

Impact Of Organizational Justice On Employee Turnover Intentions Among Bank Employees In Oyo Town

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ABSTRACT

This study investigated the impact of organizational justice on employee turnover intentions among bank employees in Oyo town. The objectives of this research were to examine the predictability of distributive justice, procedural justice and interactional justice on turnover intentions among bank employees in Oyo town and to assess the relationship of these variables on employee's turnover intentions. The study adopted a survey research design. 164 respondents participated in the study aged between 18- 55 years. Four hypotheses were tested and the data were analyzed using Multiple Regression and Pearson correlation. Results showed that the linear combination of distributive justice, procedural justice and interactional justice on employees' turnover intentions was significant ($F = 11.219$; $R = .649$, $R^2 = .421$, $\text{Adj. } R^2 = .417$; $p < .05$). There was also a significant relationship between distributive justice and employees' turnover intentions ($r = .402^*$, $N = 164$, $p < .05$). Similarly, there was a significant relationship between procedural Justice and employees' turnover intention ($r = -.422^*$, $N = 164$, $p < .05$). The study also revealed a significant relationship between interactional justice and employees' turnover intention ($r = .405^*$, $N = 164$, $p < .05$). The study concluded and recommended that fair implementation of rules and regulations with no personal favor is essential to reduce bank employees' turnover intention.

Key Words: Organisational Justice, Employee turnover, Bank employees

Introduction

Employees are a very important resource in any organization because they are the foundation upon which organizations are built. Understanding the nature of workplace relationship is very important to both employers and employees, because their behaviors are central to providing quality products or services to customers. In a service industry (like the banking sector), the interaction between employees and customers is central to positioning or perception of customers on the level of service quality delivery and satisfaction. Therefore, the human resource is a key source of gaining competitive advantage. Rastgar & Pourebrahimi (2013) have stated that the major challenge of most organizations today is how to recruit, retain, manage and satisfy their employees who can help the organizations to realize higher level of competitive advantage. Thus, managing and retaining competent employees is a serious challenge. The workplace environment or setting is a key mechanism for providing many factors that usually influence the way employees behave when discharging their tasks. Employees perception about the kind of treatment they receive from their organisation is a key factor in influencing their decisions. The feeling and perception of employees about their organisation influence the decisions they make. These decisions centre on such issues as the kind of contribution they make and/or whether to continue to remain in the organisation or not.

As a result of globalization, organisations are now faced with the challenges of global competition, economic instability and technological changes, among others. These problems demand organizations to change their strategies (in respect to human resource management), to enable them remain active and competitive (Omoruyi, Chipunza & Samuel, 2011). This led to increasing interests shown by both the academics and practitioners on how best to manage employment relationship (Rousseau & Schepherling, 2003).

Organizations invest significant effort and resources in attracting, selecting and retaining conscientious, proactive and committed employees. The antecedents of employee turnover and turnover intention have represented a key area of research in the organizational literature (Griffeth, Hom & Gaetner, 2000; Hom, Caranikas-Walker, Prussia & Griffeth, 1992). In order to fully understand how social exchange relationships, affect turnover decisions, it is important to consider the mechanisms through which perceived organizational justice acts on turnover intention (Dawley, Houghton & Bucklew, 2010).

Turnover intention is one of the main problems in HR and organizational management. Turnover has various results such as increasing the cost of employing staff, diminishing the organization's knowledge capital and damaging its reputation (Liu, Huang, Luo, & Zhao, 2012). As Moynihan & Pandey (2007) have stated, there are three categories of factors that affect turnover intention. These categories include environment or economy, employees and organization level. The time always comes when an individual considers the possibility of terminating his or her employment with an organization.

Employees' turnover is now a fundamental issue in the banking industry. This may be due to the fact that the nature of the services rendered by banks requires keeping and maintaining competent employees. Recruiting and retaining qualified workforce are a major challenge for banks. This challenge may be as a result of such factors as competition among banks, absence of satisfactory level of job security and progression. Employee turnover intention in the Nigerian banking industry is greater than expected and serve as a key threat to the existence of most banks after consolidation (Ojedokun, 2008, Balogun & Olowodunoye, 2012).

It has been observed by the study of De Yreh (2012) that when organizational decisions and managerial activities are perceived unfair and unjust by the employees, the organization is likely to experience employees' response through expressing their feelings by showing anger, discomfort, dissatisfaction and other unwanted behaviors. Breach of organizational injustice are situations that may lead to employee negative reactions in the workplace. Also, psychological reward predicts work related attitudes (Chen, Yang, Gao, Liu & De Gieter, 2015). Turnover is affecting both the employees and employer in a negative and positive way. Most organizations have been experiencing high turnover due to how they handle organizational justice (procedural, *interactional* and distributive justice). Hence, this study is poised to give answers by examining the impact of *interactional*, procedural and distributive justice on turnover intentions among bankers in Oyo town.

Research Hypotheses

1. Distributive *justice*, procedural justice and *interactional justice* will jointly predict employee's turnover intentions.
2. There will be a significant relationship between distributive *justice* and employee's turnover intentions.
3. There will be a significant relationship between procedural *justice* and employee's turnover intentions.

4. There will be a significant relationship between interactional *justice* and employee's turnover intentions.

Literature Review

Concept of Organizational Justice

Greenberg (1990a) reported that early social justice theories on organizations were derived to test principles of justice in general social interactions, not organizations in particular. Thus, these theories have experienced partial success when used to explain various forms of organizational behaviors. Recently, conceptual models have been developed that include variables and issues directly relevant to organizational functioning. With these models, researchers have conducted research to explain and describe the role of fairness in the workplace (Greenberg, 1987a). Judgments about fairness are made by means of a fairly simple process. Sheppard, Lewicki & Minton (1992) present two principles to judge the justice of a decision, procedure, or action. The first principle of justice requires a judgment of balance. The principle requires one to compare a given decision against other similar decisions in similar situations. Comparisons of balance are made by evaluating the outcomes of two or more people and equating those outcomes to the value of the inputs they provide to the organization. Correctness is the second internal principle by which a decision, procedure, or action is evaluated. Correctness can be seen as the quality which makes the decision seem right. Therefore, one makes decisions about the perceived justice of some action that harms or benefits someone by deciding whether the action appears to be both balanced and correct.

In general, research about organizational justice has focused on two major issues: employees' responses to the outcomes they receive, and the means by which they obtain these outcomes, that is, the procedures used (Cropanzano & Greenberg, 1997). In other words, theorists in the field of organizational justice have distinguished between conceptualizations of justice that deal with the content of fairness, or what the decisions are, which is termed distributive justice, and those that focus on the process of fairness, or how decisions are made, called procedural justice (Greenberg, 1990b). A great deal of research concerning justice has historically emphasized the distribution of payment and other work-related rewards derived from equity theory (Greenberg, 1987b). Although this outcome-oriented perspective explains how employees react to the nature, level, and distribution of organizational rewards, it ignores the procedures or means through which ends are established. Akanbi & Ofoegbu (2013) described organizational justice as a key factor associated with the success of every

organization. In order to keep employees satisfied, committed, and loyal to the organization, the organization needs to be fair in its system regarding distributive justice, procedural justice and interactional justice. Furthermore, Akanbi & Ofoegbu (2013) while looking into impact of perceived organisational justice on organisational commitment of a food and beverages firm in Nigeria established that both distributive justice and procedural justice have significant relationship with organisational commitment.

The study anchors on equity theory because of its relevant to this study. Adams' work on equity (Adams, 1963, 1965) was one of the first studies in psychology on perceptions of people regarding the allocation of outcomes (Cohen-Charash & Spector, 2001). The theory claims that individuals in organizations compare the ratios of their own outcomes, normally tangible rewards, to inputs, such as contributions, to the ratios of other organizational referents. The comparisons will lead to adjustment of work behaviors. That is, when the comparisons yield big differences, people will be motivated to change the situation by either modifying their inputs and outcomes, changing their referent other, distorting their perception, or leaving the organization (Mitchell, Holtom, Lee, Sablinsky & Erez, 2001). In other words, the major structural components of equity theory are inputs and outcomes. Inputs are described as what a person perceives as his or her contributions to the exchange, for which he or she expects a just return (Adams, 1965). Perceived inequity through this comparison feels unpleasant, and motivates people to reduce those unpleasant feelings (Folger & Cropanzano, 1998).

The presence of inequity will motivate people to achieve equity or to reduce inequity, and the strength of the motivation to do so will vary directly with the magnitude of the inequity experienced. In other words, Adams (1965) suggested that when allocation outcomes do not meet this criterion, people would perceive inequity distress and attempt to behaviorally or cognitively restore equity.

Prior studies on the impact of organizational justice on employee turnover intention on bank employees in Oyo town have conflicting and inconclusive results. For example, studies in Nigeria such as James, Roberts, Kevin & Lawrence (1999) did a study on the role that perceptions of equity and justice play in sales force commitment to the organization and intent to turnover. They suggested that facets of both internal and external equity were significant factors in explaining organizational commitment and intent to turnover. In this study, they also found that distributive justice was more important to organizational commitment and intent to turnover

than procedural justice.

In similar study, Hassan (2002) conducted a study to investigate how perception of equity and justice played an important role in employees' commitment to the organization and intention to leave. The study sample consisted of 181 middle and lower level managers from the banking and finance, production and manufacturing and service sectors. The results hypothesized that both internal and external equity perceptions are positively related to commitment and negatively related to intent to leave. Among all the facets, equity promotion appeared to be the most significant predictor. Both distributive and procedural justice factors made significant contributions to employees' organizational commitment and intention to leave.

However, there is no conclusion on whether distributive justice or procedural justice made more significant contributions to the employees' organizational commitment and intention to leave. In the same vein, Mohamed (2014) investigated the relationship between organizational justice and quality performance among health care workers. The study was conducted at the Public Hospital in Fayoum, Egypt. The study included a convenience sample of 100 health-care workers (60 nurses and 40 physicians) that were recruited. Tools used for data collection included questionnaire sheet which is used to measure health workers' perception of organizational justices. It includes four types: distributive, procedural, interpersonal, and informational justice. Quality performance questionnaire sheet was also used: this tool was used to examine health workers' perception regarding their quality performance. It contained three types: information, value, and skill. The results revealed that a positive correlation was found between organizational justice components and quality performance among the various categories of health workers' perception ($p = 0.05$). It was recommended that the study should be replicated on a larger probability sample from different hospital settings to achieve more generalizable results.

Khadija, Arkoubi & Bishop (2011) explored some determinants of turnover intention. They proposed a model hypothesizing the existence of relationships between fairness and recognition and job satisfaction. The latter along with commitment are perceived in this model as negatively related to the intent to quit. Not only these two factors lead to turnover intentions however there are many other factors that can lead to turnover intentions.

Sadia (2018) examined the impact of organizational justice on turnover intentions: moderating role of job embeddedness. This study analyzed the

moderate relationship of job Embeddedness on turnover intentions and organizational justice in banking sector of Pakistan. Sample of study consists of 313 banking employees from different cadre. Regression Analysis was used to analyze the data. Results clearly indicate that job embeddedness do not moderate the relationship of turnover intentions and organizational justice. He concluded that there is further need to explore the role of job embeddedness in other professional organizations.

Ponnu & Chuah (2010) attempted to investigate the relationship among organizational justice, organizational commitment and turnover intention of Malaysian employees. Using a sample of 172, collected from employees across organizations in the country, both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention. These findings have important implications for managers in formulating appropriate strategies, policies and procedures to improve employees' commitment to their organizations and to reduce their turnover intentions.

Gim & Desa (2014) examined the impact of distributive and procedural justice on turnover intention via affective commitment. Specifically, it is predicted that when the distributive and procedural justice relating to compensation are perceived to be fair, employees are more affectively committed to the organization and expressed lower turnover intention. A total of 226 respondents throughout Malaysia participated in the study. Partial least squares of structural equation modeling was used in the study. The results showed that distributive and procedural justice was significantly and positively related to affective commitment, which in turn was significantly and negatively related to turnover intention. It also revealed that affective commitment fully mediates the relationship between distributive and procedural justice with turnover intention. The results also showed that the type of organization that an employee works in does not moderate the relationship between affective commitment and turnover intention. They concluded that it is important for organizations from both the public and private sectors to reward its employees equitably and to implement fair compensation procedures to foster higher affective commitment in order to improve employees' retention in the workplace.

Gul, Rehman, Usman & Hussain (2015) explore the relationship between organizational justice dimension (Distributive justice, Procedural justice and Interactional justice) and turnover intention. Emotional exhaustion was considered as a mediator based on the literature. The research work employed the use of closed-ended questionnaires to collect the

relevant information from the respondents. The survey was conducted on 229 banking employees. SPSS 17.0 software was used to analyze the data. Results have supported for the proposed conceptual framework. Emotional exhaustion has mediated the linkages between procedural justice-turnover intentions, distributive justice-turnover intentions and interactional justice and turnover intention.

Imran & Allil (2016) investigate the impact of organizational justice on employee retention in Oman. This research is designed to identify the role played by organizational justice dimensions in retaining employees within organizations. For that, a sample of 148 respondents working in Omani airports was selected for the study. The results reveal that all three dimensions of organizational justice i.e., distributive, procedural and interactional justices have positive and significant impact on employee retention.

Iqbal, Rehan, Fatima & Nawab (2017) analyzed the impact of organizational justice on employee performance in public sector organization of Pakistan. A survey questionnaire was adopted to collect information from approximately 120 employees of Pakistan Railways. Out of total 120 questionnaires distributed, 110 were collected with 2 filled improperly thus; approximate response rate was about 92%. The results revealed that interactional justice, procedural justice, distributive justice has significant and positive impact on employee performance.

However, Rai (2013) investigated the impact of organizational justice on specific attitudes and behaviors such as job satisfaction, organizational commitment and turnover intention. The data were collected from 511 staff members from ten health and rehabilitation centers in a southern state in the United States. Pearson Correlations and Hierarchical Regression were used to analyze data. The findings revealed that distributive justice influenced job satisfaction, organizational commitment and turnover intentions. Procedural justice is only associated with organizational commitment. Informational justice affected only job satisfaction. Interpersonal justice was not related to any attitude or behavior included in this study. These findings suggest that if organizations want to improve job satisfaction and organizational commitment while reducing turnover intention, they need to pay more attention to developing programs and policies as well as leadership styles that encourage fairness.

Method

The research design adopted for this study is a survey research design which measured two variables:

independent variable and dependent variable. The independent variable was organizational justice with three dimensions (*Distributive Justice*, *Procedural Justice* and *Interactional Justice*) and the dependent variable was turnover intentions. The population for this study comprised all bank employees in Oyo town. A proportionate simple stratified sampling technique was used to select 164 participants. Standardized scales designed into questionnaires were used to measure the variables which was divided into three

Table 1: Descriptive Statistics of Demographics

Male	68	41.5
Female	96	58.5
Total	164	100.0
AGE	FREQ.	%
18-25	60	36.6
26-35	29	17.7
36-45	48	29.3
46-55	26	15.9
56 above	1	0.6
Total	164	100.0
MARITAL STATUS	FREQ.	%
Single	85	51.8
Married	76	46.3
Divorced	2	1.2
Separated	1	0.6
Total	164	100.0
EDUCATIONAL QUALIFICATION	FREQ.	%
Post-Graduate	87	53.0
B.Sc/HND	67	40.9
OND/NCE	10	6.1
Total	164	100.0
CADRE	FREQ.	%
Management Staff	60	36.6
Senior Staff	64	39.0
Junior Staff	40	24.4
Total	164	100.0
DEPARTMENT	FREQ.	%
Sales	32	19.5
Marketing	30	18.3
Personnel	32	19.5
Store/Purchasing	35	21.3
Accounting	23	14.0
Security	12	7.3
Total	164	100.0

Source: Field Survey, 2018

sections. The first section i.e. section A comprised the demographic information, section B measured organizational justice with three sub-scales namely distributive justice (4 items), procedural justice (7 items) and interactional justice (9 items). The scale has a total of 20 items. Reliability coefficient as reported by the author is given as 0.89, 0.85 and 0.91 respectively. The scale was developed by Colquitt, Conlon, Wesson, Porter & Ng (2001) and section C measured turnover intentions which has 6 items. This scale was developed by EranVigoda-Gadot & DantiKupan (2005) which was initially tested and found valid and reliable with a Cronbach alpha of 0.82. All these scales were measured on a five-point Likert scale with response format ranging from Strongly Agree (5) to Strongly Disagree (1). The instruments were revalidated by the current author and the Cronbach Alpha reliability coefficients gave the following results: distributive justice 0.76, procedural justice 0.77, interactional justice 0.79 and turnover intentions 0.72. The composite reliability coefficient of organisational justice scale gave 0.79. The demographics were subjected to frequency counts and simple percentages. Also, the hypotheses were tested with multiple linear regression and Pearson Correlation.

From the Table 1, it is indicated that 41.5% (68) of the respondents were males while 58.5% (96)

of the respondents were females. It also shows that 36.6% (60) of the respondents were within the age of 18-25 years, 17.7% (29) of them were within the age range 26-35 years, 29.3% (48) of them are within the age range 36-45 years, 15.9% (26) of them are within the age range 46-55 years while 0.6% (1) of the respondents are 56 years above. From the analysis in the Table 51.8% (85) of the respondents are single, 46.3% (76) of them were married, 1.2% (2) of them were divorced while 0.6% (1) of the respondents were separated. It also indicated that 6.1% (10) of the respondents have qualification in OND/NCE, 40.9% (67) of them have qualifications in BSC/HND while 53.0% (87) of the respondents were postgraduate. It also shows that 36.6% (60) are management staff, 39.0% (64) of them are senior staff while 24.4% (40) of the respondents are junior staff. It also discovered that 19.5% (32) of the respondents were from sales department, 18.3% (30) of them were from marketing department, 19.5% (32) of them were from personnel department, 21.3% (35) of them were from Store/Purchasing department, 14.0% (23) of them were from Accounting department while 7.3% (12) of them were from security department.

Test of Hypotheses

Hypothesis 1: Distributive justice, procedural Justice and interactional justice will jointly predict employee's turnover intention.

Table 2: Summary of multiple linear regression show ing the joint prediction of distributive justice, procedural justice and interactional justice on turnover intentions

Variables	F- Ratio	Sig of P	R	R ²	Adj R ²	B	t	P
Distributive justice	11.219	.042	.649	.421	.417	.496	1.963	.044
Procedural justice						-.418	-1.962	.029
Interactional justice						.436	1.926	.025

Table 2 showed that the *linear combination* of distributive justice, procedural justice and interactional justice on employees turnover intention was significant ($F = 11.219$; $R = .649$, $R^2 =$

.421, Adj. $R^2 = .417$; $p < .05$). The independent/predictor variables jointly accounted for a variation of about 42.1% in employee's turnover intention. Hence, the hypothesis is accepted.

Hypothesis 2: There will be a significant relationship between distributive justice and employee's turnover intention.

Table 3: Correlation showing the relationship between distributive justice and employee's turnover intention (n=164)

Variables	Mean	SD	1	2
1. Distributive Justice	4.03	.72	-	
2. Turnover Intention	1.75	.33	.402**	-

** < 0.01

The results indicated that there was a significant positive correlation between distributive justice and employee's turnover intention ($r = .402$, $p < 0.01$).

This means that bank workers who reported increase level of distributive justice are also reporting increase level of turnover intention. Therefore, the hypothesis is accepted.

Hypothesis 3: There will be a significant relationship between procedural justice and employee's turnover intention.

Table 4: Correlation showing the relationship between procedural justice and employees' turnover intention (n=164)

Variables	Mean	SD	1	2
1. Procedural Justice	3.83	.67	-	
2. Turnover Intention	1.75	.33	-.422**	-

** < 0.01

The results indicated that there was a significant negative correlation between procedural justice and employee's turnover intention ($r = .422$, $p < 0.01$).

This means that bank workers who reported increase level of procedural justice are also reporting decrease level of turnover intention. Therefore, the hypothesis is accepted.

Hypothesis 4: There will be a significant relationship between interactional justice and employee's turnover intention.

Table 5: Correlation showing the relationship between interactional justice and employee's turnover intention (n=164)

Variables	Mean	SD	1	2
1. Interactional Justice	3.99	.47	-	
2. Turnover Intention	1.75	.33	.405**	-

** < 0.01

The results indicated that there was a significant positive correlation between interactional **justice and employee's turnover intention** ($r = .405$, $p < 0.01$). This means that bank workers who reported increase level of interactional justice are also reporting increase level of turnover intention. Therefore, the hypothesis is accepted.

Conclusion

Dimensions of organizational justice like distributive justice, procedural justice and interactional justice are major determinants that influences bank employee's turnover intention in Oyo town, Oyo State. The banking industry and various organizations should take this job characteristic into consideration when designing work. Results from this empirical study revealed that distributive justice, procedural justice and interactional justice constitute veritable policy instrument for retention and as strategies which have the tendency to reduce employee's intention to quit and enhance job satisfaction and organizational commitment in the bank industry.

The role of management is to ensure that organizational justice prevails and jobs are equally distributed along with equal distribution of benefits and rewards. Fair implementation of rules and

regulations with no personal favour is essential. Professionalism needs to be maintained to ensure that inputs of workers are valued and accepted and team work is encouraged. Similarly, employees should have positive attitude towards their organization. They must respect the rules and regulations of their organization. Employees shall keep their motivation high and take positive part to achieve the organizational goals.

The study's findings might lead managers to establish organizational procedures that are fair to all employees in order to reduce negative affective and emotional reactions, and to decrease their turnover intentions. There first implication, as Cole, Walter, Bedeian & O'Boyle (2012) suggested, organizations could minimize potential stressors by promoting fair out-comes and also attending to organizational norms to increase procedural fairness. Managers should enhance justice perceptions by applying consistent performance standards, giving adequate feedback, and allocating rewards fairly. Although justice perceptions are important predictors of turnover intentions, emotional exhaustion might also contribute to lower turnover rates. Exhausted employees can be supported by specific training programs directed at defining, diagnosing and alleviating the causes of their exhaustion (Janssen,

Lam, & Huang, 2010). So this study helps the manager to rather than solving problems, these individuals could prevent the occurrence of these problems before they emerge.

Recommendations

Based on the findings of the study, the following are recommended:

1. Managers should endeavor to establish organizational procedures that are fair to all employees in order to reduce negativity which may lead to high labour turnover.
2. In like manner, organizations may consider reducing potential stressors by promoting fair and equity outcomes, applying consistent performance standards, giving adequate feedback and ensuring that these are well enshrined in their policy statements.

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