



Organizational Diversity Climate as a Predictor of Employee Turnover Intention

EMMANUEL ECHE OJIH, ITSE YAKUBU IBRAHIM
JEROM NANJUL ZWANDOR
Plateau State University, Bokkos, Nigeria

ALEXANDER ISHAKU JANPAK
University of Jos, Nigeria

Abstract. In Nigeria, where organizational structures and cultural contexts may differ significantly from those in Western countries where much of the existing research has been conducted, the relationship between dimensions of organizational diversity climate and employee turnover intention in Nigerian organizations must be better defined. This study examined the role of dimensions of organizational diversity climate as a predictor of employee turnover intention. The study participants comprised four hundred and thirty-one ($N = 431$) employees, with a mean age of 35.8 years ($SD = 9$), comprising 234 males and 197 females. The Workplace Diversity Inventory (WDI) and the Turnover Intention Scale (TIS-6) were used to measure organizational diversity climate and employee turnover intention. Results of Multiple Linear Regression revealed that diversity climate was not a significant predictor of employee turnover intention ($\beta = .017, t = .320, p > .05$); organisational justice was a significant negative predictor of employee turnover intention ($\beta = -.117, t = -2.208, p < .05$); identity was not a significant predictor of employee turnover intention ($\beta = -.057, t = 1.065, p > .05$); values was a significant positive predictor of employee turnover intention ($\beta = .185, t = 3.495, p < .05$); schemas was not a significant predictor of employee turnover intention ($\beta = .032, t = .658, p > .05$); and communication was not a significant predictor of employee turnover intention ($\beta = -.057, t = -1.150, p > .05$). The study concludes that organisational justice and values were significant predictors of employee turnover intention. The study recommended promoting fair practices, consistent policy implementation, effective grievance handling, and regular surveys to reduce organizational turnover intention.

Keywords: Organisational diversity Climate, Organisational justice, Identity, Values, Schemas, Communication, Employee turnover intention.

1. Introduction

Employee turnover is a critical concern for organizations worldwide, as high turnover rates can disrupt business operations, diminish organizational knowledge, and incur significant financial costs related to recruitment and training (Zhang et al., 2023; Dwesini, 2019). Understanding the predictors of turnover intention, a precursor to actual turnover is crucial for developing effective retention strategies. The concept of organizational diversity climate encompasses employees' perceptions of how their organization values and manages diversity. It includes identity, values, schemas, communication, organizational justice, and leadership (Yousaf & Radulescub, 2023). These components collectively shape an inclusive work environment where diverse employees feel respected and valued. A positive diversity climate has been associated with lower turnover intentions, fostering employees' sense of belonging and equity (Lee et al., 2021).

Identity and values are core elements of a diversity climate, reflecting how well employees believe their identities align with organizational values (Leslie & Flynn, 2024; Buengeler et al., 2018). When employees perceive that their identities are respected and the organization shares their values, their commitment and loyalty are likely to increase, thereby reducing turnover intentions (Wang et al., 2020). Similarly, schemas, cognitive frameworks that help individuals process information about diversity, play a crucial role

in shaping perceptions of inclusivity and fairness (Haque, 2021).

Effective communication is another vital component of a positive diversity climate. Transparent and inclusive communication practices can enhance employee trust and cooperation, mitigating feelings of exclusion and dissatisfaction that often lead to turnover (Platania et al., 2022). Furthermore, organizational justice, which pertains to the perceived fairness of decision-making processes and resource distribution, is closely associated with turnover intentions. Employees who perceive high levels of organizational justice are more likely to experience job satisfaction and organizational commitment, thus exhibiting lower turnover intentions (Suifan et al., 2017).

Leadership also significantly impacts the diversity climate and employee turnover intentions. Leaders who actively promote diversity and inclusion set the tone for organizational culture and practices, influencing employees' perceptions and behaviours (Vito & Sethi, 2020). Leadership commitment to diversity can enhance employees' sense of security and support, reducing the likelihood of turnover (Jolly & Self, 2020).

Despite the recognized importance of these factors, more comprehensive studies need to examine the interplay between various elements of diversity climate and employee turnover intention, particularly in diverse socio-economic contexts such as Nigeria. Nigerian organizations face unique challenges and opportunities related to diversity due to the country's multifaceted ethnic, cultural, and socio-political landscape (Torhemen et al., 2023). Therefore, exploring how organizational diversity climate influences turnover intentions within Nigerian organizations is imperative, providing insights that can inform tailored retention strategies and enhance organizational stability. This study addresses this gap by investigating the predictive role of identity, values, schemas, communication, organizational justice, and leadership on employee turnover intention in Nigerian organizations.

1.1 Statement of the Problem

Employee turnover is a persistent and costly challenge for organizations, leading to increased recruitment and training expenses, loss of institutional knowledge, and disruptions in workflow and productivity (Saini & Tarkar, 2024; De Stefano et al., 2019; Kasemsap, 2017). Organizations have increasingly focused on fostering a diverse and inclusive work environment to mitigate turnover, hoping that such initiatives will

enhance employee satisfaction and retention. However, the effectiveness of diversity initiatives in reducing turnover intentions needs to be better established, and the specific dynamics within different cultural and organizational contexts still need to be explored.

In Nigeria, where organizational structures and cultural contexts may differ significantly from those in Western countries where much of the existing research has been conducted, it is essential to understand how organisational diversity climate impacts employee turnover intention. The relationship between organizational diversity climate and employee turnover intention in Nigerian organizations is not clearly defined in terms of other areas of organizational diversity climate, such as organizational justice, identity, values, schemas, and communication which may also play critical roles in influencing turnover intentions, yet their overall impact is not well understood.

1.2 Aim and objectives of the study

The study aimed to determine the role of organisational diversity climate in predicting employee turnover intentions.

Specific objectives include:

- To examine the role of diversity climate in predicting employee turnover intention
- To determine the role of organisational justice in predicting employee turnover intention
- To investigate the role of identity in predicting employee turnover intention
- To find the role of values in predicting employee turnover intention
- To identify the predictive role of schemas in employee turnover intention
- To establish the role of communication in predicting employee turnover intention

1.3 Hypotheses

The following hypotheses were tested in the study:

- Diversity climate will significantly predict employee turnover intention
- Organisational justice will significantly predict employee turnover intention
- Identity will significantly predict employee turnover intention
- Values will significantly predict employee turnover intention

- Schemas will significantly predict employee turnover intention
- Communication will significantly predict employee turnover intention

1.4 Scope of the Study

This study examines the relationship between organizational diversity climate and turnover intention among employees in Nigeria. It investigates the following components of diversity climate: organizational justice, identity, values, schemas, and communication. Using a quantitative approach, the study surveyed employees across various organizations in Nigeria to gather comprehensive data on their perceptions of the diversity climate and its impact on their intention to leave their organizations. The study is limited to employees in a service organisation in Nigeria.

1.5 Significance of the study

This study provides actionable insights for organizational leaders and HR professionals in Nigeria, highlighting the importance of fostering a positive diversity climate to reduce employee turnover. By understanding the impact of organizational justice, identity, values, schemas, and communication, organizations can develop targeted strategies to enhance employee retention. Furthermore, the findings can inform the development of organizational policies that promote diversity and inclusion. Policymakers can use this research to create guidelines and frameworks that support equitable treatment, improve communication, and align organizational values with diversity goals, ultimately contributing to a more inclusive workplace. Also, the study contributes to the theoretical understanding of the relationship between organizational diversity climate and employee turnover intention. Exploring this relationship in the Nigerian context adds to the body of knowledge on diversity climate's influence on employee behaviour, offering a basis for further research and theory development in organisational behaviour and human resource management.

2. Research Method

2.1 Design

The study utilized a correlational design consistent with the positivist research philosophy (Saunders et al., 2009). Correlational research examines relationships between variables without manipulation of the variables. It measures the strength and direction (positive or negative) of associations between two or

more variables. This study's independent variable was organizational diversity climate, and the dependent variable was employee turnover intention. A correlational design was chosen to explore predictive relationships between these variables.

2.2 Participants

The study participants consisted of four hundred and thirty-one ($N = 431$) participants, with a mean age of 35.8 years ($SD = 9$), comprising 234 males and 197 female employees who were conveniently selected from a total of six organizations.

2.3 Sample Size Determination

The minimum sample size was determined using the G*Power software application for an F-test family linear multiple regression model, considering a small effect size of .15, an error probability α of .05, and a required statistical power of .80 (Faul et al., 2009). The power analysis for this study indicated a minimum sample size of three hundred and twenty-five ($N = 325$) participants. The study aimed to achieve a sample size of 431 ($N = 431$), considering larger sample sizes in psychological research (Hulbert-Williams et al., 2021).

2.4 Sampling Technique

The study utilized convenience sampling, a non-probability sampling method where participants meeting specific criteria (full-time employees with at least six months tenure) and expressing willingness to participate were chosen. Convenience sampling was justified by the ease of accessing participants who fit the inclusion criteria. In quantitative research, increasing sample size enhances the statistical power of convenience samples, although not all eligible individuals in the target population have an equal chance to participate (Suen et al., 2014).

2.5 Instrument for Data Collection

Workplace Diversity Inventory (WDI): Developed by Taylor (2011), the WDI has six dimensions: Identity, Values, Schemes, Communication, Diversity Climate, and Organisational Justice. The inventory evaluates perceptions across five organizational levels: individual, workgroup, supervisor, higher management, and organization. Respondents use a 7-point Likert scale ranging from "Very strongly disagree" (1) to "Very strongly agree" (7) to indicate their agreement with each item. Higher scores indicate more positive perceptions of workplace diversity. Subscales showed reliability with Cronbach's alphas

ranging from .67 to .91, and overall scale reliability was reported as Cronbach's alpha of .89 (Taylor, 2011).

The Turnover Intention Scale (TIS-6): The TIS-6, developed by Bothma and Roodt (2013), is a concise six-item instrument designed to measure employee turnover intention. It employs a five-point Likert scale ranging from 1 (never) to 5 (always) to gauge the intensity of responses. This scale was chosen for its brevity and established reliability and validity. The TIS-6 has shown good reliability with reported Cronbach's alpha coefficients of 0.80 (Bothma & Roodt, 2013) and 0.88 (Oosthuizen et al., 2016), indicating high internal consistency.

2.6 Procedure

Participants were selected from six organizations, approached at their workplaces by researchers, and informed that the study aimed to explore their feelings, beliefs, and opinions regarding their work environment and turnover intentions. Verbal consent was obtained after assuring participants of the study's confidentiality and voluntary nature. Researchers then distributed 456 questionnaires, allowing some busy participants to take them home. Ultimately, 431 valid questionnaires were returned. The retrieved

questionnaires were collated, and the resulting data was appropriately coded and analysed.

2.7 Method of Data Analysis

Multiple Linear Regression (MLR) statistics were used as the statistical tools for testing the study hypotheses. Using this data analysis method, patterns in the relationships between the independent (Predictor) variables of organisational diversity climate and the dependent (Criterion) variable of employee turnover intentions were outlined.

Model Specification for Hypotheses Testing

The model for testing the study hypotheses is stated thus:

$$ETI = \beta_0 + \beta_1DC + \beta_2OrgJ + \beta_3ID + \beta_4VAL + \beta_5SCH + \beta_6COMM + e_1$$

Where:

- ETI = Employee turnover intention
- DC = Diversity Climate
- OrgJ = Organisational justice
- ID = Identity
- VAL = Values
- SCH = Schemas
- COMM = Communication
- β_0 = Coefficient
- e_1 = Error term

3. Result

3.1 Inferential Result

Table 1: Model Summary of Employee Turnover Intention: Organisational Diversity Climate

R ²	Adjusted R ²	Std. Error of the Estimate	Change Statistics				
			R ² Change	F Change	df1	df2	Sig. F Change
.044	.030	3.888	.044	3.214	6	424	.004

Table 1 shows the model summary of the predictive relationship between organisational diversity climate and employee turnover intention. The table indicated that $R^2 = .030$, $F(6, 424) = 3.214$, $p < .05$, which indicates that the model significantly accounted for 3% of the variance in employee turnover intention.

Table 2: Regression Coefficients for Employee Turnover Intention: Organisational Diversity Climate

Model	Unstandardized Coefficients		Standardized Coefficients β	t	p-value
	B	Std. Error			
(Constant)	20.905	1.148		18.213	.000
Diversity climate	.010	.031	.017	.320	.749
Organisational justice	-.093	.042	-.117	-2.208	.028
Identity	-.041	.038	-.057	-1.065	.288
Values	.144	.041	.185	3.495	.001
Schemas	.035	.053	.032	.658	.511
Communication	-.061	.053	-.057	-1.150	.251

Table 2 shows the regression coefficients for the relationship between organisational diversity climate

and employee turnover intention. The result revealed that diversity climate was not a significant predictor of

employee turnover intention ($\beta = .017, t = .320, p > .05$); organisational justice was a significant negative predictor of employee turnover intention ($\beta = -.117, t = -2.208, p < .05$); implying that the higher the level of organisational justice, the lower the level of employee turnover intention. Identity was not a significant predictor of employee turnover intention ($\beta = -.057, t = 1.065, p > .05$); however, Values were a significant positive predictor of employee turnover intention ($\beta = .185, t = 3.495, p < .05$); indicating that the higher the level of values in the organization, the higher the level of employee turnover intention. Furthermore, the schema was not a significant predictor of employee turnover intention ($\beta = .032, t = .658, p > .05$); also, communication was not a significant predictor of employee turnover intention ($\beta = -.057, t = -1.150, p > .05$).

4. Discussion

Findings revealed no significant predictive relationship between diversity climate and employee turnover intention. This contrasts with studies that revealed that fairness and inclusion emerged as central in organizational policies' impact on employees' loyalty and desire to exit an organization (Platania et al., 2022; Mansoor et al., 2021; Jung et al., 2017). The non-significant relationship between diversity climate and employee turnover intention in Nigerian organizations suggests that several factors may contribute to this outcome. Firstly, diversity initiatives within these organizations might need to adequately address employees' concerns and experiences related to diversity and inclusion.

Consequently, employees may perceive these efforts as superficial or irrelevant to their daily work experiences and career goals. Additionally, Nigeria's cultural dynamics and societal norms can shape how diversity initiatives are perceived and valued. If these initiatives do not align with cultural expectations or fail to resonate with employees' values, their perceived impact on turnover intention may be diminished. Furthermore, turnover intention is influenced by a complex interplay of factors beyond diversity, including job satisfaction and career development opportunities. As such, the direct impact of diversity climate on employees' decisions to stay or leave the organization may be overshadowed by these broader influences.

Results indicated that organisational justice significantly negatively predicted employee turnover intention. This aligns with Bindu and Srikanth's (2019) findings, which revealed a negative correlation between all organizational diversity climate

dimensions and employee turnover intention. Also, Ward et al. (2022) found a reciprocal relationship between organizational diversity climate and employee turnover intention. The significant negative relationship between organizational justice and employee turnover intention indicates that fair and equitable treatment within Nigerian organizations plays a crucial role in mitigating turnover. Employees who perceive their organization as fair and just are less likely to entertain thoughts of leaving, as they feel respected and valued (Coelho, 2024). This finding underscores the importance of transparent decision-making processes, consistent application of policies, and equitable opportunities for growth and advancement. In the Nigerian context, where fairness and trust in organizational leadership may be particularly salient, enhancing organizational justice can be a potent strategy for reducing turnover and fostering a positive work environment.

Furthermore, findings revealed that identity did not significantly predict employee turnover intention. This contrasts with studies that revealed that social identification predicted turnover intention (Hu et al., 2022; Wen et al., 2016; Avanzi et al., 2014). The non-significant relationship between identity and employee turnover intention in Nigerian organizations may be attributed to several factors. While identity factors such as ethnicity, gender, or cultural background are essential aspects of diversity, their direct impact on turnover intention may be influenced by broader organizational dynamics and individual perceptions of inclusion. Also, Nigerian employees may prioritize other factors, such as organizational justice, job satisfaction, and career development opportunities, over identity-related concerns when considering their longevity within the organization (Akpan et al., 2023).

The study results also indicated a significant positive relationship between organizational values and employee turnover intention. This contrasts with the findings of Li et al. (2023), which showed that workplace values lowered employees' turnover intentions. Also, Rani and Samuel (2016) revealed that the fit and mismatch between organizational and personal work values significantly affect the employees' turnover intention. The significant positive relationship between organizational values and employee turnover intention suggests that discrepancies between stated organizational values and actual practices may contribute to turnover. When employees perceive a misalignment between the organization's espoused values and its operational realities, their trust and commitment to the organization may be undermined, leading to higher turnover intentions.

Findings revealed that schema was not a significant predictor of employee turnover intention. This does not align with the findings of Garg et al. (2023), which revealed a negative effect of workplace schema on employee turnover intention. The non-significant relationship between schemas and employee turnover intention in Nigerian organizations may indicate that individual cognitive structures regarding work and organizational environment do not significantly influence turnover decisions. While necessary for overall job satisfaction and engagement, employees' perceptions and interpretations of their work environment may not directly translate into intentions to leave the organization (Uddin et al., 2021).

Lastly, results revealed that workplace communication did not significantly predict employee turnover intention. The finding agrees with the study of Hidayat and Tannady (2023), which found that communication did not significantly predict employee turnover intention. However, the outcome disagrees with studies that indicated that communication significantly negatively predicted employee turnover intention (Abdien, 2019). The finding that communication was not a significant predictor of employee turnover intention in Nigerian organizations suggests that communication practices alone may not strongly influence employees' decisions to stay or leave. While effective communication is essential for organizational transparency, clarity, and employee engagement, its direct impact on turnover intention may be overshadowed by other factors, such as organizational justice and job satisfaction (Matthews, 2022).

5. Limitations of the Study

The study has several limitations. The use of convenience sampling may limit the generalizability of the findings, as not all eligible members of the target population had an equal chance of participating. Also, data collected through self-reported questionnaires might be subject to biases such as social desirability or inaccurate self-assessment. Lastly, the study's correlational design restricts the ability to infer causality between organizational diversity climate and employee turnover intention.

6. Implications of the Study

The findings from this study have several significant implications for organizational management and human resource practices in Nigeria. Firstly, the non-

significant relationship between diversity climate and employee turnover intention suggests that more than diversity initiatives are needed to retain employees. Furthermore, the significant negative relationship between organizational justice and employee turnover intention underscores the crucial role that fair and equitable treatment plays in employee retention. Also, the positive relationship between organizational values and turnover intention presents a paradox. While one might expect organizational solid values to enhance retention, the findings suggest that overemphasizing organizational values may increase turnover. This could be due to a misalignment between the organization's values and those of the employees, leading to dissatisfaction and a higher likelihood of leaving. The lack of significant predictive power of identity, schemas, and communication on turnover intention suggests that these factors, in isolation, do not strongly influence employees' decisions to stay or leave. However, this does not imply that these factors are unimportant. They might interact with other organizational dynamics in complex ways that were not captured in this study.

7. Conclusion

This study examined the predictive relationship between organizational diversity climate and employee turnover intention in Nigeria, revealing several key insights. Diversity climate was not a significant predictor of turnover intention, indicating that more than diversity initiatives alone may be needed in retaining employees. However, organizational justice emerged as a significant negative predictor, highlighting the importance of fair and equitable treatment in reducing turnover. Surprisingly, higher organizational values were associated with increased turnover intention, suggesting a potential misalignment between organizational and personal values. Factors such as identity, schemas, and communication did not significantly predict turnover intention. These findings underscore the need for a comprehensive approach to employee retention that prioritizes organizational justice and aligns values with employees' values beyond mere diversity initiatives.

8. Recommendations

Based on the study findings, the following recommendations are made:

Enhance Organizational Justice: Given that organizational justice significantly reduces turnover intention, organizations should prioritize fair and transparent practices. This includes consistent policy

implementation, fair treatment in decision-making, and effective grievance handling. Training for managers on equitable practices can also strengthen perceptions of justice.

Align Organizational Values with Employee Values: The positive relationship between organizational values and turnover intention suggests a possible misalignment between the organization's values and those of its employees. Organizations should conduct regular surveys to understand the values and motivations of their workforce and ensure that the organization's values are communicated clearly and resonate with employees. Efforts to align organizational and personal values may reduce turnover intentions

References

- Abdien, M. (2019). Impact of communication satisfaction and work-life balance on employee turnover intention. *Journal of Tourism Theory and Research*, 5(2), 228-238.
- Akpan, O. O., Brownson, C., & Uwa, K. (2023). Succession Planning and Organizational Sustainability among Banks in Eket Local Govt., Akwa Ibom State. *International Journal of Advanced Academic Research*, 9(6), 209-234.
- Avanzi, L., Fraccaroli, F., Sarchielli, G., Ullrich, J., & van Dick, R. (2014). Staying or leaving: A combined social identity and social exchange approach to predicting employee turnover intentions. *International Journal of Productivity and Performance Management*, 63(3), 272-289.
- Bindu, G. H., & Srikanth, V. (2019). Impact of organizational climate on employee turnover intentions—an empirical study. *IPE Journal of Management*, 9(1), 1-13.
- Buengeler, C., Leroy, H., & De Stobbeleir, K. (2018). How leaders shape the impact of HR's diversity practices on employee inclusion. *Human Resource Management Review*, 28(3), 289-303.
- Çelik, M. (2018). The effect of psychological capital level of employees on workplace stress and employee turnover intention. *Innovar*, 28(68), 67-75.
- Coelho, R. (2024). Reasons for Employees to Leave an Organization. Retrieved from: <https://www.theseus.fi/handle/10024/859480>
- De Stefano, F., Bonet, R., & Camuffo, A. (2019). Does losing temporary workers matter? The effects of planned turnover on replacements and unit performance. *Academy of Management Journal*, 62(4), 979-1002.
- Dwesini, N. F. (2019). Causes and prevention of high employee turnover within the hospitality industry: A literature review. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-15.
- Faul, F., Erdfelder, E., Buchner, A., & Lang, A. G. (2009). Statistical power analyses using G* Power 3.1: Tests for correlation and regression analyses. *Behavior Research Methods*, 41(4), 1149-1160.
- Garg, N., Mahipalan, M., & Sharma, N. (2023). Does workplace toxicity influence turnover intentions among Indian healthcare employees? Investigating the moderating role of gratitude. *Journal of Health Organization and Management*, 37(2), 250-272.
- Haque, A. (2021). Strategic HRM and organisational performance: does turnover intention matter?. *International Journal of Organizational Analysis*, 29(3), 656-681.
- Hidayat, W. G. P., & Tannady, H. (2023). Analysis of Organizational Citizenship Behavior (OCB) Variables, Work Stress, Work Communication, Work Climate Affecting Employee Performance and Turnover Intention at PT. Bank Tabungan Negara (Persero) Tbk. Cabang Gresik. *International Journal of Science, Technology & Management*, 4(3), 688-696.
- Hu, H., Wang, C., Lan, Y., & Wu, X. (2022). Nurses' turnover intention, hope and career identity: the mediating role of job satisfaction. *BMC Nursing*, 21(1), 43.
- Hulbert-Williams, N. J., Leslie, M., Hulbert-Williams, L., Koczwara, B., Watson, E. K., Hall, P. S., ... & Finding My Way UK Trial Steering Group. (2021). The finding my way UK Clinical Trial: Adaptation report and protocol for a replication randomized controlled efficacy trial of a web-based psychological program to support cancer survivors. *JMIR Research Protocols*, 10(9), e31976.
- Jolly, P. M., & Self, T. T. (2020). Psychological diversity climate, organizational embeddedness, and turnover intentions: A conservation of resources perspective. *Cornell Hospitality Quarterly*, 61(4), 416-431.
- Jung, C. S., Chan, H. S., & Hsieh, C. W. (2017). Public employees' psychological climates and turnover intention: evidence from Korean Central Government Agencies. *Public Management Review*, 19(6), 880-904.

- Kasemsap, K. (2017). Mastering employee turnover intention in the modern workforce. In *Handbook of Research on Organizational Culture and Diversity in the Modern Workforce* (pp. 382-401). IGI Global.
- Lee, J., Kim, S., & Kim, Y. (2021). Diversity climate on turnover intentions: A sequential mediating effect of personal diversity value and affective commitment. *Personnel Review*, 50(5), 1397-1408.
- Leslie, L. M., & Flynn, E. (2024). Diversity ideologies, beliefs, and climates: A review, integration, and set of recommendations. *Journal of Management*, 50(3), 849-876.
- Li, Y., Song, Y., Yang, Y., & Huan, T. C. (2023). Exploring the influence of work values on millennial hospitality employees' turnover intentions: An empirical assessment. *Current Issues in Tourism*, 26(10), 1635-1651.
- Mansoor, S., Tran, P. A., & Ali, M. (2021). Employee outcomes of supporting and valuing diversity: Mediating role of diversity climate. *Organization Management Journal*, 18(1), 19-35.
- Matthews, S. (2022). *Psychological Construct of Child Welfare Workers Terminating Employment and Perceptions of Organizational Justice on Turnover Intention* (Doctoral dissertation, Touro University Worldwide).
- Platania, S., Morando, M., & Santisi, G. (2022). Organisational climate, diversity climate and job dissatisfaction: A multi-group analysis of high and low cynicism. *Sustainability*, 14(8), 4458.
- Platania, S., Morando, M., & Santisi, G. (2022). Organisational climate, diversity climate and job dissatisfaction: A multi-group analysis of high and low cynicism. *Sustainability*, 14(8), 4458.
- Rani, N., & Samuel, A. (2016). A study on generational differences in work values and person-organization fit and its effect on turnover intention of Generation Y in India. *Management Research Review*, 39(12), 1695-1719.
- Saini, H., & Tarkar, P. (2024). Review on covid-19 has an impact on recruitment and selection and organizational performance. *International Development Planning Review*, 23(1), 1092-1117.
- Saunders, M. M. (2009). Indicators of health-related quality of life in heart failure family caregivers. *Journal of Community Health Nursing*, 26(4), 173-182.
- Suifan, T. S., Diab, H., & Abdallah, A. B. (2017). Does organizational justice affect turnover-intention in a developing country? The mediating role of job satisfaction and organizational commitment. *Journal of Management Development*, 36(9), 1137-1148.
- Torhemen, M. T., Akede, A. E., & Daudu, B. O. (2023). Values and the National Integration Question in Nigeria. *Ibe Journal of Philosophy*, 3(1).
- Uddin, M. A., Azim, M. T., & Haque, M. M. (2021). Does Compliance to the Prescribed Standards in Readymade Garments Sector Predict Employee Turnover Intention? The Mediating Role of Job Satisfaction and Organizational Attraction. *IIM Kozhikode Society & Management Review*, 10(2), 209-221.
- Vito, R., & Sethi, B. (2020). Managing change: role of leadership and diversity management. *Journal of Organizational Change Management*, 33(7), 1471-1483.
- Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020). Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. *Journal of Hospitality and Tourism Management*, 45, 10-22.
- Ward, A.-K., Beal, D. J., Zyphur, M. J., Zhang, H., & Bobko, P. (2022). Diversity climate, trust, and turnover intentions: A multilevel dynamic system. *Journal of Applied Psychology*, 107(4), 628-649. <https://doi.org/10.1037/apl0000923>
- Wen, Y., Zhu, F., & Liu, L. (2016). Person-organization fit and turnover intention: Professional identity as a moderator. *Social Behavior and Personality: An International Journal*, 44(8), 1233-1242.
- Yousaf, Z., & Radulescu, M. (2023). Does Organizational Virtue Crop-Up Organizational Justice? Accessing the Mediating Role of Moral Identity. *Journal of the Knowledge Economy*, 1-20.
- Zhang, R., Lin, M., Guo, H., & Chintanaporn, P. (2023). The Impact of Job Burnout on Turnover Tendency: A Case Study of SMEs in Anhui, China.