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THE MODERATOR ROLE OF CULTURAL VALUES ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL JUSTICE AND TURNOVER INTENTION - USA SAMPLE

Handan Akkaş*

ABSTRACT This paper examines the moderating effects of cultural values of allocentrism and idiocentrism on the relationship between organizational distributive/procedural justice and turnover intention. The data gathered from 201 full-time faculty in Pittsburgh, Pennsylvania. The findings revealed that only allocentrism has a moderate moderating effect on the relationship between perceived organizational justice and turnover intention.

KEY WORDS: *Allocentrism, Idiocentrism, Perceived distributive justice, Perceived procedural justice, Turnover intention*

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1. INTRODUCTION

Turnover intention is defined as the deliberate and conscious desire to leave an organization and is considered the final stage of withdrawal behavior (Lambert et al., 2001; Mowday et al., 2013). Due to its positive associations with actual turnover and negative correlations with organizational performance, turnover intention is regarded as critical for both the organization's and individual's performance (Kim and Fernandez, 2017). The employee-organization relationship and an individual's turnover intention can be influenced by a variety

of factors, including perceived organizational justice and the individual's cultural values. Individuals' perceptions of the fairness of the organization's outputs,

practices, and attitudes and behaviors toward them are evaluated through organizational justice (Colquitt et al., 2006; Greenberg, 1987). Related research indicates that an employee's perception of justice has a major impact on his or her attitudes and behaviors. Individuals who do not encounter fair behavior in the organization, or employees who do not perceive the organization's practices and outputs as fair, may develop negative attitudes toward their jobs; this situation may result in an increased proclivity to leave the job. Indeed, some studies have discovered that one's perception of justice, particularly distributive and procedural justice, has a significant effect on one's turnover intention (Ali and Jan, 2012; Parker et al., 2011).

On the other hand, the literature pertaining to perceptions of justice demonstrates that individuals' perceptions of justice are strongly influenced by norms and values. Most of the studies examining the perception of justice and culture are carried out to determine whether there are different perceptions of justice in different cultures (Greenberg, 2011). However, it has been observed that culture has a moderating effect on the relationship between perceived organizational justice and turnover intention (Cohen-Charash and Spector, 2001; Ramamoorthy and Flood, 2002; Ramesh and Gelfand, 2010; Wang and Yi, 2002). Therefore, understanding the cultural values of individuals in the organization is very important in terms of understanding perceived justice (Greenberg, 2001).

The individualism-collectivism dimension is one of the cultural dimensions that emerged as a result of Hofstede's (1980) national culture study. Triandis (1996) stated that the individualism-collectivism dimension is the most prominent cultural dimension and that many studies are conducted on this dimension every year. In many cross-cultural studies on the individualism-collectivism dimension, it is assumed that all individuals in a society have the same cultural values (Triandis, 1996; Wasti and Erdil 2007). However, considering the changing environment and conditions today, it is thought that the individualism-collectivism levels of all individuals in a society will not be the same by showing differences in other areas of life. In other words, individuals living in the same culture are not only one of the individualism-collectivism sub-dimensions; they may contain both dimensions at different levels. Therefore, it is critical to assess an individual's values at the individual level (Dutta-Bergman and Wells, 2002;

Triandis, 1995). When the individualism-collectivism dimensions are examined at the individual level in Triandis's (1995) studies, they are expressed as

allocentrism-idiocentrism (Triandis, 1995). Similarly, when discussing a cultural effect at the national level, the concepts of individualism-collectivism will be used; when discussing an individual-level effect, the concepts of allocentrism-idiocentrism will be used.

The primary purpose of this research is to investigate the moderator effects of allocentrism and idiocentrism on the relationship between procedural and distributive justice perceptions and turnover intentions of employees working in academia. The conceptual framework of the study can be explained by Planned Behavior Theory (Ajzen and Fishbein, 1969) and the Group Value Model (Lind & Tyler, 1988; Tyler & Blader, 2003; Tyler & Lind, 1992). Individuals' allocentrism-idiocentrism levels are assumed to be effective in this regard in the relationship between procedural and distributive justice-turnover intention.

The study makes an important contribution to the literature by revealing the effects of the allocentrism-idiocentrism dimension on the relationship between organizational justice and turnover intention. The research model, on the other hand, was tested with a group of academics in the USA. No study in the relevant literature that examines the relationships between individuals' cultural values, perception of justice, and turnover intention in studies conducted with academic staff in the USA. Following the completion of this research, managers will receive recommendations on how to assist employees who intend to leave their current positions.

1.1. Perceived organizational justice - Turnover intention

Turnover intention is the tendency and wish to leave the organization (Mowday et al., 2013), and it is a process that begins with a voluntary, slow, and planned negative evaluation, continues with withdrawal behavior, and finally ends with the search for another job (Hom and Griffeth, 1991). Many studies in the literature have revealed that turnover intention is the most important predictor of actual turnover (Çiftçioğlu, 2011; Mobley et al., 1979). According to the Planned Behavior Theory developed by Ajzen and Fishbein (1969), the best way to predict an individual's behavior is to know his intention (Ajzen and Fishbein, 1969). Since the intention of the individual plays a mediating role between the behavior and the attitude, the behavior of the individual can be predicted when the intention of the individual is known (Newman, 1974).

On the other hand, while the theory of justice is critical in organizational science, it has been demonstrated that it is associated with a variety of job outcomes and turnover intention (Colquitt et al., 2001, Kim et al., 2017). Organizational justice is the perception of whether or not the employee perceives the behavior towards him/herself as a result of the outputs and practices obtained within the organization (Greenberg, 1987). Organizational justice consists of four dimensions: distributive, procedural, interpersonal, and informational justice (Colquitt, 2001). However, in many studies, distributive and procedural justice dimensions are considered as important sub-dimensions of organizational justice perception and it is stated that they better predict attitudinal and behavioral reactions towards the organization (Wang and Yi, 2012).

Distributive justice is about how fair individuals find their outcomes (Greenberg, 1987) and is generally explained by the equity theory (Adams, 1965; De Coninck and Johnson, 2009; Parker et al., 2011). There is a reciprocal change in the employee-employer relationship in the psychological contract between the employee and the employer (Rousseau and Parks, 1993). The subject of change may be concrete issues such as wages and promotions for employees, or less concrete issues such as trust and rank. While employees make unique contributions to the organization (such as talent, experience, and time); in return, they get output according to their contribution to the organization (such as payment and promotion) (Cropanzano et al., 2001; Greenberg and Cohen, 1982).

Procedural justice is the evaluation of how fair individuals perceive the procedures used in the distribution of outputs and resources and is based on Thibaut and Walker's (1975) theories of control, which include the resolution processes in courts (Greenberg, 1987; Herda and Lavelle, 2012). In other words, employees' perceptions of justice are affected not only by what they get at the end of the process, but also by the decision and methods used by the organization while obtaining these results, and the employees' voice in the process. For this reason, employees who do not perceive the process as fair can develop many negative feelings and attitudes towards their organizations (Barclay, 2005).

The relationship between procedural and distributive justice and turnover intention has been discussed in many studies (Karatepe and Shahriari, 2014;

Kim et al., 2017). The relationship between perceived procedural-distributional

justice and turnover intention was examined and a negative relationship was found in accordance with the literature (Cohen-Charash and Spector, 2001; Colquitt et al., 2001; Gürpınar, 2006). In other words, academic staff who do not perceive the outcomes they have achieved, and the processes applied while achieving these outcomes are more likely to leave their universities.

The relationship between perceived organizational justice and turnover intention can be explained by the theory of social change (Blau, 1964). According to this theory, there is an exchange relationship between employees and their organizations. Researchers have stated that individuals respond according to the outputs they receive and that employees who perceive the procedures applied by their organizations and the outputs they obtain as fair respond to their organizations by staying loyal to the organization and continuing to work there (Blau, 1964; Gouldner, 1960). On the contrary, employees who do not get a fair output interpret this as a behavior contrary to their psychological contracts (Poon, 2012). The violated psychological contract, on the other hand, undermines the exchange relationship between the employee and the organization and may increase the tendency of employees to quit (Cropanzano and Mitchell, 2005; Graeve-Cunningham, 2015; Robinson and Rousseau, 1994). Based on the findings in the literature, the following hypotheses have been proposed in this study:

H1: There is a negative association between perceived distributive justice and turnover intention.

H2: There is a negative association between perceived procedural justice and turnover intention.

1.2. Culture's Effect on Perceived Organizational Justice - Turnover Intention Relationship

Researchers found differences in procedural and distributive justice perceptions among members of individualistic and collectivistic societies. In collectivistic cultures, perceived procedural justice predicts the turnover intention better than perceived distributive justice (Hui and Tan, 1996; Lind and Earley, 1992; Tyler et al., 1996). On the other hand, in individualistic cultures, perceived distributive justice predicts the turnover intention better than perceived procedural justice (Folger and Konovsky, 1989; James, 1993; McFarlin and Sweeney, 1992;

Sweeney and McFarlin, 1993; 1997).

It has been observed that culture has a moderating effect on the relationship between perceived organizational justice and turnover intention (Cohen-Charash and Spector, 2001; Leung & Bond, 1984; Leung & Lind, 1986; Ramamoorthy and Flood, 2002; Ramesh and Gelfand, 2010; Wang and Yi, 2002). Therefore, understanding the cultural values of individuals in the organization is very important in terms of understanding perceived justice (Greenberg, 2001). However, it is argued that national cultural dimensions of individualism and collectivism have both direct and moderating effects on individuals' intentions and performances (Hofstede, 1980; Hofstede and Bond, 1988). Accordingly, the moderating effect of allocentrism and idiocentrism on the relationship between perceived justice on turnover intention was examined in the USA, which is an individualistic culture.

The moderating effect of allocentrism-idiocentrism is discussed within the scope of Ajzen and Fishbein's (1980), Planned Behavior Theory and Group Value Model. The majority of studies on how and when attitudes affect behaviors have been influenced by Ajzen's (1991) Planned Behavior Theory. According to the planned behavior theory, an individual's behavior is motivated by a specific reason, and the intention of the individual, rather than the individual's attitude, determines the behavior (Ajzen and Fishbein, 1980).

Ajzen argued that intention is affected by three factors: subjective values, one's attitude towards behavior, and perceived behavioral control (Ajzen, 1991). The individual's attitude towards the behavior is affected by his/her thoughts about the outcome of the behavior and the evaluation of possible outcomes. Idiocentrics' choice of behavior according to whether the consequences of the behavior are in their interests or whether allocentrics act and decide according to the interests of the group can be evaluated in this context. The subjective value factor, on the other hand, will determine the extent to which the individual will comply with the opinion of others about his or her behavior. For example, to understand the motives of allocentric individuals, this step needs to be emphasized. Since the subjective values of allocentric individuals are based on making others happy and thinking about others, their intentions will be affected. Idiocentric people are unconcerned about what others think; instead, they focus on their own desires and expectations. In the third element, perceived behavioral control, the individual's thoughts about control are the most important factor. Because allocentric individuals believe that their external focus is far more

important than their thoughts, their behavior will tend to be more in this direction

than their internal focus is. The influence of these three factors, like the influence of culture, can vary from situation to situation (Kagitcibasi, 1997).

The order of importance of these three factors in the individual was found to be closely related to the self-characteristics. Miller and Grush (1986) define idiocentric individuals as those who are aware of their attitudes and do not care much about what others think, and they are more likely to be influenced by the attitude item of these three items. This characteristic also corresponds to the self-characteristics of idiocentric individuals. The attitudes of these individuals are at the forefront, and they act in accordance with their own interests and expectations. Allocentric individuals with high internal control care about the behaviors and thoughts of individuals. In allocentric individuals, group norms are more important than their expectations. According to Bontempo and Rivero (1992), idiocentrics tend towards attitudes rather than norms; allocentrics, on the other hand, give importance to norms rather than attitudes.

The effect of idiocentrism-allocentrism on perceived distributive justice-turnover intention can also be explained according to the group value model. In the group value model (Lind & Tyler, 1988), it has been stated that individuals have two types of perceptions about whether they feel valued and respected in the group they are a member of, and whether they are proud to be a member of the group (Tyler et al., 1996).

According to the model, individuals care about long-term relationships; because this means meeting their need for belonging and dignity (Bies, 2005; Tyler et al., 1996). Allocentric people do not present themselves as unique individuals apart from their groups; instead, they see themselves as members of the group to which they belong and strive to align their goals and behaviors with the group's norms and expectations. Allocentrics define their identities through their group membership (Earley & Gibson, 1998; Hofstede, 1984; Robert & Wasti, 2002). As shown by Hofstede (1991), allocentrics view the working relationship as a family relationship because of allocentrics value loyalty. Therefore, when allocentrics encounter disrespectful behavior or inequality in resource allocation, they will seek ways to prevent future unjust behavior and continue their relationship with the organization (Leung, Au, Fernandez-Dols, & Iwawaki, 1992). What is important for allocentric individuals is to ensure the continuity of harmony in their groups, and harmony with their groups is at the forefront for

these individuals (Markus & Kitayama, 1991). In this context, they try to maintain

their relationships even if they are not in a personally advantageous position (Markus & Kitayama, 1991). 2010; Noordin and Jusoff, 2010). Individuals who think of group interests will have a low turnover intention and they will be able to tolerate injustice more (Tripp et al., 1995). As a result, allocentric individuals may be willing to sacrifice their interests in order to protect group interests and harmony (Ho & Chiu, 1994; Noordin & Jusoff, 2010; Oyserman et al., 2002; Triandis, 1995) even if they have a low perception of procedural and distributive justice; they can exhibit adaptive behavior (Jex and Beehr, 1991). In consonance with the model, individuals care about long-term relationships; because this means meeting their need for belonging and dignity (Bies, 2005; Tyler et al., 1996). When idiocentrics believe that they are being treated fairly, they are satisfied because they see that their rights are protected, and they respond immediately in accordance with the psychological contract. Therefore, idiocentrics do not want to continue the relationship when their needs are not met. Idiocentrics do not tolerate unfair behavior and see their identity as separate from the group (Earley & Gibson, 1998; Hofstede, 1984; Robert & Wasti, 2002). Idiocentrics do not tolerate unfair behavior and see their identity as separate from the group (Earley & Gibson, 1998; Hofstede, 1984; Robert & Wasti, 2002).

Idiocentric individuals are more impulsive, self-centered, achievement-oriented, and excited (Schwartz, 1990). Since originality and realizing personal goals are priorities in idiocentric individuals, the person's feelings, and thoughts; their needs and preferences determine and direct how they behave in their social environments (Triandis, 1995). In idiocentric individuals, personal goals take precedence over group goals (Schwartz, 1994). The purpose of idiocentric individuals may differ from the group to which they belong; in case of disagreement, the individual's own goals are prioritized, and the individual can behave according to his advantage and disadvantage (Markus & Kitayama, 1991; Triandis, 1995). For this reason, it is thought that when idiocentric individuals have low perceptions of procedural and distributive justice, they may not tolerate unfair behavior with the thought that their psychological contracts are violated, and their turnover intention will increase (Graeve-Cunningham, 2015; Triandis, 1996; Wang & Yi, 2012). For idiocentric individuals, their output is important. If they cannot get the result they want in the short term, they may not want to leave the job if they are getting it in the long term. On the other hand, allocentrics are more patient, self-sufficient, less impulsive, and less excited

than idiocentrics (Hsu, 1949; Liu et al., 2013; Tseng, 1972). It is expected that

these people-oriented individuals (Hofstede, 1980), seeking close and long-term relationships, will have a low turnover intention (Liu et al., 2013; Tuzun & Kalemci, 2012). Allocentrics affect their interaction with other individuals, how they approach decisions and how they solve problems (Hofstede, 1980; House, 2004; Liu et al., 2013; O'Reilly & Chatman, 1996). Hui, Yee, and Eastman (1995) discovered that this tendency ensures that allocentrics have higher job satisfaction levels than idiocentrics, and are more satisfied with their salary, promotion, and managers and co-workers.

Since job satisfaction is lower in individualistic cultures, turnover intention is higher (Nhan, 2014). There will also be environmental pressure on the individual, as there will be an environment in which collectivist values are dominant in the society, they currently live in. In other words, each individual can behave by considering his own or group's interests, but which emotion will be more dominant is affected by the culture (Triandis, 1995). Therefore, since individuals in collectivist cultures have less tendency to change jobs (Dette & Dalbert, 2005), it can be expected that both allocentric and idiocentric individuals in these cultures will have lower turnover intentions. Likewise, since the tendency to change jobs is high in individualistic cultures, it can be expected that both allocentric and idiocentric individuals will have a higher turnover intention.

However, in idiocentrics where the control point is internal, it is very important to achieve individual success and personal goals. On the other hand, in allocentric individuals with external control, group goals are more important than personal goals, so personal success is not an important criterion (Hofstede, 1984; Triandis & Suh, 2002). Therefore, when injustice is perceived in the organization, it can be expected that individualists will be more likely to show job satisfaction, organizational commitment, or turnover than allocentric individuals.

Further, in studies conducted in Hong Kong, which is a collectivist culture, and in the USA, which is an individualistic culture, it has been observed that the reactions of employees when unfair behaviors are exhibited are less in Hong Kongers than Americans (Bond and Hwang, 1987; Hui and Tan, 1996; James, 1993). As a result, in a collectivist culture, turnover intention is low in the face of injustice. Park and Kim (2009) discovered that Korean nurses from a collectivist culture who worked in a collectivist culture had a low turnover intention, whereas they had a high turnover intention when working in an individualistic culture. This

situation can be interpreted as the cultural value of the society in which the

individual lives, regardless of the level of allocentrism or idiocentrism, which has a greater effect on the individual's turnover intention. In addition, in a study conducted with call center employees from the USA and the Philippines, it was found that the turnover intention of western employees was higher than those of eastern employees (Rothausen, Gonzalez, & Griffin, 2009). The following hypotheses have been put forward within the scope of the literature and theoretical framework examined among the variables:

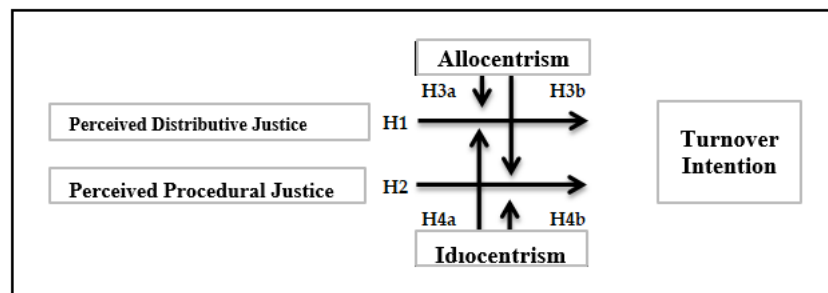


Figure 1: Research Model

H3a: Allocentrism has a moderating effect on the relationship between perceived distributive justice and turnover intention, such that higher allocentrism levels alleviate the negative impact of perceived distributive justice on turnover intentions.

H3b: Allocentrism has a moderating effect on the relationship between perceived procedural justice and turnover intention, such that higher allocentrism levels alleviate the negative impact of perceived procedural justice on turnover intentions.

H4a: Idiocentrism has a moderating effect on the relationship between perceived distributive justice and turnover intention, such that higher idiocentrism levels buffer the negative impact of perceived distributive justice on turnover intentions.

H4b: Idiocentrism has a moderating effect on the relationship between perceived procedural justice and turnover intention, such that higher idiocentrism levels buffer the negative impact of perceived procedural justice on turnover intentions.

2. METHOD

2.1. Procedures and participants

The sample of the research consists of academic staff working in the field of Social Sciences in Pittsburgh, USA. According to the results of the analysis, among the academic staff included in the research in the USA; 50.75% (n=102) were male and 49.25% (n=99) were female. The mean age of the subjects was 34.3 years. The time spent by the participants in academia is less than 1 year for 2% (n=3); 1-3 years for 9% (n=17); 3-5 years for 29% (n=58); For 44% (n=89) it is 5-10 years and for 16% (n=32) it is more than 10 years. Approximately 6% (n=11) of the participants included in the study have been in their current workplace for less than 1 year; 20% (n=41) are 1-3 years; 48% (n=97) are 3-5 years; 22% (n=44) have been working for 5-10 years and 4% (n=8) have been working for more than 10 years. 59.2% (n=119) of the individuals participating in the study were Research Assistants; 33.8% (n=68) Lecturers; 4.5% (n=9) were doctoral faculty members; 1.5% (n=3) were associate professors and 1% (n=2) were professors.

The reason for the sample selection is the individualistic (91/100) culture characteristic of the USA (<https://www.hofstede-insights.com/product/compare-countries/>). In the index created by Hofstede (1980), the USA ranks first in the individualism dimension with 91 points. In many studies, the USA was evaluated as individualistic (Caldwell-Harris & Ayciceği, 2006; Triandis, Chen & Chan, 1998).

In previous studies, it has been suggested to compare cultural values within the country as well as between countries (Cukur et al., 2004; Kağıtçıbaşı, 1997; Oyserman, et al., 2002). This research aims to fill a knowledge gap in this area. The data collected by the questionnaire method was used a cross-sectional research method.

The collected data were obtained from academic staff working in social sciences departments. Since there is no distinction between private and public universities, this issue will be considered as a limitation. Postgraduate students from the region conducted face-to-face surveys to collect the data. Before proceeding to the survey part, academic staff was asked to approve the voluntary participation form. The return rate of the data is 100%. The sample

includes academic staff working in Social Sciences departments at Carnegie

Mellon, the University of Pittsburgh, Penn State. Academic personnel contain professors, associate professors, and assistant professors.

The number of collected data is 201. $n > 8m+50$ was used to figure out how many samples were enough (Tabachnick & Fidell, 2007). In order to determine the sufficient number of samples, the $n > 8m+50$ rule was applied (Tabachnick and Fidell, 2007). m = number of variables, turnover intention, 1 dimension; individualism-collectivism, 2 dimensions and perceived organizational justice consists of a total of 6 dimensions, including 2 dimensions. Since $8 \times 6 + 60 = 108$, it is considered sufficient to reach a minimum of 124 samples. Furthermore, the sample size must be at least 200 in order to analyze the sample using AMOS and SEM (Kline, 2011). In this direction, the sample size was determined as 201 for the city of Pittsburgh, considering a 5% margin of error within the 95% confidence limits of the population in question. Here, it can be said that enough samples have been taken for the analysis to be done.

2.2. Measures

In this research, the cross-sectional research method was used, and the answers were collected by the questionnaire method. A questionnaire consisting of four parts was distributed to the participants. In the first three sections, there is the perceived organizational justice scale, the turnover intention scale, and the individualism-collectivism scale. In the last section, there are items that include the demographic characteristics of the participants.

Perceived Organizational Justice Scale: Perceived procedural and distributive justice was evaluated with an eleven-item scale developed by Colquitt (2001). The original scale is four-dimensional. However, two dimensions, perceived procedural (7) and distributive justice (4), were included in the measurement. Under the perceived procedural justice dimension, there are items such as “Can you express your ideas and feelings during these processes?”. Under the perceived distributive justice dimension, there are items such as “Are these processes implemented consistently?”. Participants expressed their answers using a five-point Likert-type scale (1=too little; 5=too much). High scores on the scale mean that the perceived procedural-distributional justice level is high.

Turnover Intention Scale: Turnover intention was evaluated with a three item

and one dimension scale developed by Cammann et al. (1983). Under this

dimension, there are items such as "Sometimes I think about quitting my job". Participants express their answers using a five-point Likert-type scale (1 = strongly disagree; 5 = strongly agree).

Individualism-Collectivism Scale: Allocentrism-idiocentrism level was evaluated with a scale consists of 32 items and two sub-dimensions as collectivism (16) and individualism (16). It was developed by Singelis et al. (1995). Under the collectivism dimension, while there are items such as 'My happiness is very dependent on the happiness of those around me'; under the individualism dimension; There are items such as "Competition is the law of nature". Participants expressed their answers using a five-point Likert-type scale (1=strongly disagree; 5=strongly agree). High scores given to scale items mean that individuals have high levels of individualism and collectivism.

Demographic Variables: Age, gender, position, duration of employment in that university, and total employment were included in the study as control variables.

3. RESULTS

3.1. Preliminary analyses

Before obtaining the tables of descriptive statistics, data cleaning was carried out. During data cleaning processes, following the order suggested by Tabachnick and Fidell (2001), the data were made suitable for analysis with the help of the SPSS program (Tabachnick and Fidell, 2001). No outliers were detected in the data set, and it was observed that the variables provided the assumption of normal distribution. After examining the reliability of the scales, the total scores were calculated, and confirmatory factor analysis tests were performed. Since the model was compatible, hypothesis tests and moderating analysis tests were started. AMOS 23 was used for confirmatory factor analysis and Process Macro (Model 1) was used when examining the moderating effects of allocentrism-idiocentrism on the effect of perceived procedural-distributional justice on turnover intention.

3.2. Confirmatory factor analysis

Since the factor structures of the scales in the study were previously revealed and the scales were developed according to a certain theory, Confirmatory Factor Analyzes were made for the scales used in the study after the findings

obtained from the preliminary analyzes.

Table 1: CFA results for the scales

Scales	$\Delta X^2/sd$	RMSEA	CFI	GFI	AGFI
Procedural justice	2.529	.080	.945	.989	.996
Distributive justice	2.268	.087	.896	.951	.982
Idiocentrism	2.536	.088	.892	.949	.975
Allocentrism	2.842	.096	.962	.949	.885

The CFA results of the scales were examined and presented in Table 1. According to the analyzes, the fit statistics of all the scales were within acceptable limits (GFI, CFI, AGFI >.90; RMSEA < .08; $\Delta X^2/sd$ <3; Şimşek, 2007).

3.3. Descriptive statistics and correlations

Correlation analysis was performed to determine the relationships between the variables. The correlation coefficients between the scales were examined and values above .70 were not found (Tabachnick & Fidell, 2001). This indicates that there is no multicollinearity problem. In Table 2, the number of items belonging to the scales, the mean of the variables; standard deviation values, Cronbach's Alpha values of the scales, and correlation coefficients of the variables is given.

Table 2: Descriptive Statistics and Correlations

Variables	1	2	3	4	5	Item number	α
1 Turnover Intention	1	-.16*	-.26**	-.19**	-.23**	3	.888
2 Perceived Procedural Justice		1	.71**	.50**	.19**	7	.815
3 Perceived Distributive Justice			1	.45**	.27**	4	.843
4 Idiocentrism				1	.32**	8	.817
5 Allocentrism					1	8	.748
Mean	1.95	3.51	3.37	4.06	3.96		
Standard Deviation	.96	.59	.74	.51	.49		

*p<.05 (two-tailed), **p<.01 (two-tailed), ***p<.001 (two-tailed), α =Cronbach's alpha coefficient

According to Table 2, the mean of turnover intention is 1.95; the mean of perceived procedural justice is 3.51 and the mean of perceived distributive justice is 3.37. The mean of idiocentrism (4.06) is higher than the mean of allocentrism (3.96). This situation is consistent with the literature (Caldwell-Harris & Ayciceđi, 2006; Triandis, Chen & Chan, 1998). Considering the reliability of the scales with the Cronbach's Alpha value; α values at all scales Hair et al. (2000) and over .70 suggested by Nunnally and Bernstein (1994), it can be said that each of the scales is quite reliable.

3.4. Hypotheses tests

Hierarchical regression analysis was performed. Gender, position, employment, and total employment were assigned as control variables; then perceived procedural justice and finally perceived distributive justice were included in the model, and the models were interpreted accordingly.

As a result of the regression analysis, the total R^2 change of the model ($\Delta R^2 = .09$, $p < 0.01$) In the first model, in which perceived procedural justice predicts turnover intention, perceived procedural justice explains the turnover intention by 6% ($\beta = -.11$, $p > 0.05$). If the perceived procedural justice level increases by 1 unit, turnover intention will decrease by .10 units. With the inclusion of perceived distributive justice in the model, the explanatory power of the model increased to 9%. An increase in perceived distributive justice by 1 unit will make people less likely to change jobs by .24 units. Hypothesis 1 and Hypothesis 2 were accepted: an increase in perceived procedural justice and distributive justice reduces turnover intention. The Process macro (Model 1) in SPSS was used to test the moderator effects of allocentrism and idiocentrism on the effect of perceived procedural and distributive justice on turnover intention, and according to the results, H3a hypothesis was accepted. H3b, H4a, and H4b hypotheses were rejected. Analysis results are given in Table 3.

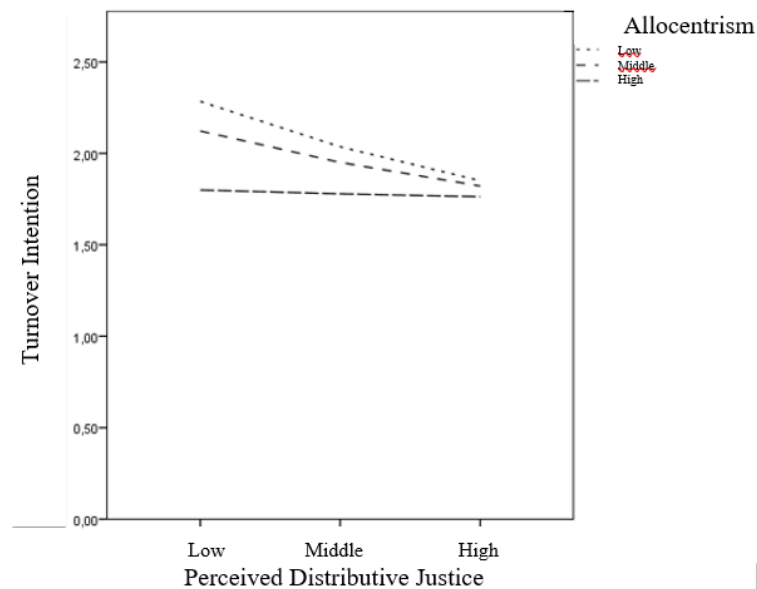
Tablo 3: Moderation Table

	B	SE	0,95	
			Lower	Upper
Constant	1.97**	0.05	1.86	2.08
Perceived Procedural Justice	-0.06	0.07	-0.21	0.09
Idiocentrism	-0.12	0.09	-0.31	0.05
Perceived Procedural Justice*Idiocentrism	0.04	0.06	-0.08	0.16
Constant	1.97**	0.05	1.86	2.07
Perceived Procedural Justice	-0.08	0.06	-0.21	0.04
Allocentrism	-0.18*	0.06	-0.39	-0.06
Perceived Procedural Justice*Allocentrism	0.08	0.06	-0.04	0.20
Constant	1.98**	0.05	1.87	2.09
Perceived Distributive Justice	-0.19*	0.06	-0.33	-0.05
Idiocentrism	-0.09	0.09	-0.28	0.08
Perceived Distributive Justice*Idiocentrism	-0.01	0.06	-0.12	0.11
Constant	1.95**	0.05	1.85	2.06
Perceived Distributive Justice	-0.14*	0.06	-0.27	-0.02
Allocentrism	-0.16**	0.06	-0.28	-0.04
Perceived Distributive Justice*Allocentrism	0.12*	0.06	0.01	0.24

b = Non-standardized regression coefficient, SE = Standard error, 95%CI, n = 201 (5,000 bootstrap samples), *p< 0,05, **p< 0,01, ***p< 0,001

Table 3 revealed that the estimation variables explain approximately 11% of the turnover intention. The additional variance explained by the interactional term is about 2% (.0180). A regression analysis based on the bootstrap method was conducted to test the moderator effect of the individual's allocentrism on the effect of the perceived distributive justice level of the academic staff on the turnover intention (Baron & Kenny, 1986; Hayes, 2018; Preacher et al., 2007). The interaction effects of perceived distributional and allocentric on turnover intention were found to be significant (b = .121; 95% CI [.0017, .2402], t = 2.002, p 0.05).

Figure 2. The Moderator Role of Allocentrism in the Relationship Between Perceived Distributive Justice and Turnover Intention



When the graph in Figure 2 is examined, as the level of allocentrism increases, the negative effect of perceived distributive justice on turnover intention weakens. Accordingly, even if the academic staff does not believe that the process is fair, academic staff with high allocentrism levels will have a decrease in their turnover intention.

When allocentrism level is low (-.8109), the relationship between perceived distributive justice and turnover intention is negative and significant ($b = -.2474$, 95% CI [-.3821, -.1128], $t = -3.6249$, $p < .001$). When allocentrism level is moderate (-.1859), the relationship between perceived distributive justice and turnover intention is negative and significant ($b = -.1719$, 95% CI [-.2942, -.0495], $t = -2.7710$, $p < .05$). When allocentrism is high (1.0641), the relationship between perceived distributive justice and turnover intention is negative but insignificant ($b = -.0207$, 95% CI [-.2255, .1842], $t = -.1990$, $p > .05$).

4. DISCUSSION

The moderating effects of cultural values of allocentrism and idiocentrism on the relationship between organizational distributive/procedural justice and turnover intention relationship were examined within the scope of Planned Behavior

Theory and Group Value Model. The data gathered from 201 full-time faculty in

Pittsburgh, Pennsylvania. AMOS 23 was used for confirmatory factor analysis. The SPSS 23 Process Macro (Model 1) was used when examining the moderating effects.

Cultural values, which are mostly handled at the national level, are handled at the individual level. When the concepts of individualism-collectivism are studied at the individual level, they are called idiocentrism-allocentrism, respectively (Triandis, 1995). In this context, while the effects of the concepts at the cultural level are mentioned in the study, individualism-collectivism; the concepts of idiocentrism-allocentrism were used while mentioning the effects at the individual level.

The moderating effects of cultural values of allocentrism and idiocentrism on the relationship between organizational distributive/procedural justice and turnover intention relationship were examined within the scope of Planned Behavior Theory and Group Value Model. The data gathered from 201 full-time faculty in Pittsburgh, Pennsylvania. AMOS 23 was used for confirmatory factor analysis. The SPSS 23 Process Macro (Model 1) was used when examining the moderating effects.

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The relationship between perceived procedural-distributive justice and turnover intention was examined within the scope of Social Change Theory (Blau, 1964) and in accordance with the literature, an inverse relationship was found (Cohen-Charash and Spector, 2001; Colquitt et al., 2001). In other words, academic staff who do not perceive the outcomes they have achieved, and the processes applied while achieving these outcomes are more likely to leave their universities. H1 and H2 were accepted.

According to the study carried out in the sample, considering that the employee

with a high perceived distributive justice will have a lower turnover intention, it is

necessary to act and be consistent according to the agreement made with the employee about rewards such as wages and promotions because individualists will receive rewards according to their efforts and performances. They enter the organization with expectations (Bond & Hwang, 1987) and expect them to be complied with. Otherwise, it will not be possible for their turnover intention to decrease, and turnover intention may occur.

The moderating effects of allocentrism-idiocentrism of academic staff on the effect of perceived procedural and distributive justice on turnover intention were examined in USA culture within the scope of model 1. The theoretical background of the model was evaluated within the framework of planned behavior theory and the group value model.

When the moderating relations in the sample were examined, it was seen that allocentrism had a moderating role in the effect of perceived distributive justice on turnover intention. Accordingly, as the individual's relative allocentrism level increases, the negative effect of perceived distributive justice on turnover intention weakens. In other words, even if academic staff does not believe that their outcomes are fair, academic staff with high allocentrism levels will have a decrease in their turnover intention. H3a was accepted.

From this point of view, it can be interpreted that allocentric individuals will continue to show allocentric tendencies even if they live in an individualistic culture and will not show quitting behavior. Triandis et al. (1988) suggested that the behavior of allocentrics living in individualistic communities may affect their behavior depending on the importance of the group they will leave for them. From this point of view, it can be argued that allocentrics living in societies with a relatively high level of individualism will continue to show an allocentric tendency and this situation is independent from the dominant individualism culture in the USA, depending on the importance of the group to which allocentrics belong. According to other findings, there was no moderating effect of idiocentrism in the effect of perceived procedural justice on turnover intention and idiocentrism in the effect of perceived procedural justice on turnover intention in the USA sample. Accordingly, whether individuals are allocentric (other than perceived distributive justice) or idiocentric does no effect their turnover intention. H3b, H4a, and H4b were rejected.

5. RECOMMENDATIONS AND LIMITATIONS

There are also some limitations of the study. A limitation of the study is the collection of data using only the survey method. In this direction, the reliability of the study can be increased by using both qualitative and quantitative data collection methods (Vijver & Leung, 1997). Intercultural differences can be better understood by conducting interviews and focus group studies (Celenk et al., 2011). Because people will score themselves based on what their culture says they should do, it has been asserted that the questionnaires aren't very reliable or valid. People will score themselves based on what their culture says they should do.

Since the sample of the study consisted of employees with a high level of education, the results cannot be generalized to society. In addition, data were collected from a single city. It would be more accurate to make cross-cultural comparisons when cultural differences are collected from both rural and urban areas.

It is thought that the study data may cause a common method variance error due to the fact that it consists of individual evaluations, was obtained from a single source at a single time, and dependent and independent variables were measured at the same time. In order to prevent this problem, the identity information of the participants was not taken. In addition, according to the results of the Harman's one-factor test conducted to determine the variance of the common method, no general factor explaining the majority of the variance in the scale items was determined (Podsakoff et al., 2003). In later studies, it is suggested that data are collected from different sector employees at different times or using different methods.

According to Aycan et al. (2000), participants living in collectivist cultures may tend to please the researcher while answering the questions, even if no information about their respondent identity has been obtained. The tendency to constantly agree with the questions asked causes the "prejudice to answer", and this may cause false or artificial differences between countries. To avoid such biases and errors, data standardization methods developed for cross-cultural research should be used (van de Vijver & Leung, 1997). Therefore, it should be repeated with much larger samples and cultures to evaluate the results depending on the culture (Aycan et al., 2000).

Another limitation of the study is that the status of being dependent and independent from the groups of academic staff forming the sample was not examined (Fischer, 2004). Besides, according to Gelfand et al. (2006), more comprehensive and explanatory results can be obtained by adding a new dimension to cultural studies that also question the effect of environment and norm expectations of the environment on behaviors.

In today's world where globalization is increasing rapidly, studies on the differences in cultural values become much more important (Lee and Peterson, 2000). In this direction, some suggestions can be made to the managers with the data obtained from this study. Managers need to see that the cultural characteristics of organizations with employees from different nationalities can be shaped differently not only according to the culture but also at the individual level. However, administrators should review the resource allocation rules and procedures of academic staff and should attach importance to management practices that are in line with the cultural values of individuals (Wang & Yi, 2012). Giving the academic staff voice in the decisions taken within the organization will enable them to respond more positively to the perceptions of procedural justice and distributional justice (Lind et al., 1990). Clarifying the appointment criteria of academic staff, taking the opinions of each unit for the procedures to be applied while determining the criteria, will increase the belief of the staff in the fairness of the staff distribution.

In future studies, power distance as a cultural factor and the effect of individual equality sensitivity can be examined. The fact that individuals find their jobs meaningful is also a moderator between independent and dependent variables. When considered in general, the study shows that studying the cultural values, which are mostly handled at the national level, at the individual level can make a difference. However, it has the feature of being the first study in the literature with related variables.

DISCLOSURE OF CONFLICT

The author declares that she has no conflicts of interest.

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