



## The Effect of Injustice on Employees' Intention to Leave: The Mediating Role of Job Insecurity in the Tourism and Hospitality Industry

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### Abstract

This study aims to examine the effect of employees' perception of injustice on their intention to leave their jobs. It also explored the mediating role of job insecurity in the relationship between employees' perception of injustice and their intention to leave. The study analyzed 404 responses from five-star hotels and travel agencies in the Greater Cairo area of Egypt using the PLS-SEM approach. Results revealed that employees' perception of injustice positively impacts their intention to leave and job insecurity. In addition, job insecurity positively affects employees' intention to leave. Moreover, job insecurity mediates the relationship between employees' perception of injustice and their intention to leave. This study provides theoretical and practical insights into employee turnover, a significant issue in the Egyptian tourism and hospitality sector. The study highlights job insecurity as a key mediator in social exchange, influencing employees' intention to leave. It focuses on the hospitality and tourism industry, providing insights into the interactions between social exchange, perceived injustice, job insecurity, and turnover intention, enhancing the relevance of social exchange theory.

**Keywords:** Injustice, intention to leave, job insecurity, the tourism and hospitality industry.

### Introduction

High employee turnover presents a significant challenge for the hospitality and tourism industry, exceeding rates observed in many other sectors (Nazarian et al., 2022; Xu et al., 2022). Intention to leave was defined as a considered decision by an individual to leave their employment within the organization (Amponsah-Tawiah et al., 2016), which incurs substantial direct and indirect costs like recruitment, training, and lost productivity (Nazarian et al., 2022). Unlike their counterparts in other sectors, employees in hospitality and tourism often experience a challenging work environment, such as long working hours with low incentives, limited career progression opportunities, the very nature of the industry that leads to emotionally demanding

work, heavy workloads involving multiple tasks, and work-life conflict that ultimately increase their intention to leave (Khairy et al., 2023; Nguyen et al., 2023). Understanding the intricacies of employee turnover is more critical than ever, as the factors influencing an employee's decision to leave have become increasingly multifaceted and interconnected (Chukwudi et al., 2022). While numerous variables play a role in the issue, previous research consistently highlighted the significant influence of work environment, leadership style, organizational justice, and job security on employees' turnover intentions (Belete, 2018; Putra & Dewi, 2021; Xu et al., 2022).

Feeling treated unfairly at work can be a major downer. Research shows that perceived injustice, especially when it comes to access to resources or opportunities, can lead to anger, stress, and even health problems (Sullivan et al., 2014; Radebe & Dhurup, 2018; Sullivan, 2020). This can happen when decisions seem unfair “procedural injustice”, when rewards are distributed unequally “distributive injustice”, or when people are treated disrespectfully “interactional injustice” (Qu et al., 2020; Ahmad & Guzmán, 2023). In distributive injustice, employees perceive a mismatch between their contributions “effort, expertise” and the rewards they receive “compensation, recognition”. This inequity can arise from internal or external comparisons (Piccoli & De Witte, 2015; Afzali et al., 2017). When decision-making processes lack fairness, transparency, or consistency, employees experience procedural injustice. This includes unclear criteria for rewards or promotions, biased evaluations, and nepotism (Michel & Hargis, 2017; Reisig et al., 2018). Disrespectful or demeaning interactions with superiors or colleagues can create a sense of interactional injustice. This encompasses behaviors like rudeness, exclusion, or unfair treatment based on personal characteristics (Rai & Agarwal, 2020; Zhang, 2021). Together, these three forms of injustice can have significant consequences for both individual employees and the organization as a whole. They can lead to decreased productivity, increased turnover, and a negative work environment (Fathonah & Hartijasti, 2014; Radebe & Dhurup, 2018; Kee & Chung, 2021; Valentine et al., 2023).

Job security plays a crucial role in employee turnover, with strong evidence suggesting a direct link between perceived insecurity and increased turnover intentions (Jung et al., 2021). Employees who feel secure in their positions are more likely to experience higher job satisfaction, fostering commitment and reducing the temptation to seek alternative employment (Heryanda, 2019; Putra & Dewi, 2021). Job insecurity refers to an employee's fear of losing their job, leading to stress and anxiety about their future employment (Vander Elst et al., 2014). Job insecurity significantly threatens employee well-being and retention (Cheng et al., 2014). It creates a pervasive sense of unease and instability, ultimately decreasing job satisfaction. This dissatisfaction, in turn, leads to reduced commitment and a stronger intention to leave the organization (Heryanda, 2019). Research by Ratnasari and Lestari (2020) confirms this connection, demonstrating a positive correlation between job insecurity and turnover intention. When employees feel unsure about their future, they are more likely to seek alternative employment. By addressing these concerns and fostering a secure and stable work environment, hospitality and tourism organizations can cultivate a more satisfied and engaged workforce, ultimately reducing turnover intention and its associated costs (Ergun et al., 2023).

Previous studies examined the relationship between employees' perception of injustice and their intention to leave in different contexts, like manufacturing and logistics companies (e.g., Ansari et al., 2012; Radebe & Dhurup, 2018), transport organizations (e.g., Reknes et al., 2020), and the banking sector (e.g., Dahri et al., 2023). The issue of turnover intention is one of the important problems that worry human resources managers in the hospitality and tourism industry

(Edirisinghe & Manuel, 2019; Khairy et al., 2023), so it is important to point out the factors that affect employees' intention to leave work. As far as we know, no study examined the direct relationship between injustice and employees' intention to leave in the hospitality and tourism sector, which represents a gap in the literature. To bridge this gap, the current study aimed to investigate the impact of employees' perception of injustice on their intention to leave jobs in hotels and travel agencies. The study also more delved into the indirect relationship between injustice perception and intention to leave while considering job insecurity as a mediating factor in this relation.

## **Theoretical Background and Literature Review**

### **Injustice Perception and Intention to Leave**

Understanding what determines a person's intention to perform a specific behavior is a crucial determinant of behavior. This intention is the most important predictor of whether individuals engage in the behavior (Ajzen et al., 2011). Intention to leave refers to an employee's contemplation of leaving their current job. It predicts their actual turnover behavior, making it crucial for organizations to understand (Chan et al., 2013). Researchers like Mobley (2011), Belete (2018), and Edirisinghe and Manuel (2019) have identified several factors influencing employees' intention to leave, like organizational factors, economic factors, and other individual variables related or not related to work. Employee perceptions of fairness, whether accurate or not, influence their behavior. Feeling treated unjustly within the organization can have both positive and negative consequences (Reknes et al., 2020). Essentially, feeling treated unfairly within an organization is a strong predictor of an employee's intention to leave. This highlights the importance of fairness and justice as crucial factors in retaining employees (Dahri et al., 2023).

A study conducted by Ezeh et al. (2018) showed that perceived injustice in management practices is a key factor influencing employee turnover intentions. Other studies investigated the link between perceived injustice and employee turnover intentions. The findings revealed that employees who seriously considered leaving (high turnover intention) felt significantly more mistreated by their supervisors and leaders (Bindu & Srikanth, 2019). This aligns with the understanding that fair treatment fosters workplace satisfaction. Any shift in perceived injustice impacts satisfaction levels. Employees who feel unfairly treated might experience frustration and become disengaged from organizational goals (Reknes et al., 2020). If this feeling of injustice becomes overwhelming, it significantly increases the likelihood of them seeking employment elsewhere (Aliedan et al., 2022). This aligned with earlier findings by Rizvi et al. (2017) who explored the link between employee perceptions of overall injustice and their willingness to leave jobs in higher education. The study found that employees who felt generally treated unfairly within their organization were more likely to consider leaving. Therefore, the study proposed that:

H1: employees' perception of injustice positively influences their intention to leave.

### **Injustice Perception and Job Insecurity**

From a justice perspective, people often view job security as a fundamental aspect of fair employment. In exchange for their hard work, time, and dedication, employees expect certain benefits like salary, career advancement, and, importantly, job security (Heponiemi et al., 2012). This unspoken agreement between employer and employee, where security is traded for loyalty, remains vital even today (Majid et al., 2017). The significance of job security goes beyond individual employees. It plays a crucial role in regulating labor markets and offering broader social protection (Emmenegger, 2014; Basso et al., 2022). This broader context strengthens the

argument that job security is not just a perk but a fair reward. Workers deserve it not only due to their specific contributions within an organization but also as members of the larger workforce (Van Hootegem et al., 2022).

The relationship between injustice and job insecurity may be built on the principles of the social exchange theory (SET) of Blau (1964, 2017). Employees view the employment relationship as a social exchange characterized by reciprocity and fairness. As Blau (1964, 2017) suggests, positive treatment from an organization naturally motivates employees to respond favorably. Job security is a central expectation within this exchange, seen as a fair reward for employee contributions (Sokhanvar et al., 2018). Employees invest their time, effort, and energy in their work, anticipating promised benefits like salary, promotion opportunities, career growth, and recognition (Frenkel & Bednall, 2016). Job insecurity is generated by a sense of workplace injustice. Fearing job loss violates an expectation of fair treatment and deserved reward, undermining the perceived reciprocity norm (Benabou & Tirole, 2006). This link, as shown by Bernhard-Oettel et al. (2011), fosters feelings of unfair treatment and highlights the connection between perceived injustice and insecurity. Based on SET, this study hypothesizes that employees expect justice from their organization in exchange for their investments and that receiving this justice translates into job security. Hence, the following hypothesis was formulated:

H2: perception of injustice positively influences job insecurity.

### **Job Insecurity and Intention to Leave**

Employee turnover, marked by an employee's decision to leave the organization, directly stems from their intention to leave (Flinkman et al., 2010). This withdrawal disrupts team dynamics and reduces overall effectiveness and productivity due to lost peers and work partners (Saeed, 2014). Employees' success hinges on feeling secure in their jobs. Any violation of this sense of security creates job insecurity and disrupts the implicit psychological contract between employees and the organization (Herrera & De Las Heras-Rosas, 2021). A key factor driving this intention is job insecurity, defined as the unsettling feeling of potential job loss, which arises from various organizational changes that create confusion and unease among employees (Safaria et al., 2011). This pervasive state of insecurity breeds inconvenience and dissatisfaction, decreasing employees' job performance and ultimately pushing them toward seeking new opportunities beyond the organization (Pertiwi & Piartirini, 2020; Abouelenien et al., 2024).

Psychological contract theory explains how job insecurity fuels turnover intention. This theory emphasizes an implicit agreement between employees and organizations (Rousseau, 1989; Ng & Feldman, 2008). Employees offer effort and loyalty in exchange for fair treatment, opportunities, and especially, job security. This reciprocity builds commitment and discourages turnover. However, when organizations breach this contract, particularly by creating job insecurity, consequences arise (Herrera & De Las Heras-Rosas, 2021). Employees view their contributions as unreciprocated, leading to disengagement and a desire for other opportunities. This broken trust weakens the bond between employees and the organization, increasing turnover (Solinger et al., 2016; Zahra et al., 2022). According to psychological contract theory (Rousseau, 1989), organizations offer job security, compensation, benefits, and resources to enable employees to fulfill their roles. In return, employees contribute committed effort and high performance. This reciprocity fosters employee retention and engagement (Grissom et al., 2016). However, job uncertainty shatters this trust, triggering negative psychological responses like decreased

motivation, emotional exhaustion, and increased turnover intention (Keim et al., 2014; Kim, 2015; Baquero, 2022). This led to the following hypothesis:

H3: job insecurity positively influences employees' intention to leave.

### **The Mediating Role of Job Insecurity**

The pervasive fear of job loss, aptly termed "job insecurity," acts as a potent stressor, demonstrably harming employee well-being across both physical and psychological dimensions (Akgunduz & Eryilmaz, 2018). This insidious stress decreases employee motivation and engagement, further exacerbating negative consequences such as increased turnover intentions (Obeng et al., 2020). Arijanto et al. (2020) verified this claim, highlighting how job insecurity intensifies work-related stress, pushing individuals beyond their coping mechanisms. This overload often manifests in adverse psychological impacts, ultimately contributing to employee turnover. Employees invested in organizations through their skills, time, and effort hold tacit expectations of reciprocal benefits beyond mere compensation. Job security, encompassing long-term stability and career growth potential, figures prominently among these anticipated rewards (Heponiemi et al., 2012). This aligns with justice principles, emphasizing the fair allocation of benefits based on individual contributions. When organizations fail to uphold this implicit contract, a breach of perceived justice transpires (Marwat et al., 2021). Sora et al. (2010) argue that job insecurity infringes upon justice, a crucial aspect of workplace fairness. When employees lack transparency and control over decisions impacting their livelihoods, they perceive the process as unjust, amplifying the emotional toll of insecurity. This lack of justice fuels feelings of powerlessness and resentment, further eroding trust and engagement within the organization (Robbins et al., 2012).

Drawing on the principles of SET espoused by Blau (1964), which posits that social behavior hinges on reciprocity and normative expectations. When individuals experience positive treatment, a natural tendency arises to reciprocate with favorable responses. This dynamic plays out prominently in the employer-employee relationship (Blau, 2017). Organizations that cultivate a culture of fairness and genuine care for their team members initiate a positive social exchange (Roch et al., 2019). Employees who perceive themselves as valued and respected by the organization are more likely to demonstrate increased loyalty, support, and intention to stay in the organization (Aggarwal et al., 2022). Building on SET, the current study proposes that organizations offering a just and secure work environment cultivate employee loyalty and commitment. Justice fosters the perception of fair treatment, while job security reduces anxieties about potential termination due to injustice. These organizational benefits, according to the theory, create an obligation for employees to reciprocate through loyalty and reduce turnover intentions. Conversely, injustice and job insecurity lead to feelings of dissatisfaction and distrust, ultimately increasing employees' desire to leave the organization. So, this leads to the following hypothesis:

H4: job insecurity positively mediates the relationship between injustice perception and employees' intention to leave.

The conceptual framework of the study is illustrated in Figure 1 below.

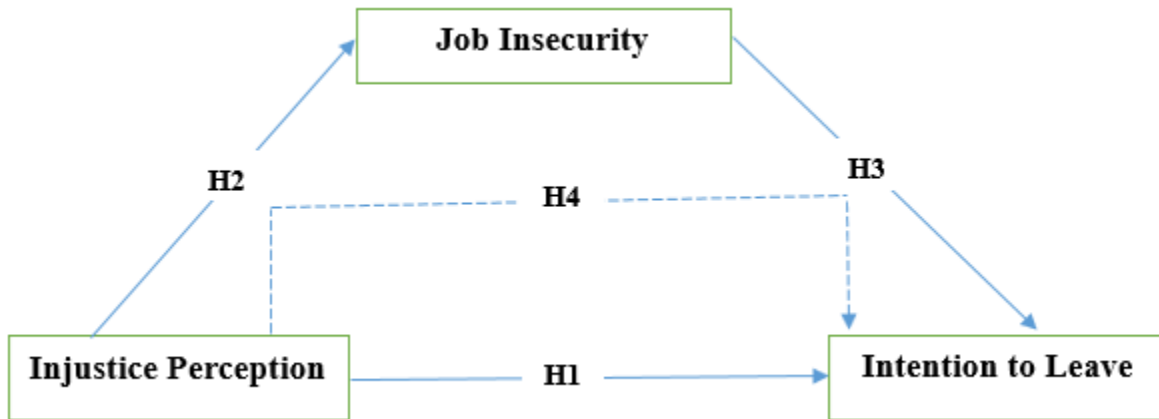


Figure (1): Conceptual framework of the study

## Methodology

### Measures

The study is based on a 4-item scale developed by Reknes et al. (2020) to assess employees' perception of injustice perceptions. For example, "I am treated with fairness in my job" and "I am treated fairly when goods and disadvantages are distributed". In addition, the study utilized a 3-item scale suggested by Babakus et al. (2008) to evaluate employees' employees' intention to leave their jobs. For instance, "I will probably be looking for another job soon" and "It would not take much to make me leave this organization". Moreover, the study utilized an 8-item scale adapted from Karatepe (2022) to assess job insecurity. Sample phrases include: "I do not feel secure about my prospects for advancement in my job" and "I believe the future will see a decline in the interest of my work".

### Sample and data collection

The study examined category-A travel agencies and 5-star hotels in the Greater Cairo area of Egypt. According to the Egyptian Ministry of Tourism and Antiquities (2022), there are 30 five-star hotels and 1666 category-A travel agencies operating in the Greater Cairo region. These establishments were purposefully chosen due to their focus on international clientele, offering a relevant sampling frame for the investigation. Given the limitations in resources, a convenience sampling approach was adopted (Hashad et al., 2023). To obtain permission to distribute the surveys within their respective establishments, the human resources managers of the properties that have been investigated were contacted. Employees from 60 travel agencies and 25 hotels made up the research sample. Out of the 700 questionnaires distributed, only 404 were deemed valid, indicating a response rate of 57.7%.

### Respondents' characteristics

Table (1) shows that 404 employees participated in the survey, with men making up the majority (n=322, 79.70%). The largest percentage of workers, 68.32%, hold a bachelor's degree; 45.54% are in the 18–30 age group, and 44.06% have one–three years of work experience. More specifically, 53.22% of employees were employed by five-star hotels, and 46.78% were employed by category-A travel firms agencies.

Table 1. Respondents' characteristics (N=404).

		Frequency	Percent
Gender	Male	322	79.70
	Female	82	20.30
Age	18:< 30 years	184	45.54
	30 : ≤45 years	158	39.11
	≥45 years	62	15.35
Education	High schools/institute	83	20.54
	Bachelor	276	68.32
	Master/PhD	45	11.14
Tenure	1:< 3 years	178	44.06
	3 to ≤6 years	154	38.12
	>6 years	72	17.82
Work organization	5-star hotels	215	53.22
	Category-A travel agencies	189	46.78

### Data analysis

PLS-SEM, a widely used analytical method in tourism and hospitality research, was utilized in this study to evaluate research hypotheses using WarpPLS software 7.0.

### Results

#### Reliability and validity

Factor loading was determined via confirmatory factor analysis in the study (see Table 2), with item loadings greater than 0.7. Hair et al. (2010) deemed levels of factor loading more than 0.5 to be adequate. Scale validity was demonstrated by values of composite reliability and Cronbach's alpha that were more than 0.7. Hair et al. (2020) criteria (AVE>0.5) support the validity of the scales, while VIF values of 3.3 or less for each latent variable suggest a lack of common method bias (Kock, 2015).

Table 2. Factor loadings, Cronbach alpha, CR, AVE, and VIF.

	Item Loading	CR	CA	AVE	VIF
Injustice Perception (IP)	-	0.913	0.873	0.724	2.442
IP.1.	0.868**				
IP.2.	0.848**				
IP.3.	0.846**				

IP.4.	0.842**				
Employees' Intention to Leave (EIL)	-				
EIL. 1.	0.881**	0.910	0.851	0.771	2.151
EIL.2.	0.910**				
EIL.3.	0.843**				
Job Insecurity (JI)	-				
JI.1.	0.781**	0.923	0.905	0.601	2.695
JI.2.	0.754**				
JI.3.	0.753**				
JI.4	0.808**				
JI.5	0.784**				
JI.6	0.717**				
JI.7	0.808**				
JI.8	0.791**				
"CR: Composite reliability; CA: Cronbach's alpha; AVE: average variance extracted" ** P value for item loading					

Moreover, the discriminant validity of the study model was supported by Table (3) results, which required a correlation between latent variables less than unity and an AVE value greater than the maximum common value.

Table 3. Discriminant validity results

	IP	JI	EIL
Injustice Perception (IP)	0.851	0.742	0.662
Job Insecurity (JI)	0.742	0.775	0.700
Employees' Intention to Leave (EIL)	0.662	0.700	0.878

#### 4.3. Model fit metrics for the research model

As shown in Table (4), the current study satisfactorily met Kock's (2021) model fit and quality index criteria.

Table (4): Model fit results



	Results	Criterion
Average path coefficient (APC)	0.542, P<0.001	P<0.05
Average R-squared (ARS)	0.626, P<0.001	P<0.05
Average adjusted R-squared (AARS)	0.624, P<0.001	P<0.05
Average block VIF (AVIF)	2.456	Acceptable if = 5, ideally =3.3
Average full collinearity VIF (AFVIF)	2.429	Acceptable if = 5, ideally = 3.3
Tenenhaus GoF (GoF)	0.661	Small = 0.1, medium = 0.25, large = 0.36
Sympson's paradox ratio (SPR)	1.000	Acceptable if = 0.7, ideally = 1
R-squared contribution ratio (RSCR)	1.000	Acceptable if = 0.9, ideally = 1
Statistical suppression ratio (SSR)	1.000	Acceptable if = 0.7
Nonlinear bivariate causality direction ratio (NLBCDR)	1.000	Acceptable if =0.7

**Hypotheses testing results**

Upon initial execution, the multi-group analysis revealed no statistically significant variations in path coefficients between employees of five-star hotels and travel agencies as a result of workplace differences.

According to data in Figure 2, the study revealed that employees’ perception of injustice positively impacts their intention to leave ( $\beta=0.27$ ,  $P<0.01$ ) and job insecurity ( $\beta=0.78$ ,  $P<0.01$ ), with increased injustice leading to a higher rate of job insecurity and employees intention to leave their jobs, therefore, supporting the hypothesis 1 and 2. In addition, job insecurity positively affects employees intention to leave ( $\beta=0.58$ ,  $P<0.01$ ). This means that when job insecurity increases employees’ intention to leave tends to be high. Therefore, H3 is supported. Furthermore, figure 2 revealed that employees' perception of injustice is interpreted as 60% of the variance in job insecurity ( $R^2=0.60$ ). Perception of injustice and job insecurity interpreted 65% of the variance in employees' intention to leave their jobs ( $R^2=0.65$ ).

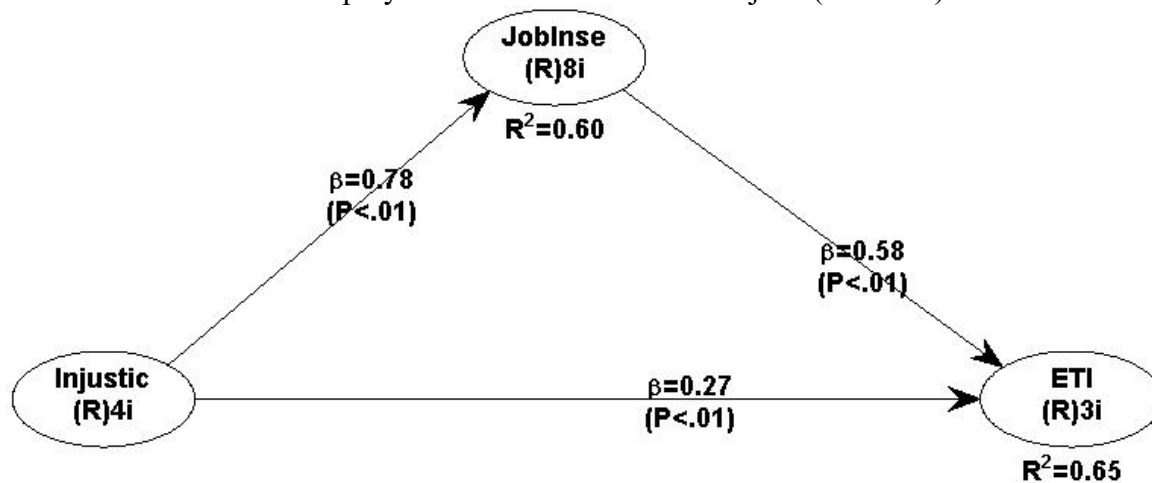


Figure 2: The final model of the study

Additionally, the "Bootstrapped Confidence Interval" analysis was performed to examine the role that job insecurity had as a mediator (refer to Table 5). The bootstrapping analysis indicated that the t-value for the indirect effect, Std.  $\beta=0.452$  ( $0.780 \times 0.580$ ), was 13.709 and significant ( $p < 0.001$ ). Moreover, mediation is indicated by a zero not crossing in between the "95% Bootstrapped Confidence Interval" (LL=0.388, UL=0.517). Consequently, it may be concluded that there is statistical support for the idea that job insecurity mediates the IP → ETI link. H4 is therefore supported.

Table 5. Mediation analysis results

H4	Path a IP→JI	Path b JI→ETI	Indirect Effect	SE	t-value	95% LL	95% UL	Decision
IP→JI→ETI	0.780	0.580	0.452	0.033	13.709	0.388	0.517	Mediation

### Discussion

This study aims to examine the effect of employees' perception of injustice on their intention to leave their jobs. It also explores the mediating role of job insecurity in the relationship between employees' perception of injustice on their intention to leave. The study's conceptual model was established and empirically tested. Findings revealed that employees' perception of injustice positively influences their intention to leave (H1-supported). This result is consistent with Ezech et al. (2018) who claimed that perceived injustice in management practices significantly influences employee turnover intentions. Organizational justice significantly impacts employee motivation (Sutanto et al., 2018). Fair resource distribution is crucial, but perceived inequity can increase tension and decrease motivation. Reactive justice theories explain the relationship between organizational justice perceptions and turnover intention, suggesting individuals seek to avoid unfair labor practices and organizations that commit such practices (Özkan, 2023). In other words, employees with high turnover intentions feel more mistreated by supervisors and leaders, which can lead to frustration, disengagement from organizational goals, and an increased likelihood of seeking employment elsewhere if perceived injustice becomes overwhelming (Bindu & Srikanth, 2019).

Findings also revealed employees' perception of injustice positively influences job insecurity (H2-supported). Job insecurity can be viewed from a distributive justice perspective, as it violates the unwritten deservingness expectation and the perceived imbalance between actual and just rewards (Piccoli & De Witte, 2015). It is a breach of individual expectations and a fundamental collective reciprocity norm. Fearing job loss can lead to a perception of injustice and unfair treatment, as it violates the security and deservingness expectation, resulting in a perceived imbalance between actual and just rewards (Van Hootegem et al., 2022). Further, employees perceive employment as a social exchange, with job security as a central expectation. They invest time, effort, and energy in work, anticipating benefits like salary, promotion, career growth, and recognition (Sokhanvar et al., 2018).

Moreover, findings revealed job insecurity positively influences employees' intention to leave (H3-supported) and positively mediates the relationship between injustice perception and employees' intention to leave (H4-supported). Job insecurity is a significant stressor that

negatively impacts employee well-being, motivation, and engagement. It intensifies work-related stress, pushing individuals beyond their coping mechanisms, and leading to adverse psychological impacts and increased turnover intentions (Obeng et al., 2020). Job security, which includes long-term stability and career growth potential, aligns with justice principles, emphasizing the fair allocation of benefits based on individual contributions. However, job insecurity infringes upon justice, causing employees to perceive the process as unjust, leading to feelings of powerlessness and resentment (Aggarwal et al., 2022). Organizations that foster a culture of fairness and genuine care for their team members are more likely to cultivate employee loyalty and commitment (Roch et al., 2019). Conversely, injustice and job insecurity can lead to feelings of dissatisfaction and distrust, increasing employees' desire to leave the organization.

### **Theoretical and practical implications**

Drawing on the findings of the current study, this research has made several theoretical and practical contributions. This study sheds light on employee turnover, a critical issue facing the Egyptian tourism and hospitality sector. Despite high turnover rates documented in research (Edirisinghe & Manuel, 2019; Khairy et al., 2023), understanding the specific causes within the Egyptian context remains limited. This study bridges this gap by examining two key factors influencing employee turnover intentions: perceived injustice and job insecurity. The study investigated the direct and indirect effects of these factors on employee turnover intentions. Specifically, it explored whether job insecurity mediates the relationship between perceived injustice and turnover intentions. Guided by social exchange theory, which emphasizes fairness and reciprocity in social interactions, the study offered valuable insights into employee turnover dynamics. It examined how perceived injustice through job insecurity could potentially lead employees to seek alternative employment.

The study also made a significant contribution by identifying job insecurity as a key mediator within the social exchange process. It sheds light on how perceived injustice can lead to job insecurity, ultimately influencing employees' intention to leave. This deeper understanding of the psychological processes at play helps illuminate the mechanisms involved in social exchange dynamics, particularly in situations of perceived unfairness. Furthermore, the study's focus on the hospitality and tourism industry offers valuable insights into the specific interactions between social exchange, perceived injustice, job insecurity, and turnover intention within this unique context. By considering the industry's specific characteristics and circumstances, the research enhances the relevance and applicability of social exchange theory, offering valuable guidance for addressing employee turnover in this crucial sector.

The findings of this study hold significant implications for managers and practitioners within the dynamic and competitive hospitality and tourism industry. Recognizing factors that influence employee turnover intentions is critical for organizational performance. This research underscores the detrimental impact of perceived injustice on organizational performance, as it can drive valuable employees to seek alternative opportunities. The principal implication for managers is the necessity to actively address and prevent workplace injustice. This necessitates ensuring fairness and equity in critical areas such as compensation distribution, reward systems, and access to professional development opportunities. Furthermore, the implementation of transparent and objective decision-making processes can significantly mitigate employee perceptions of unfairness, minimizing its negative influence on turnover intentions.

Hospitality and tourism organizations have to employ proactive strategies to face employees' feelings of job insecurity. The foundation of addressing job insecurity lies in fostering strong employee-management relationships. This necessitates fostering open and transparent communication, particularly during periods of organizational uncertainty. By proactively sharing information and involving employees in decision-making processes, organizations can establish trust and psychological safety, empowering employees and alleviating anxieties. Finally, building a culture of constructive feedback and open communication forms a crucial pillar in addressing potential injustice perceptions. Encouraging employees to voice their concerns and share their perspectives empowers them and demonstrates a commitment to fairness and equity. Fostering open dialogue allows managers to clarify processes, address misconceptions, and swiftly mitigate any incidents of injustice or job uncertainty. This transparency builds trust, strengthens employee-employer relationships, and ultimately promotes a fair and secure work environment.

### **Limitations and future research**

This study on injustice perception and job insecurity's mediating role in the hospitality and tourism industry offers valuable insights into employee turnover drivers. However, acknowledging its limitations and exploring future research avenues is crucial. The first limitation is related to generalizability. Focusing solely on the hospitality and tourism industry may limit the findings' applicability to other sectors. Future research could investigate similar mediating effects in diverse industries like supply chains, airlines, restaurants, and coffee shops, broadening the study's scope. The second limitation is measurement. The accuracy and reliability of the measurement tools used could influence the findings' validity. Future studies could benefit from employing a mix of methodologies, including self-reports, observations, and qualitative interviews, for a more comprehensive understanding. The third limitation is the underpinnings. While the study identifies job insecurity as a mediator, further exploration of the underlying mechanisms is needed. Future research could examine additional variables such as perceived organizational support, leadership style, job commitment, workplace friendships, or self-compassion to gain a deeper understanding of the mediating or moderating processes involved. The fourth limitation is regarding cultural considerations. Accounting for cultural and contextual factors influencing the findings is crucial, as these may vary across the hospitality and tourism landscape. Comparing findings across diverse cultural and contextual settings can inform the generalizability and boundary conditions of the study's conclusions.

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## تأثير عدم العدالة على نية الموظفين لترك العمل: الدور الوسيط لانعدام الأمن الوظيفي في صناعة السياحة والضيافة

### المستخلص

تهدف الدراسة إلى معرفة أثر تصور الموظفين للظلم على نيتهم في ترك العمل. كما استكشفت الدور الوسيط لانعدام الأمن الوظيفي في العلاقة بين تصور الموظفين للظلم ونيتهم في ترك العمل. قامت الدراسة بتحليل 404 رداً من فنادق الخمس نجوم ووكالات السفر في منطقة القاهرة الكبرى بمصر باستخدام نهج PLS-SEM. وأظهرت النتائج أن تصور الموظفين للظلم يؤثر بشكل إيجابي على نيتهم في ترك العمل وانعدام الأمن الوظيفي. بالإضافة إلى ذلك، يؤثر انعدام الأمن الوظيفي بشكل إيجابي على نية الموظفين لترك العمل. علاوة على ذلك، فإن انعدام الأمن الوظيفي يتوسط العلاقة بين تصور الموظفين للظلم ونيتهم في ترك العمل. تقدم هذه الدراسة رؤى نظرية وعملية حول معدل دوران الموظفين، وهو أمر مهم في قطاع السياحة والضيافة المصري. وتسلط الدراسة الضوء على انعدام الأمن الوظيفي باعتباره وسيطاً رئيسياً في التبادل الاجتماعي، مما يؤثر على نية الموظفين لترك العمل. وهو يركز على صناعة الضيافة والسياحة، ويقدم نظرة ثاقبة للتفاعلات بين التبادل الاجتماعي، والظلم المتصور، وانعدام الأمن الوظيفي، ونية الدوران، مما يعزز أهمية نظرية التبادل الاجتماعي.

**الكلمات الدالة:** عدم العدالة، نية ترك العمل، انعدام الأمن الوظيفي، صناعة السياحة والضيافة.