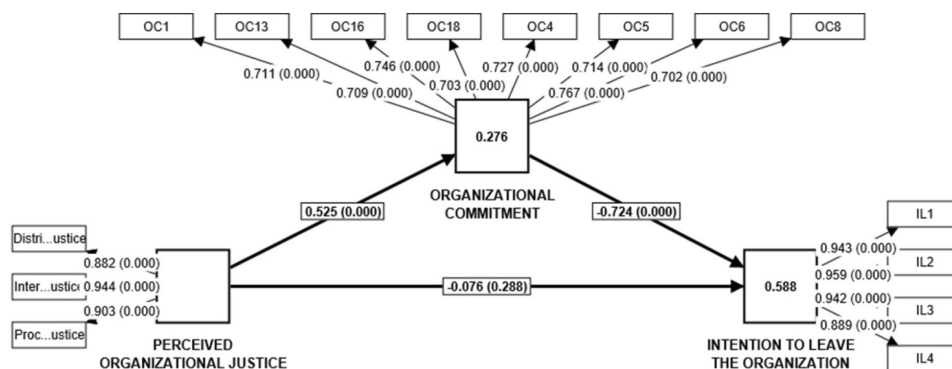


Figure 4 The research model and the results

commitment among the national workforce, since it acts as a buffer against the negative effects of perceived injustice, and a contributing asset to the mitigation of turnover intentions.

The conducted research makes an original scientific contribution to the scientific field. Nevertheless, it has several notable limitations as well, including a relatively small sample size and its concentrating only on millennial workers from the Republic of Serbia, which may restrict the generalizability of the findings. Yet, since the findings are relevant and greatly beneficial to managerial staff in the national economy that currently primarily employs the age cohort that was examined in this study, and Serbian millennials show many characteristics common with their peers in other countries (Kovačević & Labrović, 2018), the importance of this limitation could be partially mitigated. Even more, the study could be seen as an inspiration and the provider of a valuable foundation for future research as it reviews the behavior of the currently globally predominant workforce demographic. The next constraint refers to the fact that the study partially simplifies the complex concepts related to organizational justice, organizational commitment, and intention to leave the organization, potentially overlooking their multifaceted psychological, economic, and social dimensions. Finally, the research does not address the external factors that could significantly influence employees' perceptions of organizational justice. To overcome these limitations, future research should employ longitudinal, multi-cohort, cross-cultural, and sector-specific approaches, considering external influences and economic challenges to provide a deeper understanding of this issue in organizational research.

ACKNOWLEDGMENTS

This research was supported by the Ministry of Science, Technological Development and Innovation of the Republic of Serbia (Contract No. 451-03-65/2024-03/200156) and the Faculty of Technical Sciences, University of Novi Sad, through the project entitled

“Scientific and Artistic Research Work of Researchers in Teaching and Associate Positions at the Faculty of Technical Sciences, University of Novi Sad” (No. 01-3394/1).

This research was also supported by the Ministry of Education, Science and Technological Development of the Republic of Serbia through the “Basic Research Project” (No. 179062).

This research was also supported by the Ministry of Science, Technological Development and Innovation of the Republic of Serbia (Contract No. 451-03-47/2023-01/200005) and the Institute of Economic Sciences in Belgrade.

REFERENCES

- Abdullah, H. O., & Al-Abrow, H. (2023). Impact of perceived organisational justice, support and identity on workplace behaviour through job attitudes: Verification in the role of LOC. *International Journal of Organizational Analysis*, 31(6), 2645-2664. <https://doi.org/10.1108/IJOA-01-2022-3099>
- Aggarwal, A., Jaisinghani, D., & Nobi, K. (2022). Effect of organizational justice and support on organizational commitment and employee turnover intentions: The mediating role of employee engagement. *International Journal of Quality and Service Sciences*, 14(4), 525-554. <https://doi.org/10.1108/IJQSS-08-2021-0112>
- Al-Kilani, M. H. (2017). The influence of organizational justice on intention to leave: Examining the mediating role of organizational commitment and job satisfaction. *Journal of Management and Strategy*, 8(1), 18-27. <https://doi.org/10.5430/jms.v8n1p18>
- Alyahya, M. A., Sobaih, A. E. E., Gharbi, H., Aliane, N., & Bouzguenda, K. (2024). To leave or not to leave: Does trust really matter in the nexus between organizational justice and turnover intention among female employees? *Journal of Infrastructure, Policy and Development*, 8(5), 5077/1-25. <https://doi.org/10.24294/jipd.v8i5.5077>
- Bakri, N., & Ali, N. (2015). The impact of organizational justice on turnover intention of bankers of KPK, Pakistan: The mediator role of organizational commitment. *Asian Social Science*, 11(21), 143-147. <https://doi.org/10.5539/ass.v11n21p143>

- Bayarçelik, E. B., & Findikli, M. A. (2016). The mediating effect of job satisfaction on the relation between organizational justice perception and intention to leave. *Procedia - Social and Behavioral Sciences*, 235, 403-411. <https://doi.org/10.1016/j.sbspro.2016.11.050>
- Bibby, C. L. (2008). Should I stay or should I leave? Perceptions of age discrimination, organizational justice, and employee attitudes on intentions to leave. *Journal of Applied Management and Entrepreneurship*, 13(2), 63-86.
- Bošković, A. (2021). Employee autonomy and engagement in the digital age: The moderating role of remote working. *Economic Horizons*, 23(3), 231-246. <https://doi.org/10.5937/ekonhor2103241B>
- Budomo, X. M. (2023). The mediating role of organizational justice on organizational commitment and turnover intention among employees. *Review of Integrative Business and Economics Research*, 12(2), 209-226. <https://doi.org/10.14293/S2199-1006.1.SOR-PPMMNJI.v1>
- Chang, Y., Kim, C., & Yoo, J. (2024). Does justice matter? Evaluating the usefulness of commitment and innovative work behavior as a predictor of turnover intention of Korean employees. *Sustainability*, 16(3), 1054/1-16. <https://doi.org/10.3390/su16031054>
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: a critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479-516. <https://doi.org/10.5465/annals.2015.0099>
- Cropanzano, R., Bowen, D. E., & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*, 21(4), 34-48. <https://doi.org/10.5465/amp.2007.27895338>
- Dasanayake, T. W., & Dharmasiri, A. S. (2020). The impacts of perceived justice and organization-employee relationship quality on the turnover intention of operational level employees. *Sri Lankan Journal of Management*, 25(2), 64-91.
- Dorđević, B., Milanović, S., & Stanković, J. (2021). The influence of communication satisfaction on job satisfaction - the case of employees in the Republic of Serbia. *Economic Horizons*, 23(2), 165-178. <https://doi.org/10.5937/ekonhor2102173D>
- Ekmekcioglu, E. B., & Aydogan, E. (2019). A moderated mediation model of the relationship between organizational justice and turnover intention. *International Journal of Organizational Analysis*, 27(4), 1073-1092. <https://doi.org/10.1108/IJOA-06-2018-1448>
- Emeji, T. I. (2018). Organizational justice and turnover intention. *Noble International Journal of Social Sciences Research*, 3(12), 97-104.
- Farooqui, M. S., & Nagendra, A. (2014). The impact of person organization fit on job satisfaction and performance of the employees. *Procedia Economics and Finance*, 11, 122-129. [https://doi.org/10.1016/S2212-5671\(14\)00182-8](https://doi.org/10.1016/S2212-5671(14)00182-8)
- Fatima, M., Izhar, Z., & Kazmi, Z. A. (2020). Organizational justice and employee sustainability: The mediating role of organizational commitment. *SEISENSE Journal of Management*, 3(3), 12-22.
- Ghaderi, Z., Tabatabaei, F., Khoshkam, M., & Shahabi Sorman Abadi, R. (2023). Exploring the role of perceived organizational justice and organizational commitment as predictors of job satisfaction among employees in the hospitality industry. *International Journal of Hospitality & Tourism Administration*, 24(3), 415-444. <https://doi.org/10.1080/15256480.2021.1988882>
- Greenberg, J., & Colquitt, J. A. (2013). *Handbook of Organizational Justice*. New York: Lawrence Erlbaum Associates, Inc.
- Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102-120. <https://doi.org/10.1108/IJCTHR-05-2019-0094>
- Hair, J. F., Risher, J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hair, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106-121. <https://doi.org/10.1108/EBR-10-2013-0128>
- IBM Corporation. (2019). *IBM SPSS Statistics for Windows: Version 26.0*. New York: IBM Corporation.
- Imamoglu, S. Z., Ince, H., Turkcan, H., & Atakay, B. (2019). The effect of organizational justice and organizational commitment on knowledge sharing and firm performance. *Procedia Computer Science*, 158, 899-906. <https://doi.org/10.1016/j.procs.2019.09.129>

- Jang, S., & Hwang, C. (2019). Effect of employer's justice in digital content company on their turn-over intention, through organizational commitment. *Journal of Korea Society of Digital Industry and Information Management*, 15(3), 225-239. <https://doi.org/10.17662/ksdim.2019.15.3.225>
- Jehanzeb, K., & Mohanty, J. (2020). The mediating role of organizational commitment between organizational justice and organizational citizenship behavior: Power distance as moderator. *Personnel Review*, 49(2), 445-468. <https://doi.org/10.1108/PR-09-2018-0327>
- Jolović, I., & Berber, N. (2021). Uticaj praksi menadžmenta ljudskih resursa na nameru odlaska iz organizacije: Medijatorska uloga organizacione posvećenosti. *Ekonomski izazovi*, 10(20), 96-114. <https://doi.org/10.5937/Ekolzazov2120096J>
- Jolović, I., & Jolović, N. (2023). The linkage of organizational culture with organizational commitment: prospects for embedding a sustainable development strategy at the corporate level. In Lošonc, A., & Ivanišević, A., (Eds.), *Proceedings of the 9th International Scientific Conference "Socio-economic Aspects of Development after the Pandemic"* (pp. 129-151). Novi Sad: Faculty of Technical Sciences, University of Novi Sad.
- Kang, M., & Sung, M. (2019). To leave or not to leave: the effects of perceptions of organizational justice on employee turnover intention via employee-organization relationship and employee job engagement. *Journal of Public Relations Research*, 31(5-6), 152-175. <https://doi.org/10.1080/1062726X.2019.1680988>
- Karem, M. A., Jameel, A. S., & Ahmad, A. R. (2019). The impact of organizational justice dimensions on organizational commitment among bank employees. *International Journal of Psychosocial Rehabilitation*, 23(2), 502-513.
- Kelloway, E. K., Gottlieb, B. H., & Barham, L. (1999). The source, nature, and direction of work and family conflict: A longitudinal investigation. *Journal of Occupational Health Psychology*, 4(4), 337-346. <https://doi.org/10.1037/1076-8998.4.4.337>
- Khalid, S., Rehman, C. A., & Muqadas, F. (2018). Exploring the mediating role of affective commitment on organizational justice and turnover intention. *Pakistan Business Review*, 19(4), 1012-1028.
- Khan, J. A., Afsheen, S., Jan, D. S., & Tariq, M. (2018). The impact of organizational justice and organizational commitment on turnover in the employees of Allied Bank Peshawar region. *Journal of Business & Tourism*, 4(1), 27-37. <https://doi.org/10.34260/jbt.v4i1.88>
- Kim, T. Y., Lin, X. W., & Leung, K. (2015). A dynamic approach to fairness: Effects of temporal changes of fairness perceptions on job attitudes. *Journal of Business and Psychology*, 30(1), 163-175. <https://doi.org/10.1007/s10869-013-9341-6>
- Kovačević I., & Labrović, J. A. (2018). Work motivation among millennial employees with different life goals: Case of Serbian companies. *Revista Brasileira de Estratégia (REBRAE)*, 11(1), 3-18. <https://doi.org/10.7213/rebrae.11.001.AO01>
- Loi, R., Hang-Yue, N., & Foley, S. (2006). Linking employees' justice perceptions to organizational commitment and intention to leave: The mediating role of perceived organizational support. *Journal of Occupational and Organizational Psychology*, 79(1), 101-120. <https://doi.org/10.1348/096317905X39657>
- Magfuroh, K., & Herminingsih, A. (2021). The role of organizational commitment and organizational justice in influencing turnover intention through job satisfaction as its mediates variable. *Dinasti International Journal of Education Management and Social Science*, 2(4), 596-605. <https://doi.org/10.31933/dijemss.v2i4.810>
- Mahfouz, S., Halim, M. S. A., Bahkia, A. S., & Alias, N. (2022). The impact of organizational justice on intention to stay: The mediating role of organizational commitment. *Corporate Governance and Organizational Behavior Review*, 6(1), 139-149. <https://doi.org/10.22495/cgobrv6i1p10>
- Malla, S. S., & Malla, S. (2023). Does the perception of organizational justice determine employees' affective commitment? The mediating role of organizational trust. *Benchmarking: An International Journal*, 30(2), 603-627. <https://doi.org/10.1108/BIJ-07-2021-0408>
- Mengstie, M. M. (2020). Perceived organizational justice and turnover intention among hospital healthcare workers. *BMC Psychology*, 8(19), 1-11. <https://doi.org/10.1186/s40359-020-0387-8>
- Mete, E. S., & Sökmen, A. (2019). The mediating role of organizational commitment in the organizational justice's effect on job satisfaction and turnover intention: A research on academic staff. *Gazi İktisat ve İşletme Dergisi*, 5(3), 193-205. <https://doi.org/10.30855/gjeb.2019.5.3.005>
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, 78(4), 538-551. <https://doi.org/10.1037/0021-9010.78.4.538>

- Moon, K. K., Lim, J., & Kim, J. S. (2024). Examining the effect of organizational justice on turnover intention and the moderating role of generational differences: Evidence from Korean public employees. *Sustainability*, 16(6), 2454/1-19. <https://doi.org/10.3390/su16062454>
- Mulang, H. (2022). Analysis of the effect of organizational justice, worklife balance on employee engagement and turnover intention. *Golden Ratio of Human Resource Management*, 2(2), 86-97. <https://doi.org/10.52970/grhrm.v2i2.169>
- Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36(5), 527-556. <https://doi.org/10.2307/256591>
- Nitzl, C., Roldan, J. L., & Cepeda, G. (2016). Mediation analysis in partial least squares path modeling. *Industrial Management & Data Systems*, 116(9), 1849-1864. <https://doi.org/10.1108/IMDS-07-2015-0302>
- Novitasari, D., Asbari, M., Wijaya, M. R., & Yuwono, T. (2020). Effect of organizational justice on organizational commitment: mediating role of intrinsic and extrinsic satisfaction. *International Journal of Science and Management Studies*, 3(3), 96-112. <https://doi.org/10.51386/25815946/ijms-v3i3p110>
- Özkan, A. H. (2023). Organizational justice perceptions and turnover intention: a meta-analytic review. *Kybernetes*, 52(8), 2886-2899. <https://doi.org/10.1108/K-01-2022-0119>
- Phayoonpun, T., & Mat, N. (2014). Organizational justice and turnover intention: the mediation role or job satisfaction. *International Postgraduate Business Journal*, 6(2), 1-21.
- Ringle, C. M., Wende, S., & Becker, J. M. (2022). *SmartPLS 4*. Oststeinbek: SmartPLS.
- Sarstedt, M., Hair, J. F., Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, 27(3), 197-211. <https://doi.org/10.1016/j.ausmj.2019.05.003>
- Sökmen, A., & Ekmekçioğlu, E. B. (2016). The relationship between organizational justice, organizational commitment and intention to leave: investigating gender difference. *International Journal of Business and Management Invention*, 5(12), 27-31.
- Sunaris, D., Wahyoedi, S., & Tecolalu, M. (2022). Effects of organizational commitment and organizational justice on organizational citizenship behavior with job satisfaction as a mediation. *International Journal of Science, Technology & Management*, 3(3), 630-640. <https://doi.org/10.46729/ijstm.v3i3.511>
- Wong, K. K. K. (2013). Partial least squares structural equation modeling (PLS-SEM) techniques using SmartPLS. *Marketing Bulletin*, 24(1), 1-32.
- Yousaf, M., Saleem, Z., & Ishaq, M. (2024). Effect of organizational justice on turnover intentions of university teachers. *Human Nature Journal of Social Sciences*, 5(2), 121-133. <https://doi.org/10.71016/hnjss/bw256516>

Received on 1st November 2024,

After revision,

accepted for publication on 13th October 2025.

Published online on 24th April 2025

Ivana Jolović is a Research Assistant at the Faculty of Technical Sciences, University of Novi Sad. Her research interests include business economics and management.

Stefan Zdravković is an Assistant Professor at the Faculty of Business and Law, MB University in Belgrade. His research interests include business economics and marketing management.

Nevena Jolović is a Research Assistant at the Institute of Economic Sciences in Belgrade. Her research interests include finance and banking.