

**IMPACT OF ORGANIZATIONAL JUSTICE ON
TURNOVER INTENTION-THE MEDIATING ROLE OF
EMPLOYEE MOTIVATION**

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Abstract

The purpose of this study was to find the mediating effect of employee motivation dimensions on the relationship of Organizational Justice and Turnover Intention. For mediation analysis, the Baron and Kenny (1986) four steps model was used. Data was collected from 141 employees working in pharmaceutical industry located in Hayatabad Industrial Estate, Peshawar. The response rate was observed 73% and about 88% were male and 12% were female. All the constructs (TI, IM, EM, PJ, DJ and IJ) were tested for reliability using a Cronbach's alpha. All the reliability values were greater than 0.70 and overall Cronbach's alpha equal to 0.860. Correlation and regression analyses were used to find the strength and magnitude of relationship among the variables under study. The study concludes that there is a meditational effect of employee motivation on the relationship of Organizational Justice (OJ) and Turnover Intention (TI). This study also explains Kenny (2012) procedure for finding the significance of mediation effect.

Keywords: motivation; organizational justice; turnover intention; mediation; construct.

Introduction

Human resource management is not just the administration of people working in an organization but to effectively and efficiently deals with the combination of experience, attitudes, abilities and culture that exist within an organization. It is not an easy task for an HR managers to do so because this is the age of globalization and we are living in the era of multinationals where there is diversity of workforce and a mix of cultures, beliefs, norms and expectations are part of a company overall culture. Productivity and commitment of employees are the two main challenges of this era.

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Employee commitment and productivity increases when they are kept motivated. Motivation can be either ways applied i.e. intrinsic motivation (goodwill, inner (psychological) satisfaction, respect, self-actualization, self-determination, intangible assets, commitment, social status and contacts etc.) and extrinsic motivation (reward, compensation (salary, remuneration), tangible assets, good work place environment etc.)

Motivation is also important in retaining employees and avoiding turnover. The perceived injustice in organization by an employee arouses turnover intention and thus results in employee turnover that is the voluntary exit from organization. Employee observe stress and dissatisfaction at workplace caused by various factors like unjust exploitation, unjust environment, competence issues, integrity and respect, conflicts/relation with peer and supervisor, job security and lack of career prospects. These situations are sometime difficult to deal with from the organizational point of view as well as from the employees' perspective because defining and framing rules and regulations for every situation causing stress at work place is very difficult.

Literature Review

Organizational Justice

According to Greenberg (1987) the individual's perception of fairness at workplace and there action he shows to it is Organizational justice. It is also referred to as the actions and decisions are morally right – defined according to religion, ethics, fairness and law. It is a general humans' nature that they are attentive to the justice in their everyday life (Gropanzano, 2009).

Owolabi (2012) reported that in every organization justice is very important because the implications of perceptions of injustice can impact job attitude and performance. Justice in organizations therefore comprises of issues such as perceptions of fair remuneration, equal opportunity right and personnel induction mechanism. Camgoz and Karapinar (2011) defined justice as perceptions of justice are the key determinants of an individuals' reaction to their attitude.

Tabibnia et al. (2008) defined Justice as an action taken or decision made is morally right and is religiously and ethically acceptable, fair and lawful. People experiencing daily basis the events and situation

regarding justice in different contexts. Those actions and decisions made are just or unjust may affect the perception of an individual and subsequently their behavior and attitude.

James (1993) elaborated that organizational justice explains the perception of individuals regarding fair and just treatment encountered from an organization and the behavior they exhibit regarding their perceptions. Adams (1965) stated that fairness in workplace regarding perceptions of employees and their outcomes to that of subordinates also stated that the inequality in those outcomes in comparison with those of others in an organization which led to the individuals disappointment and will change their behavior and reluctant to perform well accordingly.

Justice, in the present study ponders upon from three dimensions, i.e. distributive justice, procedural justice and interactional justice.

Procedural justice is that procedures that are applied continuously having no bias, information accurately communicated, decision correcting mechanism applied, having ethical standards and find those with unfair treatment (Leventhals, 1980). Distributive justice is the fairness of outcomes and predict that it mainly associates with affective (resentment), cognitive (perceptual distortion), and behavioral (withdrawal) that reactions is to the actual outcomes (Cohen-Charash & Spector, 2001). Kacmar et al. (1999) argued that individuals feel inequity and they can change their behavior automatically or alter discrepancies and the employee think about withdrawal or some time withdraws from the current job they have. Adams (1965) stated that the fairness of the outcomes allocation and is evaluated with equity in distribution of those outcomes known as Distributive justice. Interactional justice is concerned about the persons' relation and interaction rather than any tangible reward (Cruceru & Macarescue, 2009).

Turnover Intention

Harvey (1989) defined turnover as the process of disconnecting or separation of relationship between an employee and employer organization. The employees' intention to either stay or leave the current organization is an actual result of the attitude that they have toward their commitment and responsibility, and the perceptions that there is a better external employment alternative. Mobely (1977) explained how people decide to leave their organization through a withdrawal decision process.

According to this process employee first appraise their current job and establish their satisfaction or dissatisfaction. If he is dissatisfied then feeling of quitting aroused.

Employee Motivation: A Self Determination Theory Perspective

Dysvik and Kuvaas (2010) found that intrinsic motivation (IM) is the predictor of Turnover intention (TI). Further suggested that IM holds a substantial role to predict TI and also significant in relation. Similarly, this study has also established the relationship between the dimensions of work motivation (IM and EM) as a mediating variables and other variable of interest i.e. dimension of organizational justice and turnover intention. Zapata et al. (2009) formulated a study on PJ, IJ, and task performance; mediating role intrinsic motivation (IM), and found that both PJ and IJ have positive effect on IM.

Cropanzano and Rupp (2003) gave conceptual base of the relationships between these variables can be traced back to Adam's (1963& 1965) Equity theory and the Porter and Lawler's (1968) model of work motivation and postulated that the relationships according to equity theory can be described as unfair outcomes e.g. pay status etc. giving an employee a motivational force to rectify the unfair occurrence to if they haven't feel pleasant with those outcomes, and ones behavioral actions that could be taken to decrease their level of performance and inputs. Vroom (1964) suggested that by raising level coworkers motivation at work can increase work effectiveness.

Problem Statement

To understand the relation between Organizational justice and Turnover Intention in shaping work behavior of an employee is recently under focus. In developing countries, organizations have remained under criticism regarding fairness and equity in treating there employee. Likewise in Pakistan, there is very little work done on the perception of justice and TI in industrial sector. In this regard, concern of employees has been observed regarding justice in allocation of resources, adaptation of procedures and relationship of an employee with the supervisor and fairness in the decision recipient treatments

This study seeks to analyze the mediating effect of Employees' Motivation on the relationship between three factor model, dimensions of OJ (PJ, DJ and IJ) and TI.

Research Objectives

- i. To determine how Procedural, Distributive and Interactional Justice affect employee turnover intention.
- ii. To identify that how employees motivation facets (Intrinsic Motivation and Extrinsic Motivation) mediates the relationship between organizational justice and turnover intention.

Research Hypotheses

1. H1: Procedural justice has a significant effect on employee Turnover Intention.
2. H1: Distributive justice has a significant effect on employee Turnover Intention.
3. H1: Interactional justice has a significant effect on employee Turnover Intention.
4. H1: There is mediation effect of Intrinsic Motivation on the relationship between Organizational justice and employee turnover intention.
5. H1: There is mediation effect of Extrinsic Motivation on the relationship between Organizational justice and employee turnover

Research Methodology

Theoretical frame work

Theoretical framework of organizational justice dimensions (PJ, DJ and IJ) in relation with Turnover Intention was the main focus of this study by taking organizational justice as independent variable and TI as dependent variables used by Nadari and Tanova (2010). In their studies regarding an investigation of the role of justice in TI, JS, and OCB in hospitality industry in addition the determinants of employee motivation i.e. Intrinsic Motivation and Extrinsic Motivation was considered as mediating variables⁶. The mediating variable Intrinsic Motivation and Extrinsic Motivation was taken from Warwer. O (2013) as mediating variable.

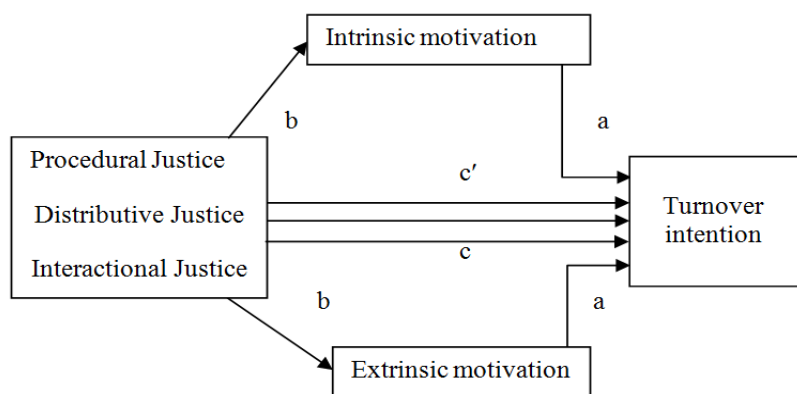


Figure 1: Theoretical framework of Organizational Justice (PJ, DJ and IJ) and Turnover Intention

Baren and Kenny Model of Mediation

To determine the relative contribution, regression models were used to analyze those effects by using ordinary least square (OLS) method. Models given below address the hypotheses (1, 2, 3) given in the introduction section. Hypothesis 1, 2, and 3 are addressed by 3.2, 3.3 and 3.4 respectively.

$$TI = \beta_0 + \beta_1PJ + \varepsilon \text{----- (3.2)}$$

$$TI = \beta_0 + \beta_1DJ + \varepsilon \text{----- (3.3)}$$

$$TI = \beta_0 + \beta_1IJ + \varepsilon \text{----- (3.4)}$$

The regression model mentioned in equations (3.2, 3.3 and 3.4) used to test the effect of PJ, DJ and IJ on TI respectively. Accordingly to find the effect of mediating variables' (Intrinsic and Extrinsic motivation), four step model formulated by Baren (1986) and kenny's (2012) as shown in the figure below for rest of the other hypotheses i.e. 4 and 5.

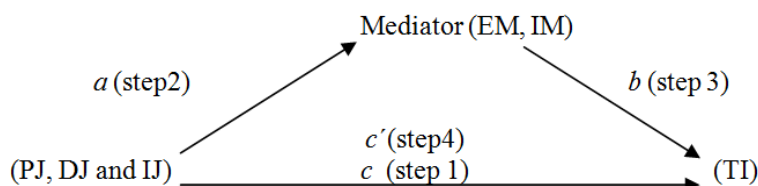


Figure 2: *Adopted from Baren and Kenny (1986)*

Baren and Kenny's (1986) econometric models were adapted to understand with ease for separate hypothesis as under:

Hypothesis # 4

Step 1: $TI = c_0 + c_1PJ + c_2DJ + c_3IJ + e_1$ (3.5)

Step2: $IM = a_0 + a_1PJ + a_2DJ + a_3IJ + e_2$ (3.6)

Step3 & 4: $TI = c^0 + c^1PJ + c^2DJ + c^3IJ + bIM + e_3$ (3.7)

Hypothesis # 5

Step 1: $TI = c_0 + c_1PJ + c_2DJ + c_3IJ + e_1$ (3.8)

Step2: $IM = a_0 + a_1PJ + a_2DJ + a_3IJ + e_2$ (3.9)

Step3 & 4: $TI = c^0 + c^1PJ + c^2DJ + c^3IJ + bEM + e_3$ (3.10)

Some of the tests as used by Kenny (2012), Shah et al. (2013) were also used. The Baren and Kenny's (1986) model doesn't show us the statistical significance rather than showing us the zero and non zero coefficients of the models like In case $c \neq 0$ in step 1, $a \neq 0$ in step 2, $b \neq 0$ in step 3 and $c' = 0$ in step 4, there would be complete mediation; otherwise, in case of $c' \neq 0$ in step 4, there would be partial mediation. Kenny (2012) procedure should be applied because the old version of mediational analysis does not signify that there is such statistical significance in these four step model proposed by Baren and Kenny (1986).

Participants and Sampling procedure

There are 19 pharmaceutical units in Industrial Estate Peshawar; manufacturing different kinds of Pharma products and a total of 1132 Employees are associated with Pharma industry (DOL, 2013). Keeping in mind the time and financial constraints, 17.13% makes round about

194 employees were selected as a sample from the entire universe of the study by using proportional allocation method (Cochran, 1977).

Measurement scales used

Turnover intention was measured by 3-items and 5-point likert scale developed by Cammann et al. (1979). Procedural justice was measured by 6-items and 5-point likert scale used by Nadari and Tanova (2010). Distributive justice was measured by 5-items and 5-point Likert scale developed by Niehoff and Moorman (1993). Interactional justice was measured by 9-items and 5-points likert scale used by Nadari and Tanova (2010). Intrinsic Motivation was measured through 3-items five point likert scale used by Gagne et al. (2010). Extrinsic motivation was measured through 9-items 5-point likert scale used by Gagne et al (2010) in work motivation scale.

Data Analysis and Results

Descriptive Statistics

Results show that 86.2% were male while 12.1% were female among the sample. Study shows that majority of the respondents were male. The demographic variables of the sampled respondents on basis of Age were shown in the figure 2. Majority of the respondents were of the ages between 20-30 years with 58.8% out of which 49.6% were male and 9.2% were female. Respondents age between 31-40 years with the percentage of 20.5%, out of which 19.1% were male and 1.4% was female. Ages between 51-60 years were 9.3%, out of which 8.5% were male and 0.7% was female. Percentages of the respondent between 41-50 years were 8.5 out of which 7.8% male and 0.7% were female. The least age level of sampled respondents was 60 and above with the contribution of 2.8% and were male.

Most of the respondents were having experience between 1-5 years that is 53.1% out of which 43.9% were male and 9.2% were female While 24% of the sampled respondents with the experience of 6-10 years out of which 22.6% were male and 1.4% were female. The sampled respondents with the least experience 21-25 with 2.12% male.

Reliability Statistics

SPSS software was used to check the reliability (Cronbach's alpha) of the constructs (PJ, DJ, IJ, TI, IM and EM). Reliability for PJ, DJ, IJ, TI,

IM and EM were 0.777, 0.847, 0.758, 0.742, 0.737 and 0.603 respectively. Overall reliability was 0.860 which is highly acceptable. Consequently variables' reliability is good and in acceptable range.

Correlation Analysis

The Pearson correlations between the stated variables of interest were estimated, and the respective results of a, b, and c are provided in Table 1, 2, 3 respectively.

The resulted degree of association of intrinsic motivation and extrinsic motivation with other variables of interest are not very strong but are significant ($p < 0.01$), but highly significant ($p < 0.01$) and the degrees of associations found between Extrinsic motivation and various variables of interest are also not very strong, having highly significant ($p < 0.01$) values. Correlation between turnover intention with IM and EM are not much stronger and the p-value shows that is highly significant ($p < 0.01$) correlation.

Results shows that IM having the strongest correlation with TI (0.599) and DJ (0.665). Moreover, with the exception of IJ, the other three dimensions of OJ have slightly stronger Pearson correlation with EM than with TI.

Table 1 Correlation analysis between Turnover intention and other variables

S.No	Particulars	Coefficient of Pearson Correlation	Significance 2-tailed
1	Procedural justice (PJ)	0.452	0.000
2	Distributive justice(DJ)	0.427	0.000
3	Interactional justice (IJ)	-0.185	0.028
4	Intrinsic motivation (IM)	0.599	0.000
5	Extrinsic motivation (EM)	0.275	0.000

Table 2 Correlation analysis between 'Intrinsic motivation' and other variables

S.No	Particulars	Coefficient of Pearson Correlation	Significance 2-tailed
1	Procedural justice (PJ)	0.448	0.000
2	Distributive justice (DJ)	0.665	0.000
3	Interactional justice (IJ)	0.317	0.000

Table 3 Correlation analysis between Extrinsic motivation and other variables

S.No	Particulars	Coefficient of Pearson Correlation	Significance 2-tailed
1	Procedural justice (PJ)	0.545	0.000
2	Distributive justice (DJ)	0.543	0.001
3	Interactional justice (IJ)	0.318	0.000

Regression Analysis

According to the methodological framework, the model developed and methodology explained in chapter 3, the following Hypotheses were tested one by one.

Regression analysis of Procedural Justice and Turnover Intention

Table 4 shows that the model is found statistically significant (F = 35.605, $p < 0.01$). R^2 shows that 20.4% variation in TI is caused by PJ and the remaining is caused by other variables in this study as well unexplained variables. We conclude that model is overall statistically significant; rejecting null hypothesis and accept the alternate hypothesis that PJ has a significant and positive effect on TI.

Table 4 Effect of Procedural Justice on Turnover Intention

Variable	Coefficient	Std error	t-value	p-value
Constant	1.084	.361	3.000	.003
Procedural Justice	.576	.096	5.967	.000
$R^2 = 0.204$				
F = 35.6				

Regression analysis of Distributive Justice and Turnover Intention

Table 5 shows that the model is found statistically significant (F = 30.944, $p < 0.01$). R^2 shows that 18.2% variation in TI is caused by DJ and the remaining is caused by other variables in this study as well unexplained variables. We conclude that model is overall statistically significant.

Table 5 Effect of Distributive Justice on Turnover Intention

Variable	Coefficient	Std error	t-value	p-value
Constant	1.613	.294	5.479	.000
Distributive Justice	.450	.081	5.563	.000
$R^2 = 0.182$				
F = 30.9				

Regression analysis of Interactional Justice and Turnover Intention

Table 6 shows that the model is found statistically insignificant ($F = 4.922$, $p > 0.01$). R^2 shows that only 3.4% variation in TI is caused by IJ and the remaining is caused by other unexplained variables. We conclude that model is statistically insignificant because the correlation coefficient is very low that is -0.185 on the basis of above conclusions we will accept the null hypothesis and reject the alternate hypothesis that IJ has insignificant and negative effect on TI.

Table 6 Effect of Interactional Justice on Turnover Intention

Variable	Coefficient	Std error	t-value	p-value
Constant	4.251	.482	8.817	.000
Interactional Justice	-.305	.138	-2.219	.028

$R^2 = 0.034$
 $F = 49.2$

Regression analyses of Mediating Variables (Intrinsic and Extrinsic Motivation)

In the first step the criterion variable, regressed on the predictor variable, (predictor variable affects the criterion). In second step the criterion variable i.e. IM and EM is regressed on predictor variable and in the third and fourth step regressed in single step the criterion variable is regressed on dependent variable while controlling for mediating variable.

Regression analysis of Intrinsic Motivation (Mediating Variable) on the relationship between Organizational Justice and Turnover Intention

The empirical results of Step 1 regression are provided as follows:

Step-1

Table 7 shows that the model is found statistically significant ($F = 23.78$, $p < 0.01$). With the exception of interactional justice (IJ) all the other dimensions of Organizational Justice are statistically significantly contributing towards turnover intention. Contribution of procedural justice is greater ($c_1 = 0.440$, $p < 0.01$) and followed by distributive justice (DJ) i.e. $c_2 = 0.300$, $p < 0.01$.

Table7 Effect of Organizational Justice on Turnover Intention

Variable	Coefficient	Std error	t-value	p-value
Constant	2.533	.462	5.482	.000
Procedural Justice	.440	.123	3.572	.000
Distributive Justice	.300	.102	2.941	.004
Interactional Justice	-.581	.120	-4.864	.000

$R^2 = 0.342$ $F = 23.78$

Step-2

Table 8 shows that the model is found statistically significant ($F = 34.5$, $p < 0.01$). With the exception of interactional justice, only distributive justice (DJ) is having major contribution of $a_2 = 0.662$ with p-value = 0.000 while there is very little/ negligible contribution from procedural justice ($a_1 = 0.014$) and is also insignificant while the beta value for procedural justice is positive (0.011).

Table 8 Effect of Organizational Justice on Intrinsic Motivation (Mediator)

Variable	Coefficient	Std error	t-value	p-value
Constant	2.946	.418	7.041	.000
Procedural Justice	.014	.111	.127	.899
Distributive Justice	.662	.092	7.163	.000
Interactional Justice	-.596	.108	-5.510	.000

$R^2 = 0.431$

$F = 34.5$

Step-3 and 4

Table 9 shows that the model is found statistically significant ($F = 28.072$, $p < 0.01$). according to the econometric model in step 3 (eq-3.7) the coefficient (b) value is good ($b = 0.451$, $p < 0.01$) in accordance with step 4, with the inclusion of Intrinsic Motivation (IM) the contribution of Procedural Justice ($c_2 = 0.440$) and distributive justice ($c_3 = 0.300$) in step1 decreased to $c_1 = 0.433$ and $c_2 = 0.001$ in step 3. So according to Baren and Kenny (1986) “c” is not statistically equal to zeros. So the condition for mediation is fulfilled for Intrinsic Motivation

as a mediator. The results shows that Null hypothesis is rejected (H0) and alternate hypothesis (H1) is accepted.

Table 9 Effect of organizational justice on turnover intention controlling for Intrinsic Motivation (Mediator)

Variable	Coefficient	Std error	t-value	p-value
Constant	1.204	.494	2.437	.000
Procedural Justice	.433	.113	3.848	.000
Distributive Justice	.001	.110	.013	.990
Interactional Justice	-.312	.121	-2.581	.011
Intrinsic Motivation	.451	.086	5.220	.000

R² = 0.452

F = 28.07

Regression analysis of Extrinsic Motivation (Mediating Variable) on the relationship between Organizational Justice and Turnover Intention

The empirical results of Step 1 regression are provided, as follows.

Step-1

Table 10 shows that the model is found statistically significant (F = 23.78, p < 0.01). With the exception of interactional justice (IJ) all the other dimensions of Organizational Justice are statistically significantly contributing towards turnover intention. Contribution of procedural justice is greater (c₁ = 0.440, p < 0.01) and followed by distributive justice (DJ) i.e. c₂ = 0.300, p < 0.01.

Table 10 Effect of Organizational Justice on Turnover Intention

Variable	Coefficient	Std error	t-value	p-value
Constant	2.533	.462	5.482	.000
Procedural Justice	.440	.123	3.572	.000
Distributive Justice	.300	.102	2.941	.004
Interactional Justice	-.581	.120	-4.864	.000

R² = 0.342

F = 23.78

Step-2

Table 11 shows that the model is found statistically significant (F = 27.7, p < 0.01). The major contribution towards Extrinsic Motivation is from procedural justice (PJ: a₁ = 0.422) which is followed by Distributive

justice and Interactional justice having contribution of $a_2 = 0.168$ ($p < 0.01$) and $a_3 = 0.151$ ($p < 0.01$).

Table 11 Effect of Organizational Justice on Extrinsic Motivation (Mediator)

Variable	Coefficient	Std error	t-value	p-value
Constant	1.140	.257	4.441	.000
Procedural Justice	.231	.257	3.380	.001
Distributive Justice	.168	.068	2.967	.004
Interactional Justice	.151	.066	2.271	.025

$R^2 = .378$
 $F = 27.7$

Step-3

Table 12 shows that the model is found statistically significant ($F = 17.93$, $p < 0.01$). According to the econometric model in step 3 (eq-3.10), coefficient of step 3 (b) having little contribution ($b = 0.118$) and is also insignificant ($p > 0.01$) in accordance with step 4 with the inclusion of Extrinsic Motivation (EM) as a mediator. The contribution of procedural justice ($c_1 = 0.440$) and distributive justice ($c_2 = 0.330$) in step 1 decreased to $c_1 = 0.412$ and $c_2 = 0.280$ respectively. So according to Baren and Kenny (1986) “c” is not statistical equal to zeros, which is the condition for complete mediation, so the condition for mediation is fulfilled and there is a meditational effect caused by Extrinsic Motivation. Concluded that we may reject the null hypothesis (H_0) and accept alternate hypothesis (H_1)

Table 12 Effect of organizational justice on turnover intention controlling for Extrinsic Motivation (Mediator)

Variable	Coefficient	Std error	t-value	p-value
Constant	2.399	.495	4.846	.000
Procedural Justice	.422	.128	3.219	.002
Distributive Justice	.280	.106	2.658	.009
Interactional Justice	-.599	.122	-4.914	.000
Extrinsic Motivation	.118	.154	.767	.445

$R^2 = 0.345$

Conclusion & Recommendations

The research finding showed that there is positive and highly significant relationship between two of the organizational justice facets i.e. procedural justice (PJ) and distributive justice (DJ) with the turnover intention (TI). This showed that the employees working in those organizations, feels that if there is justice in the procedures and the reward distributions they may have no intention towards turnover. However the relationship between interactional justice (IJ) and TI is negative and insignificant showed that there is no such interaction of the supervisor and subordinate. This study suggests some guidelines to help top management in realizing how to retain their employees by providing just environment at the work place. The study help in foreseeing that when Perceive fairness in treating employees in terms of outcomes and procedures are there then the employees will remain in the current organization and have no intentions to opt for another substitute. Considering these constructs (PJ, DJ and IJ), the likelihood of quitting or leaving of employees can slowly be reduced.

This study also concludes that there is sufficient/significant meditational effect by the constructs (IM and EM) on the relationship between the facets of organizational justice (PJ and DJ) and turnover intention, Except the meditational analysis in both IM and EM on the relationship between Interactional Justice and Turnover Intention, whereas the relationship is inconsistent because coefficient of correlation was negative. By implementing those kinds of studies, the organizations embrace profitability and popularity in long run among the competitors in the market.

Recommendations

- Management should take notice by implementing fair policies or procedures for better outcomes. Similarly all organizational decisions must be taken in a way that no discriminatory treatment is perceived by the employees.
- Organizations should not show prejudice to any employee in treating them and they should be treated fairly in order to obtain fair and desired outcomes regarding procedure and distribution.
- Organization should take necessary steps to make interactions between supervisors and subordinates working in those industries by showing respect and politeness.

- Performance appraisal system should be introduced, through which employees outcome should be recognizable and rewarded with justice.
- The research can be replicated by various organizations, not limited to the KPK Peshawar but in cities all over Pakistan.

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