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**PROCEDURAL JUSTICE AND EMPLOYEES' INTENTION TO LEAVE: THE
MEDIATING ROLES OF JOB CHARACTERISTICS AND MEANINGFUL WORK
IN THE POULTRY INDUSTRY**

Steffiera Novenska, Rinto Rain Barry

Universitas Pelita Harapan, Indonesia

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Corresponding author:

Rinto Rain Barry
rinto.barry@uph.edu

Abstract. This study examines the effect of procedural justice on employees' intention to leave, with job characteristics and meaningful work as mediating variables, in PT XYZ within the poultry industry. This industry plays a strategic role in supporting GDP and national food security, yet it continues to face high employee turnover. Data were collected from 200 permanent employees using a Likert-scale questionnaire (1–5) and analyzed using PLS-SEM. The results show that job characteristics significantly influence meaningful work and reduce intention to leave. Procedural justice also has a positive effect on job characteristics and meaningful work, while simultaneously lowering intention to leave. Moreover, meaningful work mediates the relationship between job characteristics and procedural justice on intention to leave, including a dual mediation pathway through job characteristics and meaningful work. These findings highlight the importance of implementing procedural fairness, managing job characteristics, and enhancing meaningful work as effective employee retention strategies. The study also provides practical insights for managers to strengthen employee satisfaction, engagement, and loyalty.

Abstrak. Studi ini mengkaji pengaruh keadilan prosedural terhadap niat keluar karyawan, dengan karakteristik pekerjaan dan pekerjaan bermakna sebagai variabel mediasi, di PT XYZ dalam industri perunggasan. Industri ini memainkan peran strategis dalam mendukung PDB dan ketahanan pangan nasional, namun masih menghadapi tingkat pergantian karyawan yang tinggi. Data dikumpulkan dari 200 karyawan tetap menggunakan kuesioner skala Likert (1–5) dan dianalisis menggunakan PLS-SEM. Hasil penelitian menunjukkan bahwa karakteristik pekerjaan secara signifikan memengaruhi pekerjaan bermakna dan mengurangi niat keluar. Keadilan prosedural juga memiliki efek positif pada karakteristik pekerjaan dan pekerjaan bermakna, sekaligus menurunkan niat keluar. Lebih lanjut, pekerjaan bermakna memediasi hubungan antara karakteristik pekerjaan dan keadilan prosedural terhadap niat keluar, termasuk jalur mediasi ganda melalui karakteristik pekerjaan dan pekerjaan bermakna. Temuan ini menyoroti pentingnya penerapan keadilan prosedural, pengelolaan karakteristik pekerjaan, dan peningkatan pekerjaan bermakna sebagai strategi retensi karyawan yang efektif. Studi ini juga memberikan wawasan praktis bagi para manajer untuk memperkuat kepuasan, keterlibatan, dan loyalitas karyawan.

INTRODUCTION

The poultry industry plays a strategic role in Indonesia's agribusiness system, contributing significantly to the national Gross Domestic Product (GDP) and food security. According to Ferlito and Respatiadi (2018), this sector supplies approximately 65% of the nation's animal protein needs and absorbs up to 10% of the labor force. The industry consists of multiple sub-sectors—including breeding, broiler farming, feed production, veterinary pharmaceuticals, slaughtering and processing, distribution, and marketing—illustrating a complex value chain that requires effective human resource coordination.

Despite its vital contribution, the poultry industry faces a major challenge related to high employee turnover. Turnover refers to the process by which employees leave an organization, either voluntarily or involuntarily, leading to the need for workforce replacement (Robbins & Judge, 2024). Data from Statistics Indonesia (BPS, 2024) reported that around 8% of individuals aged 15 and above left their jobs within a year, with common reasons such as contract expiration, inadequate compensation, family responsibilities, unfavorable work environments, layoffs, and business closures. High turnover poses serious consequences for labor-intensive industries like poultry, as the loss of skilled employees can disrupt productivity and weaken organizational competitiveness.

Measuring turnover and its associated costs is essential for managerial planning, particularly in relation to recruitment, onboarding, replacement training, reduced output, and opportunity costs of managerial and HR time (Armstrong, 2020). Understanding the causes of turnover enables organizations to improve their work environment, reward systems, and employee development programs.

One of the most widely recognized predictors of turnover is intention to leave, defined as an employee's conscious plan or desire to leave the organization. Johnsrud and Rosser in Samadi et al. (2020) emphasize that intention to leave is a significant predictor of actual turnover and is closely related to job satisfaction. A preliminary survey conducted at PT XYZ indicated a high level of intention to leave, with most employees considering external career opportunities.

Therefore, this study focuses on employees of PT XYZ in the poultry sector to investigate how procedural justice influences intention to leave, and to examine the mediating roles of job characteristics and meaningful work. The findings of this study are expected to provide strategic insights for improving employee retention and strengthening organizational sustainability.

LITERATURE REVIEW

Procedural Justice

Procedural justice refers to the perceived fairness of organizational decision-making processes, which emphasize consistency, transparency, and objectivity (Kinicki & Fugate, 2018; Pearce & Locke, 2023). Employees evaluate fairness based on how procedures are implemented, particularly in the distribution of rewards and organizational resources (Robbins & Judge, 2024). Fair procedures foster positive attitudes by enhancing motivation, engagement, job satisfaction, and loyalty (Armstrong, 2020; Dessler, 2020). Procedural justice also entails opportunities for employee voice, mechanisms for error correction, and unbiased treatment, all of which contribute to an inclusive, collaborative, and productive work environment (O'Callaghan, 2024).

Job Characteristics

Job characteristics refer to core aspects of work that shape employee motivation, satisfaction, and performance (Armstrong, 2020). The Job Characteristics Model (JCM), developed by Hackman and Oldham, highlights five dimensions—skill variety, task identity, task significance, autonomy, and feedback—as key drivers of intrinsic motivation and job satisfaction (Kinicki & Fugate, 2018; Pearce & Locke, 2023). When these characteristics are effectively designed, employees tend to demonstrate stronger commitment and improved work performance (Dessler, 2020; Robbins & Judge, 2024).

Meaningful Work

Meaningful work is defined as work that provides a sense of purpose and personal significance, enabling employees to feel that their contributions create a positive impact on themselves and others (Armstrong, 2020; Fairlie, 2009). Various antecedents influence meaningful work, including autonomy, challenge, personal growth, social contribution, and opportunities for self-fulfillment (Macey et al., 2009; Alfes et al., 2010; Noor et al., 2023). Research shows that meaningful work enhances engagement, satisfaction, and overall job performance. Key dimensions of meaningful work include personal development, connection with others, potential realization, and service to others (Saputro, 2019; Lips-Wiersma & Wright, 2009).

Intention to Leave

Intention to leave refers to an employee's conscious desire or plan to leave the organization. Although often used interchangeably with turnover intention, the term is distinct from actual turnover, which reflects the realized behavior of resignation (O'Callaghan, 2024; Armstrong, 2020; Yasin, 2020). The process generally evolves through sequential stages, beginning with thoughts of leaving, developing a decision to resign, and subsequently searching for alternative employment (Appollis, 2010; Matthews & Ritter, 2019; Aryani et al., 2021; Saleh et al., 2022; Sami & Iqbal, 2024; Ratnasari et al., 2023). High levels of intention to leave can reduce work engagement, deteriorate performance quality, and weaken organizational effectiveness.

RESEARCH FRAMEWORK AND HYPOTHESIS DEVELOPMENT

This study adopts the conceptual framework of O'Callaghan (2024), which examines the effect of procedural justice on intention to leave through the mediating roles of job characteristics and meaningful work. The framework is adopted comprehensively without modification to the original research model.

Job characteristics influence employees' intention to leave because they shape perceptions of work and affect decisions to remain in or exit the organization (El Akmal & Rislisa, 2018). Internal and external job elements—such as autonomy, task variety, and responsibility—affect job satisfaction, which subsequently reduces intention to leave (Herdijanto, 2017; Sasso et al., 2019).

H1: Job Characteristics have a negative effect on Intention to Leave.

Job characteristics also play an essential role in enhancing meaningful work. Core job elements such as skill variety, task identity, and task significance strengthen employees' perceptions of purpose and meaningfulness in their roles (Hackman & Oldham; Chen et al., in O'Callaghan, 2024). Prior studies confirm a positive relationship between job characteristics and meaningful work, which further increases work engagement and motivation (Bailey et al., 2019; Allan, 2017; Albrecht et al., 2021).

H2: Job Characteristics have a positive effect on Meaningful Work.

Meaningful work fosters satisfaction, engagement, commitment, and loyalty, which in turn decreases employees' intention to leave (Geldenhuis et al., in O'Callaghan, 2024; Wingerden et al., 2018; Charles-Leija et al., 2023).

H3: Meaningful Work has a negative effect on Intention to Leave.

Procedural justice strengthens relationships between leaders and employees, builds organizational trust, and reduces turnover. Conversely, a lack of procedural justice increases employees' intention to leave (Akoh & Amah, 2016; Edrees et al., 2023; Raza et al., in O'Callaghan, 2024).

H4: Procedural Justice has a negative effect on Intention to Leave.

Procedural justice also shapes employees' perceptions of job characteristics by enhancing organizational support, intrinsic motivation, and work engagement (Montañez-Juan et al., 2019; Adebakin & Okon, 2019; Isma et al., 2020; Kurniawati & Ramli, 2024).

H5: Procedural Justice has a positive effect on Job Characteristics.

Procedural justice contributes to meaningful work as fair procedures strengthen employees' sense of value and reduce burnout, especially when accompanied by empathy and professional identity (Ertosun, 2021; Correia & Almeida, 2020; Salama et al., 2022).

H6: Procedural Justice has a positive effect on Meaningful Work.

Job characteristics mediate the relationship between procedural justice and meaningful work, as job clarity, task identity, and skill variety reinforce the sense of purpose employees derive from their work (Wingerden & Stoep, 2018; O'Callaghan, 2024; Edrees et al., 2023).

H7: Procedural Justice has a positive effect on Meaningful Work through the mediation of Job Characteristics.

Job characteristics also mediate the relationship between procedural justice and intention to leave by increasing intrinsic motivation, trust, and appreciation toward the organization (Younas et al., 2015; Zhao et al., 2024; Wang et al., 2016).

H8: Procedural Justice has a negative effect on Intention to Leave through the mediation of Job Characteristics.

Meaningful work mediates the relationship between job characteristics and intention to leave, as meaningful experiences enhance engagement and reduce withdrawal tendencies (Agarwal & Gupta, 2018; Simonet & Castille, 2020; Sun et al., 2019).

H9: Job Characteristics have a negative effect on Intention to Leave through the mediation of Meaningful Work.

Meaningful work also mediates the relationship between procedural justice and intention to leave, as fair procedures enhance work meaning and subsequently suppress resignation intentions (O'Callaghan, 2024; Janik, 2015; Bayarcelik & Findikli, 2016).

H10: Procedural Justice has a negative effect on Intention to Leave through the mediation of Meaningful Work.

Finally, job characteristics and meaningful work jointly mediate the effect of procedural justice on intention to leave. The combination of perceived fairness, enriched job design, and meaningful experiences reduces turnover intention by improving satisfaction and engagement (O'Callaghan, 2024; Agarwal & Gupta, 2018; Wedantha & Supartha, 2016).

H11: Procedural Justice has a negative effect on Intention to Leave through the mediation of Job Characteristics and Meaningful Work.

RESEARCH METHOD

This study employed a quantitative approach to analyze the effect of Procedural Justice on Intention to Leave, with Job Characteristics and Meaningful Work serving as mediating variables. The research subjects were permanent employees of PT. XYZ with a minimum tenure of one year, representing various divisions within the company.

Data were collected through a closed-ended questionnaire distributed via Google Forms, using a five-point Likert scale (1–5). The dependent variable in this study was Intention to Leave, the independent variable was Procedural Justice, and the mediating variables were Job Characteristics and Meaningful Work.

The population consisted of 1,984 employees, and a total of 200 respondents were selected using purposive sampling based on predetermined criteria. Instrument validity and reliability were tested through a preliminary study (pre-test), and the results confirmed that all indicators were valid and reliable.

The data were analyzed using PLS-SEM with SmartPLS. The analysis included an outer model evaluation to assess indicator validity and reliability, and an inner model evaluation to examine the relationships among variables, including path coefficients, R^2 values, and hypothesis testing using one-tailed bootstrapping procedures.

RESULTS AND DISCUSSION

This study examines the effects of Job Characteristics and Procedural Justice on Intention to Leave, both directly and indirectly through Meaningful Work, using the bootstrapping method in SmartPLS 4. The hypothesis testing was conducted using a one-tailed approach with a significance level of 0.05.

Table 1. Hypothesis Testing Results

Hipotesis	Path	Original Sample (O)	T-statistic	P-value
H1	Job Characteristics → Intention to Leave	-0,156	2,020	0,022
H2	Job Characteristics → Meaningful Work	0,134	1,857	0,032
H3	Meaningful Work → Intention to Leave	-0,305	3,861	0,000
H4	Procedural Justice → Intention to Leave	-0,270	2,918	0,002
H5	Procedural Justice → Job Characteristics	0,704	15,212	0,000
H6	Procedural Justice → Meaningful Work	0,610	9,565	0,000
H7	Procedural Justice → Job Characteristics → Meaningful Work	0,094	1,790	0,037
H8	Procedural Justice → Job Characteristics → Intention to Leave	-0,110	1,941	0,026
H9	Job Characteristics → Meaningful Work → Intention to Leave	-0,041	1,719	0,043
H10	Procedural Justice → Meaningful Work → Intention to Leave	-0,186	3,518	0,000
H11	Procedural Justice → Job Characteristics → Meaningful Work → Intention to Leave	-0,041	1,719	0,043

The direct effect test results indicate the following:

H1 shows that Job Characteristics have a negative and significant effect on Intention to Leave, supported by a t-statistic of 2.020 and a p-value of 0.022. This finding implies that the better the job characteristics perceived by employees, the lower their tendency to leave the organization.

H2 demonstrates that Job Characteristics have a positive and significant effect on Meaningful Work, supported by a t-statistic of 1.857 and a p-value of 0.032, indicating that clearly structured and challenging jobs enhance employees perceived meaningfulness of work.

H3 indicates that Meaningful Work has a negative and significant effect on Intention to Leave, supported by a t-statistic of 3.861 and a p-value of 0.000. This result suggests that employees who find their work meaningful are less likely to leave the organization.

H4 states that Procedural Justice has a negative and significant effect on Intention to Leave, supported by a t-statistic of 2.918 and a p-value of 0.002, demonstrating that higher perceptions of procedural fairness reduce employees' intention to leave.

H5 shows that Procedural Justice has a positive and significant effect on Job Characteristics, supported by a t-statistic of 15.212 and a p-value of 0.000. This means that procedural fairness fosters improvements in employees perceived job characteristics.

H6 reveals that Procedural Justice has a positive and significant effect on Meaningful Work, supported by a t-statistic of 9.565 and a p-value of 0.000, indicating that employees who perceive fair procedures are more likely to experience their work as meaningful.

The specific indirect effect test results show the following:

H7 reveals that Job Characteristics mediate the effect of Procedural Justice on Intention to Leave, supported by a t-statistic of 2.548 and a p-value of 0.011. This indicates that part of the effect of procedural fairness on turnover intention occurs through improvements in job characteristics.

H8 indicates that Meaningful Work mediates the effect of Job Characteristics on Intention to Leave, supported by a t-statistic of 3.861 and a p-value of 0.000. This means that favorable job characteristics reduce turnover intention by enhancing perceived meaningfulness of work.

H9 shows that Job Characteristics and Meaningful Work jointly mediate the effect of Procedural Justice on Intention to Leave, supported by a t-statistic of 3.518 and a p-value of 0.000, demonstrating that procedural fairness influences turnover intention through both mediating variables simultaneously.

H10 states that Procedural Justice has an indirect effect on Meaningful Work through Job Characteristics, supported by a t-statistic of 3.518 and a p-value of 0.000, indicating that the effect of procedural fairness on meaningful work largely occurs through improvements in job characteristics.

Finally, H11 shows that Procedural Justice has an indirect effect on Intention to Leave through Job Characteristics and Meaningful Work, supported by a t-statistic of 1.719 and a p-value of 0.043. This suggests that procedural fairness reduces turnover intention through a dual mediation path involving job characteristics and meaningful work.

CONCLUSION

Based on the results of the analysis, several conclusions can be drawn as follows:

- Job Characteristics have a significant effect on both Meaningful Work and Intention to Leave, indicating that improvements in the quality of job design can reduce employees' intention to leave the organization.
- Procedural Justice has a significant influence on Job Characteristics, Meaningful Work, and Intention to Leave, demonstrating that employees' perceptions of procedural fairness play an essential role in shaping meaningful work experiences and fostering employee loyalty.
- Meaningful Work functions as a mediating variable in the relationship between Job Characteristics and Procedural Justice on Intention to Leave. In addition, the sequential mediation through Job Characteristics and Meaningful Work is also confirmed to be significant.
- Overall, the implementation of procedural fairness, effective job design, and efforts to enhance meaningful work are proven to be effective strategies in reducing employees' intention to leave the organization.

Managerial Implications

The findings of this study provide several practical implications for managers and human resource practitioners:

- Managers are encouraged to design and enrich job characteristics that are challenging, meaningful, and aligned with employee capabilities to enhance job satisfaction, commitment, and loyalty.
- The consistent application of procedural justice in organizational decision-making processes is essential to create a fair work environment and reduce employees' intention to leave.
- Providing employees with opportunities to experience meaningful work can increase work engagement and performance, enabling organizations to retain their best talent.

Recommendations for Future Research

Future studies may incorporate additional variables, such as organizational support or work engagement, to further examine their influence on employees' intention to leave.

Longitudinal research is recommended to observe changes in intention to leave and its related antecedents over a longer period.

Further research in different industries or organizational settings is suggested to test the generalizability of the current findings.

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