

# Survivor's Organizational Justice Perception, Organizational Commitment and Turnover Intention : The Moderating

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## ABSTRACT

In response to the financial crisis 2008 to the impact of enterprise, lots of organizations choose to downsizing achieve reduced size of the organization, the purpose of saving personnel costs, in order to organize to survive. Downsizing is also considered to reduce redundancy, the best way to maintain the best workforce. Is the supervisor accordance with the contribution of employees, work performance to determine who is to leave the victims and who are able to stay in the survivors during downsizing? When the company announced layoffs in the news, and whether employees were timely, accurate, and reliable communication? Whether the employees understand the purpose of layoffs, thus reducing the negative effects of downsizing? The purpose of this study is to investigate downsizing business cases, the relationships between survivors' organizational justice perceptions, organizational commitment and quality of communication. We use purposive sampling method to collect data and the population is 6 months have been laid-off company. Issue a formal questionnaire 239, including 27 invalid questionnaires, 212 valid questionnaires. According to hierarchical regression analysis, organizational justice and organizational commitment was positively related. Quality of communication on between organizational justice and organizational commitment moderated, and strengthen the relationship.

Keywords : organizational justice、organizational commitment、communication quality、turnover intention

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