



Organizational Justice and Its Effects on Employee Retention in Banana Companies: A Quantitative Analysis

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

This study aimed to determine the relationship between organizational justice and employee retention in banana companies. A quantitative approach with descriptive and correlational designs was used. The respondents of the study were 89 employees working in two banana companies in the Municipality of Santo Tomas. The respondents were selected through convenience sampling technique. Mean and Pearson-r were used to analyze the data, which were obtained through the use of two adapted questionnaires. The findings revealed that organizational justice in terms of distributive justice, procedural justice, and interactional justice is always manifested in banana companies. On the other hand, employee retention in terms of a positive work environment, employee freedom and flexibility, employee involvement and growth, employee communication and

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assistance, and compensation and benefits are always manifested, too. The result indicated that there was a significant relationship between organizational justice and employee retention in banana companies. The findings suggested that banana companies may prioritize a fair distribution of workloads based on employees' skills and experience to ensure fairness. Management may have regular team outings or social events for building relationships and conducting frequent trainings, which shows the organization's commitment to employee growth. Future researchers may conduct studies investigating factors or mediators such as job satisfaction, organizational commitment, and leadership styles, which may help in gaining insight into the deeper processes in this relationship.

Keywords: Organizational justice; employee retention; banana companies; quantitative analysis.

1. THE PROBLEM AND ITS SETTING

1.1 Background of the Study

Employee retention refers to multiple efforts made by organizations to encourage their employees to stay within their organization for a longer period of time [1]. However, it was stated that employee retention had developed as a pressing challenge within businesses due to the non-substitutability of individual abilities and their significant influence on organizational successes [2]. Given the scarcity of competent and trustworthy employees, growing competition, economic growth, cross-border opportunities, employee turnover, millennials' passionate ambition, and other factors, organizations' top priority had shifted to retaining talented individuals [3].

In Malaysia, one of the issues with employee retention was the effect of perceived unfairness on employee engagement and loyalty [2]. When employees perceive a lack of justice in the allocation of rewards, decision-making procedures, or treatment within the firm, it could lead to decreased job satisfaction and a higher risk of attrition. Moreover, regardless of industry or business size, organizations in Indonesia struggle with low staff retention [4]. This meant that employees were quitting their employment at a higher rate, which might impair organizational productivity and continuity.

In the Philippines, common reasons for low employee retention included a lack of career advancement prospects, low pay and perks, a poor work-life balance, and limited recognition and awards [5]. Another, one of the most severe problems was the impact of the COVID-19 pandemic on job security [6]. The outbreak generated labor-market disruptions, resulting in temporary job losses and uncertainty for employees. Furthermore, it was implied that the

country's rising millennial population had presented issues with retaining this generation of workers [7].

Employee retention in Davao City was made difficult by several factors such as fluctuating employment rate and the COVID-19 pandemic [8]. The pandemic had resulted in employment losses and economic disruptions, with a considerable number of people in the region losing their jobs. According to the Philippine Statistics Authority (PSA), the employment rate in April 2023 was expected to be 96.7%, representing an increase of 34.6 thousand employed workers from January 2023. However, the labor force participation rate in Davao Region for July 2023 fell by 3.7 percentage points from the previous year [9].

While previous research has delved into how organizational justice impacts aspects, like job satisfaction, employee engagement and commitment within organizations [10,11,12], there's a lack of studies focusing on the connection between justice and retaining employees in banana companies. Examining this gap could shed light on how fairness, equality and procedural justice perceptions in banana companies influence keeping employees in this field. Moreover, the researchers had not found any research indicating the contribution of organizational justice to employee retention among the offices of banana industries, particularly in the Municipality of Santo Tomas, Davao del Norte. The researchers discovered a gap in these studies since it disregarded the banana industry, particularly in this locality recognized as the Banana Capital of the Philippines.

Furthermore, the purpose of this study was to determine how organizational justice influences employee retention in Banana Companies' offices in Santo Tomas, Davao del Norte. The study aimed to identify the employee retention

level and the degree to which it is affected by organizational justice.

Given the above circumstances, the researchers found the urgency to conduct this study in order to address the gaps left by previous studies. Due to the fact that our locality appears to be progressively ignoring this concern, a comprehensive study of organizational justice toward employee retention is a must. This was focused on employee retention in banana company offices in Santo Tomas, Davao del Norte.

Finally, the findings of this study were disseminated through social media channels, flyers, and pamphlets. Furthermore, presenting the research in local communities, conferences, and professional associations would aid in promoting understanding of the results. Publication in local newspapers, journals, peer reviews, and other publications [13].

1.2 Statement of the Problem

This study aimed to determine the significant relationship between organizational justice and employee retention on Banana Companies' offices in the Municipality of Santo Tomas, Davao del Norte. Specifically, this sought to answer the following objectives:

1. What is the level of organizational justice in terms of:
 - 1.1 distributive justice;
 - 1.2 procedural justice; and
 - 1.3 interactional justice?
2. What is the level of employee retention in terms of:
 - 2.1 positive work environment;
 - 2.2 employee freedom & flexibility;
 - 2.3 employee involvement and growth;
 - 2.4 employee communication/assistance; and
 - 2.5 compensation & benefits?
3. Is there a significant relationship between organizational justice and employee retention in the offices of banana companies in Santo Tomas, Davao del Norte?

1.3 Hypothesis

The null hypothesis was tested at a 0.05 level of significance stating that:

1. There was no significant relationship between organizational justice and employee retention in banana companies' offices in Santo Tomas, Davao del Norte.

1.4 Review of Related Literature

This section includes literature from multiple sources of writing related to the topic. Specifically, this presents a substantial discussion of literature pertaining to organizational justice and employee retention.

Organizational Justice: Organizational justice, encompassing distributive, procedural, and interactional justice, plays a pivotal role in influencing various aspects of employee behavior and outcomes within an organization. It significantly impacts employee retention by fostering perceptions of fairness in policies, procedures, and reward systems, which are crucial for maintaining a conducive work environment [14,15]. Studies have shown that organizational justice not only enhances job satisfaction, commitment, and performance but also reduces turnover intention by improving the organization-employee relationship [16,17,18]. Furthermore, organizational justice extends its influence to affect employees' affective commitment, job satisfaction levels, and organizational citizenship behavior, emphasizing its significance in driving positive organizational outcomes [19,20].

Employee Retention: Employee retention is a crucial focus for organizations as it directly impacts job satisfaction and organizational success. Research has shown that factors such as employer branding, organizational commitment, and talent management practices significantly influence employee retention [21,22,23]. Additionally, the work environment, engagement levels, and recognition and compensation strategies are vital for retaining employees [24,25]. Employee retention strategies are integral to overall business strategies, emphasizing the importance of careful measures [26,27]. Creating a positive work environment, offering growth opportunities, effective communication, and implementing diverse management strategies are key to enhancing employee satisfaction and improving retention rates [28,29].

To synthesize the related literature discussed above, organizational justice and various factors

influencing employee retention are intricately linked and play crucial roles in shaping employee behavior, outcomes, and organizational success. By fostering perceptions of fairness through organizational justice and implementing effective retention strategies encompassing compensation, HR policies, leadership styles, work-life balance, and organizational culture, organizations can enhance employee satisfaction, commitment, performance, and ultimately retention rates. It is essential for managers and policymakers to prioritize organizational justice and holistic retention strategies to create conducive work environments that attract, maintain, and retain valuable talent within organizations.

1.5 Theoretical Framework

This study was anchored on the Social Exchange Theory developed by George Homans (1958), which stated that organizational justice affects the employee retention rates in companies. When employees sense fairness in the exchange of rewards and resources, they were more likely to stay with the firm. This idea of fairness in the trade creates favorable employee attitudes such as job satisfaction and organizational engagement, which increase the chance of employee retention. Employees who experienced fairness in these areas were more likely to engage in positive reciprocal actions and sustain long-term ties with the firm [30].

Moreover, this study was also anchored on John Stacy Adam's (1963) Equity Theory, which showed the significance and importance of organizational justice on employee retention. Employees evaluate their inputs (such as effort, skills, and dedication) relative to the outcomes (such as recognition, rewards, and promotions) they receive relative to their colleagues within the company. Individuals experienced a sense of justice in the workplace when they perceived a fair balance or equity between their contributions and the benefits they received in comparison and this improved their job satisfaction, commitment, and loyalty to the organization. Employees who believed their efforts are sufficiently recognized and rewarded in comparison to others are more likely to stay with the organization, resulting in higher employee retention rates [31].

1.6 Conceptual Framework

Presented in Fig. 1 was the conceptual framework for the variables of the study. The independent variable of this study was organizational justice, with the following indicators: distributive justice, procedural justice, and interactional justice [32].

The dependent variable was employee retention, with the following indicators: positive work environment; employee freedom and flexibility; employee involvement and growth; employee communication/assistance; and compensation and benefits [33].

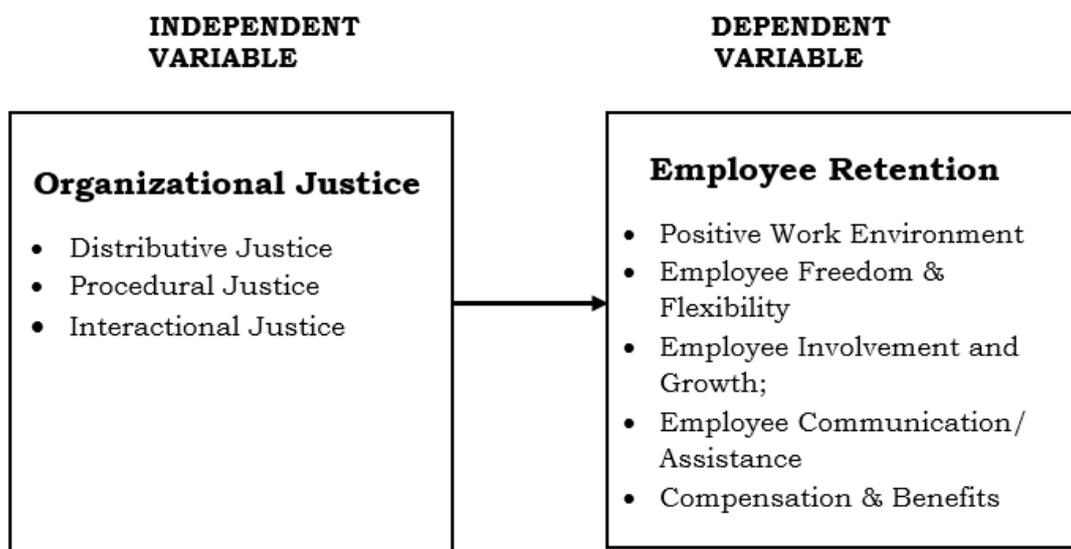


Fig. 1. The conceptual framework of the study

1.7 Significance of the Study

The findings of the study would be beneficial to the following stakeholders, namely as follows:

Banana companies: This study was useful in helping banana companies identify areas for development and implement methods to improve organizational justice, resulting in higher employee retention rates. Ultimately, by emphasizing organizational justice and adopting the findings of this study, banana firms could establish a healthy work environment, increase employee satisfaction, and reduce turnover, resulting in increased productivity and overall company success.

Human resource (HR) managers: This study helped HR managers and practitioners create and implement policies and procedures that prioritize organizational justice within their own organizations. This would help them improve employee engagement, morale, and commitment by cultivating a culture of fairness and equity, which leads to increased employee retention. Overall, the study provided human resource managers with evidence-based insights to establish an enthusiastic work environment and effectively manage employee retention.

Employees: This study helped employees understand the factors that influence their decision to stay or leave a company. Equipped with this knowledge, employees could examine their current work conditions and determine whether their organization promotes organizational justice. Furthermore, the study acted as a reminder to employees that their opinions and experiences matter. It supported their concerns about fairness and emphasizes the value of their ideas in establishing business procedures and regulations.

Future researchers: This study established the foundation for future studies on organizational justice and employee retention. It provided important insights into the relationship between these variables in the context of banana company offices in Santo Tomas, Davao del Norte. Future studies could build on this research by analyzing different aspects of organizational justice, investigating its implications in other industries or areas, or investigating the role of other factors that may influence employee retention. Future researchers could use these insights to contribute to the knowledge base and broaden their understanding of organizational justice and its effects on employee retention.

2. METHODOLOGY

This chapter represents the research design, research subject, research locale, research instrument, and data gathering procedure to obtain data and information relevant to the effects of organizational justice on employee retention in banana companies in Santo Tomas, Davao del Norte. Furthermore, this chapter presents the statistical tools of this study.

2.1 Research Design

This study was quantitative research, which was the process of gathering and analyzing numerical data in order to uncover patterns, make predictions, evaluate causal linkages, and extend findings to larger populations [34]. Quantitative research employed statistical analysis and was useful in descriptive, correlational, and experimental research [35]. It was the study of phenomena utilizing numerical data and statistical, analytical, or computational methods. In the statistical analysis of the data collected, a descriptive correlation method will be utilized.

Descriptive research design was a type of research methodology that aimed to describe or document the characteristics, behaviors, attitudes, opinions, or perceptions of a group or population being studied [36]. It focused on providing a detailed and accurate representation of the data collected. It was useful for generating hypotheses, exploring trends, and identifying patterns in the data.

And, correlation research design was used to test the strength of association between variables, rather than cause-and-effect relationships. It was ideal for gathering data quickly from natural settings and can provide insights into complex real-world relationships, helping researchers develop theories and make predictions [37]. A descriptive correlation study was a research method that observes and characterizes the behavior of participants from a scientific standpoint in relation to factors in a setting. It seeks to collect and analyze data in order to determine the characteristics and relationships between various variables [38].

Furthermore, this study used the quantitative method to examine organizational justice and employee retention, which will be explained through the gathering of numerical data. It relied on operational definitions to transform abstract ideas into observable and measurable indicators.

The design was adequate for this study because the researchers aimed to investigate the relationship between the variables without affecting or manipulating the independent variable.

2.2 Research Subject

The respondents of the study were the employees working in the offices of banana companies in Santo Tomas, Davao del Norte. There was a total of 115 employees working in the offices of banana companies in the Municipality of Santo Tomas, and by using the Slovin's Formula, the ideal sample size for this study was 89 employees. They were the ones with the capacity and ability to answer and provide information based on their personal experiences and perceptions about organizational justice and employee retention in the workplace.

The respondents were selected through convenience sampling technique. Convenience sampling was a non-probability sampling strategy used by researchers to acquire data from a pool of respondents who were readily available and easily accessible [39]. This was due to aspects such as geographical proximity, availability at a specific moment, or willingness to engage in the research. It was also known as opportunity sampling, which was a type of non-random sampling.

2.3 Research Instrument

In order to investigate the relationship between organizational justice and employee retention in the banana industry's office, the researchers used two (2) adapted-modified survey questions. The researchers used an adapted survey

questionnaire for the independent variable and the dependent variable. Questionnaires were used to collect quantitative data [40]. Questionnaires were described as any text-based instrument that provides survey participants with a sequence of questions to answer or statements to respond to by indicating a response [41]. The survey questionnaire measured the independent variable, organizational justice, as well as the dependent variable, employee retention. Panelists and an external validator examined the questionnaires for validity and reliability.

The organizational justice questionnaire (OJQ): Adapted from The Relationship Between Organizational Justice and Innovative Behavior in Arab Society. Evidence from a Government Department in Jordan [32]. This instrument contained a 15-item survey questionnaire comprising three (3) indicators, which were distributive justice (5 items), procedural justice (5 items), and interactional justice (5 items). This questionnaire was measured using a Likert scale from 5 (*Strongly agree*), 4 (*Agree*), 3 (*Neutral*), 2 (*Disagree*), and 1 (*Strongly disagree*).

Employee retention questionnaire: Adapted from the Employee Retention in Growth-Oriented Entrepreneurial Firms: An Exploratory Study [33]. This instrument contained a 25-item survey questionnaire comprising five (5) indicators, which were positive work environment (5 items), employee freedom & flexibility (5 items), employee involvement and growth (5 items), employee communication/assistance (5 items), and compensation & benefits (5 items). This questionnaire was measured using a Likert scale from 5 (*Strongly agree*), 4 (*Agree*), 3 (*Neutral*), 2 (*Disagree*), and 1 (*Strongly disagree*).

Table 1. Distribution of Respondents

Banana Companies	Population	Sample
Company A	15	12
Company B	100	77
Total	115	89

Table 2. Level of Organizational Justice

Range	Descriptive Equivalent	Interpretation
4.20-5.00	Very High	Organizational Justice is always manifested.
3.40-4.19	High	Organizational Justice is oftentimes manifested.
2.60-3.39	Average	Organizational Justice is sometimes manifested.
1.80-2.59	Low	Organizational Justice is rarely manifested.
1.00-1.79	Very Low	Organizational Justice is least manifested.

Table 3. Level of Employee Retention

Range	Descriptive Equivalent	Interpretation
4.20-5.00	Very High	Employee retention is always manifested.
3.40-4.19	High	Employee retention is oftentimes manifested.
2.60-3.39	Average	Employee retention is sometimes manifested.
1.80-2.59	Low	Employee retention is rarely manifested.
1.00-1.79	Very Low	Employee retention is least manifested.

2.4 Data Gathering Procedure

The researchers asked permission before conducting the research project. The Research and Development Office of Santo Tomas College of Agriculture, Sciences and Technology (STCAST) validated the questionnaires to be used, and the researchers asked for an ethics clearance afterwards. Then, the researchers sent a letter to the managers of selected banana companies at Santo Tomas Davao del Norte requesting permission to the conduct the study. Next, the researchers generated informed consent forms and received them from respondents prior to data collection.

The all-direct contact and administration of the surveys to the respondents was actively managed by the researchers. The respondents were required to finish the survey at a specific location to protect the data when filling out the survey questionnaire. The researchers handled all personal communications, including checking, collating, and processing data. In this phase, the researchers compiled, validated, and quantified the respondents' responses in an Excel format. After tabulation, the data was given to a professional or licensed statistician for analysis.

2.5 Statistical Treatment of Data

The following statistical tools were used in the computation of data and testing the hypothesis at the alpha 0.05 level of significance.

Mean: This was used to determine the level of organizational justice and employee retention among banana industries' offices. Mean referred to the average value of a set of numbers, calculated by summing all the values and dividing by the total number of values [42]. In statistics, it was often used as a measure of central tendency.

Pearson r: This was used to determine the significant relationship between the

organizational justice and employee retention among banana industries' offices. The Pearson correlation coefficient was an effective instrument to assess similarity. It was the proportion of covariance to standard deviation [43]. It had relatively strict data requirements. The Pearson correlation coefficient assessed the linear relationship between two variables and required numerical codes for each variable's category.

3. RESULTS AND DISCUSSION

This chapter presents the results and discussions of the study. In particular, this shows the data in tables and its corresponding descriptive interpretations.

3.1 Level of Organizational Justice in terms of Distributive Justice

Table 4 presented the level of organizational justice in terms of distributive justice. The overall mean for the level of organizational justice in terms of distributive justice was 4.33, with the descriptive equivalent of very high. This indicated that organizational justice in terms of distributive justice is always manifested. The item "*I feel that my job responsibilities are fair.*" had the highest mean of 4.40. This was followed by the item "*Overall, the rewards I receive here is quite fair.*" with a mean of 4.38. However, the item "*I consider my work load to be quite fair.*" got the lowest mean, which was 4.24.

The standard deviation of the level of organizational justice in terms of distributive justice was 0.64. This emphasized that there was uniformity in the responses of the respondents. The result was very high, as respondents felt that distributive justice was present in their organization. The respondents felt that their work schedules and job responsibilities were fair. This indicated that organizational justice was manifested because employees receive a fair salary with respect to their work loads.

Table 4. Level of organizational justice in terms of distributive justice

Items	Standard Deviation	Mean	Descriptive Equivalent
1. My work schedule is fair.	0.63	4.31	Very High
2. I think my level of pay is fair.	0.56	4.34	Very High
3. I consider my work load to be quite fair.	0.69	4.24	Very High
4. Overall, the rewards I receive here is quite fair.	0.73	4.38	Very High
5. I feel that my job responsibilities are fair.	0.60	4.40	Very High
Average	0.64	4.33	Very High

The result was in line with previous study conducted by [44], which showed that distributive justice can also be thought of as a very concrete aspect of organizational justice since the distribution of outcomes can be compared and evaluated—for example, through resource distribution and allocation, collaborative working, and the sharing of best practices. [45] also mentioned that perceptions of distributive justice were proven to inspire employees to do voluntary actions that benefit the organization by instilling gratitude.

3.2 Level of Organizational Justice in Terms of Procedural Justice

Table 5 illustrated the level of organizational justice in terms of procedural justice. The overall mean for organizational justice in terms of procedural justice was 4.43, with the descriptive equivalent of very high. This meant that organizational justice, in terms of procedural justice, is always manifested. It can be seen from the table that the highest mean was the item “*My manager clarifies decisions and provides additional information when requested by employees.*” which had a 4.57 mean. This was followed by the item “*All job decisions are applied consistently to all affected employees.*” which had a 4.57 mean. However, the item “*To make job decisions, my manager collects accurate and complete information.*” got the lowest mean, which was 4.30.

The standard deviation of the level of organizational justice in terms of procedural justice was 0.59. This specified that there was uniformity in the responses of the respondents. The result was very high because organizational justice allowed respondents to experience procedural justice in the organization through fairness and transparency in decision-making processes. This indicated that organizational justice was always manifested because it contributed to a positive work environment and enhanced overall organizational effectiveness.

The result was supported by the study of [46], which found that procedural justice, which includes fair procedures, satisfied employees. Also, [47] stated that procedural justice in organizational justice provides individuals with the motivation to improve organizational productivity through flexible improvisation operations.

3.3 Level of Organizational Justice in Terms of Interactional Justice

Table 6 illustrated the level of organizational justice in terms of interactional justice. The overall mean for the level of organizational justice in terms of interactional justice was 4.50, with the descriptive equivalent of very high. This indicated that organizational justice in terms of interactional justice, is always manifested. The item “*Treats me with respect and dignity.*” has the highest mean of 4.61. It was followed by the item “*Deals with me in a truthful manner.*” which had a 4.55 mean. Furthermore, the item “*Treats me with kindness and consideration.*” got the lowest mean, which was 4.42.

The standard deviation of the level of organizational justice in terms of interactional justice was 0.59. This emphasized that there was uniformity in the responses of the respondents. The result was very high, as respondents experienced respectful and inclusive communication and fair treatment. This indicated that organizational justice was always manifested because it fosters a positive work environment where respondents feel valued and respected.

According to a study conducted by [48], interactional justice plays a crucial role in linking individualized concern with organizational justice that when leaders treat their followers with respect and avoid unfairness, they are more likely to perform well. Also, [49] stated that integrating organizational justice, specifically interactional justice, is important as employees' perceptions of fairness are influenced by their treatment and support from management.

Table 5. Level of organizational justice in terms of procedural justice

Items	Standard Deviation	Mean	Descriptive Equivalent
1. Job decisions are made by the manager in a fair manner.	0.58	4.43	Very High
2. My manager makes sure that all employee concerns are heard before job decisions are made.	0.60	4.39	Very High
3. To make job decisions, my manager collects accurate and complete information.	0.55	4.30	Very High
4. My manager clarifies decisions and provides additional information when requested by employees.	0.56	4.57	Very High
5. All job decisions are applied consistently to all affected employees.	0.64	4.46	Very High
Average	0.59	4.43	Very High

Table 6. Level of organizational justice in terms of interactional justice

Items	Standard Deviation	Mean	Descriptive Equivalent
1. Treats me with kindness and consideration.	0.64	4.42	Very High
2. Treats me with respect and dignity.	0.54	4.61	Very High
3. Deals with me in a truthful manner.	0.54	4.55	Very High
4. Shows concern for my right as employee.	0.59	4.47	Very High
5. Explains very clearly any decisions made about my job.	0.64	4.46	Very High
Average	0.59	4.50	Very High

Table 7. Summary on the level of organizational justice

Indicators	Standard Deviation	Mean	Descriptive Equivalent
1. Distributive Justice	0.64	4.33	Very High
2. Procedural Justice	0.59	4.43	Very High
3. Interactional Justice	0.59	4.50	Very High
Average	0.61	4.42	Very High

3.4 Summary on the Level of Organizational Justice

Table 7 presented a summary on the level of organizational justice. The overall mean for the level of organizational justice was 4.42, with a descriptive equivalent of very high. This emphasized that organizational justice in banana companies is always manifested. It can be seen from the table that out of all the items, interactional justice got the highest mean of 4.50, which had a descriptive equivalent of very high. However, procedural justice got the second highest mean of 4.43, which had a descriptive equivalent of very high. On the other hand, distributive justice got the lowest mean of 4.33, which had a descriptive equivalent of very high.

The overall standard deviation of organizational justice was 0.61. This revealed that there was uniformity in the responses of the respondents. Moreover, when employees perceive justice in their interactions, decision-making processes, and resource allocation, it creates a pleasant

work environment and increases employee satisfaction, trust, and commitment.

The result was aligned with the study of [50], it was explained that organizational justice encompasses fairness in wealth and income allocation, policies, relationships, and information exchange, in which this perceived fairness fosters a positive self-image and serves as a strong engagement stimulus in the organization. In addition, [51] stated that employees who believe they are treated fairly by the organization will be happy, and they will be willing to do extra work that reflects organizational justice, or actions that are carried out on a continuous basis and exceed the standards required by the organization and contribute positively to the organization's development and effectiveness. Moreover, employees trust organizations that enhance their view of organizational justice and make them want to stay, as mentioned by [52]. This implied that a greater willingness to trust the administration, superiors, and colleagues increases participation in the assigned task.

Furthermore, Mubashar et al. [52] added that fair procedures by the employer increase employees' faith in the organization and require them to reciprocate the organization's good deeds.

3.5 Level of Employee Retention in terms of Positive Work Environment

Table 8 reflected the level of employee retention in terms of a positive work environment. The overall mean for the level of employee retention in terms of a positive work environment was 4.29, with the descriptive equivalent of very high. This indicated that employee retention in terms of a positive work environment is always manifested. The items "Offers a sincere work-life balance to its employees." and "Values employee contributions." had the highest mean of 4.36. In addition, the item "Strives to be an employer of choice." got the second highest mean, which was 4.28. Furthermore, the item "Ensures employees know why this is a special company." got the lowest mean, which was 4.19.

The standard deviation of the level of employee retention in terms of a positive work environment was near the mean, which had a value of 0.65. This showed that there was uniformity in the responses of the respondents. The result was very high, as respondents felt a supportive and inclusive workplace culture. Additionally, it made them feel that they were valued.

A study conducted by [53] found that a positive work atmosphere increases employee retention. This implied that employees are likely to enjoy their work environment, enjoy socializing, and have an intrinsic desire to stay in the organization. Moreover, [54] confirmed that a positive work environment increases employee performance within the organization; it can improve employees' achievement-seeking capacity; and employees tend to recover from unfavorable conditions where it fosters a nurturing and pleasant work atmosphere, promoting employee dedication and loyalty to their employers.

3.6 Level of Employee Retention in Terms of Employee Freedom and Flexibility

Table 9 presented the level of employee retention in terms of employee freedom and flexibility. The overall mean for the level of employee retention in terms of employee freedom and flexibility was 4.32, with the descriptive equivalent of very high. This means that employee retention in terms of employee freedom and flexibility is always manifested. The items "Employees flexible work schedules." and "Meaningful work for employees." had the highest mean of 4.39. Furthermore, the item "Stock options as part of compensation." got the second highest mean, which was 4.29. Moreover, "Employees the freedom to work on or choose interesting projects." got the lowest mean, which is 4.25.

The standard deviation of the level of employee retention in terms of employee freedom and flexibility was 0.66. This emphasized that there was uniformity in the responses of the respondents. The result was very high because respondents were given the autonomy to make decisions and had control over their work decisions. This enhanced their sense of work-life balance.

Based on the result, it was in line with the research of [55], which stated that employee freedom and flexibility, which contain the ability to change one's schedule, were associated with a lower likelihood of job stress and had a strong link between being able to take time off and three well-being outcomes, including a lower likelihood of job stress, an increased likelihood of job satisfaction, and healthy days, which encourage employees to stay in the organization. And, [56] mentioned that employees who have freedom and flexibility in their work tend to have positive sentiments about their agency and management and are less likely to leave than others, who are definitely less likely to leave their jobs.

Table 8. Level of employee retention in terms of positive work environment

Items	Standard Deviation	Mean	Descriptive Equivalent
1. Actively promotes positive work environment.	0.60	4.24	Very High
2. Ensures employees know why this is a special company.	0.67	4.19	High
3. Strives to be an employer of choice	0.64	4.28	Very High
4. Offers a sincere work-life balance to its employees.	0.70	4.36	Very High
5. Values employee contributions.	0.64	4.36	Very High
Average	0.65	4.29	Very High

Table 9. Level of employee retention in terms of employee freedom & flexibility

Items	Standard Deviation	Mean	Descriptive Equivalent
1. Meaningful work for employees.	0.58	4.39	Very High
2. Employees the freedom to work on or choose interesting projects.	0.66	4.25	Very High
3. An opportunity for employees to showcase their skills.	0.65	4.27	Very High
4. Employees flexible work schedules.	0.72	4.39	Very High
5. Stock options as part of compensation.	0.69	4.29	Very High
Average	0.66	4.32	Very High

Table 10. Level of employee retention in terms of employee involvement and growth

Items	Standard Deviation	Mean	Descriptive Equivalent
1. Encourages the use of a variety of communication channels.	0.59	4.38	Very High
2. Ensures employees are involved in relevant decision-making.	0.65	4.38	Very High
3. Helps employees develop career goals.	0.64	4.33	Very High
4. Allows employee empowerment/freedom to do their jobs.	0.68	4.47	Very High
5. Has paths to promotion that are clearly defined.	0.67	4.31	Very High
Average	0.64	4.37	Very High

3.7 Level of Employee Retention in Terms of Employee Involvement and Growth

Table 10 displayed the level of employee retention in terms of employee involvement and growth. The overall mean for the level of employee retention in terms of employee involvement and growth was 4.37, which has the descriptive equivalent of being very high. This indicated that employee retention in terms of employee involvement and growth is always manifested. The item "Allows employee empowerment/freedom to do their jobs." had the highest mean of 4.47. Additionally, the items "Ensures employees are involved in relevant decision-making." and "Encourages the use of a variety of communication channels." got the second highest mean of 4.38. However, the item "Has paths to promotion that are clearly defined." got the lowest mean of 4.31.

The standard deviation of the level of employee retention in terms of employee involvement and growth was 0.64, which indicated that there was uniformity in the responses of the respondents. The result was very high because respondents felt involved in decision-making processes, and were given opportunities to contribute their ideas and suggestions. It enhanced their sense of belongingness, where they felt valued, engaged, and motivated to stay.

This result was supported by [57], who stated that employee involvement and growth increased when employees had the opportunity to participate in organizational decisions. They felt more connected to the organization's goals and became more invested in ensuring the organization's achievement. Moreover, [58] said that employee involvement in decision-making will benefit their growth and survival, and they will more likely stay in the organization.

3.8 Level of Employee Retention in Terms of Employee Communication/Assistance

Table 11 presented the level of employee retention in terms of employee communication/assistance. The overall mean for the level of employee retention in terms of employee communication/assistance was 4.40, with the descriptive equivalent of very high. This meant that employee retention in terms of employee communication/assistance is always manifested. As shown in the table, the item that had the highest mean was "Provides clear and timely communication about important updates and changes." which had a 4.46 mean. This was followed by the item "Provides opportunities for employees to voice their opinions and suggestions." as the second highest mean, which had a mean of 4.44. Moreover, the item "Make

work expectations clear.” got the lowest mean, which was 4.35. The standard deviation of the level of employee retention in terms of employee communication/assistance was 0.75, which showed that there was uniformity in the responses among the respondents. The result was very high because respondents had open channels of communication with their managers or colleagues and received timely support and guidance when needed. This led to higher levels of engagement and loyalty, which contributed to long-term commitment.

Study findings according to [59] emphasized that employee communication and assistance encourage employees to seek input from a variety of sources, including supervisors, coworkers, and peers from other departments, leading to an increased likelihood of staying within the organization. Furthermore, according to the findings of research conducted by [60], employee communication and assistance can inspire employees to proactively cope with organizational change, help them reduce change-related uncertainty, and ultimately foster quality work performance when facing change.

3.9 Level of Employee Retention in terms of Compensation and Benefits

Table 12 displayed the level of employee retention in terms of compensation and benefits. The overall mean for the level of employee retention in terms of compensation and benefits was 4.35, with the descriptive equivalent of very high. This meant that employee retention in terms of compensation and benefits was always manifested. It can be seen from the table that the item with the highest mean was *“Has fair treatment and respect for its employees.”* which had a 4.57 mean. It was followed by the item *“Regularly reviews and adjusts compensation and benefits policies to remain competitive and meet employee needs.”* as the second highest mean, which has a 4.40 mean. Moreover, the item *“Adequately compensates me for the use of my skills.”* got the lowest mean, which is 4.09.

The standard deviation of the level of employee retention in terms of compensation and benefits was 0.60, which revealed that there was uniformity in the responses of the respondents.

The result was very high because respondents received fair and competitive compensation packages. This demonstrated that their contributions to the organization were recognized and valued. This made them committed and engaged in achieving long-term success.

Based on the findings, it is similar with the study of [61], which stated that giving encouraging and fair compensation can contribute to job satisfaction and encourage people to stay with the company for a long time. In addition, [62] stated that total compensation and benefit package includes all financial components such as basic salary, incentives, gratuity, allowances, medical insurance for self and group, and stock options; if addressed fairly, employees will remain with the firm. Furthermore, [63] confirmed that adequate compensation is critical in acquiring, retaining, and encouraging individuals to perform well.

3.10 Summary on the Level of Employee Retention

Table 13 presented the summary of employee retention. The overall mean for the level of employee retention was 4.35, with the descriptive equivalent of very high. This meant that employee retention in banana companies was always manifested. It can be seen from the table that out of all the items, employee communication/assistance got the highest mean of 4.40, which has a descriptive equivalent of very high. It was followed by the item employee involvement and growth as the second highest mean of 4.37 with the descriptive equivalent of very high. On the other hand, a positive work environment got the lowest mean of 4.29, with a descriptive equivalent of very high.

The standard deviation of the level of employee retention was 0.64. This indicated that there was uniformity in the responses of the respondents. The result was very high because the respondent felt that organizations created an environment where they felt valued, satisfied, and motivated to stay. By investing in employee retention, organizations built a loyal and committed workforce, ensured long-term success, and reduced the costs associated with turnover and recruitment.

Table 11. Level of employee retention in terms of employee communication/assistance

Items	Standard Deviation	Mean	Descriptive Equivalent
1. Make work expectations clear.	0.64	4.35	Very High
2. Gives frequent feedback.	0.66	4.37	Very High
3. Provides employees with adequate help and support.	0.62	4.40	Very High
4. Provides clear and timely communication about important updates and changes	0.57	4.46	Very High
5. Provides opportunities for employees to voice their opinions and suggestions.	0.66	4.44	Very High
Average	0.63	4.40	Very High

Table 12. Level of employee retention in terms of compensation & benefits

Items	Standard Deviation	Mean	Descriptive Equivalent
1. Helps employees understand how compensation is calculated.	0.60	4.34	Very High
2. Has fair treatment and respect for its employees.	0.58	4.57	Very High
3. Adequately compensates me for the use of my skills.	0.56	4.09	High
4. Offers compensation and benefits that are competitive and fair compared to industry standards.	0.59	4.36	Very High
5. Regularly reviews and adjusts compensation and benefits policies to remain competitive and meet employee needs.	0.67	4.40	Very High
Average	0.60	4.35	Very High

Table 13. Summary on the Level of employee retention

Indicators	Standard Deviation	Mean	Descriptive Equivalent
1. Positive work environment	0.65	4.29	Very High
2. Employee freedom and flexibility	0.66	4.32	Very High
3. Employee involvement and growth	0.64	4.37	Very High
4. Employee communication/ assistance	0.63	4.40	Very High
5. Compensation & benefits	0.60	4.35	Very High
Average	0.64	4.35	Very High

Table 14. Relationship between organizational justice and employee retention

Variables Correlated	Mean	r-value	p-value	Decision
Organizational Justice	4.42	0.812	0.000	H ₀ : Rejected
Employee Retention	4.35			

The result was in agreement with a study conducted by [28], it was found that developing and executing various retention techniques will assist businesses in being more content with their employees, making them more committed to staying at the organization. Moreover, according to [64], it is the organization's obligation not just to seek out, recruit, and hire highly qualified and talented personnel but also to retain them because employee retention is critical to the success of any firm, and with these people, organizations can gain a competitive

advantage. Furthermore, [65] confirmed that employee retention can improve corporate success; the need for worker retention is closely related to a company's financial performance.

3.11 Relationship Between Organizational Justice and Employee Retention

Table 14 showed the correlation between organizational justice and employee retention. In particular, the overall r-value was 0.812 with a p-

value of 0.000, which was less than 0.05, signifying the rejection of the null hypothesis. It meant that there was a significant relationship between organizational justice and employee retention. This means that the higher the organizational justice, the higher the employee retention.

This result was in accordance with the study of [66], which implied that organizational justice is a direct predictor of employee retention because when employees feel empowered and supported by their organization, they are more content and satisfied, and they are more likely to put in effort and thrive in their work. Moreover, [67] stated that organizations that implement organizational justice through transparent and fair decision-making procedures empower employees, foster a sense of importance, and increase their likelihood of staying with the organization. Lastly, [68] agreed that employees who perceive high levels of organizational justice believe that the corporation is fair in its reward allocation, enhancing their sustained commitment to the organization.

4. SUMMARY, CONCLUSION AND RECOMMENDATION

This chapter presents the summary of the major findings of the study, the conclusions, and proposed recommendations for possible implementations.

4.1 Summary

The major findings of the study were the following:

1. The level of organizational justice was very high. The indicator that got the highest mean was interactional justice, with a descriptive equivalent of very high. It was followed by procedural justice, which also had a descriptive equivalent of very high. However, distributive justice got the lowest mean, with a descriptive equivalent of very high.
2. The level of employee retention was very high. The indicator that got the highest mean was employee communication/assistance, with a descriptive equivalent of very high. It was followed by employee involvement and growth, which also had a descriptive equivalent of very high. Next to that were compensation and benefits, with a descriptive equivalent of very high. Then, it

was followed by employee freedom and flexibility, with a descriptive equivalent of very high. Nevertheless, a positive work environment got the lowest mean, with a descriptive equivalent of very high.

3. The degree of correlation between organizational justice and employee retention showed a strong positive correlation. This indicates that there is a significant relationship between organizational justice and employee retention in banana companies' offices.

4.2 Conclusion

Based on the findings of this study, the following statements were concluded:

1. The level of organizational justice was very high. This indicated that organizational justice in banana companies was always manifested. The results of this study showed that when employees perceive justice in their interactions, decision-making processes, and resource allocation, it creates a pleasant work environment and increases employee satisfaction, trust, and commitment. The analysis findings demonstrated that employees were treated with respect and dignity.
2. The level of employee retention was very high. This meant that employee retention in banana companies was always manifested. The result of this study showed that respondents had open channels of communication with managers or colleagues and received timely support and guidance when needed. It created an environment where the respondents felt valued, satisfied, and motivated to stay. By investing in employee retention, organizations built a loyal and committed workforce, ensured long-term success, and reduced the costs associated with turnover and recruitment. Moreover, it was found that employee communication/assistance played a significant role in determining employee retention.
3. There was a significant relationship between organizational justice and employee retention. This affirmed the Social Exchange Theory of George Homans (1958), whereas organizational justice affects employee retention rates in companies. Based on the results of the study, when employees perceive fair and

equitable treatment, they are more likely to feel valued and satisfied, leading to increased commitment and retention within the organization. It meant that the higher the organizational justice, the higher the employee retention would be.

4.3 Recommendations

Based on the findings and conclusions of the study, the following recommendations are recommended:

1. The Banana Companies may prioritize a fair distribution of workloads based on employees' skills and experience to ensure fairness. Moreover, the company may maintain clear and open communication while actively listening to their concerns. Foster empathy and understanding towards employees' experiences, recognizing and appreciating their contributions, to create a positive and inclusive work environment.
2. The management may ensure that employees are aware of the unique qualities and values that make the company special by communicating the company's mission, vision, and core values. Management may have regular team outings or social events for building relationships, and conducting frequent trainings focused on skill development and career growth shows the organization's commitment to employee growth. The organization can create a supportive and engaging work environment that encourages employees to stay longer.
3. Future researchers may conduct long-term studies in numerous organizations to better understand the influence of organizational justice on employee retention. Furthermore, investigating factors or mediators such as job satisfaction, organizational commitment, and leadership styles may help in gaining insight into the deeper processes in this relationship. And studying interventions and approaches that improve organizational justice might provide beneficial findings for firms seeking to enhance employee retention.

CONSENT

It was signed by research respondents as proof of their free and informed consent to participate in the study. Lastly, the researchers collected the responses from respondents as part of the study.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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