The Effect of Organizational Justice on Employee Turnover Intention with the Mediating role of Emotional Exhaustion in the Banking Sector of Afghanistan

Habib Gul¹, Zahid Rehman², Muhammad Usman³, Sikander Hussain⁴

Abstract

The purpose of the study was to explore the relationship between organizational justice dimension (Distributive justice, Procedural justice and Interactional justice) and turnover intention. Emotional exhaustion was consider 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 data has been collected from 229 banking employees in Khost, Jalal Abad and Kabul. SPSS 17.0 software was used to analyze the data. Results have supported for the proposed conceptual framework. Emotional exhaustion have mediated the linkages between procedural justice-turnover intentions, distributive justice-turnover intentions and interactional justice and turnover intention. The findings of this study offer some insight for the banking sector.

Keywords: Organizational Justice, Emotional Exhaustion, Turnover Intentions, Banking Sector Afghanistan.

1. Introduction

Over the last few decades, organizational justice has remained a considerable subject of investigation in the discipline of organizational behavior and it has viewed that fairness leads to different attitudinal and behavioral outcomes (Greenberg, 1990). While Perception of unfairness in organization tend to build feelings like anger, burnout and resentment in employee’s mind, later on these feelings take the form of turnover intentions like desire for revenge and retaliation etc. (Greeberg, 1990; Robbenson & Rousseau, 1994). Organizational justice refers to “the just and ethical treatment of individuals within an organization” (Cropanzano, 1997).

Outcome has been served as an important situation when employees are indulged in personal or group works. Specifically these outcome matter when the employee perception regarding the procedure of the outcome that has been delivered to him/her. Therefore, when an employee felt unfairness in the organization they react in the form of negative attitude like burnout, turnover intentions (Dean, Brandes, & Dhwardkar, 1998). Burnout, as a form of employee work-related strain, that occur in a significant accumulation of job-related stress. Emotional exhaustion is a particular stress-related response and it has been considered as a basic element of burnout (Mashlach,1982). According to Mashlach (1982) burnout as “a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do ‘people work’ of some kind” (p.3). These kind of negative attitude result in the form turnover intentions, low commitment and low job satisfaction.

¹MS (Scholar), Dept. of Management and Social Science, Mohammad Ali Jinnah University, Islamabad Pakistan.
²MS (Scholar) M.A.J.U, Islamabad.
³PhD (Scholar) Hazara University,
⁴PhD (Scholar), Dept. of Business School, U.I.B.E, Beijing, P. R. China.
While a plethora of research has been conducted to link organizational justice with employee attitudinal and behavioral outcomes. Among the various outcome turnover intention is closely related with organizational justice that denotes the equality and appraisal of handling the reward of employee in the organization (Cropanzano & Greenberg, 1997). Thus turnover intention is a psychological decision prevailing between an individual’s approach with reference to a job to continue or to leave the job (Jacobs & Roodt, 2007). Therefore a considerable attentions has been dedicated to the dimensionality of organizational justice, leading to the point that researchers have distinguish justice into three forms Niehoff and Moorman (1993) (1) distributive justice (2) procedural justice and (3) interactional justice, that which dimension do more matter.

Equity theory asserts that individuals make comparison of their contributions and outcomes and also they make this comparison with other individuals contributions and outcomes in work setting (Adam, 1965). This theory has suggested that employees treated unfairly in workplace will likely to involve in negative harmful behaviors like workplace violence (Aquino et al; 2001) employee theft (Eisenberg et al; 1990) sabotage (Ambroze et al; 2002) retaliation and burnout (Skarlicki & Folger, 1997) workplace aggression and exhaustion (Barling, J & Greenberg, J, 1990). Thus equity theory may lead to turnover intention when employees perceive that they are treated unfairly.

Afghanistan is under research country. It is important that majority of the studies have been conducted in western countries and there are little evidences exists in non-western countries like Afghanistan. Tsui, Nifadkar, and Ou (2007) have mentioned that the theories which has been mostly developed in western settings may not have the confident to generalize them in non-western context unless we test them practically. Therefore we believe that our effort of addressing this gap will provide an opportunity to examine the applicability and validity of the theories that are mostly developed in western countries. The costly effects of turnover are one of major concern to organization. In Afghanistan, the banking sector is the largest employer and the largest employment provider should be highly concerned with turnover intention issues.

The notion of organizational justice and its importance need to be understood in the banking sector of Afghanistan. The aim of the current study was to examine the relationships of organizational justice perceptions among the banking sector employees in Kabul, Jalal Abad and Khost province with various job-related variables like emotional exhaustion, cynicism and employee intentions to leave the job. Previous research indicated that in general perception of fairness will manipulate work-related attitudes and behaviors (Fulford, 2005). The current study intended to look at the procedural justice, distributive justice and interactional justice to examine their impact whether it differs from the literature. The results of this study will provide a better understanding to the banking sector organization, that how organizational justice and its facets (distributive justice, procedural justice and interactional justice) may contribute to turnover intention. It is hoped that this study will help policy makers and practitioners to reduce occurrence of turnover intention by overcoming issues related to organizational justice.

2. Theory and Hypothesis
   • Organizational Justice, Emotional Exhaustion and Turnover Intentions.

As a subject of philosophical interest, the study of justice dates back to the times of Plato and Socrates (Ryan, 1993). However, research on organizational justice started with Adams’ work on equity theory (Adams, 1963, 1965) and has progressed steadily over time. Greenberg (1990) explained organizational justice in a study that it is the “grown around attempts to describe and explain the role of fairness as a consideration in the workplace” (p.400). Adam's work led to a research period concentrating on fairness of pay or outcomes at work place (Deutsch, 1985). In other words, the equity theory emphasized the perceived fairness of outcomes, i.e., distributive justice. Equity theory is based on the notions of relative deprivation and social comparison (Werner & Ones, 2000). Literature has many typologies of organizational justice but this study focus on three components of organization justice.
Theorists Greenberg (1987), Bies and Moag (1986) have identified three dimensions of organizational justice. Conceptualizations of justice that focus on content (the fairness of outcomes achieved) is distributive justice approach, second concept concern with process (the fairness of the means through which these outcomes achieved) is procedural justice approach, third concept focus on how individuals treat fairly each other within organization while working to achieve these outcomes through means is interactional justice approach.

Distributive justice refers to the fairness perceptions of outcomes and resources (e.g., pay and rewards) received at work (Adams, 1963, 1965; Deutsch, 1975; Homans, 1961). Distributive justice is often attributed to Adam’s theory of equity (1963, 1965), proposed that outcomes are perceived as fair when they seem proportionate to the inputs (e.g., effort and experience) an employee provides his/her organization and job, in comparison to others.

Procedural justice refers to the perceived fairness of the process followed by the authority figures (e.g., supervisors) in the organization to distribute resources and outcomes (Thibault & Walker, 1975). According to Leventhal (1980), procedural justice perceptions are based on six fairness criteria: consistency (how consistent the procedures are across time and persons), bias suppression (whether or not the procedures are affected by bias or self-interested), accuracy (the extent to which procedures are based on valid information and void of error), correct ability (whether or not there is an opportunity to appeal the procedures), representativeness (the extent to which procedures reflect the concerns and needs of all persons affected), and ethicality (the extent to which procedures are consistent with moral and ethical values). The third type of organizational justice, is interactional justice, which refers to the perception of the fairness of interpersonal communication during the implementation of organizational procedures (Bies & Moag, 1986). Interactional justice is thought to consist of four components (Bies & Moag, 1986): truthfulness (the extent to which the supervisor or manager is open and honest in discussing procedures and outcomes), justification (the extent to which the supervisor or manager provides an adequate explanation of the outcome), respect (the extent to which the supervisor treats the employee with dignity and sincerity), and propriety (the extent to which the supervisor avoids improper questions or comments). Several researchers have further divided interactional justice into two distinct types of justice: interpersonal justice, fairness related to being treated with respect and propriety (Colquitt, 2001), and informational justice, fairness related to the adequacy and justification for outcomes (Greenberg, 1993b).

Intention to leave refers to individuals' perceived likelihood that they will be staying or leaving the employer organization (Igbara & Colleague, 1999). According to Adams (1965) Equity theory people compare their perceived work outputs to their perceived inputs and compare the ratio of their perceived work outcomes with others in the same organization. In case of feeling inequity, they feel frustration and resentment and become involved either in behavioral reactions (altering performance) or in psychological reactions (Greenberg, 1990).

Distributive justice deal with the inequality of outcomes in the workplace; therefore, it is predicted to be linked mainly with resentment, perceptual distortion and withdrawal reactions (Cohen-Charash & Spector, 2001). The major structural components of equity theory are inputs and outcomes (Adams, 1965). Inputs are described as what a person perceives as his or her contributions in exchange, for which he or she expects a just return. People can re-establish inequity by changing behaviors or changing cognitions. For employees with limited external job mobility, actual job withdrawal may not be immediately possible. Instead, psychological job withdrawal may be the more viable option (Kacmar, Bozeman, Carlson, & Anthony, 1999). In other words, when employees perceive that they are not receiving fair outcomes in their present organization, they are unlikely prepare to remain permanently in the workplace and will think seeking fairer outcomes somewhere else. More recently, a study of 240 salespeople found distributive justice to be a direct predictor of turnover intention (Brashear, Manolis, & Brooks, 2005). Therefore, on the basis of available findings and supports from the literature we hypothesize that.
Hypothesis 1a: There will be a negative relationship between distributive justice and turnover intention.

Procedural justice focuses on the fairness of the procedure used in making resource-distribution decisions (Greenberg, 1987). According to Leventhal’s (1980) theory of procedural justice, a fair procedure is one that is applied consistently, free from bias, is based on accurate information, has some mechanism for normalizing of wrong decisions, conforms to ethical standards, and gives those affected voice (Colquitt et al., 2001). Procedural justice on the other hand reflects the extent to which employees perceive that the outcome allocation decisions were fairly made in relation to the organization’s formal procedures and treatment given in enacting those procedures (Moorman, 1991). Past research has revealed that procedural justice may have strong effects on employees’ attitudes (Khatri, Fern, & Budhwar, 2001). Tremblay, Sire and Balkin, (2000) noted that procedural justice would result in stronger attachment to the organization, particularly for those who experience being respected by the organization. Procedural justice is found to be a stronger predictor of turnover intention than distributive justice (McFarlin & Sweeney, 1992). Other studies have also described that procedural justice has more impact on withdrawal than interactional justice (Masterson, Lewis, Goldman & Taylor 2000). Therefore we hypothesize that.

Hypothesis 1b: There will be a negative relationship between procedural justice and turnover intention.

Bies and Moag (1986) introduced the most recent advancement in the justice literature by focusing attention on the importance of the quality of the interpersonal treatment people receive when procedures are implemented. Bies and Moag (1986) referred to these aspects of justice as “interactional justice.” More recently, interactional justice has come to be seen as consisting of two specific types of interpersonal treatment (Greenberg, 1990). The first, labeled interpersonal justice reflects the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes. The second, labeled informational justice, focuses on the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion. In other words interactional justice mean fair supervisor and subordinate relationship, treating individuals fairly felt them, that they are valuable; while with unfair treatment individual (employees) felt frustration and tension. In response to this unfairness they exhibit different attitudes (Beugre, 2005). Another study have found that interactional justice is the most frequent cause of workplace sabotage, when source of injustice is interactional, individuals are more likely to be involved in retaliation (Ambrose, Seabright, & Schminke, 2002). As a family member of organizational justice interactional justice has negative relationship with turnover intention (Judge, Scott & Ilies, 2006). Therefore based on the available literature we hypothesize that.

Hypothesis 1c: There will be a negative relationship between Interactional justice and turnover intention.

Distributive justice is derived from equity theory (Adams, 1965), which asserts that perceptions of equity and inequity are developed based on a perceived balance/imbalance between inputs and outputs. Mowday and Colwell (2003) argue that experiencing such an imbalance causes of distress and motivates to change the situation. In line with this argument, studies conducted with professional caregivers (van Dierendonck, Schaufeli, & Sixma, 1994), police officers (Kop, Euwema, & Schaufeli, 1999 ), and teachers (van Horn, Schaufeli, & Enzmann, 1999 ) described that individuals felt more prone to experiencing stress (Bakker et al., 2000), emotional exhaustion (Frenkel & Restubog, 2012). If they perceived they gave substantially more than they received in return. Deriving from these findings, one might predict that individuals experiencing low levels of distributive justice, such as not receiving salary or benefits they believe to be commensurate with their efforts, will more likely lead to their becoming emotionally drained and cynical. Thus, this leads to the following hypotheses:

Hypothesis 2a: Distributive justice will be negatively related to emotional exhaustion.

Procedural justice, stemming from both control theory Thibaut and Walker (1975) and the group-value model (Lind & Tyler, 1988 ), emphasizes the perceived fairness of the methods and procedures leading to decision related with job outcomes (Folger & Cropanzano, 1998). The underlying assumption
of both control theory and the group-value model is that people value long term membership in organizations, and use procedural fairness to control outcomes and gauge their status within these groups. In this respect, Judge and Colquitt (2004) state that unfair situations might indicate a lack of control, social exclusion, or lead to stress for those employees. While further supporting this argument, Barclay, Skarlicki, and Pugh (2005) found that procedural injustice was strongly associated with resentment, anger, and aggravation. Riolli and Savicki (2006) also found that procedural justice as an important variable in understanding emotional burnout and strain. Therefore, individuals who experienced procedural unfairness will be more likely to experience emotional exhaustion and develop cynical attitudes toward their jobs. Thus, this leads to the following hypotheses:

**Hypothesis 2b:** Procedural justice will be negatively related with emotional exhaustion.

As defined by Greenberg (1990) interactional justice means how someone treat by others either subordinates or supervisor within organization. Treating individuals fairly felt them, that they are valuable; while with unfair treatment individual (employees) felt frustration and tension. The response is usually in form of negative emotion (Beugre, 2005). A study have mentioned that interactional justice is the most frequent cause of emotional exhaustion, when source of injustice is interactional, individuals are more likely to be involved in retaliation (Ambrose et al., 2002). As a family member of organizational justice interactional justice has negative relationship with emotional exhaustion while they have further identified the degree of inappropriateness, and reward of the work done by employees (index of the Interactional justice staff) as the cause of burnout (Judge et al., 2006). Eric et al. (2010) in their research also found that these three dimensions of organizational justice have a negative relationship with emotional exhaustion and cynicism.

**Hypothesis 2c:** Interactional justice is negatively related with emotional exhaustion.

Turnover intention, regarded as the final step of withdrawal behavior Tett and Meyer (1993) have defined as an employee’s desire to leave the organization (Mobley, Horner, & Hollingsworth, 1978). Accordingly, this focus on employees’ intentions to leave their organizations because researchers strongly agree that employees’ turnover intention is a strong predictor for actual turnover (Hendrix, Robbins, Miller, & Summers, 1998; Barak, Nissly, & Levin, 2001). The literature shows that individuals feeling burned out and frustrated with their jobs are more likely to experience higher turnover and be absent from their work (Leiter & Maslach, 2009). The relationship between burnout and turnover intention was found to be significant in studies conducted among nursing staff (Leiter & Maslach, 2009), service workers, and correctional staff (Griffin et al., 2010). In a recent study, Sims (2007) also showed that emotional exhaustion is a significant predictor of turnover intention and found that turnover intention is a reaction to organizationally induced stress and stress-related syndromes, like emotional exhaustion this leads to the following hypotheses:

**Hypothesis 3a:** Emotional exhaustion will positively relate with turnover intentions.

**Mediating Role of Emotional Exhaustion**

As discussed above, it is proposed that justice perceptions affect turnover intentions via their effects on emotional exhaustion and cynicism. As such, it is anticipated that individuals’ justice perceptions (distributive, procedural and interactional justice) will be negatively associated with emotional exhaustion (Hypothesis 2a, Hypothesis 2b and Hypothesis 2c), which in turn will be positively associated with turnover intentions (Hypothesis 3a). Distributions, procedures and interactional that are perceived as unfair are expected to create a feeling of uncontrollability over work outcomes and conditions among employees, leading to exhaustion. These emotional and cognitive reactions are expected to increase the tendency to leave the organization. In other words, organizational injustice is expected to act as a distal workplace stressor, believed to affect individuals’ burnout and helplessness levels, and in turn serve as proximal predictors of individuals’ withdrawal. The conceptual model is consistent with the mediation model, leading to the following hypotheses:
**Hypothesis 4a:** Emotional exhaustion will act as a mediator between Distributive justice and turnover intention.

**Hypothesis 4b:** Emotional exhaustion will act as a mediator between Procedural justice and turnover intention.

**Hypothesis 4c:** Emotional exhaustion will act as a mediator between Interactional justice and turnover intention.

![Diagram showing the relationships between Distributive Justice, Procedural Justice, Interactional Justice, Emotional Exhaustion, and Turnover intention]

### 3. Methodology

- **Population and Sample**

  In order to capture maximum respondent we have intended to expand the population area from Kabul to Khost and Jalal Abad Province as well. We have decided to collect the data from white-collar employees because of two reasons. First, we consider that organizational justice play a significant role among practitioners because when they have to manage allocation of resources, distribution and interpersonal relation among employees. Second, as Afghanistan is an underdeveloped country the literacy level is quite low as according to UNESCO annual report in 2014 about 82% of the Afghan adult population can read and write which is the lowest in the developing countries. We believe that these white collar employees have the ability to respond to the adopted questionnaire in English effectively especially in the banking sector. The first author is an Afghan national through his personal contact and academic career, the authors were able to collect the data from a diverse nature of respondents in banking sector.

  Convenience sampling techniques were used to collect the data from the respondents. We have collected the data through self administered questionnaire in order to remove the chances of mistakes while filling the questionnaires. To ensure the respondents about the purpose of the study and to keep their responses strictly confidential we have attached a cover letter with the questionnaires. A total of 300 questionnaires were distributed among the targeted employees out of these questionnaires 229 were received back and the response rate were 76.33%. This high rate of response is not uncommon as the country is collectivistic culture G. Hofstede (personal communication, July 23, 2013)

  The sample consisted of 229 individuals of private and public banking sector employees in Kabul, Jalal Abad and Khost Province out of which 95.3% were males and 4.5% were females, which shows that more respondents were male. The response rate have shown that 70.3% were single and 29.7% were married no one were divorced. The sample with reference to age groups were 27.1% of respondents had <25 years of age, 54.6% of respondents were lie in age of 25-40 years, and 18.3% of respondents were above 40 years.
**Instrumentations**

Structured, close ended questionnaire measuring the response of four variables on five point Likert scale ranging from “Strongly Disagree to Strongly Agree”. 1= strongly disagree, 2=disagree, 3= neutral, 4= agree, 5= strongly agree were adopted.

Organizational justice was measured through 20 items developed by (Niehoff & Moorman, 1993). Perceptions of distributive justice were measured with 5-item the alpha reliability was 0.92 the sample is "My work schedule is fair", procedural justice were measured with a 6-item scale the alpha reliability were 0.78% the sample as " Job decisions are made by my supervisor in an unbiased manner" and interactional justice were measured through 9-items the alpha reliability were 0.77 one sample is "When decisions are made about my job, the supervisor treats me with kindness and consideration". While Burnout was measured with the Maslach Burnout Inventory-General Survey (MBI-GS; Schaufeli, Leiter, Maslach, & Jackson, 1996). Emotional exhaustion was measured with a 5-item scale (e.g., “I feel used up at the end of a work day”). In addition, cynicism was measured with a 5-item scale (e.g., “I doubt the significance of my work”). Turnover intention was measured using a 4-item scale developed by Wayne, Shore, and Linden (1997). It intended to measure an employee’s tendency to leave the organization in the near future (e.g., “I do not intend to leave [my company] in the near future”) the alpha coefficient was reported as 0.72.

**Control Variable**

We have taken demographic variables as a control variable because of its potential effects on employee job outcomes (Blomme, Van Rheede, & Tromp, 2010). The next section describes the correlation analysis of the study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Distributive justice</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Procedural justice</td>
<td>.088</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Interactional justice</td>
<td>.817</td>
<td>.718</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Turnover intention</td>
<td>-.436</td>
<td>-.415</td>
<td>-.179</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>5. Emotional exhaustion</td>
<td>-.484</td>
<td>-.361</td>
<td>-.188</td>
<td>.586</td>
<td>1</td>
</tr>
</tbody>
</table>

*, Correlation is significant at the 0.05 level (2-tailed).
**, Correlation is significant at the 0.01 level (2-tailed).

The table 1, shows the correlation between distributive justice, procedural justice, interactional justice turnover intention and emotional exhaustion. Correlation analysis revealed that distributive justice had a significant positive relationship with Procedural justice (r = 0.088, p < 0.05) and interactional justice (r = 0.335**, p < 0.01). Distributive justice had a significant negative relationship with turnover intention (r = -0.436**, p < 0.01) and emotional exhaustion (r = -0.484**, p<0.01). Procedural justice had a significant positive relationship with Interactional justice(r= 0.056**, p < 0.05) and had a negative significant relationship with turnover intention(r = -0.415**, p < 0.01). Emotional exhaustion had a significant positive relationship with turnover intention (r = -0.586**, p<0.01). The results have shown that there is a significant positive relationship between emotional exhaustion and turnover intention. It means that turnover intention and emotional exhaustion decrease with increase in the dimension of organizational justice (distributive justice, procedural justice and interactional justice). The next section discuss the regression analysis of the variables.

To test the mediation role of emotional exhaustion between organizational justice dimension (distributive justice, procedural justice and interactional justice) and turnover intention, the assumptions of Barron and Kenny (1986) were used, as below:
Table 2: Regression analysis of Organizational Justice and Turnover intention

<table>
<thead>
<tr>
<th>Predictors</th>
<th>β</th>
<th>( R^2 )</th>
<th>( \Delta R^2 )</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Distributive justice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control variables</td>
<td>0.006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2 Distributive justice</td>
<td>-0.532***</td>
<td>0.201</td>
<td>0.195</td>
</tr>
<tr>
<td>2. Procedural justice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control variables</td>
<td>0.006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2 Procedural justice</td>
<td>-0.455***</td>
<td>0.175</td>
<td>0.170</td>
</tr>
<tr>
<td>3. Interactional justice</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control variables</td>
<td>0.006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2 Interactional justice</td>
<td>-0.233*</td>
<td>0.040</td>
<td>0.034</td>
</tr>
</tbody>
</table>

Control variables: Gender, Marital Status, Age, Experience; \( N=229, ***p<0.001, **p<0.01, *p<0.05 \)

Table 2 shows that value of \( (R^2=0.201) \), which explain that 20% variation in Turnover Intention is due to distributive justice. Based on Beta coefficients the results show that one unit increase in distributive justice (0.532) unit decreases in turnover intention. Hence, the results support Hypothesis 1a, which states, “Distributive justice will be negatively related to turnover intention”. The above table shows that value of \( (R^2=0.175) \), which explain that 17.5% variation in Turnover Intention is due to procedural justice on Beta coefficients the results have shown that one unit increase in procedural justice causes 0.455 unit decrease in turnover intention. Hence, the results support Hypothesis 1b, which states, “Procedural justice will be negatively related to turnover intention”. The above table shows that value of \( (R^2=0.040) \), which explain that 3.4% variation in turnover intention is due to interactional justice. Based on Beta coefficients the results show that one unit increase in Interactional justice causes 0.233 unit decrease in turnover intention. Hence, the results support Hypothesis 1c, which states, “Interactional justice will be negatively related to turnover intention”.

Table 3.1: Main effect and Mediated Regression Analysis of OJ and DJ

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Mediator EX</th>
<th>Dependent TOI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>( B )</td>
<td>( R^2 )</td>
</tr>
<tr>
<td>Main effect: Just-D</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1 Control</td>
<td>0.008</td>
<td>0.006</td>
</tr>
<tr>
<td>Step 2 Just-D</td>
<td>-0.463***</td>
<td>0.238</td>
</tr>
<tr>
<td>Mediation EX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1 CV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2 EX</td>
<td>0.734***</td>
<td>0.349</td>
</tr>
<tr>
<td>Step 3 Just-D</td>
<td>-0.250</td>
<td>0.357</td>
</tr>
</tbody>
</table>

Note: \( N=229, \) Control variables: Gender, Marital Status, Age, Experience; ***p<0.001, **p<0.01, *p<0.05 Just-D= Distributive justice, EX= Emotional exhaustion, TOI= Turnover intention.
The results are then checked for mediation analysis as directed by Baron and Kenny (1986). The results in Table 3 indicate that distributive justice significantly affects turnover intention (Beta = -0.532, p<.001). Second step shows that the significant relationship between distributive justice & emotional exhaustion (Beta = -0.463, p<.001), which support Hypotheses 2a. In addition, the results indicate a significant relation between emotional exhaustion & turnover intention (Beta = 0.734, p<.001). After controlling the mediating variable effects in distributive justice become insignificant when role of emotional exhaustion take in to consideration (Beta= -0.250). It shows that emotional exhaustion mediates on the relationship between distributive justice and turnover intention, which supports Hypothesis 4a, which states, “Emotional exhaustion will act as a mediator between distributive justice and turnover intention”.

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Mediator EX</th>
<th>Dependent TOI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>β</td>
<td>R²</td>
</tr>
<tr>
<td>Main effect: Just-P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>-0.328***</td>
<td>0.145</td>
</tr>
<tr>
<td>Step 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Just-P</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mediation EX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Just-P</td>
<td>-0.248</td>
<td>0.358</td>
</tr>
</tbody>
</table>

Note: N= 229, Control variables: Gender, Marital Status, Age, Experience; ***p< 0.001, **p< 0.01, *p< 0.05

Just-P = Procedural justice, EX= Emotional exhaustion, TOI= Turnover intention.

The Results in Table 3.2 have indicated that procedural justice significantly affect turnover intention (Beta = -0.455, p<.001). Second step shows the significant relationship between procedural justice & emotional exhaustion (Beta = -0.328, p<.001) which support hypotheses 2c. In addition, the results have indicated that a significant relationship between emotional exhaustion & turnover intention (Beta = 0.734, p<.001). After controlling the mediating variable effects on procedural justice become insignificant when role of emotional exhaustion take in to consideration (Beta= -0.248). It shows that Emotional exhaustion mediates the relationship between procedural justice and turnover intention, which supports Hypothesis 4b, which states, that “Emotional exhaustion will act as a mediator between Procedural justice and turnover intention”.

The Results in Table 3.3 have indicated that interactional justice significantly affect turnover intention (Beta = -0.233, p<.05). Second step shows the significant relationship between interactional justice & emotional exhaustion (Beta = -0.237, p<.05) which support Hypotheses 2e. In addition, the results indicate a significant relation between emotional exhaustion & turnover intention (Beta = 0.734, p<.001). After controlling the mediating variable effects of interactional justice become insignificant when role of emotional exhaustion taken into consideration (Beta= -0.215). It shows that emotional exhaustion mediates on the relationship between Interactional justice and turnover intention, which supports Hypothesis 4c, which states, “Emotional exhaustion will act as a mediator between Interactional justice and turnover intention”.

Table 3.2: Main effect and Mediated Regression Analysis of OJ and PJ
Table 3.3: Main effect and Mediated Regression Analysis of OJ and IJ

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Mediator EX</th>
<th>Dependent TOI</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>$R^2$</td>
</tr>
<tr>
<td>Main effect: Just-I</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>0.008</td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Just-I</td>
<td>-0.237*</td>
<td>0.044</td>
</tr>
<tr>
<td>Mediation EX</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CV</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EX</td>
<td>0.734***</td>
<td>0.349</td>
</tr>
<tr>
<td>Step 3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Just-I</td>
<td>-0.215</td>
<td>0.354</td>
</tr>
</tbody>
</table>

Note: N= 229, Control variables: Gender, Marital Status, Age, Experience; ***p< 0.001, **p< 0.01, *p< 0.05

Just-I= Interactional justice, EX= Emotional exhaustion, TOI= Turnover intention.

4. Discussion

The correlation and regression analysis have shown a significant negative relationship between distributive justice and turnover intention. It means that when the management of financial sector distributive justice implement in their organization, loyalty of employees increase and this loyalty decreases their intention to leave the organization. The current findings aligned with the finding of different researchers like (Griffeth et al., 2000; Colquitt et al., 2001; Brashear, Manolis, & Brooks, 2005).

The empirical analysis revealed a significant negative relationship between procedural justice and turnover intention. In financial sectors of Afghanistan the issue of injustice mostly occurs which ultimately reduce the performance of the organization then ultimately decreases the efficiency of the whole country because of the financial sector are the key source for the development of whole community. The current findings aligned with the finding of (McFarlin & Sweeney, 1992; Masterson et al. 2000; Colquitt et al., 2001).

This study revealed a negative relationship between interactional justice and turnover intention. When there are fairness interpersonal communications in the organizational procedural just like truthfulness, justification, respect, etc then the loyalty of the employees increase and this loyalty decrease intent to leave the organization. The current findings of the study has been supported by the previous studies like (Colquitt et al., 2001; Beugre, 2005; Judge et al., 2006) studied the impact of justice on attitude and found that there are negative relationship between interactional justice and turnover intention.

Following the mediation procedure as directed by Baron & Kenny (1986), results of the study revealed that Emotional exhaustion mediates the relationship between Distributive justice and turnover intention, procedural justice and turnover intention, interactional justice and turnover intention. Individuals who perceive injustice are more prone to experience emotional exhaustion, which predisposes them to consider leaving their jobs. Afghanistan is a higher power distance country G. Hofstede [personal communication, July 23, 2013], in the banking sector of the country, power is more centralized relative to other service industries and employees may feel greater stress due to having less control over their job and work outcomes. This study is the first attempt to explore the mediating role of emotional exhaustion between the dimension of organizational justice and turnover intention. Hence, current findings are new to contribute in to the literature by fulfilling the gap in the study of organizational justice in a novel context.
5. Theoretical and Practical Implications

These studies have some theoretical implications, which highlights the significance of the study. Majority of the researchers have studied the organizational justice dimension (distributive justice, Procedural justice and interactional justice) and analyzed the relationship with different attitudinal and behavioral outcomes like organizational citizenship behavior, task performance, job satisfaction, commitment, workplace deviance, absenteeism and trust etc. But the current study fulfills the gap in the study of organizational justice dimension (distributive justice, Procedural justice and interactional justice) with its relationship to turnover intention with the mediating role of emotional exhaustion in a novel context. This study helps to understand this new concept in the work setting.

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 et al. (2010) 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.

6. Limitations and Future Directions

These studies have certain limitations including the size of the sample. The data was collected from Khost, Jalal Abad and Kabul which does not represent the whole population. The data was collected from banking sector only. By including other diverse organization will bring fruitful results. The response were cross-sectional in its nature. Only justice perceptions are considered too emotional exhaustion.

In this study distributive justice, procedural justice and interactional justice were used as an independent variable, turnover intention as a dependent variable and emotional exhaustion as a mediating variable. In the future studies this relationship may be checked with different variables like deviance workplace behavior, absenteeism etc. The current study have only focused on the banking sector of Afghanistan. In future the study may also be conducted in other services and manufacture sectors and cities of Afghanistan. However there are various other variables which may play their role as moderator and mediator like trust in organization, affective commitment, employee training etc. Organizational justice may also be studied with positive outcomes like commitment, organization citizenship behaviour, loyalty and job performance.

References


H. Gul et al


