

## **The counteracting effects of organizational identification and organizational justice on turnover intentions:**

Two counteracting effects compared within family- and non-family firms.

*In August 2018 Lotte Huberts graduated from the Tilburg School of Social and Behavioral Sciences, Tilburg University. Lotte followed the MSc Human Resource Studies and wrote her master thesis in the area of family firms. The following text is a summary of the MSc thesis.*

Are there differences in turnover intentions between family firm employees and non-family firm employees? This study investigated this question using two possible counteracting mediating effects of organizational identification and perceived organizational justice from employees on turnover intentions. This research focused on non-family members working in family firms and employees working in non-family firms. Organizational identification was expected to negatively mediate the relationship between (family firm) employees and turnover intentions. The level of organizational identification was expected to be higher for non-family members working in family firms compared to employees working in non-family firms. On the other hand, perceived organizational justice was expected to negatively mediate the relationship between (family firm) employees and turnover intentions. The level of perceived organizational justice was expected to be lower for non-family members working in family firms compared to non-family firm employees. The results, conducted with questionnaires from 444 employees working in 56 organizations (which consisted of 21 family firms and 35 non-family firms), confirmed a (stronger) negative relationship between family firm employees and turnover intentions, mediated by justice perceptions. No mediation effect of organizational identification was found and therefore the two mediations did not counteract each other in the turnover intention process.

*Keywords: family firm, turnover intentions, organizational identification, perceived organizational justice.*

If you are interested in the master thesis you can contact the Tilburg Institute of Family Business via [tifb@tilburguniversity.edu](mailto:tifb@tilburguniversity.edu) and request a pdf file.