

Satisfaction, Justice at Work and Turnover of Public Transport Workers

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Abstract. This article aims to determine the extent to which job satisfaction and justice at work influence the turnover intention of public transport workers. The power of job satisfaction and justice to predict the turnover intention was studied in employees of a public transportation company in Corumbá, Brazil, and measured using the following validated instruments: Scale of Job Satisfaction, Scale of Perception of Distributive Justice, Scale of Perception of Procedural Justice and Turnover Intention Scale. The article reports a quantitative descriptive study that uses the survey technique. The data was analyzed using descriptive statistics and measures of central tendency. Participants were found to be more satisfied with their colleagues, their boss and the nature of the work, and less satisfied with salaries and promotions. In terms of turnover intention, the survey showed an average result. The data on justice at

work showed that distributive justice was perceived more positively than procedural justice. Correlation analysis revealed that job satisfaction and justice were significantly correlated with turnover intention. These results indicate that employees' intention to leave the company where they work decreases as job satisfaction and the perception of justice at work increase.

Keywords: Job satisfaction, Justice at work, Turnover intention, Transport workers.

SATISFACCIÓN, JUSTICIA EN EL TRABAJO E INTENCIÓN DE ROTACIÓN EN LOS TRABAJADORES DEL TRANSPORTE PÚBLICO

Resumen. Este artículo pretende determinar hasta qué punto la satisfacción laboral y la justicia en el trabajo influyen en la intención de rotación de los trabajadores del transporte público. Se estudió el poder de la satisfacción laboral y la justicia en el trabajo para predecir la intención de rotación en los empleados de una empresa de transporte público en Corumbá, en Brasil, y se midió utilizando los instrumentos validados siguientes: escala de satisfacción laboral, escala de percepción de justicia distributiva, escala de percepción de justicia procedimental y escala de intención de rotación. El artículo informa de un estudio descriptivo cuantitativo que usa la técnica de encuesta. Los datos se han analizado con estadística descriptiva y medidas de tendencia central. Los resultados indican que los participantes estaban más satisfechos con sus compañeros, su jefe y la naturaleza del trabajo, y menos satisfechos con los salarios y los ascensos. En términos de intención de rotación, la encuesta dio un resultado medio. Los datos de justicia en el trabajo mostraron que la justicia distributiva se percibía más positivamente que la justicia procedimental. El análisis de correlación reveló que la satisfacción laboral y la justicia en el trabajo estaban ligados significativamente con la intención de rotación. Estos resultados indican que la intención de los trabajadores de dejar la empresa en la que trabajaban era menor cuanto mayor era la percepción de satisfacción laboral y de justicia en el trabajo.

Palabras clave: satisfacción laboral; justicia en el trabajo; intención de rotación; trabajadores del transporte

1. Introduction

Understood as the way employees feel about their activity in an organization, job satisfaction is considered the cause and consequence of other organizational variants, in which the relationship between satisfaction, absenteeism and turnover has been extensively discussed (Medeiros, 2014). It is part of the context of well-being at work and a parameter of harmony between personal and organizational goals. As a dependent variable, it is influenced by the organizational context of which it is part and aims to represent the extent to which employees experience pleasure within organizations (Siqueira & Padovam, 2008).

Intellectual capital and the workforce are important assets in organizations and the way they are managed and administered influences satisfaction, behavior, attitudes, commitment and turnover. To the extent that individuals feel that the rewards obtained by the organization are proportional to their efforts, they feel either satisfied or dissatisfied.

In this regard, satisfaction is also associated with the degree of affectivity felt by employees for the role they perform. If they are happy in their roles, they will have a pleasant and positive feeling, and are more likely to remain at work (Ramos et al., 2016).

The competition for talent reinforces the need for companies to continually redefine their human resources management policies so that they can minimize the workers' intention to leave (Siqueira, Gomide, Oliveira, & Polizzi, 2014) and conserve talent essential to organizational planning in a competitive environment. Still, as stated by the authors previously mentioned, we need to understand the intention of turnover, so we have to investigate the causes of the phenomenon.

A satisfied workforce is no guarantee of successful organizational performance, but evidence suggests that measures implemented by managers to improve employee attitudes will improve organizational effectiveness (Robbins, Judget, & Sobral, 2010). On this subject, Perry, Hondeghem and Wise (2010) point out that the greater the motivation in the work environment, the greater the commitment to the organization, the greater the job satisfaction and the lower the turnover. Precisely because of these relationships, Diógenes, Paschoal, Neiva and Meneses (2016) specify the importance of investigating what underlies turnover intention.

In parallel, the perception of justice at work is also related to satisfaction and turnover intention, since a satisfied employee does not consider leaving the organization – that is to say, they have no intention of resigning, – which is the measure of the possibility someone will leave the organization in which

they work (Mowday, Porter, & Steers, 1982). It is an important tool to diagnose personnel turnover.

According to Gil (2016), the drain of talent negatively affects innovation and performance within organizations. This phenomenon is discussed by Gonzaga and Pinto (2014) as one of the processes of turnover, that is to say, when workers leave a company and are eventually replaced.

Salary compensation is one of the main causes of employee dissatisfaction, and organizations need to develop strategies to keep their professionals motivated and satisfied so that they can achieve objectives and positive results (Gil, 2016).

This study is a response to the increase in the number of employees who are leaving, or thinking of leaving, a company. Dissatisfaction clearly affects employees and causes them to consider resigning, so organizations must understand the reasons that cause it and adopt strategies to preserve and promote motivation (Pedro & Peixoto, 2006). It is an opportunity to make a theoretical and empirical contribution to research on justice at work, job satisfaction and turnover intention, grounded on evidence from the public transport sector. It is also an opportunity to help managers diagnose the perception of work in terms of fairness, job satisfaction and turnover intention so that they can plan future actions in their organizations. This confluence of intentions gave rise to the following research question: how do satisfaction and justice at work influence the intention of turnover in the public transport sector?

Given the evidence on the relationship between behavioral, performance and organizational outputs and job satisfaction (Robbins et al., 2010, Medeiros, 2014, Gil, 2016), justice at work (Parker & Kohlmeyer, 2005, Almeida & Monteiro da Silva, 2006) and turnover intention (Pedro & Peixoto, 2006, Perry et. Al., 2010, Gonzaga & Pinto, 2014, Agapito, 2015), we formulated the following research hypotheses:

H₁: There is a positive correlation between justice at work and job satisfaction.

H₂: There is a negative correlation between job satisfaction and turnover intention

H₃: There is a negative correlation between justice at work and turnover intention

Therefore, the general aim of this research is to analyze the influence of job satisfaction and justice at work on the turnover intention of public transport workers in Corumbá/Brazil.

The more specific aims were to (1) analyze the job satisfaction of public transport workers in Corumbá; (2) analyze the perception of distributive justice and procedures in the work of public transport workers in Corumbá; (3) analyze

the turnover intention of public transport workers in Corumbá; and (4) evaluate the correlation of job satisfaction and perception of justice at work with the turnover intention of public transport workers in Corumbá.

2. Theoretical framework

This section deals with the topics of job satisfaction, justice at work and turnover intention. Gomide (1999) states that the intention to leave a company is positively correlated with exiting perceptions and negatively correlated with organizational commitment, work involvement, job satisfaction, positive affect towards work and the organization, and the perception of justice and satisfaction with the salary.

The existence of a negative correlation between job satisfaction and turnover has been extensively studied, particularly by Herzberg (1964), Vroom (1964) and Levy- Leboyer (1994). According to Gomide (1999), the term equity can vary according to culture, with justice at work defined as an equitable relationship perceived by employees in terms of their rewards and contributions.

Therefore, organizations that intend to make an organizational change must ensure that circumstances promote equity at work and identify the factors that cause dissatisfaction. When they do not, there is a negative impact on turnover, and results and goals are compromised.

2.1 Satisfaction at work

According to Siqueira (2008), job satisfaction has attracted the attention of researchers of organizational behavior and business managers since the first decades of the 20th century. Initially, the attempts to understand the feelings of workers focused on the relationship between satisfaction and motivation (Siqueira, 2008). Later, between the 1970s and 1980s, job satisfaction started to be conceived as an attitude, and was presented as a factor that described behaviors at work such as productivity, performance, turnover and absenteeism (Siqueira, 2008).

As job satisfaction is understood as a motivational factor or an attitude, satisfied workers are also productive (Siqueira, 2008). Satisfaction is an important motivating behavioral attribute for job performance, permanence, and reduction of both evasion and turnover in companies (Hackman & Porter, 1968). Job satisfaction has consequences that directly affect the organization, that is, it affects productivity, efficiency, absenteeism/turnover levels and organizational commitment.

According to Siqueira (2008, p. 267), “the expression job satisfaction represents how the individual who works experiences pleasurable experiences in the context of organizations”. The dimensions evaluated to explain job satisfaction are: satisfaction with salary, satisfaction with colleagues, satisfaction with management, satisfaction with promotions and satisfaction with the work itself.

Locke (1969) defines job satisfaction as the result of workers assessing their work or realizing their values through their activities, which leads to a positive emotion of well-being. In other words, it is a pleasant emotional state that is the result of an individual’s perception of their work and how it satisfies their important values.

Herzberg (1971) proposed the two-factor theory, which is based on motivation and hygiene. Motivational factors are the ones that please, while hygienic factors displease. According to this theory, hygiene is necessary so that employees are not dissatisfied, but by itself it is not capable of making employees completely satisfied. Hygiene, which is also known as an extrinsic or environmental factor, is an external factor, such as the physical conditions of the work environment, the salary or the organizational climate. While the absence of these factors demotivates, by themselves they are not motivating so it can be assumed that the lack of these factors determines dissatisfaction (Herzberg, 1971).

Job satisfaction has been studied in the 21st century, as a concept of affectivity in the work environment, in which individuals have an affective bond with their work. This bond has been related to psychosocial factors such as well-being at work, involvement, and affective commitment (Siqueira, 2008).

According to Robbins et al. (2010, p. 75) “interesting jobs that provide training, variety, independence and control satisfy most employees”. Therefore, the more the organization offers training, development, quality of life and professional stability, the more employees tend to be satisfied and motivated with their work.

Job satisfaction is a highly complex topic, since its perception and its conceptualization may vary from person to person, and from environment to environment. Consequently, as reported by Marqueze and Moreno (2005), there is no single determining factor, as satisfaction depends on factors such as the environment, working conditions, and the worker’s perception of their work. Understanding the reasons for dissatisfaction is crucial for implementing continuous improvements in job satisfaction.

Despite these different conceptions, the dimensions of job satisfaction that have changed little over the decades are satisfaction with salary, satisfaction with colleagues, satisfaction with management, satisfaction with promotions and satisfaction with the job itself. Job satisfaction is conceptualized as the pleasurable experiences that an individual faces in the work environment, and each of these dimensions represents a source of such experiences as described by Siqueira (2008):

- a) satisfaction with colleagues: contentment with collaboration, friendship, trust and relationships with colleagues.
- b) satisfaction with salary: contentment with financial gains compared to workload, professional capacity, cost of living and efforts to perform the task.
- c) satisfaction with the boss: contentment with the organization and professional capacity of the boss, with their interest in the work of subordinates and understanding between them.
- d) satisfaction with the nature of work: contentment with the interest aroused by the tasks, with their ability to absorb the worker and with the variety of the tasks.
- e) satisfaction with promotions: contentment with the number of times they have already received promotions, with the guarantees offered to those who are promoted, with the way the company carries out promotions and with the waiting time for promotion.

In this regard, it is worth noting that for employees to be satisfied with their job, they need to be satisfied with their superior, since they are ones who play the role of group leader, and the leader is the one who exerts influence over people to achieve certain objectives. The boss must know how to motivate subordinates, as this can interfere negatively or positively in the organization (Azevedo & Medeiros, 2003).

2.2 Justice at work

According to Tyler, Boeckman, Smith and Huo (1997), the social psychology of justice studies the causes and consequences of subjective judgments about what is fair or unfair.

Organizational justice and work justice were initially discussed in the studies by Homans (1961) and Adams (1965), who focused on the rewards related to work performance. Subsequent studies focused on the area of organizational psychology and organizational behavior.

Individuals cognitively weigh their investment in and their return on their social relationships. Their decision on whether to remain or not in these relationships tends to depend on how just they are perceived to be. Thus, individuals will remain in a social relationship if they perceive that their efforts are proportional to the efforts of the other (Adams, 1965).

Tyler et al. (1997) distinguishes four eras in the investigation of justice: the era of relative deprivation (1945); the age of distributive justice (1960s and 1970s); the era of procedural justice (1980s and 1990s); and the era of retributive justice (emerging in the 1990s). In the 1970s, research on the perception of justice sought to relate the power of prediction and the influence of these perceptions on workers' performance.

Gomide (1999) showed that those workers who perceived that they were being rewarded by their work organizations for their efforts to achieve goals were also those who performed best performance. In this way, factors such as absenteeism, turnover, satisfaction and commitment to the perception of justice of distribution started to be related. There have been some attempts at theoretical integration (Törnblom & Vermunt, 1999), but most of the studies in this area focus on one of the types of justice (distributive, procedural, retributive or reparative).

In his work "A Theory of Justice", Rawls (1971) proposed the criteria on which the fair distribution of rewards needed to be based. He proposed not just one but two conceptually and temporally distinct justices: the justice of distribution (defined as the distribution of scarce goods) and the justice of procedures (defined as the choice of procedures in the selection of the criterion of distribution). These principles of procedure and distribution are now major aspects of the literature on justice.

Distributive justice refers to whether the justice of the distribution of resources is perceived to have positive or negative valence (Törnblom & Vermunt, 1999). The first theories of distributive justice (Homans, 1961; Patchen, 1961; Sayles, 1958) were developed in an organizational context and postulated that justice occurs when there is a proportionality between the wages of workers and their contributions.

Given what has been said, Almeida and Monteiro da Silva (2006) state that injustices in the organizational environment tend to affect the performance, satisfaction and commitment of employees. As a result, employees who perceive fair rewards tend to be more committed, satisfied and have little or no intention of leaving the company (Parker & Kohlmeyer, 2005).

2.3 Turnover intention

Turnover intention has been extensively researched by managers, given the costs of the unexpected termination of an employee. Furthermore, Barney and Wright (1998) and Cascio and Boudreau (2010) emphasize that in addition to expenses such as recruitment, training and selection, organizations also lose tacit and explicit knowledge.

Shahnawaz and Jaffri (2009) define turnover as an interruption in the employment relationship between the individual and the organization, which can have negative impacts on performance and result in the organization losing tacit knowledge, as employees develop skills and abilities while they are associated with the organization. Furthermore, they can generate additional costs and negatively relate to the image of the company, which can be seen as a bad employer.

Work turnover refers to workers parting ways with the institution or company they work for. Turnover can be voluntary or involuntary. Involuntary turnover is the dismissal of the worker at the initiative of the organization, with the intention of improving existing human potential and meeting the demands of the external environment (Mobley, 1992). The first studies on turnover were made by Brayfield and Crockett (1955) and Herzberg (1964), who found evidence on the relationship between turnover and absenteeism.

The loss of good employees directly affects organizations because it compromises their efficiency and strategies in search of competitiveness (Mintzberg, Lampel & Ahlstrand, 1999). Therefore, identifying the reasons that may lead employees to consider leaving the organization can provide important data, which can be used by management to reduce turnover and improve efficiency and effectiveness (Ferreira & Siqueira, 2005).

Finally, turnover intention is a tool that measures a professional's intention to change jobs. The results obtained by this tool help managers develop strategies to keep their professionals in the organization.

3. Methodology

The present research is quantitative in nature. The quantitative method aims to guarantee the accuracy of the results, avoid distortions of analysis and interpretation, and allow a margin of safety regarding inferences (Richardson, 2017).

The objectives of the research are descriptive. Its primary objective is to describe the characteristics of a given population or phenomenon and to establish relationships between variables. Countless studies can be classified as descriptive

and one of its most significant characteristics is the use of standardized data collection techniques (Gil, 2019).

The research technique used to collect the data was the survey. This type of research is expressed through questions asked directly to people whose behavior is being studied and analyzed. The information is collected from a significant number of people involved in the case, and then a quantitative analysis is carried out so that conclusions can be drawn (Gil, 2019).

The universe of this research is the staff of the municipal public transport company in Corumbá/Brazil. The group is comprised of 63 employees, including drivers, ticket sellers, mechanics, washers, and administrative staff. All the employees were invited to participate in the research and 27 accepted, so the sample was an accessible one.

The workers who did not participate in the research were male drivers and it was their decision not to participate. However, we have to consider that the data collection period was from August to October 2020, a time when the organization was being structured right after the protective measures against the Covid-19 pandemic had been implemented, and, as a consequence of which, many workers had to leave work to avoid physical contact with other people.

Accessibility or convenience sampling is the least rigorous of all types of sampling. For this reason, it does not require any statistical rigor. Researchers select the elements to which they have access and assume that they somehow represent the universe (Gil, 2019).

Siqueira's Work Satisfaction Scale (WSS) (2008), Gomide and Siqueira's Perception of Distributive Justice Scale (PDJS), and Siqueira et al's Perception of Procedural Justice Scale (PPJS) (2008) and Turnover Intention Scale (TIS) (2014) were used as data collection instruments. In addition to the scales, socioeconomic variables such as position, gender, educational background and income were also used.

The WSS was developed and validated with the main objective of analyzing the degree of contentment of workers within the organizational environment, taking into account five dimensions: satisfaction with work colleagues, satisfaction with the salary, satisfaction with the management, satisfaction with the nature of the work and satisfaction with promotions (Siqueira, 2008).

The PDJS is a one-dimensional measure designed to assess people's beliefs about how fair they perceive the rewards that the company provides as a return on their investments in work. To represent these beliefs, the PDJS presents five statements that address responsibility, professional experience, efforts at work, quality of work, and the stress that workers are subjected to while performing their tasks (Siqueira, 2008).

The PPJS is also unidimensional. It was designed to assess employee beliefs about the fairness of the conditions or procedures that guide the policies for the distribution of resources in the organization that employs them (Siqueira, 2008).

To represent these beliefs, six statements were drawn up that sought to portray Leventhal's six conditions of fair procedures (1980). These six statements were about the rules defined by the company: if the rules are the same for all employees, the information they give is accurate, they are formulated with involvement from the employees, and they are based on ethical standards, then the organization is perceived as fairer (Siqueira, 2008).

The TIS shows employees' willingness to leave the organization they are working for (Siqueira et al., 2014).

According to Gil (2019), the descriptive part of the data is about statistical techniques that not only characterize and aggregate data, but also study the relationships between the variables.

The researcher's first task is to describe the data obtained or, more precisely, to describe each variable in the set separately. This is often done with univariate analysis, which makes it possible to: *a*) characterize what is typical in the group; *b*) indicate the variability of individuals in the group; *c*) verify how individuals are assigned in terms of particular variables (Gil, 2019).

The data was analyzed using descriptive statistics and measures of central tendency, the most important being the arithmetic mean, median, mode and standard deviation. First, they represent all the results obtained by the group and provide an accurate description of the group as a whole. Second, they make it possible to compare and contrast two or more typical groups when it comes to typical representation (Gil, 2019).

Standard deviation is a measure of the variability of individuals within a group. It indicates the degree of similarity or difference among individuals within a group, is a measure of stability and can be used when the subsequent use of inferential procedures is required (Gil, 2019).

Pearson's *r* tests were also performed to verify the correlation between the constructs analyzed (Bisquerira, Sarriera, & Martinez, 2004).

3.1 Contextualization of the transport organization

The company Viação Cidade Corumbá Ltda. is a company created to meet the needs of the collective road transport of passengers. The company started its activities on 1 November, 2014 providing services as part of the municipal transport timetable. Although it started its activities on the date mentioned, the company was founded on 1 July of the same year.

Figure 1 shows the company logo.



Figure 1. Logo of Viação Cidade Corumbá. Source: Company data

Located at Rua Albuquerque, n. 81, Bairro Centro América, the company has a 4,500 m² garage structure, with an average capacity to house 30 buses. It is a limited company, with partners and experienced entrepreneurs coming from the cities of Campo Grande, Dourados and Rio de Janeiro. The company currently has a total of 63 employees, including 35 drivers, two transport inspectors, four ticket clerks, two workers responsible for the traffic department, two in administration, five washers, six in the workshop, one in the technology department, two porters, two in the purchasing sector, a director and a manager.

As mentioned above, the company was founded in 2014, replacing an old company that had been offering the service for more than 40 years. This previous company carried out its last activities in 2020 in the city of Ladário/Brazil.

Viação Cidade Corumbá brought to the population of Corumbá the modernity of an electronic ticketing system, in which passengers, whether paying or using the free pass, have their own electronic card to access the transport system, offering customer agility and comfort, less downtime and more safety.

When it comes to the use of technology, the company has full control of all aspects on public transport, buses are monitored, and passengers have the convenience of recharging their card online. It is worth mentioning that the company also covers the rural region of Corumbá.

Viação Cidade Corumbá has an integrated management policy based on values such as ethics, respect for users and reliability. It focuses on the customer: that is, it transports people with quality, safety, punctuality and respect, is one of the main agents of city development and improves urban life. It seeks to be a company that serves all citizens, aiming at excellence in the management of urban mobility.

Public transport in Corumbá is provided by means of a public concession. In order to maintain and promote the continuous improvement of the services provided, the company has the support of the local Federal University, which

promotes user satisfaction surveys and support for issues of routes and timetables. Their contributions are of paramount importance for decision-making and the impact of changes.

4. Results and discussion

The descriptive analysis of the profile of the 63 employees, 27 of whom were respondents, revealed that the majority are men (92.6%) with an average age of 37 years and at least three years of service. Age: mean 37.04, standard deviation: 8.77. The average working time of the participants is 3.37 years. Table 1 presents the socioeconomic data in terms of frequencies.

Table 1. Participants' socioeconomic data.

Type	Aspect	The amount	percentage
Office	Administrative assistant	1	3.7%
	Driver	23	85.2%
	Traffic analyst	2	7.4%
	Washer	1	3.7%
Genre	Male	25	92.6%
	Feminine	2	7.4%
Education	Complete primary education	4	14.8%
	Complete high school	10	37.0%
	Incomplete high school	5	18.5%
	Graduated	1	3.7%
	Incomplete higher	7	25.9%
Income	From BRL 1,001.00 to BRL 2,000.00	24	88.9%
	From BRL 2,001.00 to BRL 3,000.00	3	11.1%

Source: field collection (2020).

According to the analysis of the socioeconomic data of the 27 respondents, 85.2% are drivers, 14.8% have completed elementary school and 37% have completed high school, only 18.5% have not completed high school, 3.7% have completed higher education and 25.9% did not complete higher education. It was found that the majority (88.9%) have an income between R\$1001 to R\$2000.

Table 2 shows the results for the constructs involved: satisfaction, justice and turnover intention at work.

Table 2. Satisfaction, justice and turnover intention at work.

Variables	Average	Standard deviation
Satisfaction with colleagues	4.95	0.95
Satisfaction with salary	3.98	1.57
Satisfaction with the boss	4.93	1.18
Satisfaction with the nature of work	4.93	0.93
Satisfaction with promotions	4.11	1.38
Job satisfaction (general)	4.58	1.04
Distributive justice	4.35	2.10
Procedural justice	4.19	1.79
Turnover intention	2.59	1.33

Source: field collection (2020).

Regarding the analysis of the satisfaction at work, justice at work and turnover intention, the sample showed that the highest average score was for satisfaction with colleagues (average=4.95) and the lowest (3.98) for satisfaction with the salary. The lowest score was for turnover intention (2.59). Although they are not the highest scores, satisfaction with the boss and with the nature of the work have high averages of 4.93. And the standard deviation for the nature of the work is the lowest of all so there is considerable consistency on this item among the participants. This positive evaluation of satisfaction with colleagues may be related to the principle of reciprocity.

In this respect, Siqueira and Gomide (2014) state that a fundamental principle that preserves and stabilizes social systems is the existence of reciprocity between members of an organization. The authors also comment that this principle is based on two social requirements: we must help those who help us; and we should not harm those who benefit us. Therefore, teamwork and unity among employees provide harmony and peaceful coexistence among people, in addition to being a predominant element in achieving goals, because satisfied and happy people are more dedicated to their tasks and increase the trust they have in their colleagues.

An analysis of the constructs in isolation shows high satisfaction with work, a neutral-to-high perception of justice and a neutral turnover intention. In this respect, it is important to analyze the correlations between these constructs (see Table 3).

Table 3. Correlation (Pearson's r) between job satisfaction, justice at work and turnover intention. * $p < 0.001$.

Variables	JS	JT	TI
Job satisfaction (JS)	-		
Justice at work (JT)	0.820*	-	
Turnover intention (TI)	0.657*	0.782*	-

Source: field collection (2020).

Pearson's r shows the correlation indices calculated between the average scores of the three variables: job satisfaction, perception of justice at work and turnover intention.

This correlation coefficient, normally represented by r , only assumes values between 1 and -1, where $r=1$ is a perfect positive correlation between the two variables, $r=-1$ is a perfect negative correlation (that is, if one increases the other always decreases) and $r=0$ means that the two variables do not depend linearly on each other.

The criteria proposed by Bisqueirra et al. (2004) were adopted: that is to say, $r=1$, perfect correlation; $0.80 < r < 1$, very high; $0.60 < r < 0.80$ high; $0.40 < r < 0.60$ moderate; $0.20 < r < 0.40$ low; $0 < r < 0.20$ very low; and $r = 0$ no correlation or null.

The three correlation indices indicated in Table 3 are all significant, one being positive and two negative. These results show that the correlation indices between job satisfaction and justice at work are directly proportional, which means that the greater the perception of satisfaction, the greater the perception of justice at work, so promoting justice increases the perception of satisfaction.

At the same time, the correlations between these two variables with turnover intention are inversely proportional, that is, the greater the justice and/or satisfaction, the less willing people are to leave the company. In accordance with the criteria of Bisqueirra et al. (2004), we found that all the correlations between the variables studied – job satisfaction, perception of fairness at work, and turnover intention – were high.

The strengths of the correlations vary from $r = -0.657$ to $r = 0.820$. The highest correlation index was between the variables job satisfaction and perception of justice at work ($r = -0.820$; $p < 0.01$) and the lowest was between job satisfaction and turnover intention ($r = -0.657$; $p < 0.01$), both with negative connotations, so the proportionality of relationships is inverted.

According to Parker and Kohlmeyer (2005), situations of organizational injustice reflect negatively on commitment to the organization and job satisfaction. The present study shows the existence of a strong relationship between justice

at work and the turnover of public transport workers. To Geremia, Kanan and Marcon (2018), the perception of justice is important if employees are to stay in a company, as they tend to leave when they do not consider decisions to be fair.

In view of these results, we were able to infer that job satisfaction and the perception of justice at work have a significant, moderate and negative impact on turnover intention. Turnover intention tends to decrease with high levels of job satisfaction and a high perception of justice at work, and tends to increase when this is not so.

We understand that the more satisfied employees are, the less they think, plan and/or want to leave the company where they work. Our results reinforce the results reported by Agapito (2012), who found a negative correlation between well-being at work and turnover intention, job satisfaction and turnover intention, and organizational commitment and turnover intention. Of these factors, organizational commitment was the main predictor of turnover intention.

5. Conclusion

We analyzed the organizational reality in the public transport company through the variables job satisfaction, perception of justice at work and turnover intention. The methodology used was suitable for the objectives proposed.

The results indicated strong satisfaction with the relationships between work colleagues, bosses and the nature of the work. Survey participants showed that they like their work and the people they relate to in the organizational environment. However, the scores on salary and promotions were lower, which presented the company with an opportunity to look into these results and increase satisfaction with these two elements.

Regarding the perception of justice at work, distributive justice was rated better than procedural justice. The perception of justice at work is a factor that influences the individual's behavior within the organization. Signs of injustice seen by workers can negatively affect the organization. In this case, although the workers fairly perceived the distribution of resources and activities, they did not have the same perception of the distribution criteria. The data suggested that the organization studied can better communicate the distribution criteria and improve workers' participation in the discussions of these criteria, which may raise the perception of distributive justice.

From a general perspective, the workers' perception of satisfaction and justice at work was positive, and this is reflected in the low score on turnover intention, that is, workers are not very willing to leave the organization.

The correlation tests applied in this study suggest a very high positive correlation between job satisfaction and justice at work (H_1) and a high negative correlation between job satisfaction and turnover intention (H_2) and between justice at work and turnover intention (H_3).

Our results show that justice at work is more strongly correlated with turnover intention than job satisfaction. This suggests that no matter how much the organization tries to offer conditions to satisfy the worker, such as improving the organizational climate, paying well, developing leadership, etc., if the workers do not perceive justice in the work environment, they may be more willing to leave.

Finally, our evidence showed that justice at work and job satisfaction are variables that directly affect the turnover intention of individuals, and can produce positive results for the organization.

Our research contributes to theoretical evidence on the relationship between the variables investigated, showing strong relationships between satisfaction, justice at work and turnover intention in the context of a public passenger transport organization in Brazil. We reinforced the contribution of the research and to the management of the organization studied by recommending direct action, particularly in terms of satisfaction with salary and promotion.

These actions can be seen as a strategic tool for managing human resources retaining employees and avoiding turnover. When the elements of justice and satisfaction at work are present in the work environment, they contribute to the individual, economic and social needs of workers, and provide a more peaceful and productive personal, family and work life for everybody.

We should point out that the results obtained are limited by the methodology used the sample of public passenger transport workers in a Brazilian city with a population of 130,000 inhabitants and the fact that the study was carried out in the midst of the Covid-19 pandemic.

Our results and these limitations suggest that future studies should focus on how more aggressive compensation and promotion policies can correlate with justice and job turnover intention. In the specific case of transport organizations, ergonomic issues and problems of urban mobility and the transit of motor vehicles in cities can be good opportunities for research to determine how they influence the variables of satisfaction, justice and turnover intention at work.

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