Impact of Organizational Justice on Turnover Intentions: Moderating role of Job Embededdness

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Abstract

It is evident from the past research that employees who perceive the organizational policies as not just, the employees tend to leave the organizations and start their professional career in other organizations where they feel comfortable and organization policies as fair and just. Literature accords the moderate relationship of job Embededdness on turnover intentions. This study analyzed the moderate relationship of job Embededdness 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. There is further need to explore the role of job embeddedness in other professional organizations. Implications for management and future directions are discussed.

Keywords

Organizational Justice, Turnover Intentions, Job Embeddedness

Introduction

Numerous organizations invest in the human resources because its importance cannot be denied within organizational context. The success and the failure of the organizations depend upon the employee performance. Adding to this, high productivity and performance of the organizations could not be grasped without employees support and involvement (Samad, 2006), because employees are partially liable for the accomplishment of organization's objectives and strategy. It's a great concern for organizations to retain the professional workers and still this issue has not been resolved (George, 2015). Selection and retention issues of employees lead the organizations to implement policies in order to retain the professional staff. Since 1990s, there has been great emphasis on the employee retention. This has made possible the availability of

valuable information to resolve this issue. This includes, but not limited to, organizational and individual factors, political and organizational culture, psychological aspects and socialization (Flint, Haley & McNally, 2013; Williams & Glisson, 2013). But the issue of turnover intensions due to organization's influence is unresolved (Brashear, Manolis & Brooks, 2005).There is strong need to identify factors which are related to turnover intentions in different organizations. This study is particularly going to analyze turnover intentions of employees in banking sector. Today employers need skilled, experienced and competent employees as the organization productivity and efficiency depends upon the employee performance. The banking sector in Pakistan is contributing a lot in the growth of Pakistan economy. Along with the emerging Pakistani banks, many foreign banks have been established (Statistics on Scheduled Banks in Pakistan, 2012). This situation has created a dynamic and competitive environment in banking sector. This results in the improvement of quality products and services of banks to survive in the market. Employee turnover has gained serious attentions of researchers, practitioners and business owners. Employees who show turnover behavior have low work ethics, low productivity and put less effort towards service delivery. Low pay, lack of career opportunities, poor management abilities and poor working environment may be the antecedents of turnover (Kusluvan et al., 2010; Haven-Tang & Jones, 2008). In organizational set up, if employees are not treated fairly, which is termed as organizational justice, it then also leads towards employees turnover (Cohen-Charash & Spector, 2001).There are several strategies which help in molding employees decision to stay on job; job embeddedness is one of them (Holtom et al., 2006). It significantly reduces the employee turnover intentions (Tanova & Hotom, 2008; Bergiel et al., 2009).

Current study proposes that job embeddedness moderates the relationship of organizational justice dimensions and turnover intentions. Job embeddedness is relatively a new construct to examine the turnover intentions beyond work attitudes like organizational commitment and job satisfaction (Lee et al., 2004). Practitioner's especially human resource management has to learn more about the full aspects of job embeddedness as it helps in employee retention (Wheeler et al., 2010). Job embeddedness is a critical and important factor for banking industry because employee turnover results in additional cost to banks in terms of new advertisements, time loss for selection process and missed sales during hiring process. There is growing need to study job embeddedness as a moderator as little is known about it (Sekiguchi et al., 2008; Burton et al., 2010; Swider et al., 2011). Furthermore, much of the empirical work has been done in USA. There is a strong need to analyze the moderating role of job embeddedness in the developing countries (Ramesh and Gelfand, 2010; Zhang et al., 2012).

Literature review

Perceived Organizational Justice

Concept of organization justice is perceived to be as one's opinion on distribution of resources and mechanism of reward system. Greenberg, (1987) defined the organizational justice as perception about reward distribution, resources, interactions among people within the organization and distribution of processes. Organizational justice is divided

into three broad dimensions namely distributive, procedural and interaction justice (Colquitt, 2001; Luo, 2007). Value and damage distribution are considered to be elements of distributive justice (Greenberg, 1987; Colquitt, 2001). Level of justice during decision making process is termed as procedural justice (Luo, 2007; Niehorff & Moormon, 1993) and interactional justice is related to processes and their social aspects (Luo, 2007). For a better social-based environment within the organization, organizational justice has got very importance. Concept of organizational justice was first given by Homans, (1961) and later on Walster, Berschied, Carlson and Anthony (1999) discussed it thoroughly. Later on, Greenberg, (1987) further categorized justice in two broad dimensions: 1) reactive and proactive and 2) process and content dimension. Reactive related studies used to focus on tackling and avoiding the unfair circumstances, while focus of proactive justice theories was on improvement in justice conditions. Process related justice focuses on the techniques of gaining outputs, while justice conditions during output distribution process are associated with content related dimension.

Organizational justice has been given much importance. There are three forms of justice that emerge from organizational justice (Niehoff & Moorman,1993) which include distributive, procedural and interactional justice Bakhshi et al.,(2009).

Distributive Justice

The extents to which rewards are distributed in a rightful way are known as distributive justice (Niehoff & Moorman1993). It is the fairness that is expected to get from the outcomes of the organization. According to Greenberg (2001), distributive justice explains the employees 'reaction to the actions or distribution of rewards such as salary, extra benefits, up-gradation, job safety and dismissals from the organization. According to Colquitt et al., (2001), when resources are distributed fairly and equally, this is called distributive justice. This form of organizational justice emphasis on people's views about getting fair amount of work related outcomes and have emotional impact on worker satisfaction with their work outcomes, such as remuneration and job tasks (Noruzy et al., 2011).

Procedural Justice

Thibaut and Walker (1975) first introduced the Procedural justice. Procedural justice is the extent to which employees perceive that the decisions about distribution of resources are made honestly according to the organization's formal processes and apply as it was made (Moorman, 1991). According to Greenberg (1990), procedural justice is the degree of fairness of the methods and policies used in determining the employee outcomes. This dimension of organizational justice mainly concentrates on people's perceptions of fairness of procedures through which outcome decisions are made. Roch and Shanock (2006) stated that procedural justice refers to fairness in procedures used in decision-making about advancement, performance appraisal, and bonuses other organizational opportunities.

Interactional Justice

A new dimension in justice literature is introduced by Bies and Moag, (1986) by directing consideration towards the significance of the excellence of the relational behaviors. They referred these sides of justice as" interactional justice." Ambrose (2002) found that fairness of the interpersonal behavior and communication is considered by the people. Interactional justice is further divided into two dimensions-interpersonal and informational by Colquitt, (2001). Interpersonal justice is the extent to which individuals are treated with respect, whereas informational justice focuses on providing sufficient information about processes employed and why rewards were circulated in such manner (Walumbwa et al., 2009).

Intention to Leave

Intention to leave is defined an employee wish to break away the current organization (Mobley, Griffeth, Hand & Meglino, 1979). Employees who intend to leave the organization focus only on finding new jobs and therefore show low level of interest in their current jobs (Vigonda, 2007). Kassing, Piemonte, Goman and Mitchell, (2012) state that intention to leave is an important phenomenon and there is strong need to further explore factors of intention to leave in order to overcome this issue. There are several factors which are related to employee intention to leave. These include, but not limited to, payments, work schedule, promotion opportunities and working conditions. According to Tett and Meyer, (1993) there are several indirect factors which are concerned with personal factors which impact their attitude. Besides this, there is another type of intention to leave which is termed as voluntary-involuntary job leaving (Milgrom & Oster, 1987). Voluntary job leaving involves personal willingness to leave the organization while involuntary job leaving involves forced intention by the employer

Job Embeddedness as a Moderator

Job embeddedness is derived from voluntary turnover model (Lee & Mithchell, 1994) and explains the phenomena of employee turnover intention. Job embeddedness has three dimensions; links, fit and sacrifice. It has been found that both on- and off job determinants are associated with employee turnover (Holtom et al., 2006). If personal goals match with the organizational culture, career goals and personal values then motives to leave organization of those employees are low (Mitchell et al., 2001). Also, their formal and informal communication with other members of organization is also related to turnover intention (Mitchell et al., 2001). If employees believe that by quitting the organization, they will deprive off organizational opportunities and benefits, then their level of intentions to leave the organization is low. Job embeddedness theory states that job embeddedness has moderating effects on the relationship of organizational justice and turnover intentions. Reason is that job embeddedness influences individual tendencies to leave the organization (Holtom et al., 2006). Employees with high levels of job embeddedness are less likely to leave organizations as they strongly believe organizational system as fair and just regarding formal processes, reward system and pay packages. The reason is that such employees believe that they will deprive off several

benefits and opportunities once they leave the organization (Sekiguchi et al., 2008). In one study, Lee et al. (2004) found that job embeddedness moderates the relationship of job performance, organizational citizenship behavior and volitional absences on turnover intentions. Sekiguchi et al. (2008) analyzed the impact of job embeddedness on self-esteem and task performance and found the moderating effects job embeddedness and found the employees more dedicated and directed towards organization. In a study conducted in international financial institutions, it was found that job embeddedness mitigates the relationship of turnover intentions on organizational citizenship behavior and job performance (Burton et al., 2010). In another study, Karatepe (2012) found that job embeddedness strengthens the negative relationship of turnover intentions organizational support. So, it's clear from above discussion about the moderating effects of job embeddedness on turnover intentions of employees.

These turnover intentions have reduced effects when job embeddedness is mixed with organizational justice. In other words, job embeddedness helps in strengthening the relationship between turnover intentions and organizational justice. According to job embeddedness theory, it moderates the relationship of organizational justice and turnover intentions while social exchange theory explains the relationship between organizational justice and turnover intentions.

Job embeddedness has been found helpful in employee retention and also in guiding managers to prepare and formulate the retention policies (Mallol et al., 2007). Felps et al. (2009) conducted across sectional survey and found that coworkers JE and job search behaviors are negatively related to individual voluntary turnover behavior.

A longitudinal study of frontline employees of 11 hotels in two cities of Iran was conducted by Karatepe & Shahriari (2012) found the stronger negative relationship of organizational justice and turnover intentions among employees with high level of Job Embeddedness.

Mitchell et al. (2001) have developed the job embeddedness construct. Links, fit, and sacrifice are the three sub components of job embeddedness, which refer to the aggregate of the pressuring forces holding an individual in the organization. By considering these sub dimensions Job Embeddedness can be measured. An individual more embedded in the organization will be more likely to remain at his or her current job (Holtom & Neill, 2004; Mitchell et al., 2001).

Links

Formal and informal association between organization and employee are termed as links. The number and the strength of connections may be different. Greater the number of connections employees would have with their organization greater will be the degree of Job Embeddedness (Reitz & Anderson, 2011). Embeddedness is defined as a structure which tries and helps to hold the employees (Mitchell et al., 2001). Individuals having many links in the organization are highly involved in the organization so have a more difficulty to leave. Many firms are trying to strengthen the connection between female employees and their attachment with the organization. For this purpose, they are using mentor systems to enhance the women participation in organizational activities as a bonding with their organization (Mitchell et al., 2001).

Fit

Employees are motivated in their jobs if their own individual values, future plans and the demands of their job and culture are appropriate with those of the organization. Fit is

defined as the level of comfort perceived by individuals with that organization. Important components of the fit between an employee and the organization are–employees plans for the future, career goals, and personal values, demands ofthe current job, job knowledge, job skills and job abilities (Mitchell et al.,2001).

Individuals with a weak fit with the organization than those having a strong were more likely to leave the organization (Chatman, 1991). Misfits with the organization's values dismissed slightly faster than fits (O'Reilly et al., 1991).If individual personal values fit with the job they have less turnover intentions (Chan, 1996)
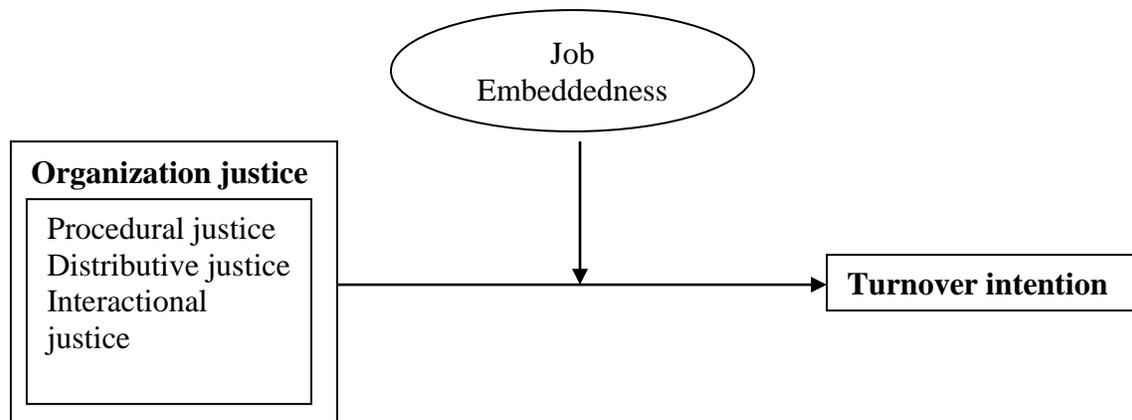
Sacrifice

Sacrifice is the third attribute of Job Embeddedness and engages the easiness with which links can be devastated. This dimension of Job Embeddedness is heavily studies and researched on the basis of work primarily of March and Simon (1958), who perceived that employees job evaluation is based on the ease of job tasks and working environment and on these basis, employees decided whether to continue or skip the current job.

Organizational Justice and Turnover Intentions

In current organizational structure, employee turnover intentions and organizational justice has gained much importance (Erdogan, 2002). According to social exchange theory, relationships play an important role in organizational setting and these relations turn into trust, mutual commitments and loyalty if relationships remain stable (Cropanzano & Mitchell, 2005). There is quite small difference of relationship between economic exchanges and social exchanges in relation to employee motivation (Niehoff & Moorman, 1993). Employees with better economic exchanges are highly motivated towards their job as compared to social exchanges ((Niehoff & Moorman, 1993). Employees who prefer economic exchanges over social exchanges in organizational setting, then their turnover intentions are lower when they have better economic exchanges in terms of better pay structure, justice and reward system. Better and fair organizational systems develop employees trust in organization and results into lower turnover intentions (Aryee et al., 2002). In a Meta-analysis, Cohen-Charash and Spector (2001) found dimensions of organizational justice, distributive and procedural justice, have negative relationship with employee turnover intentions. In another study, Byrne (2005) analyzed that both procedural and interactional justice have negative association with employee turnover intentions. In addition to this, Brashear et al. (2005) found that procedural and distributive justice has negative association with employee turnover intentions. Human resource management departments try to establish rules and regulations in order to maintain organizational justice within organization. As long as there is fair application of organizational justice, each employee gets equal share in all job related matters. Organizational justice has significant relationship with employee turnover (Parker and Kohlmeyer, 2005; Zagladi, Hadiwidjojo, Rahayo and Noermejoti, 2015). Byrne, (2005) analyzed that organizational justice has positive impacts on employee output level. Harris, Andrews and Kacmar, (2007) found that when the attention is paid towards organizational justice, then employee turnover intention becomes weak.

As stated earlier, employees who intend to leave organization have low levels of interest in their current job. Banking employees work in high stress and their working routine is strict as compared to other employees. Therefore, in order to understand this behavior in banking sector, this study was conducted. In addition to turnover intentions, employee perception about organizational justice and moderating role of job embeddedness was also analyzed.

Figure1- Conceptual Framework

H1: There exists significant relationship between Organizational Justice and employees Turnover Intentions

H1a: There is significant relationship between Distributive Justice and employees Turnover Intentions

H1b: There is significant relationship between Procedural Justice and employees Turnover Intentions

H1c: There is significant relationship of Interactional Justice between employee turnover intentions.

H2: Job Embeddedness moderates the relationship of organizational justice and turnover intentions

H2a: Job Embeddedness moderates the relationship of distributive justice and turnover intentions.

H2b: Job Embeddedness moderates the relationship of procedural justice and turnover intentions.

H2c: Job Embeddedness moderates the relationship of interactional justice and turnover intentions

Research Methodology

Sampling Technique

A list of reporting scheduled banks and their branches as on December 31, 2011 was acquired from State Bank of Pakistan website. At present there are 17 private banks working in Pakistan. Islamic, microfinance and foreign banks have been excluded to rule

out the effect of working environment. According to the survey of KMPG 2011, banking sector of Pakistan comprises of large, medium and small size banks. This division is based on the number of assets. Then there are five large banks, eight medium size banks and four small banks. Based on the number of banks in each category the researcher has selected 2 large banks–MCB Bank Limited and Allied Bank Limited, 3 medium size banks–Askari Bank Limited, Faysal Bank Limited and Soneri Bank Limited, and 2 small banks–Silk Bank and JSB bank Limited. The Criteria of KPMG Pakistan, an auditing and accounting firm affiliated with KPMG international, based on annual reports published by State Bank of Pakistan (SBP), is realistic and logical. To have a reasonable sample size, the researcher distributed 600 questionnaires conveniently. Out of which 306 were returned, with a response rate of 51%.

Measurement

Data was collected using questionnaires. All the scales were adapted from past literature. Response was taken on five point Likert Scale starting from 5=strongly disagree to 1=strongly agree.

Organizational Justice:

Niehoff and Moorman (1993) scale was used to measure organizational justice. Five items of organizational justice, six items of procedural justice and nine items of interactional justice were measured with the help of scale. Overall reliability of the scale is 0.90.

Turnover Intentions:

Three items from Singh et al. (1996) were used to measure turnover intentions.

Job Embeddedness:

Job Embeddedness measure was adopted from Mitchell et al. (2001). The alpha reliability for overall measure was 0.85 for the grocery employees and 0.87 for the hospital employees. The same scale was used by Mallol et al. (2007) and reliability was 0.89.The items used to assess embeddedness came from two sources. First, there were some questions to measure the–link dimension of job embeddedness, for example; how many co-workers do you interact with regularly? Also some items were eliminated after discussing with some managers those were useless for this study for example, questions about work teams and committees. Secondly items for –fit and– sacrifice dimensions were measured on five points Likert scale. In a few items, difficult words were replaced with easier words; for instance,–the perks on this job are outstanding are changed to ―he perks/benefits on this job are outstanding.

Procedure:

Respondents were contacted through email and phone calls to make sure their availability. Before the distribution of questionnaires, a brief overview of the survey was presented to them and they were guided about the questionnaire.

Data Analysis Techniques

To validate the research results, different statistical techniques were applied. To check the reliability of the measures used in the study, Cronbach's alpha was calculated. Validity was checked by exploratory Factor Analysis. Consistent with the work of Karatepe and Shahriari (2012) and Kimatal. (2009), the relationship between dependent

and independent variable was measured by applying the bivariate Pearson correlation test. The moderating effect was measured by multiple hierarchal regression analysis.

Results and Discussion

Majority of the respondents were male that is 77% and rests were females. The reason was that it was difficult to collect the data from female respondents because of their various commitments. Participants ranged from 22 to 56 years of age with a mean age of 31 years having a mean experience of 6.9 years of total job experience of the participants. 44% respondents were single and 56% were married. The education level of the respondents shows that 69.4 % respondents are Master's Degree holders (16years), 23.4% are graduates (14years), 4.9% having M.Phil. (18 years) and only 2.3% have 12 years of education.79.6% respondents have permanent job status and 20.4 % are temporary employees.

Statistical technique of factor analysis for Organizational justice and Job Embededdness was used to measure the validity. The two variables were found multidimensional in the literature so, the outcome this study was then compared with other studies in the area of same nature to see if the findings are in line with other studies.

Turnover intentions were found one-dimensional in nature so the further analysis on it were not performed. Factor structure was explained with the help of varimax rotation. After the EFA analysis, three factor structure of justice perception was yielded which is as per the original scales of Niehoff and Moorman (1993). Factor analysis for two dimensions–fit and sacrifice of Job Embeddedness was applied and it yields two factors. Means, standard deviations and correlations of variables are shown in Table1.

Table 1- Means, Standard Deviations and Reliability Correlations of Variables

Variables	Mean	SD	Alpha	1	2	3	4	5	6
1. Org. Justice	3.23	74	.93	1					
2.Distributive Justice	3.06	92	.81	$.767^{**}$	1				
3.Procedural Justice	3.25	82	.83	$.889^{**}$	$.570^{**}$	1			
4.Interactional Justice	3.32	83	.91	$.919^{**}$	$.528^{**}$	$.748^{**}$	1		
5.Job Embededdness	2.88	50	.80	$.585^{**}$	$.539^{**}$	$.471^{**}$	$.516^{**}$	1	
6.Turnover Intentions	3.13	90	.81	$-.322^{**}$	$-.302^{**}$	$-.297^{**}$	$-.252^{**}$	$-.403^{**}$	1

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

The results in table 1 indicate that correlation value for the relationship of organizational justice with turnover intentions is - 0.322, p< 0.01 so H1 is accepted. Correlation analysis predicts negative relationship between distributive justice and turnover intentions (r = -

0.302, p<0.01). So, hypothesis H1a is also supported. H1bisalso accepted because values are within the standard criteria (r = - 0.297, p<0.01). H1c is also accepted as values are significant showing significant relationship between variables (r = - 0.252, p<0.01)

The presence of the moderating role of job embeddedness for the Organizational Justice and its dimensions with Turnover Intentions was assessed by applying multiple hierarchal regression analysis. The variable centering technique used by DeCoster & Claypool was applied before measuring the interaction of independent variables. DeCoster & Claypool's study suggested that this technique reduces the Collinearity between interaction terms and main effects (DeCoster & Claypool, 2004). Centering the variables involve the subtraction of the mean value from each observation of the corresponding variables. Centered variables were then used for further calculation of interaction terms. In the three step regression analysis, the main effect was measured by using earlier worked independent and moderating centered variables. While the corresponding interactions were generated to assess the variable's moderating role to predict the value of the dependent variable.

Table 2- Job Embededdness as a Moderator of the Effect of Organizational Justice on Turnover Intentions

| | Dependent variable (Turnover Intentions) | | |
	Step 1	Step 2	Step 3
Independent Variables			
(I) Organizational Justice	-0.460**	-0.195*	-0.195*
(II)Job Embededdness		-0.671**	-0.672**
(III)OJ*JE	31.34**	27.23**	-0.075
F			18.16**
R^2	0.104	0.170	0.170

ΔR^2 (0.066, 0.001)

Table 2 shows that all the beta values are significant except the interaction term of Organizational Justice and Job Embeddedness. As can be seen in table, at the first step when only organizational justice was entered R square was 10%. At the second step when job embeddedness was entered independently, R square changed from 0.104 to 0.170 and R square change is 6.6%. So it can be said that job embeddedness has independent effect on turnover intentions. But the effect of interaction term of organizational justice and job embeddedness on turnover intentions is not significant (**B = - 0.075, P 0.587**). Also there is no change in R square. Therefore H2 is not supported, which means that there is no moderating role of job embeddedness for the relationship of organizational justice and turnover intentions.

Similarly the results in **table 3** shows that TI is negatively affected by Distributive Justice and Job Embededdness. But the effect of interaction term of distributive justice and job embeddedness on turnover intentions is not significant (**B = - 0.023, P 0.678**). Also there is no change in R square. Therefore H2a is not supported, which means that there is no

moderating role of job embeddedness for the relationship of Distributive justice and turnover intentions.

Table 3- Job Embeddedness as a Moderator of the Effect of Distributive Justice on Turnover Intentions

	Dependent variable (Turnover Intentions)		
	Step 1	Step 2	Step 3
Independent Variables			
(I) Distributive Justice	-0.352^{**}	-0.267^{*}	-0.264^{*}
(II)Job Embededdness		-0.259^{**}	-0.254^{**}
(III) DJ*JE			-0.023
F	31.34^{**}	27.23^{**}	18.16^{**}
R^2	0.094	0.153	0.154

ΔR^2 (0.059, 0.00)

The results in **table 4** show that the interaction of procedural justice and job embeddedness is not significantly related to turnover intentions (**B = 0.036, P 0.529**). So H2b is also not supported.

Table 4- Job Embeddedness as a Moderator of the Effect of Distributive Justice on Turnover Intentions

	Dependent variable (Turnover Intentions)		
	Step 1	Step 2	Step 3
Independent Variables			
(I) **Procedural** Justice	-0.381^{**}	-0.334^{*}	-0.345^{*}
(II)Job Embededdness		-0.294^{**}	-0.294^{**}
(III) **PJ***JE			-0.036
F	29.20^{**}	30.86^{**}	20.66^{**}
R^2	0.088	0.170	0.171

ΔR^2 (0.082, 0.001)

We have found the similar results for interactional justice and job embeddedness with turnover intentions as shown in **table 5** which indicates that job embeddedness has independent effect on turnover intentions. But the effect of interaction term of interactional justice and job embeddedness on turnover intentions is not significant (**B = -0.023, P 0.736**). Also there is no change in R square. Therefore H2c is not supported, which means that there is no moderating role of job embeddedness for the relationship of Interactional justice and turnover intentions.

Aim of the study was to find the relationship of organizational justice and its dimensions with turnover intentions and also to analyze the moderating role of organizational justice between job embeddedness and turnover intentions. The results of the current study

demonstrate that organizational justice has significant negative relationship with employees turnover intentions (r = - 0.322**). Its dimensions are also negatively correlated with turnover intentions (r = - 0.302**, - 0.297**, - 0.252**).

Table 5- Job Embeddedness as a Moderator of the Effect of Distributive Justice on Turnover Intentions

	Dependent variable (Turnover Intentions)		
	Step 1	Step 2	Step 3
Independent Variables			
(I) Interactional Justice	-0.321**	-0.253*	-0.253*
(II)Job Embededdness		-0.290**	-0.289**
(III) IJ*JE			-0.023
F	20.51**	24.83**	16.54**
R^2	0.064	0.142	0.142

ΔR^2 (0.078, 0.00)

The results are similar to the findings of previous researches for instance Karatepe and Shahriari (2012) indicating negative relationship between organizational justice and turnover intentions. Correlation coefficients are - 0.395, - 0.151 and - 0.276 for distributive, procedural and interactional justice with turnover intentions respectively. Results of the current study are according to the study of Radzi et al, (2009) indicating negative relationship between organizational justice dimensions and turnover intentions and its values were r = - 0.58**,r = -0.46**and r = - 0.43**.Byrne (2005) also found significant negative relationship between procedural justice and turnover intentions (r = - 0.32**)and interactional justice and turnover intentions (r = - 0.37**). Lee et al. (2010) revealed that employees with positive perceptions of distributive justice demonstrate less intention to leave the organization. The results of the current study clearly indicate that job embeddedness is negatively co-related to employees leave intention. This result is consistent with previous research work (Mitchell et al., 2001). However, detail analysis shows that this relationship is not moderating by job embeddedness in Pakistani banking sector.

Management Implications

Concerned authorities dealing the matter of this turnover of employees should realize and make it definite that there is an environment providing at least a decent amount of fairness in allocation of rewards, formal procedures in decision making and interpersonal treatment. Otherwise lack of positive perceptions of organizational justice would results in turnover intentions.

Limitations of the Study

There are few limitations of this study. The very first limitation is its dependence on the self-reporting questionnaires for measuring the variables of the study. Second, current study only analyzed turnover intentions of employees. There may be other variables like absenteeism, satisfaction and work environment that need to be addressed.

Future Research Direction

Future research can be done by taking response from other banks with large sample size. Response can be taken from public sector banks and Islamic banks. Secondly, there are several factors like organizational policies, contract violation etc. that result in the employee turnover. These factors may be addressed in future research.

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