

EXPLORING THE RELATIONSHIP BETWEEN PROCEDURAL JUSTICE AND TURNOVER INTENTION: THE MEDIATING EFFECTS OF SOCIAL INFLUENCE AND PSYCHOLOGICAL SAFETY

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ABSTRACT: Worldwide, organizations face growing concerns over retaining their talented workforce amidst intense international competition. However, the Tunisian banking sector grapples with issues related to internal factions and organizational ambiguity. Social influence, often perceived as a complex and enigmatic force, wields significant power in shaping employees' intentions to leave their positions. Organizations are making concerted efforts to cultivate work environments that prioritize the psychological well-being of their workforce, an objective achieved through the practice of organizational justice. This article delves into the impact of procedural justice on social influence and examines its pivotal role in connecting procedural justice with turnover intention. In the initial phase of our research, we conducted surveys among 650 employees across various agencies in Tunisia to refine our measurement scales. We successfully collected 423 usable questionnaires, reflecting a commendable response rate of 65.07%. Measurement scales were thoughtfully selected to assess the variables of interest. To ensure methodological rigor, we followed Baron and Kenny's (1986) approach to validate and confirm the mediating roles of Social Influence and Psychological Safety in the relationship between Procedural Justice and Turnover Intention. Firstly, our model reveals that Procedural Justice significantly and negatively influences Turnover Intention ($\beta = -0.523$, $p < 0.001$). Secondly, Procedural Justice exerts a significant and positive influence on both Social Influence ($\beta = +0.28$, $p < 0.001$) and Psychological Safety ($\beta = +0.277$, $p < 0.001$). Thirdly, the evidence underscores that Social Influence significantly and positively impacts Turnover Intention ($\beta = +0.27$, $p < 0.001$), while Psychological Safety plays a significant and negative role in Turnover Intention ($\beta = -0.266$, $p < 0.05$). Lastly, we scrutinize the partial or complete mediation of Psychological Safety and Social Influence.

Keywords: Procedural Justice; Social Influence; Psychological Safety; Turnover Intention.

1. Introduction

The intentions of employees to depart from their positions and the strategies employed by companies to manage such situations have received extensive scrutiny from both academic researchers (Aliane & Gharbi, 2023; Gharbi et al., 2022a; Sobaih, Gharbi, & Abu Elnasr, 2022) and human resource professionals. According to Folger's (1986) theory of cognitive references, employees are less inclined to leave when they perceive procedural fairness. However, a pivotal question arises: What happens in situations where procedural justice unexpectedly positively influences employees' intention to leave, contrary to the anticipated effect? In such instances, we hypothesize that two factors may contribute to this unexpected relationship.

Firstly, psychological unsafety, a concept initially described by Schein and Bennis (1965), plays a pivotal role in influencing how effectively employees collaborate to achieve desired outcomes. Research conducted in various organizational contexts has underscored the significance of psychological safety in enhancing

employee well-being and team performance (Bunderson & Boumgarden, 2010; Edmondson, 1999; Edmondson, 2004; Edmondson & Lei, 2014). Hitchner et al. (2023) have emphasized the importance of establishing a conducive work environment that motivates employees to collaborate effectively in pursuit of shared objectives. To accomplish this, organizations should prioritize the development of a balanced social atmosphere and an appropriate workplace environment that ensures both psychological and human safety. Psychological Safety is a fundamental component of employee mental health, providing them the freedom to make decisions without apprehension of potential consequences from higher management.

Secondly, as elucidated by Bellenger (2004), social influence is a pervasive presence in every organization. This term encompasses the practice of subtly shaping the actions and decisions of others, often wielded as a potent tool to secure employee compliance, sometimes even without their conscious awareness. Cialdini (1984) further asserts that social influence is the capacity to

“gain agreement from individuals without their conscious deliberation.” Additionally, Tarde (1973) elucidates how individuals may willingly yield to Social Influence to avert social disapproval. Consequently, this phenomenon has the potential to distort employees’ perceptions of Procedural Justice, ultimately resulting in an elevated turnover intention due to changes in behavior. Building upon these insights, we have identified the issue that this paper will address.

It’s important to acknowledge that employment contracts often exhibit an inherent one-sided nature, leaving employees with limited bargaining power when commencing their employment relationships. Despite the existence of formal and informal levers of influence, such as social influence, employees tend to commit to companies with minimal consideration of these factors. In the pursuit of ethical practices, the significance of Psychological Safety has grown considerably. However, merely adhering to procedural justice is not always sufficient. Employees who perceive insecurity or a lack of safety may begin to mistrust the company, even in the absence of actual procedural injustice. This can ultimately lead to a desire to leave the organization, particularly when Social Influence is prevalent.

2. Literatur Review

Turnover, in essence, pertains to an individual’s deliberate and conscious choice to exit their current organization. It encompasses the movement of employees in and out of a company. Previous research has identified numerous factors contributing to an employee’s intention to leave, including aspects like organizational justice, particularly procedural justice, psychological unsafety, burnout, social influence, harassment, trust issues, and leadership style (Boyas, Wind, & Kang, 2012; Gharbi et al., 2022a; Gharbi, Aliane, & Sobaih, 2022b; Lee et al., 2017; Sobaih et al., 2022). The departure of skilled talent due to turnover can result in adverse consequences, including unethical behavior, social loafing, and diminished job performance (Gharbi et al., 2022a). It’s worth noting that sometimes we tend to overlook informal organizational phenomena that can negatively impact an employee’s intention to leave, even when procedural justice is established and trust with the company is mutual. This particular phenomenon is referred to as social influence, which can be driven by ulterior motives and turn an employee into a conduit for prevailing ideologies (Aliane & Gharbi, 2023; Gharbi et al., 2022b). Consequently, this may weaken an employee’s attachment to the organization, ultimately leading to their intention to leave (Aliane & Gharbi, 2023).

Psychological Safety, initially introduced by Edmondson (1999) and further expounded upon in 2004, pertains to how employees perceive the potential consequences of taking interpersonal risks within their workplace. It revolves around the idea that employees should feel shielded from interpersonal harm, including the fear of rejection, discomfort, or punitive measures from upper management when they make mistakes or express their thoughts and emotions. According to Khan, Zada, and Estay (2023), the strategic leadership styles adopted by line managers in the formulation and execution of action plans have a significant impact on fostering Psychological Safety in the workplace. Furthermore, Byeon et al. (2023), in their research, underscore the added value and substantial importance of Psychological Safety for the organization. Reiter-Palmon, Murugavel, and Linnell (2023) assert that Psychological Safety plays a pivotal role in fostering both individual and organizational innovation within the work environment.

Operationalization of Search Assumptions

In the forthcoming analysis, we will delve into the interrelationships among four pivotal components: procedural justice, turnover intention, social influence, and psychological safety. In a subsequent section, we will explore the mediating roles of social influence and psychological safety in the connection between procedural justice and turnover intention.

Procedural Justice and Psychological Safety

Procedural justice pertains to employees’ perceptions of the fairness of decision-making processes within an organization. It encompasses two crucial elements: the control process, which enables members of the company to voice their opinions and have them considered by decision-makers, and the decision history, which relates to the clarity and precision of the explanations provided by decision-makers when justifying their decisions to employees. When teams operate within a psychologically safe environment, they feel at ease taking interpersonal risks without the fear of facing negative consequences. This includes activities such as speaking up, acknowledging mistakes, asking questions, and sharing innovative ideas. Research has demonstrated that psychological safety is associated with improved learning, enhanced creativity, and superior team performance (Newman, Donohue, & Eva, 2017). Creating a healthy work environment can also serve as a buffer against the negative effects of psychological and emotional pressures, offering protection to employees against depressive disorders (Hall, Winlow, & Ancrum, 2013).

In a recent investigation, Yang et al. (2022) conducted a survey involving 195 employees working in the healthcare sector. Their findings revealed a strong and positive correlation between procedural justice and psychological well-being within organizations. They concluded that by reducing stress and pressure experienced by employees, it is possible to enhance their psychological welfare in the workplace (Yang et al., 2022). Additionally, in a study carried out by Ybema and van den Bos (2010), which involved a survey of 1,519 employees in Dutch companies, it was demonstrated that the implementation of procedural justice was associated with a reduction in employees’ depressive symptoms and absenteeism rates.

Therefore, the first hypothesis of this research can be formulated as follows:

Hypothesis 1: Procedural justice is positively linked to psychological safety.

Procedural Justice and Social Influence

Justice plays a pivotal role in understanding how individuals behave within an organizational context. People’s actions are shaped by their perceptions, and to predict, comprehend, and influence their responses, it is vital to grasp the factors that influence these perceptions of justice (Peretti, 2004). Employees hold strong expectations of fairness, especially when it comes to decision-making processes (Folger & Greenberg, 1985).

In line with control theory (Thibaut & Walker, 1975), employees desire a degree of control over the events that affect them. Therefore, fair procedures are not just important but imperative, as they grant individuals the ability to influence the outcomes that pertain to them. The perception of fairness fosters positive emotional and affective reactions towards the organization, leading to improved work performance and a greater inclination towards engaging in organizational citizenship behaviors.

Conversely, perceiving procedural injustice can trigger detrimental behavior within the corporate setting (Rotundo & Sackett, 2002). As suggested by Schminke, Cropanzano, and Rupp (2002), job performance encompasses not only fulfilling assigned tasks but also actively participating in endeavors that contribute to the maintenance and enhancement of the organizational environment. Cyert and March (1963) propose that every organization is a social entity, where individuals possess personal and sometimes divergent interests.

They contend that organizations are coalitions with diverse, often independently pursued goals, loosely aligned with broader objectives. This sets the stage for the establishment and persistence of social influence within the organization, an informal phenomenon that’s challenging to regulate. Some employees may perceive group influence as a way to ease uncertainty, offering reassurance and comfort. However, it can also shape beliefs and perceptions, even when procedural justice is evident.

In a study by Gharbi et al. (2022b) involving 558 employees at a Tunisian bank, procedural justice was found to have a significant positive impact on social influence ($\beta=-0.30$, $p<0.01$). This suggests that employees may alter their views on management procedures, possibly due to the perceived influence of top management, even when procedural justice is observed. We present our second research hypothesis in the following section:

Hypothesis 2: Procedural justice is positively linked to social influence.

Psychological Safety and Turnover Intention

The significance of psychosocial factors related to work has been firmly established. It is widely acknowledged that these factors can have an impact on an individual’s health and increase the risk of specific diseases, such as musculoskeletal disorders (Bongers et al., 1993), mental health issues (Stansfeld et al., 1999), and cardiovascular disease (Kivimäki et al., 2015). Furthermore, various epidemiological studies have identified connections between perceived work-related constraints, including inadequate social support, limited decision-making opportunities, insufficient rewards, and excessive effort, as well as unfavorable organizational conditions like extended working hours and frequent changes, with a range of health problems such as lower back pain, coronary heart disease, obesity, high blood pressure, psychological distress, and depression (Chouanière et al., 2011). Similarly, working conditions, particularly physical discomfort, have been linked to increased alcohol consumption (Mette, 2017).

The concept of psychological safety, initially introduced by Schein and Bennis (1965), has regained significant attention from psychology researchers since the early 1990s to the present day (Edmondson, 1999; Edmondson, 2004; Edmondson & Lei, 2014). Within an organizational context, establishing a psychologically secure work environment is crucial in mitigating both real and perceived interpersonal risks (Grant & Ashford, 2008).

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Psychosocial factors can be approached from various theoretical perspectives, encompassing individual aspects (socio-demographic characteristics, personality, coping strategies), organizational factors (workplace conditions, decision latitude, etc.), or a combination of both, focusing on the alignment between personal and organizational characteristics. While multiple cognitive variables are relevant in turnover analysis, their applicability beyond intentions remains a subject of debate. Voluntary turnover research often emphasizes the importance of attitudinal elements, yet a review of the literature indicates that expressing behavioral intentions, such as the intent to stay with or leave a company, is a robust predictor of turnover (Griffeth, Hom, & Gaertner, 2000; Steel & Lounsbury, 2009). This phenomenon can be categorized into two models: one centered on individual and contextual factors (Kopel, 2003; Peterson, 2004) and another combining both elements (Steel & Lounsbury, 2009).

Recent research conducted within the Saudi hotel industry by Sobaih et al. (2022) unveiled a negative relationship between psychological safety and turnover ($\beta = -0.42$, t -value = 3.674, $p < 0.001$) based on a survey of 1228 employees (2022: 9-10).

Hence, we can frame the third research hypothesis as follows:

Hypothesis 3: Psychological safety is negatively linked to turnover intention.

Social Influence and Turnover Intention

Social influence occurs when a person is predisposed to replicate the actions of another individual. This inclination to mimic arises from the individual's attraction to social elements, whether it be a conscious choice or influenced by subtle factors such as imitation and contagion. Brown (1965) contends that imitation, in itself, is not a standalone force but recognizes that individuals tend to imitate when such behavior aids them in achieving a desired psychological goal.

Additionally, Tarde (1903) underscored the significance of the imitation concept in the realm of social psychology, asserting that it is entirely learned. In their work, "The June Bug: A Study of Hysterical Contagion" (Kerckhoff & Back, 1968), researchers conducted a study within a factory where approximately 60 workers experienced severe nausea. Their findings revealed that the epidemic spread through mental contagion among coworkers in close proximity, while retired workers remained unaffected. The survey outcomes affirmed that individuals with strong interpersonal connections tend to unconsciously emulate each other.

Furthermore, Redl (1968) introduced the concept of "emotional contagion," which pertains to the transmission of an individual's behavior to another person or group. This transmission can encompass both positive and negative aspects and can occur directly or indirectly, contingent upon the central individual's proactive influence or their mere presence, which generates collective effects on an unconscious level.

Furthermore, Le Bon (1900) employed the notion of "social contagion" in his work "La psychologie des foules" to illustrate how individuals' behaviors can be influenced. He essentially defined it as the tendency to mimic a prominent model of conduct, one that serves as a social reference point and spreads from one person to another. Le Bon's premise was that it is entirely feasible to captivate an individual, capturing their attention, thoughts, and, most importantly, controlling their behavior. In this context, even content and secure employees, initially having no intention of leaving their organizations, can succumb to the mysterious sway of social influence, leading to alterations in their beliefs and actions.

It is important to note that social influence isn't always driven by benevolent intentions; it can also involve manipulation through cynical means, effectively transforming a social entity into a compliant and submissive marionette. This aligns with Moscovici's assertion (1980) that we all undergo changes in our opinions and behaviors in ways that often defy rational explanation, occurring somewhat clandestinely.

In light of this, Gharbi et al. (2022b) reached the conclusion that social influence positively impacts turnover ($\beta = +0.91$, $p < 0.01$). In simpler terms, a 1-unit increase in social influence corresponds to a 0.91-unit increase in turnover (2022:7). Additionally, a recent study conducted by Aliane and Gharbi in 2023, encompassing a sample of 300 respondents from various genders and job roles in ten hotels across Hammamet, Sousse, and Djerba in Tunisia, found that social influence significantly and positively contributed to turnover intentions ($\beta = 0.76$, $p < 0.001$). The research revealed that the intention to leave was notably influenced by social influence, regardless of whether it was high or low. Thus, our fourth research hypothesis can be articulated as follows:

Hypothesis 4: Social influence is positively linked to turnover intention.

Procedural Justice and Turnover Intention

The literature consistently highlights various factors influencing turnover, with one recurring explanatory

factor being organizational justice (Morin & Renaud, 2021). More specifically, our research focuses on procedural justice. Procedural justice, also known as procedural fairness, centers on an individual's perception of the fairness and equity of the procedural aspects of a legal process or dispute resolution, irrespective of the final outcome (Swalhi, Zgoulli, & Hofaidhlaoui, 2017). In essence, it scrutinizes the fairness of the process leading to a decision, even if that decision does not favor one party.

Numerous studies have explored this concept. For instance, a healthcare sector case study by Janiczek, d'Hoore, and Vas (2012) demonstrated that procedural justice can impact human behaviors in the context of workplace changes. In the banking sector, Gharbi et al. (2022b) conducted research involving 558 employees, revealing that procedural justice had a negative effect on turnover intention ($\beta = -0.30$, $p < 0.01$).

Additionally, Edrees et al. (2023) identified a significant negative correlation between procedural justice and turnover intention. Furthermore, an investigation into burnout and its repercussions on employees by Giordano and Janiczek (2018), conducted with a sample of 65 healthcare sector employees, found that higher levels of procedural justice were associated with reduced burnout levels. Consequently, this led to increased organizational attachment and commitment. In conclusion, our ultimate research hypothesis can be formulated as follows:

Hypothesis 5: Procedural justice is negatively linked to turnover intention.

A Proposal for a Conceptual Model

Drawing upon the literature review and the hypotheses presented, we propose the following conceptual model, which will undergo empirical verification in subsequent research:

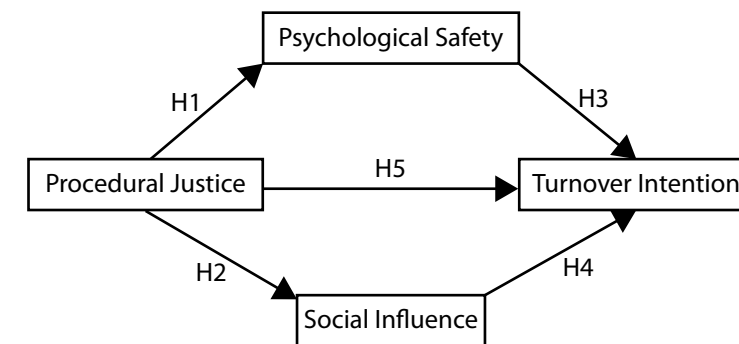


Figure 1: The Proposed Model

3. Methodology

Research population, sample and measurement

Following the literature review, we selected measurement scales to construct our questionnaire (see Appendix 1) for our empirical research. The questionnaire items were designed on a scale ranging from 1 to 5. The responses yielded mean values falling within the range of 3.03 to 4.00, with corresponding standard deviation values spanning from 0.916 to 1.254 (refer to Table 1). This dispersion of data indicates that our dataset exhibits a wider spread and is less concentrated around the mean value (Bryman & Cramer, 2012).

Initially, we conducted an exploratory phase and refined the measurement scales by distributing a questionnaire to 650 employees in the Tunisian banking sector. This survey was administered at both the headquarters and various branches across Tunisia. Ultimately, we

obtained 423 usable questionnaires, representing a response rate of 65.07%. The measurement scales used for assessing the targeted variables can be found in Appendix 1.

It's worth noting that, in the initial version of the questionnaire, we intentionally opted for measurement scales with minimal items to encourage respondents' participation. Additionally, minor refinements were made to the structure of a few items. All variables were assessed using 5-point Likert-type scales, where 1 corresponded to "completely disagree" and 5 indicated "completely agree."

4. Results

Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was employed to assess the suitability of the scale for the collected data. The outcomes of the first-order confirmatory

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factor analysis, encompassing both the dependent and independent variables in the study, demonstrate a good fit with the data (as depicted in Table 1). The Chi² to its degree of freedom (χ²/ddl) ratio stands at 2.777, which is considered satisfactory as it falls below 3. Furthermore, the RMSEA index equals 0.065, indicating a near-zero value, affirming the adequacy of the fit. Additional indices, including NFI (0.978), TLI (0.977), and CFI (0.982), all align with the values accepted in the literature for a well-fitting model. Therefore, the results from the first-order analysis stemming from the exploratory factor analysis conform to the recommended standards (Roussel et al., 2002).

These indicators skewness and kurtosis coefficient allow us to compare the observed distribution with that of a standard Gaussian curve. In our specific

case, the skewness and kurtosis coefficients do not deviate from the normality assumption (Kline, 2015) and exhibit acceptable values. Based on this analysis, we can conclude that all distributions are reasonably balanced, and all variables adhere to the standard Gaussian distribution.

To assess whether the items measuring the same underlying phenomenon are correlated, we utilized convergent validity, evaluated through the Composite Reliability (CR), which should exceed 0.7, and the Average Variance Extracted (AVE), which should exceed 0.5 (Jöreskog, 1988). The findings, as presented in Table 2, confirm that convergent validity was established for all variables. As indicated in Table 1, the results demonstrate that discriminant validity was confirmed for all three variables.

Table 1: Convergent and Discriminant Validity (Developed by Authors)

"Factors and items"	Stand loading	CR	AVE ¹	MSV ²	1	2	3	4
1-Procedural justice, (Chen & Chang, 2013) (α = .772)		.976	.871	.137	.933			
<i>I have influence over the assessments made due to my organization's procedures.</i>	.966							
<i>The procedures used in my organization have been applied consistently.</i>	.945							
<i>The procedures used in my organization are free of bias.</i>	.977							
<i>The procedures used in my organization are based on accurate information.</i>	.938							
<i>I can appeal the assessments made by procedures used in my organization.</i>	.945							
<i>The procedures used in my organization uphold ethical and moral standards.</i>	.820							
2-Turnover Intention (Elshaer & Saad, 2017) (α = .808)		.963	.896	.106	.370**3	.946		
<i>I often think about leaving that career.</i>	.985							
<i>It would not take much to make me leave this career.</i>	.933							
<i>I will probably be looking for another career soon.</i>	.921							
3-Psychological Safety (Edmondson, 2003) (α = .814)		.932	.774	.100	.327**	-.180**	.879	
<i>People on this team never reject others for being different</i>	.812							
<i>It is safe to take a risk on this team</i>	.959							
<i>It is easy to ask other members of this team for help</i>	.901							
<i>No one on this team would deliberately act in a way that undermines my effort</i>	.840							
4-Social Influence (Ajzen, 1991) (α = .711)		.948	.819	.100	.209**	.027	.317**	.904
<i>Usually, I tend to take into account the opinion of my family.</i>	.971							
<i>Usually, I tend to take into account the opinion of my supervisor(s).</i>	.839							
<i>Usually, I tend to take into account the opinion of my colleague(s)</i>	.917							
<i>Usually, I tend to take into account the opinions of union members."</i>	.888							

¹AVE = Average Variance Extracted
²MSV = Maximum Shared Value
³= Calculated values extracted from Table 6

To assess discriminant validity, we utilize the correlation matrix, the square roots of the Average Variance Extracted (AVE) values, and the Cronbach's α coefficients for each variable (see Table 2). The square roots of the AVEs consistently exceed the off-diagonal values, which represent the correlations among these

constructs, aligning with the criteria outlined by Fornell and Larcker (1981) and confirming the discriminant validity of the factors.

Furthermore, the AVE scores for procedural justice (.871), turnover intention (.896), psychological safety

(.774), and social influence (.819) significantly surpass the Maximum Shared Variances (MSV) values, which stand at (.137, .106, .100, .100) respectively. This observation, in line with the guidance of Hair et al. (2014), ensures that discriminant validity is upheld.

Additionally, it is crucial to note that the inter-correlation scores between each variable do not exceed the diagonal values, representing the square roots of the AVEs specific to each factor (see Table 2). This reinforces the confirmation of discriminant validity.

Structural equation modeling results

Once we have established the validity and reliability of our measures, we proceed with structural equation modeling to examine the influence of procedural justice on turnover intention, mediated by psychological safety and social influence. The results of the study align well with the data (see Table 2). The Chi² to its degree of freedom (χ²/ddl) (2.294), which is considered satisfactory as it is less than 3. Moreover, the RMSEA index is 0.055, approaching zero, indicating a favorable model fit. Additionally, the NFI (0.990), TLI (0.918), and CFI (0.934) indices confirm a strong alignment with accepted values in the literature, signifying an excellent model fit. The standardized RMR and SRMR, which stands at 0.0636, are also excellent as they are close to zero. All of our hypotheses were confirmed, revealing significant relationships with p-values of < 0.001 and < 0.05 (see Table 3 and Figure 1). Specifically, procedural justice has a significant and positive impact on psychological safety (β= +0.277, p <0.001) and a significant and positive impact on social influence (β= +0.280, p <0.001). Moreover, procedural justice has a significant and negative influence on turnover intention (β= -0.523, p <0.001). On the other hand, psychological safety exhibits a significant and negative effect on turnover intention (β= -0.266, p <0.05), while social influence has a significant and positive impact on turnover intention (β= +0.270, p <0.001).

Regarding the robustness of our structural model, it is substantiated by two significant coefficients: (R²=0.148) via social influence and (R²=0.141) via psychological safety (refer to Table 3). Using procedural justice and social influence, we can account for approximately 14.8% of the variance in turnover intention. Furthermore, the second R² signifies the proportion of turnover intention explained by procedural justice and its connection with psychological safety in the regression model. However, when employing procedural justice and psychological safety, we can only elucidate 14.1% of the variance in turnover intention.

In order to ensure methodological rigor, we have adopted Baron and Kenny's (1986) approach to assess and confirm the mediating role of social influence and psychological safety in the link between procedural justice and turnover intention. This approach involves a series of four sequential tests that we will apply to our model

Initially, it is imperative to establish the significance of the connection between procedural justice and turnover intention to ascertain the presence of a potential impact that can be mediated. The model indeed verifies that procedural justice exerts a significant and negative influence on turnover intention (β= -0.523, p <0.001).

Secondly, it is essential to illustrate that procedural justice has a substantial impact on the mediator variables, social influence and psychological safety, which are treated as exogenous variables in a regression analysis involving social influence and psychological safety with respect to procedural justice. The model effectively demonstrates that procedural justice exerts significant and positive effects on both social influence (β= +0.28, p <0.001) and psychological safety (β= +0.277, p <0.001).

Thirdly, we need to establish the significance of the links between the mediator variables and turnover intention. The evidence indicates that social influence has a significant and positive impact on turnover intention (β= +0.27, p <0.001), while psychological safety exerts a significant and negative effect on turnover intention (β= -0.266, p <0.05).

Furthermore, we conduct two separate regressions: one where turnover intention is regressed on both social influence and procedural justice (Unstandardized Coefficient Gamma= -0.488, p<0.001, t= -8.521), and the other where turnover intention is regressed on both psychological safety and procedural justice (Unstandardized Coefficient Gamma= -0.432, p<0.001, t= -7.270). It is essential to confirm that the coefficients between social influence / turnover intention and psychological safety / turnover intention remain significant even when controlling for the other variable. In our case, this confirmation was verified.

Lastly, we need to ascertain the partial or full mediation effect of psychological safety and social influence (refer to Tables 3 and 4) for the presented relationship. Utilizing the bootstrapping technique facilitated by Amos software (version 25), we determined that the relationship between procedural justice and turnover intention remained significant even after

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introducing psychological safety as a mediator variable. As demonstrated in Table 4 under “user-defined estimands,” the coefficient stands at $\beta = -0.074$, with a p-value of 0.029, which is below the significance level of 0.05. These results from our analysis suggest that psychological safety partially mediates the association between procedural justice and turnover intention.

In addition, after conducting a linear regression, the Sobel test yielded a Z-value of approximately 3.32 (>1.96) with a P-value of 0.00090373, signifying significance at a level lower than 0.01. This finding substantiates the

meaningful mediation effect of psychological safety.

Furthermore, Table 4 reveals a significant link between procedural justice and turnover intention even after introducing social influence as a mediator variable ($\beta = +0.076$, $p = 0.001 < 0.05$). Based on our analysis, we can infer that the social influence mediation is heavily biased towards procedural justice and not turnover intention. Moreover, after performing linear regression, the Sobel test conducted on the following t values ($t_a = 4.394$, $t_b = 4.001$) gives us a Z-value equal to $\approx 2.96 > 1.96$ with a P-value of 0.00309304, i.e., less than 0.01.

Table 2: Result of the structural model (developed by authors)

Result of the Structural Model	β	C-R T-value	R ²	Hyp. Results
H1- PROCEDURAL JUSTICE PSYSAFE	.277***	5.947		Supported
H2- PROCEDURAL JUSTICE SOINFLUENCE	.280***	4.495		Supported
H3- PSYSAFE TURINTENTION	-.266**	-1.959		Supported
H4-SOINFLUENCE TURINTENTION	.270***	3.449		Supported
H5-PROCEDURAL JUSTICE TURINTENTION	-.523***	-5.680		Supported
TURINTENTION Through PSYSAFE			0.141	
TURINTENTION Through SOINFLUENCE			0.148	

Model fit: (χ^2 (109, N = 423) = 250.013 $p < 0.001$, normed $\chi^2 = 2.294$, RMSEA = 0.055, RMR=0.076, SRMR = 0.0636, GFI=0.938, AGFI=0.912, CFI = 0.934,

TLI = 0.918, NFI = 0.990, IFI=0.935, PCFI = 0.794 and PNFI = 0.714), *** $p < 0.001$.

Table 3: Type of PSYSAFEmediation (developed by authors)

User-defined estimands:					Mediation
Parameter	Estimate	Lower	Upper	P	
H6- PROCEDURAL JUSTICE PSYSAFE TURINTENTION	-0.074	-0.144	-0.019	0.029	0.0029<0.05 Partial Mediation

Table 4: Type of SOINFLUENCE mediation (developed by authors)

User-defined estimands:					Mediation
Parameter	Estimate	Lower	Upper	P	
H7- PROCEDURAL JUSTICESOINFLUENCE TURINTENTION	0.076	0.037	0.150	0.001	0.001<0.05 Partial Mediation

Table 5: Bivariate correlations (developed by authors)

		PS	SI	PJ	TI
PS	Pearson Correlation	1	.317**	.327**	-.180**
	Sig. (2-tailed)		.000	.000	.000
	N	423	423	423	423
SI	Pearson Correlation	.317**	1	.209**	.027
	Sig. (2-tailed)	.000		.000	.581
	N	423	423	423	423
PJ	Pearson Correlation	.327**	.209**	1	-.370**
	Sig. (2-tailed)	.000	.000		.000
	N	423	423	423	423
TI	Pearson Correlation	-.180**	.027	-.370**	1
	Sig. (2-tailed)	.000	.581	.000	
	N	423	423	423	423

** Correlation is significant at the 0.01 level (2-tailed).

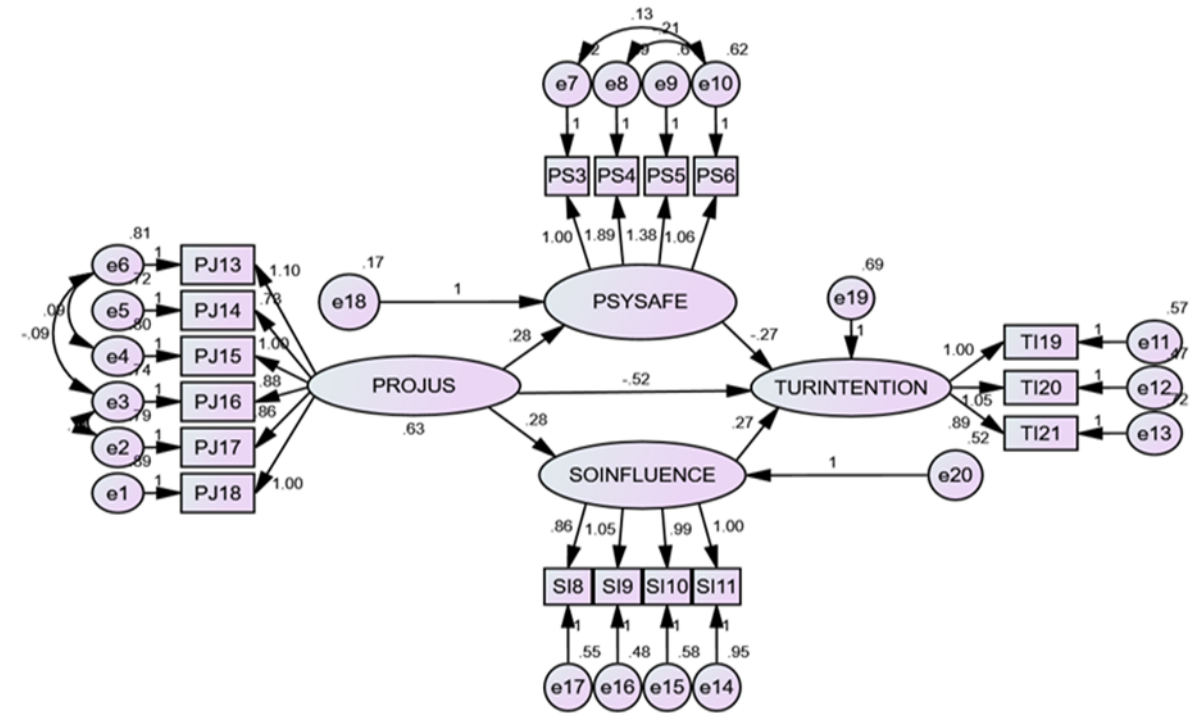


Figure 2: The structural model

5. Discussion

In this work data were collected from 423 individuals employed in the Tunisian banking sector, encompassing various head offices and branches across the country. Data analysis was conducted using AMOS version 25 statistical software, revealing results that emphasize the partial yet significant mediating roles of social influence and psychological safety, which decision-makers should take into account. These findings align with prior scientific research.

The outcomes derived from the structural model and mediation analysis, as presented in Tables 2, 3, and 4, elucidate the interrelationships among procedural justice, turnover intention, and the mediating functions of psychological safety and social influence. The study sought to explore the intricate dynamics among these variables within the workplace. The hypotheses formulated in the study collectively construct a framework for comprehending the connections between procedural justice, psychological safety, social influence, and turnover intention in the workplace. The study’s findings substantiate most of these hypotheses, underscoring the significance of fairness and workplace dynamics in shaping employee retention and commitment.

The negative and statistically significant correlation between procedural justice and turnover intention, as indicated by the result ($\beta = -0.523$, $p < 0.001$), is a

notable discovery in this study. This finding is consistent with the research conducted by Edrees et al. (2023), indicating that the relationship between procedural justice and turnover intention aligns with previous research. The negative correlation implies that as employees’ perception of procedural justice within the organization increases (indicating that they view procedures as fair, transparent, and consistent), they are less inclined to intend to leave their current job or organization. In essence, a fair and just organizational environment contributes to higher employee retention and a reduction in turnover intention.

The fact that the study’s findings align with the work of Edrees et al. (2023) lends credibility to the results, suggesting that this relationship is not unique to this study but has been observed in other contexts and research as well. This consistency with prior research enhances the validity and significance of the current study’s findings and underscores the crucial role of procedural justice in the context of employee turnover and retention.

The positive and statistically significant relationship between social influence and turnover intention, with a coefficient of $\beta = +0.27$ and $p < 0.001$, represents another noteworthy finding in this study. This discovery aligns with the research conducted by Aliane and Gharbi (2023), indicating that the association between

social influence and turnover intention is consistent with prior research. The positive correlation implies that as the level of social influence within the workplace increases (indicating that employees are more influenced by their colleagues or social networks), employees are more inclined to have the intention to leave or stay at their current job or organization. This suggests that peer or social pressure and interpersonal dynamics in the workplace can play a significant role in influencing an employee's decision regarding whether to remain with their current employer or explore other opportunities. The correspondence between the current study's findings and the work of Aliane and Gharbi (2023) underscores that this relationship is not unique to this study but has been observed in other research as well. This consistency enhances the credibility of the study's results and underscores the importance of considering the impact of social influence when examining turnover intention in the workplace. It emphasizes that the interactions and social dynamics among employees can significantly affect their decisions regarding employment continuity.

The negative and statistically significant correlation between psychological safety and turnover intention, with a coefficient of $\beta = -0.266$ and $p < 0.05$, represents a noteworthy finding in this study. This finding aligns with the results reported in the research conducted by Sobaih et al. (2022), indicating that the relationship between psychological safety and turnover intention is consistent with prior research. The negative correlation implies that as psychological safety in the workplace increases (indicating that employees feel more secure in expressing themselves without fear of negative consequences), employees are less inclined to have the intention to leave their current job or organization. In simpler terms, a psychologically safe work environment contributes to higher employee retention and a reduced likelihood of employees considering leaving their current positions or organizations. The fact that the findings of this study are in line with the results of the research by Sobaih et al. (2022) adds credibility and reliability to these results. This consistency underscores the importance of psychological safety in influencing turnover intention and supports the notion that organizations should prioritize creating an environment where employees feel safe and empowered to communicate, ultimately leading to lower turnover rates.

The positive and significant relationship between procedural justice and psychological safety ($\beta = +0.277$, $p < 0.001$) is a crucial finding in this study,

consistent with prior research by Yang et al. (2022). This alignment underscores the importance of fair organizational procedures in fostering a psychologically safe work environment where employees feel secure in expressing themselves.

The positive and significant relationship between procedural justice and social influence ($\beta = +0.28$, $p < 0.001$) is a notable finding in this study. This finding aligns with prior research by Gharbi et al. (2022b), indicating that the relationship between procedural justice and social influence is consistent with existing literature. The positive correlation suggests that when employees perceive procedural justice within the organization as higher (indicating that they view organizational procedures as fair, transparent, and consistently applied), they are more likely to be influenced by their colleagues or social networks in the workplace. This implies that in environments where procedures are perceived as just, employees are more inclined to collaborate and be influenced by their peers. The consistency of these findings with prior research reinforces the validity and credibility of this study, emphasizing the role of procedural justice in shaping social dynamics and influence within the workplace. It suggests that fair organizational procedures can foster more effective collaboration and positive social influence among employees.

Regarding the mediating roles of psychological safety and social influence, the research revealed that the relationship between procedural justice and turnover intention remained significant even after introducing psychological safety as a mediating variable ($\beta = -0.074$, $p = 0.029 < 0.05$). This indicates that the mediation by psychological safety is partial in the relationship between procedural justice and turnover intention. Similarly, the study found a significant link between procedural justice and turnover intention even after introducing social influence as a mediating variable ($\beta = +0.076$, $p = 0.001 < 0.05$).

Managerial implications

The Tunisian banking sector must prioritize social influence and psychological safety, as they can negatively affect turnover intention, even with established procedural justice. Decision-makers must also ensure that subordinates do not entertain thoughts of leaving their organizations. To prevent the dissemination of informational influence, organizations should prioritize procedural transparency and the clarity of information. Providing employees with clear, transparent information is crucial to counter

misinformation, reduce uncertainty, and preserve their judgment. Creating an environment where employees feel comfortable expressing concerns or unanswered questions is vital, emphasizing the significance of psychological safety (Belghit, 2020). This enables them to freely voice their stress-related issues, formalizing them in reports without fear of reprisals from their organizations. Moreover, fostering a conducive organizational climate characterized by employees' psychological safety can effectively mitigate the invisible yet potent phenomenon of social influence. Recognizing that every employee desires acceptance and positive regard from their peer group, the organization should acknowledge their gregarious instinct and the need to belong, as posited by Maslow (1943). Fulfilling these needs enhances motivation, job satisfaction, and the ability to achieve organizational objectives. Without this support, employees may succumb to the dominance of social influence.

Theoretical implications

As previously alluded to, Folger (1986), in his cognitive reference theory, begins with the premise that when employees perceive procedures as fair, their intentions to leave weaken. This research has provided an answer to the question posed in our paper's introduction: What happens in organizational settings where procedural justice, when assured, positively affects employees' intention to leave, contrary to the initial presumption that it would deter such intentions? The mission entrusted to this research has confirmed the uncertainty surrounding the role of the two variables we introduced—namely, social influence and psychological unsafety—which may be implicated in this unanticipated relationship. One of the notable aspects of this research lies in its valuable contribution to the existing body of knowledge. It accomplishes this by presenting a comprehensive research model that encompasses both formal and informal constructs, both of which are organizational in nature and likely to influence the intention of employees in the Tunisian banking sector to leave. It is worth noting that while previous research has explored individual relationships among these constructs, none has hitherto integrated them simultaneously.

6. Conclusion, Limitations, and Future Research

This research underscores the partial nature of social influence and psychological safety as mediating factors in the relationship between procedural justice and turnover intention. Firstly, the study establishes a noteworthy and negative correlation between procedural justice and turnover intention. Secondly, it identifies a substantial

and positive association between social influence and turnover intention. Thirdly, it discerns a substantial and negative correlation between psychological safety and turnover intention. Fourthly, it demonstrates a significant and positive relationship between procedural justice and psychological safety. Lastly, it reveals a significant and positive connection between procedural justice and social influence. Limitations are inherent in research, and our study is no exception. We employed a quantitative approach, solely collecting data from the Tunisian banking industry, limiting the generalizability of our findings. To enhance our research's scope, we plan to explore various organizational contexts in the future, providing a more comprehensive understanding of the phenomenon. In upcoming research, we aim to integrate Meyer and Allen's (1990) concept of continuous commitment. This entails a detailed exploration of intention to leave, rooted in individuals' perceptions of the costs and sacrifices tied to departure, influenced by factors like familial and societal constraints. We anticipate that this exploration will invigorate researchers and push them beyond conventional management science boundaries, fostering exploration in alternative fields to improve working conditions.

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