EXAMINING THE MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND EMPLOYEES' INTENTION TO LEAVE IN SELECTED CONSTRUCTION COMPANIES IN KUWAIT CITY

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Abstract

The present investigation, utilizing a quantitative research approach, focused on a sample of 393 employees from selected construction companies in Kuwait City. The primary data collection instrument employed was a questionnaire, and a total of 433 questionnaires were returned, resulting in an impressive response rate of 61.85% The study utilized advanced statistical methods, including SPSS, SEM, and AMOS, to analyse the gathered data. This study delved into the effects of organizational justice dimensions and explored the mediating role of job satisfaction in employees' intention to leave their jobs, finding empirical support for these relationships. The research specifically examined and verified the mediating effects of job satisfaction in the association between organizational justice dimensions and the intention to leave. The significance of this study lies in its ability to propose and validate a plausible sequence of factors influencing employees' intentions to leave their jobs, building upon established relationships between these variables from prior research. The findings highlight that organizational justice, as an external factor, significantly impacts individuals' intentions to leave the organization. The measurement model analysis revealed a statistically significant relationship between organizational justice and employees' intention to leave. Coefficient tests further demonstrated a significant correlation between diminished aspects of organizational fairness and an elevated intention to leave. Conversely, high levels of organizational justice were positively correlated with employees expressing an intention to leave based on the achieved level of job satisfaction. This study contributes to the understanding of the complex dynamics between organizational justice, job satisfaction, and employees' intentions to leave, specifically within the context of construction companies in Kuwait. The findings offer valuable insights for both researchers and practitioners in managing and retaining human capital in this sector. The analysis also considers the implications and limitations associated with the study's findings, providing a comprehensive perspective on the research outcomes.

Keywords: Organizational Justice, Distributive Justice, Procedural Justice, Interpersonal Justice, Job Satisfaction, Intention to Leave.

1. INTRODUCTION

Background of Study

In business environment, organizations recognize the strategic importance of retaining talented employees to gain a competitive edge (Meaney2017). High turnover rates pose challenges, impacting efficiency, productivity, and overall organizational performance (Alias et al., 2018). Research highlights that employees' perceptions of organizational justice and job satisfaction significantly influence their intent to stay with an employer (Galván-Vela et al., 2021)

Organizational justice, encompassing distributive, procedural, and interpersonal aspects, plays a pivotal role in shaping employees' views on fairness within the workplace (Hackney & Perrew,2018). Additionally, job satisfaction, reflecting an individual's positive emotional response to their job, is a key factor influencing retention (Galván-Vela et al., 2021) Furthermore, organizational commitment and fairness in treatment are crucial determinants affecting an employee's intention to stay (Iqbal, 2014). The Kuwait City construction industry, a vital component of the country's economy, relies heavily on a diverse foreign labour force (Sherif Shawki, 2020). As Kuwait experiences economic growth and increased construction activities Middle East business intelligence (MEED Projects), understanding and addressing factors influencing employee retention in this context become imperative for sustained industry development and overall economic stability.

Problem Statement

The construction industry in Kuwait, crucial for economic development, faces challenges in retaining skilled professionals. High intention to leave among employees raises concerns about workforce sustainability (Al ariki et al., 2019). A significant factor contributing to this is perceived organizational injustice, impacting employees' intention to leave (Kassim, 2019). Cultural differences in justice models suggest Western concepts may not directly apply to Kuwait (Egan, 1993; Guo, 2009). Research on organizational justice in Kuwait is limited, and existing studies haven't explored its impact on job satisfaction and intention to leave in the construction sector. Staff turnover in Kuwait's construction industry leads to project delays and increased costs (Alariki et al., 2019). Understanding the role of job satisfaction as a mediator is crucial for developing effective retention strategies (Chaudhry & Javed, 2020).

Research Questions

1) What are the impacts of Organizational Justice dimensions on employees' intention to leave in Kuwait City's construction companies?

2) How do Organizational Justice dimensions affect Job Satisfaction in Kuwait City's construction companies?

3) What is the relationship between Job Satisfaction and employees' intention to leave in Kuwait City's construction companies?

4) Does job satisfaction mediate the impact of organizational justice on employees' intention to leave?

Research Objective

The study aims to determine how organizational justice and job satisfaction influence employees' intention to leave in Kuwait's construction companies.

General Objective

To investigate how distribution justice, procedural justice, and interpersonal justice impact employees' intention to leave and explore the mediating role of job satisfaction in Kuwait's construction companies.

Specific Objectives

1) Examine the relationship between Organizational Justice dimensions and employees' intention to leave.

2) Investigate the relationship between Organizational Justice dimensions and Job Satisfaction.

3) Examine the relationship between Job Satisfaction and employees' intention to leave.

4) Explore the mediating effect of job satisfaction on the relationship between Organizational Justice dimensions and employee intention to leave.

Research Significance

The study fills a gap in Kuwaiti research, offering insights into the impact of organizational justice and job satisfaction on employee intentions to leave in the construction sector. Findings can guide interventions for improved retention, organizational performance, and employee satisfaction.

Scope of Study

The research focuses on Kuwait City's construction companies, exploring the influence of organizational justice on employee intention to leave, with job satisfaction as a mediating factor. The study involves diverse employee roles, using survey questionnaires for data collection and rigorous analysis techniques to provide insights for organizational strategies in Kuwait City's construction sector.

2. LITERATURE REVIEW

Underpinning theories & Hypothesis development

This literature review delves into the intricate relationships between job satisfaction, organizational justice, and employees' intention to leave within Kuwait City's construction sector. Informed by prominent organizational behavior theories, including Equity Theory (Adam1965), Justice Theory (Rawls, 1971), Social Exchange Theory (Blau, 1964), and Herzberg's Two-Factor Theory (Herzberg, 1959), the study establishes a robust theoretical foundation. Empirical studies by Ariani (2014), Tarigan and Ariani (2015), Al-Muallem (2019), Alam (2019), Shulga and Tanford (2018), Karami (2014), provide substantial support for hypotheses exploring the relationships between organizational justice dimensions, job satisfaction, and employees' intention to leave (Al-Muallem, 2019; Alam, 2019). Equity Theory guides the investigation, supporting positive correlations between Organizational justice dimensions and job satisfaction (Ariani, 2014; Tarigan and Ariani, 2015). Justice Theory extends this, emphasizing nuanced connections between justice dimensions and employees' intention to leave (Al-Muallem, 2019) Social Exchange Theory underscores the reciprocal relationship between job satisfaction and intention to leave (McFarlin and Sweeney, 1992; Jena, 2014). Herzberg's Two-Factor Theory further suggests job satisfaction as a mediator between justice dimensions and intention to leave (Karami, 2014; Lee, 2017). The research

framework integrates these theoretical underpinnings, forming a structured model for exploring the complex dynamics within Kuwait City's construction industry. The hypotheses collectively contribute to advancing understanding in organizational behavior and human resource management, offering insights that can inform strategies for enhancing employee satisfaction and retention in this specific context. Considering the empirical investigations and theoretical underpinnings discussed, the hypotheses articulated in Table 1, were meticulously constructed. These hypotheses serve as a systematic exploration of the complex interplays among justice dimensions, job satisfaction, and the intention of employees to leave within the construction industry of Kuwait City. The research framework, depicted in Figure 1, visually encapsulates the structured model guiding the examination of these intricate dynamics.

Table 1: Hypothesis of research

| Code	Hypothesis
H1	There is a significant relationship between Distributive justice and intention to leave.
H2	There is a significant relationship between Procedural justice and intention to leave.
H3	There is a significant relationship between Interpersonal justice and intention to leave.
H4	There is a significant relationship between Distributive justice and job satisfaction.
H5	There is a significant relationship between Procedural justice and job Satisfaction.
H6	There is a significant relationship between Interpersonal justice and job satisfaction.
H7	There is a significant relationship between Job satisfaction and intention to leave.
H8	Job satisfaction mediates the relationship between Distributive justice & employees' Intention to leave.
H9	Job satisfaction mediates the relationship between Procedural justice & employees' Intention to leave.
H10	Job satisfaction mediates the relationship between Interpersonal justice & employees' Intention to leave.
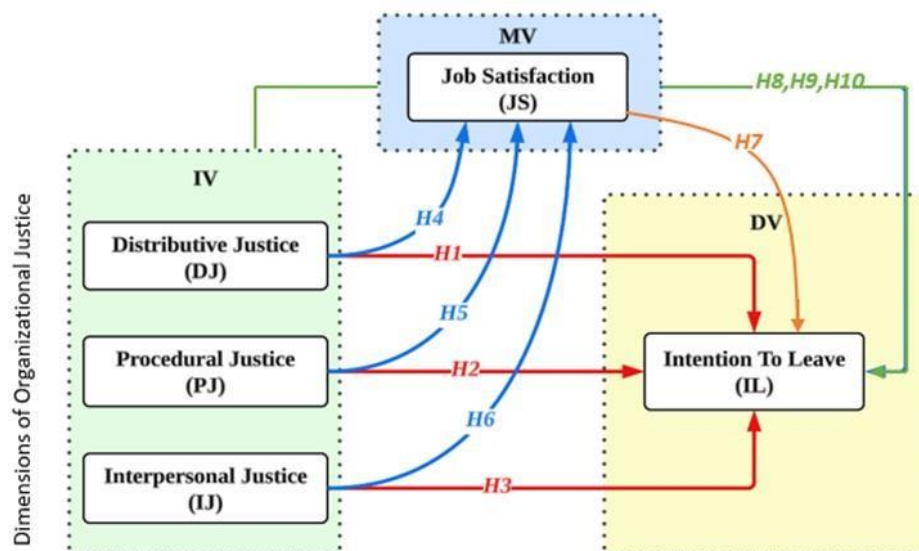
Figure 1: Research Framework

3. METHODOLOGY

Research Philosophy

In this study investigating the link between Dimension organizational justice, job satisfaction (JS), and intention to leave in Kuwait City's construction companies, the research philosophy, encompassing ontology, epistemology, and axiology, plays a pivotal role. The ontology adopted shapes the researcher's perspective on the essence of reality, acknowledging both objective and subjective elements in the research questions (Creswell & Plano Clark, 2011). Post-positivist epistemology guides the study, emphasizing empirical testing and objectivity in establishing associations between variables (Creswell & Plano Clark, 2011). Axiology, addressing values and ethics, influences topic selection and methodologies, with axiological justification maintained through content validity and statistical tests (Creswell, 2007). This condensed chapter underscores the significance of contributing to knowledge, even within specific organizational contexts, and lays the groundwork for the investigation's methodological framework (Saunders et al., 2016; Burrell & Morgan, 1979).

Research Design

The study adopts a deductive approach, aligning with quantitative research methods, to test existing theories and hypotheses on the relationship between organizational justice, job satisfaction, and intention to leave in Kuwait City's construction companies (Creswell, 2017). Utilizing a cross-sectional design, the research employs a survey to analyze the connection between output efficiency, input efficiency, and equity among employees, focusing on the workers in the construction sector as the unit of analysis (Hair et al., 2014).

Research Data source

In this study on the relationship between organizational justice, job satisfaction, and intention to leave in Kuwait City's construction companies, primary data sources will be exclusively utilized for their authenticity and relevance to the research problem (Douglas, 2015). The data will be collected through an online questionnaire, employing methods such as self-questionnaires to ensure direct and firsthand acquisition of essential information.

Population

The survey targets employees from six major construction companies in Kuwait City, selected from a list provided by the Directorate General of Human Resource Development (DGHRD), with a total population of 23,000 (DGHRD). To ensure diverse perspectives, the focus is on companies with over 1000 employees, (The names of these six companies are confidential). The survey employs online questionnaires distributed through electronic channels such as email, WhatsApp, and Telegram, fostering collaboration among employees to enhance participation (DGHRD).

Sample Size and Sampling Technique

Sample size refers to the number of individuals chosen from a population to participate in a research study. It plays a critical role in the accuracy and generalizability of study findings to

the entire population (Creswell, 2018). Selecting an appropriate sample size involves considerations such as the study's objective, acceptable risk, desired precision, population variability, and practical constraints like cost and time (Yamane, 1967).

In this study, a sample size of 491 participants is determined to investigate the relationship between organizational justice, job satisfaction, and intention to leave in Kuwait City's construction companies. The sampling technique employed is proportional stratified sampling. This method involves dividing the population into subgroups (strata) based on certain characteristics and then randomly selecting samples from each stratum. The goal is to ensure that each subgroup is represented proportionally in the final sample, allowing for a more accurate reflection of the population's diversity (Creswell, 2018; Hair et al., 2014).

Sample Size Formulas with Answers:

- **Krejcie and Morgan's Table**

Using this formula with a population of 23,000, the minimum required sample size is 378 (Krejcie & Morgan, 1970).

- **Yamane's Formula**

Using Yamane's formula with a confidence level (c) of 0.95, an acceptable error (e) of 0.05, and a population (N) of 23,000, the calculated sample size is 393 (Yamane, 1967).

- **SEM Analysis Recommendations**

For Structural Equation Modeling (SEM) analysis with five constructs, Hair et al. (2014) suggest a sample size of 300–400 participants.

- **Response Rate**

Assuming an 80% response rate, the calculated sample size of 491 participants aligns with this criterion. Proportional stratified sampling is employed to ensure a representative sample that accounts for the diversity in the population (Creswell, 2018; Keyton, 2015; Salkind, 1997).

Research Instrument

This study employed a self-administered questionnaire as the primary data collection method due to its efficiency in gathering data from a large sample population (Ruel et al., 2016; Bhattacharjee, 2012). The questionnaire's advantages include quick administration, anonymity assurance, and suitability for a large sample size (Wimmer & Dominick, 2014). The instrument was adapted from existing literature on Kuwait City's construction companies and underwent statistical processes, including content validity and reliability tests. The pilot study met the required Cronbach alpha reliability range of 0.70 to 0.80. The survey, distributed to employees in Kuwait City's construction companies, includes variables measuring organizational justice, job satisfaction, and intention to leave (Moorman et al., 1993; Fernand & Awamleh, 2006; Griffeth et al., 2000).

Questionnaire Design

Efficient data collection for this study was achieved through a 5-page closed-ended questionnaire, initially developed in English and translated into Arabic to accommodate all workers in the Kuwait construction sector (Garland, 1991). The questionnaire included four parts, addressing demographic metrics, organizational justice, job satisfaction, and intention to leave. Respondents used a 5-point Likert scale to express their agreement or disagreement with each question. This approach aligns with Garland's (1991) findings that rating scales encourage participants to freely share their thoughts and feelings.

Table 2: The Items for Measuring Each Variables

Variables	Code	Item	Source
Distributive Justice	DJ1	The evaluation of my performance provides an appropriate assessment of the work I have completed.	Flint et al., (2012). Thibaut & Walker (1975). Leventhal (1980). Colquitt, (2001)
	DJ2	The evaluation of my performance assesses what I have contributed to the organization.	
	DJ3	The evaluation of my performance provides a good assessment of the effort I have put into my work.	
	DJ4	The evaluation of my performance is justified, given my commitment to the effort.	
	DJ5	The evaluation of my performance is assessed based on the given task and completion rate.	
Procedural	PJ1	I can express my views and feelings about my	Flint et al., (2012).
Justice		Organization's procedures.	Thibaut & Walker (1975). Leventhal (1980). Colquitt, (2001)
	PJ2	The procedures used in my organization have been applied consistently.	
	PJ3	The procedures used in my organization are free of unfairness.	
	PJ4	The procedures used in my organization uphold ethical and moral standards.	
	PJ5	I can appeal the assessments made by procedures used in my organization.	
Interpersonal Justice	IJ1	My supervisor treats me in a polite manner.	Flint et al., (2012). Bies & Moag (1986). Colquitt, (2001)
	IJ2	My supervisor treats me with dignity.	
	IJ3	My supervisor treats me with a respect.	
	IJ4	My supervisor gives me flexibility in my work.	
	IJ5	My supervisor does not give negative comments.	
Job Satisfactions	JS1	In general, I am satisfied with this job.	Fernand & Awamleh, (2006). Smith, Kendall and Hulin (1969). Dong & Nguyen, (2018)
	JS2	I find that my opinions are respected at work.	
	JS3	I am satisfied with the co-worker/team relationship.	
	JS4	I am satisfied with the promotion or recognition.	
	JS5	I am satisfied with my pay/benefits.	
Intention to	IL1	I experienced a specific event that made me to think about	Griffeth, Hom, and

Leave		leaving.	Gaertner, (2000); Moore, (2000)
	IL2	The event had a significant influence on my final decision to leave.	
	IL3	When I left, it seemed clear that I had to decide whether to stay or go.	
	IL4	There are things that the trust could have done that might have caused me to stay.	
	IL5	You will likely be working for this organization this time next year.	

Construct Validation

To validate the constructs measured in the questionnaire, a content validity analysis was conducted. Content validity assesses how well the questionnaire items align with the constructs being measured (Polit & Beck, 2006). It ensures that the questions provide an adequate operational description of the constructs and accurately represent the research domain (Wynd & Schmidt, 2003). Beck and Gable (2001) emphasized the importance of expert assessment to determine the relevance of items in a variable.

The Content Validity Index (CVI) was employed to evaluate the quality of the questions, with a scale adapted from Lynn (1986) and Davis (1992). The scale included ratings for relevance, clarity, and essentiality, each on a four-point scale. Experts rated each item, and a minimum CVI score was set based on the number of validators involved (Davis, 1992; Polit & Beck,

2006; Lynn, 1986). Five validators, including three Ph.D. students and two experts from a Kuwait City construction company, were invited to validate the questionnaire. The S-CVI values were calculated for relevance (0.95), clarity (0.92), and essentiality (0.97), exceeding the acceptable thresholds (Polit & Beck, 2006; Lynn, 1986). The S-CVI/UA values were 0.87 for relevance, 0.83 for clarity, and 0.90 for essentiality, indicating substantial agreement among validators. The number of validators and acceptable CVI values, as recommended by Davis (1992), Polit & Beck (2006), and Lynn (1986), were considered.

Pilot Study

The pilot study plays a crucial role in refining the research instrument before the main data collection. Wong (2002) emphasizes that a pilot study ensures that questions are on-topic and straightforward, allowing for modifications to the language structure if needed. The study involved delivering 80 questionnaires to workers in selected construction companies in Kuwait City. The feedback received from the 20% respondent sample size was incorporated into the final questionnaire, enhancing its clarity and relevance.

Validity and Reliability Analysis

Validity refers to how well a study measures its stated variables (Wimmer & Dominick, 2014), while reliability indicates the instrument's consistency and accuracy in measuring a quantity of interest (Hair et al., 2014). Reliability, assessed through Cronbach's Coefficient Alpha,

establishes the consistency of variables and items:

- Below .60: Unacceptable
- .60 - .70: Minimally acceptable
- .70 - .80: Respectable
- Above .80: Very good (DeVellis, 1991)

Pilot Study Result

The questionnaire exhibited satisfactory reliability with Cronbach alpha coefficients ranging from 0.824 to 0.973 across constructs. The Pearson correlation confirmed strong relationships between constructs, supporting the need for exploratory factor analysis.

Exploratory Factor Analysis (EFA)

The Kaiser-Meyer-Olkin measure (KMO = 0.853) and Bartlett's test ($p < 0.000$) indicated adequacy for EFA. Commonality values above 0.5 for all items justified the inclusion of items.

Total Variance Explained

EFA identified five constructs (DJ, PJ, IJ, JS, IL) with eigenvalues exceeding one, explaining 78.506% cumulative variance, meeting recommended criteria (Hair et al., 2014).

Factor Analysis Result

Parallel analysis confirmed the appropriateness of retaining five factors, and the scree plot supported the extraction of five components. The rotated pattern matrix showed factor loadings between 0.644 and 0.912, meeting psychometric criteria (Henseler et al., 2009). The reliability of each component was confirmed with Cronbach's alpha.

In conclusion, the pilot study ensured the validity and reliability of the questionnaire, justifying its use in the main study.

Data Collection

Data was collected using Google Forms from employees in Kuwait City's construction companies. Two data gathering systems, mandatory and non-mandatory, were implemented. An endorsement letter from Limkokwing University expedited the survey distribution. The collected data underwent screening, editing, coding, and entry into SPSS for analysis.

Descriptive statistics

The analysis included descriptive statistics, reliability analysis using Cronbach's Alpha, and Structural Equation Modeling (SEM). Covariance-Based SEM (CB-SEM) with IBM SPSS Amos was chosen to test and confirm organizational justice dimensions. Benchmarks were established for internal consistency reliability, convergent validity, and discriminant validity in the measurement model. The structural model assessed collinearity, providing path coefficients, effect sizes, and predictive relevance.

This chapter outlines the detailed process, emphasizing the use of IBM SPSS Amos for CB-SEM. The subsequent chapter will present findings derived from this robust analytical framework (Sarstedt et al., 2021).

4. FINDING AND DISCUSSION

The data analysis section utilizes SPSS version 26 and AMOS to interpret study results, encompassing response rates, demographic profiles, descriptive statistics, and model validations. Out of 393 participants, 61.85% responded, with the majority being male (76.1%) and falling within the 26-35 age range (42%).

The study highlights the prevalence of single participants (75.6%) and offers insights into residency distribution, emphasizing the importance of considering diverse backgrounds in the research context. Income distribution is also detailed, with a notable 28% earning between KD251 and KD500.

Table 3 visually present key demographic data, aiding in a comprehensive comprehension of the study's findings.

Table 3: Result of Demographic Frequency and Percentage

		Frequency	Percent	Valid Percent
Gender	Male	299	**76.1**	76.1
	Female	97	23.9	23.9
	Total	**393**	**100.0**	**100.0**
Age	18 – 25	29	7.4	7.4
	25 - 35	165	**42.0**	42.0
	35 - 45	137	34.9	34.9
	45 - 55	33	8.4	8.4
	55 and above	29	7.4	7.4
	Total	**393**	**100.0**	**100.0**
Marital Status	Single	297	**75.6**	75.6
	Married	96	24.4	24.4
	Total	**393**	**100.0**	**100.0**
Resident	Domestic	85	21.6	21.6
	African	61	15.5	15.5
	Middle-East	147	**37.4**	37.4
	Asian	81	20.6	20.6
	Others	19	4.8	4.8
	Total	**393**	**100.0**	**100.0**
Income	Below KD250	86	21.9	21.9
	KD251 – KD500	110	**28.0**	28.0
	KD500 – KD750	102	26.0	26.0
	KD751 – KD1,000	73	18.6	18.6
	Above KD1,000	22	5.6	5.6
	Total	**393**	**100.0**	**100.0**

Descriptive Statistics

Table 4 provides a concise overview of measures like mean, standard deviation, skewness, and kurtosis for distributive justice, procedural justice, interpersonal justice, job satisfaction, and intention to leave. Notably, IJ2 scored highest (mean = 3.2799), while DJ3 scored lowest (mean = 2.8728). Skewness and kurtosis values indicate a normal distribution, aligning with established criteria (Hair et al., 2022).

Table 4: Descriptive Statistics Results

Items	N Statistic	Min Statistic	Max Statistic	Mean Statistic	Mean Std. Error	Std. De Statistic	Skewness Statistic	Skewness Std. Error	Kurtosis Statistic	Kurtosis Std. Error
DJ1	393	1.00	5.00	2.8753	.05252	1.04111	-.035	.123	-.457	.246
DJ2	393	1.00	5.00	2.8906	.05248	1.04038	.002	.123	-.337	.246
DJ3	393	1.00	5.00	**2.8728**	.05414	1.07338	-.043	.123	-.503	.246
DJ4	393	1.00	5.00	2.9135	.05748	1.13957	.087	.123	-.549	.246
DJ5	393	1.00	5.00	2.9364	.05389	1.06834	.014	.123	-.454	.246
JS1	393	1.00	5.00	3.0000	.06808	1.34960	-.044	.123	-1.126	.246
JS2	393	1.00	5.00	3.0941	.06825	1.35292	-.079	.123	-1.128	.246
JS3	393	1.00	5.00	3.0865	.06491	1.28676	-.075	.123	-.985	.246
JS4	393	1.00	5.00	2.9924	.06935	1.37486	-.111	.123	-1.210	.246
JS5	393	1.00	5.00	3.1527	.07046	1.39683	-.083	.123	-1.292	.246
IL1	393	1.00	5.00	2.9542	.06142	1.21762	-.031	.123	-.852	.246
IL2	393	1.00	5.00	2.9567	.06366	1.26195	-.018	.123	-.911	.246
IL3	393	1.00	5.00	2.9440	.06539	1.29635	.034	.123	-1.014	.246
IL4	393	1.00	5.00	3.0254	.07583	1.50318	-.003	.123	-1.400	.246
IL5	393	1.00	5.00	2.9262	.06328	1.25444	-.063	.123	-.955	.246
PJ1	393	1.00	5.00	3.0382	.07053	1.39827	-.068	.123	-1.167	.246
PJ2	393	1.00	5.00	2.9847	.06261	1.24120	-.003	.123	-.846	.246
PJ3	393	1.00	5.00	3.0102	.06940	1.37577	-.048	.123	-1.175	.246
PJ4	393	1.00	5.00	2.8982	.06415	1.27168	-.017	.123	-.938	.246
PJ5	393	1.00	5.00	3.0433	.06876	1.36302	-.091	.123	-1.138	.246
IJ1	393	1.00	5.00	3.1527	.05610	1.11213	-.148	.123	-.472	.246
IJ2	393	1.00	5.00	**3.2799**	.05927	1.17501	-.179	.123	-.727	.246
IJ3	393	1.00	5.00	3.2087	.06193	1.22775	-.171	.123	-.748	.246
IJ4	393	1.00	5.00	3.1603	.05947	1.17901	-.164	.123	-.661	.246
IJ5	393	1.00	5.00	3.1399	.06237	1.23646	-.236	.123	-.752	.246
Valid N list wise	393									

Validating the Measuring Model: Confirmatory Factor Analysis (CFA)

CFA (Figure 2) confirms construct validity. Results (Table 5) meet fitness standards, with RMSEA at 0.043, and other indices satisfying thresholds (Awang, 2015).
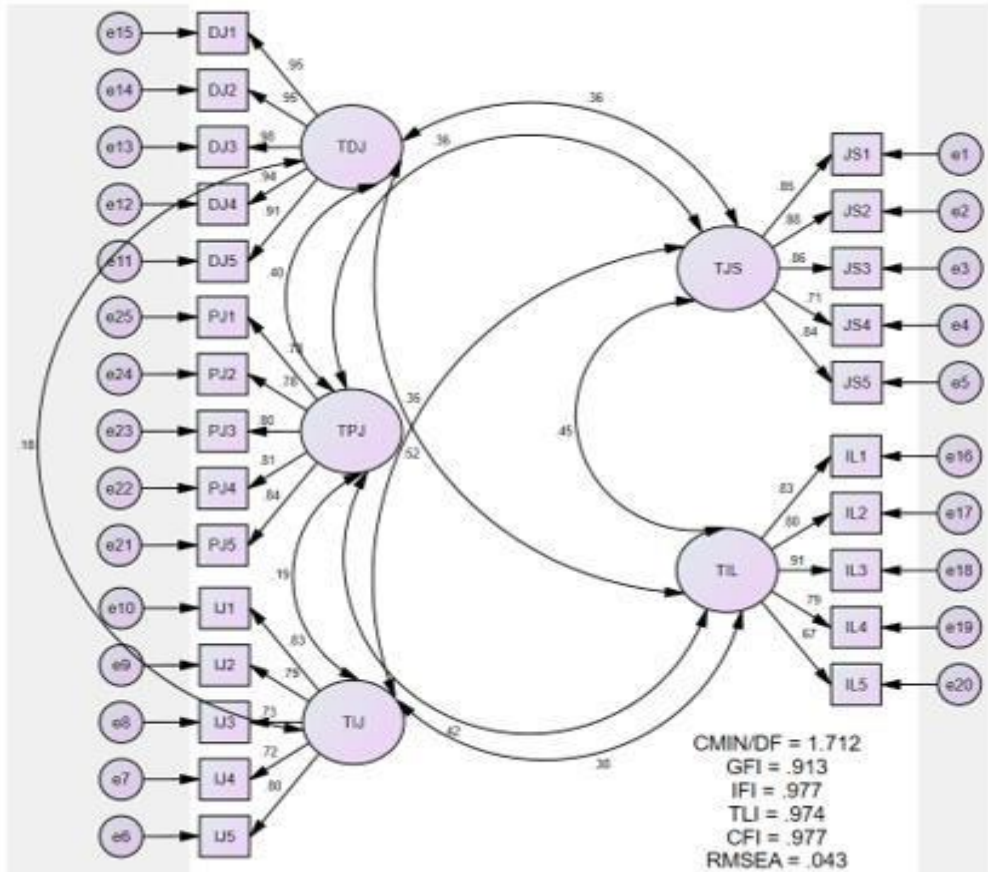

Figure 2: The Pooled CFA Result and Model Achieved Table 5: Fitness Indexes of overall Measurement Model

Category Name	Index Name	Index value	Comment
Absolute Fit	**Chi-Square**	0.000	Not applicable sample size is > 200.
	GFI	0.913	Fitness level attained.
	RMSEA	0.043	Fitness level attained.
Incremental Fit	**CFI** **TLI** **IFI**	0.977 0.974 0.977	Fitness level attained.
Parsimonious Fit	**ChiSq/df (CMIN/DF)**	1.712	Fitness level achieved.

Table 6 presents internal consistency (α), composite reliability (CR), and average variance extracted (AVE) for each construct. All CR values surpass 0.6, indicating composite reliability, while AVE values exceed 0.5 (Hair et al., 2014).

Table 6: CFA Result of the Measurement Model

Construct	Item	Factor loading	CR (Minimum of 0.6)	AVE (Minimum of 0.5)
Job Satisfaction	JS1	0.847	0.884	0.688
	JS2	0.877		
	JS3	0.857		
	JS4	0.712		
	JS5	0.844		
Interpersonal Justice	IJ5	0.800	0.821	0.603
	IJ4	0.722		
	IJ3	0.733		
	IJ2	0.789		
	IJ1	0.834		
Distributive Justice	DJ5	0.914	0.975	0.898
	DJ4	0.938		
	DJ3	0.979		
	DJ2	0.953		
	DJ1	0.954		
Intention to Leave	IL1	0.829	0.852	0.642
	IL2	0.797		
	IL3	0.907		
	IL4	0.788		
	IL5	0.667		
Procedural Justice	PJ5	0.841	0.856	0.647
	PJ4	0.814		
	PJ3	0.800		
	PJ2	0.783		
	PJ1	0.782		

Table 7 displays discriminant validity, ensuring constructs are distinct. No correlation exceeds 0.85, validating a reliable dataset (Awang, 2015).

Table 7: Discriminant Validity Index Summary for the Construct

Construct	Distributive Justice	Procedural Justice	Interpersonal Justice	Job Satisfaction	Intention to Leave
Distributive Justice	**0.948**				
Procedural Justice	0.400	**0.804**			
Interpersonal Justice	0.179	0.189	**0.777**		
Job Satisfaction	0.357	0.358	0.355	**0.829**	
Intention to Leave	0.520	0.421	0.376	0.454	**0.801**

Structural Equation Modelling (SEM)

In Figure 3, the structural model connects exogenous and endogenous constructs. Standardized path coefficients (Table 8) reveal significant relationships.
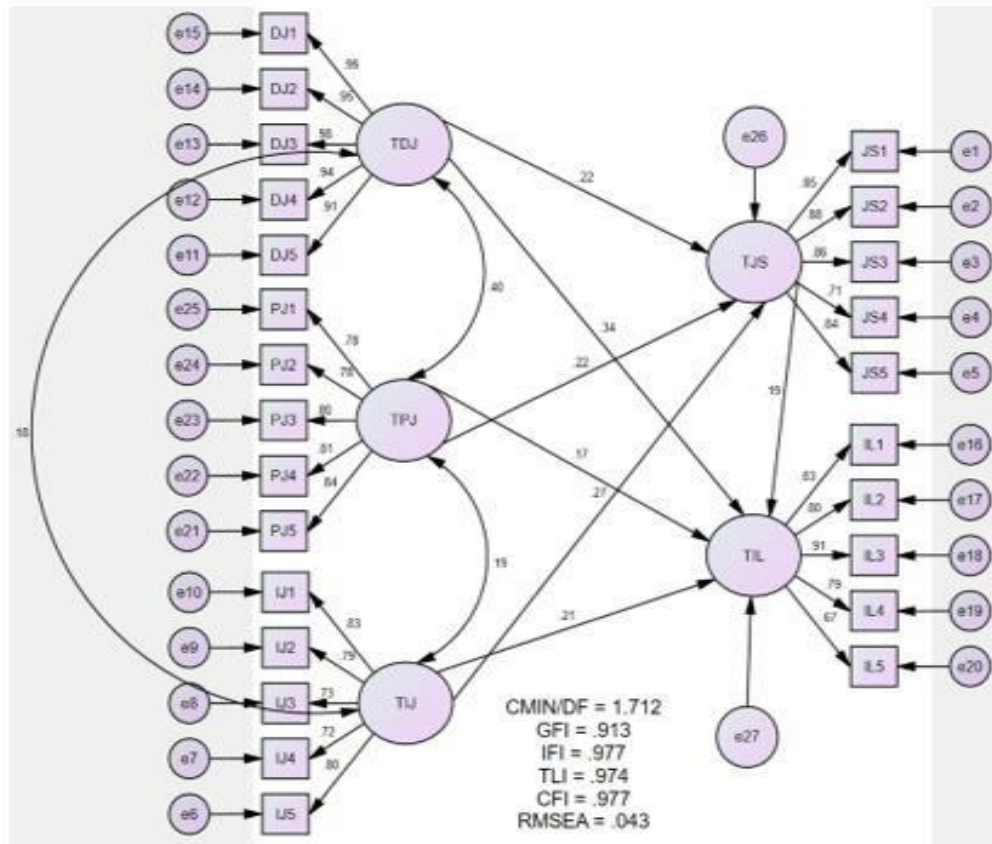
Figure 3: The Structural Model in Amos Graphic Table 8: Standardized path coefficients for the Model

Construct	Path	Construct	Estimate
Intention to Leave	←	Distributive Justice	.343
Intention to Leave	←	Procedural Justice	.174
Intention to Leave	←	Interpersonal Justice	.212
Intention to Leave	←	Job Satisfaction	.193
Job Satisfaction	←	Distributive Justice	.221
Job Satisfaction	←	Procedural Justice	.218
Job Satisfaction	←	Interpersonal Justice	.274

Table 9 displays R2 values. Factors predict 25.4% of job satisfaction variance and 41.9% of intention to leave variance.

Table 9: Squared Multiple Correlation (R2)

Variables	Estimate (R^2)
Job Satisfaction	0.254
Intention to Leave	0.419

The study investigated the relationships between distributive justice, procedural justice, interpersonal justice, job satisfaction, and employees' intention to leave in selected construction companies in Kuwait City. Through comprehensive regression analysis, the research substantiated all hypotheses, establishing significant associations between distributive justice, procedural justice, interpersonal justice, job satisfaction, and employees' intention to leave. Importantly, the study delved deeper by conducting regression analyses to quantify and validate these relationships. Additionally, job satisfaction was found to partially mediate the relationships between distributive justice, procedural justice, interpersonal justice, and employees' intention to leave. The study provides valuable insights into the factors influencing employees' intentions to leave in the construction industry.

Table 10: The Standardized Regression Weights and Its Significance

Construct	Path	Construct	Stan dardi zed Esti mate β	P-Value	Result
Intention to Leave	←	Distributive Justice	.343	***	Significant
Intention to Leave	←	Procedural Justice	.174	***	Significant
Intention to Leave	←	Interpersonal Justice	.212	***	Significant
Intention to Leave	←	Job Satisfaction	.193	***	Significant
Job Satisfaction	←	Distributive Justice	.221	***	Significant
Job Satisfaction	←	Procedural Justice	.218	***	Significant
Job Satisfaction	←	Interpersonal Justice	.274	***	Significant

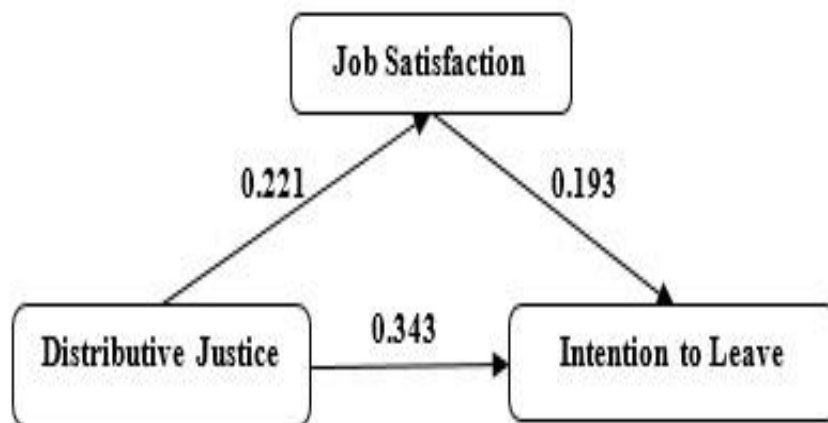**Mediation Effect of JS in Between DJ & Employees' IL**

Figure 4: The Standardized Regression Weights for the Model DJ

❖ The indirect effect1 β_1 = 0.221 (significant)

❖ The indirect effect2 β_2 = 0.193 (significant)

❖ The total indirect effect $\beta_1 * \beta_2$ = 0.221*0.193 = 0.0426

❖ The direct effect β_3 = 0.343 (significant)

Table 11: Mediation Result Bootstrapping (DJ and IL)

Summary	Indirect Effects	Direct Effects
Bootstrapping p-value (two-tailed significant)	0.001	0.002
Result	Significant	Significant
Type of Mediation	**Partial Mediation** since the direct effect is significant.	

Mediation Effect of JS in Between PJ & Employees' IL

Figure 5: The Standardized Regression Weights for the Model PJ

- ❖ The indirect effect1 β_1 = 0.218 (significant)

- ❖ The indirect effect2 β_2 = 0.193 (significant)

- ❖ The total indirect effect $\beta_1 * \beta_2$ = 0.218*0.193 = 0.0420

- ❖ The direct effect β_3 = 0.174 (significant)

Table 12: Mediation Result Bootstrapping (PJ and IL)

Summary	Indirect Effects	Direct Effects
Bootstrapping p-value (two-tailed significant)	0.001	0.001
Result	Significant	Significant
Type of Mediation	**Partial Mediation** since the indirect effect is significant.	

Mediation Effect of JS in Between IJ & Employees' IL

Figure 6: The Standardized Regression Weights for the Model IJ

> The indirect effect1 β1 = 0.274 (significant)

> The indirect effect2 β2 = 0.193 (significant)

> The total indirect effect β1* β2 = 0.274*0.193 = 0.0521

> The direct effect β3 = 0.212 (significant)

Table 13: Mediation Result Bootstrapping (IJ and IL)

Summary	Indirect Effects	Direct Effects
Bootstrapping p-value (two-tailed significant)	0.002	0.001
Result	Significant	Significant
Type of Mediation	**Partial Mediation** since the indirect effect is significant.	

Hypothesis Results

The results in table 14 demonstrate robust empirical support for all hypotheses, establishing the interconnectedness of distributive justice, procedural justice, interpersonal justice, job satisfaction, and employees' intention to leave. Additionally, the mediation role of job satisfaction in these relationships was confirmed, adding depth to our understanding of the dynamics within selected construction companies in Kuwait City. These findings contribute valuable insights for both academia and industry practitioners.

Table 14: Summary of Hypothesis Results

H	Hypothesized relationships	Results
H1	There is a significant relationship between distributive justice and employees' intention to leave.	Significant and supported
H2	There is a significant relationship between procedural justice and employees' intention to leave.	Significant and supported
H3	There is a significant relationship between interpersonal justice and employees' intention to leave.	Significant and supported.
H4	There is a significant relationship between distributive justice and Job Satisfaction.	Significant and supported
H5	There is a significant relationship between procedural justice and Job Satisfaction.	Significant and Supported
H6	There is a significant relationship between interpersonal justice and Job Satisfaction.	Significant and Supported
H7	There is a significant relationship between Job Satisfaction and employees' intention to leave.	Significant and Supported
H8	Job satisfaction mediates the relationship between distributive justice and employees' intention to leave.	Significant and partial mediation
H9	Job satisfaction mediates the relationship between procedural justice and employee' intention to leave.	Significant and partial mediation
H10	Job satisfaction mediates the relationship between interpersonal justice and employee intention to leave.	Significant and partial mediation

5. CONCLUSION AND RECOMMENDATION

Findings and Results

The study establishes a significant relationship between organizational justice dimensions and the intention to leave among employees in Kuwait City's construction companies. The empirical evidence points to a positive correlation between reduced organizational justice and an increased intention to leave, with distributive justice emerging as the most influential factor. Procedural justice, particularly in the context of transparent communication and decision-making, is highlighted as essential. Job satisfaction is identified as a mediator, playing a crucial role in the relationship between organizational justice and the intention to leave.

Contributions of the Study

Theoretical contributions include providing a basis for future research on job satisfaction's role in reducing employee intention to leave. The study addresses a research gap in the context of Kuwait City's construction firms, offering valuable insights into the application of job satisfaction strategies. Practical implications underscore the need for firms to prioritize fairness, implement transparent communication, and invest in leadership training to enhance organizational justice and reduce employee turnover.

Limitations of the Study

Several limitations are acknowledged, including the inability to completely eliminate common method bias, the restricted scope of the study to Kuwait City, and the hesitancy of some participants to disclose internal information. The quantitative research approach, while valuable, has limitations in terms of sample size and generalizability. These limitations should be considered when interpreting the study's findings.

Future Research Direction

Future research directions involve exploring other dimensions of organizational justice, additional factors influencing job satisfaction, and demographic factors. The study suggests the inclusion of other variables related to job satisfaction and the examination of distinctions between organizational justice and employee performance. Longitudinal research is recommended for more reliable evidence, and the study encourages a more comprehensive investigation to expand on existing research in this area.

Conclusion

This study investigates the crucial aspects of distributive, procedural, and interpersonal justice within Kuwait City's construction companies, emphasizing their impact on employee satisfaction and intention to leave. Theoretical contributions include the application of job satisfaction in predicting organizational justice factors, filling a research gap in the Kuwait City construction context. Practical implications highlight the need for fair culture development, leadership training, and explicit decision-making processes. Limitations involve the study's scope and quantitative approach, while future research could explore other justice dimensions and additional factors influencing intention to leave. The findings underscore the significant

relationship between organizational justice, job satisfaction, and the intention to leave, emphasizing the importance of cultivating fair treatment and satisfaction to retain a committed workforce.

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