

## **ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AND ORGANIZATIONAL JUSTICE ON EMPLOYEE TURNOVER INTENTIONS: A LITERATURE REVIEW**

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### **Abstract**

*Since employees are a critical component of any organization, effort must put to increase perception of organization support and organizational justice, to make them more engaged and satisfied, which signals healthier organization and reduces employee turnover intentions, which is essential in determining organization effectiveness. In today's competitive business environment, retaining key talented employees is a major challenge before any organization in order to compete in the real market. It is observed that managerial support having direct impact on the turnover intentions and intrinsic rewards determines the above relationship. It was suggested that, it is the responsibility of the organization to create good environment to maintain good relationship. Therefore this paper attempts to review the perceived organizational support and organizational justice as antecedents of employee turnover intentions.*

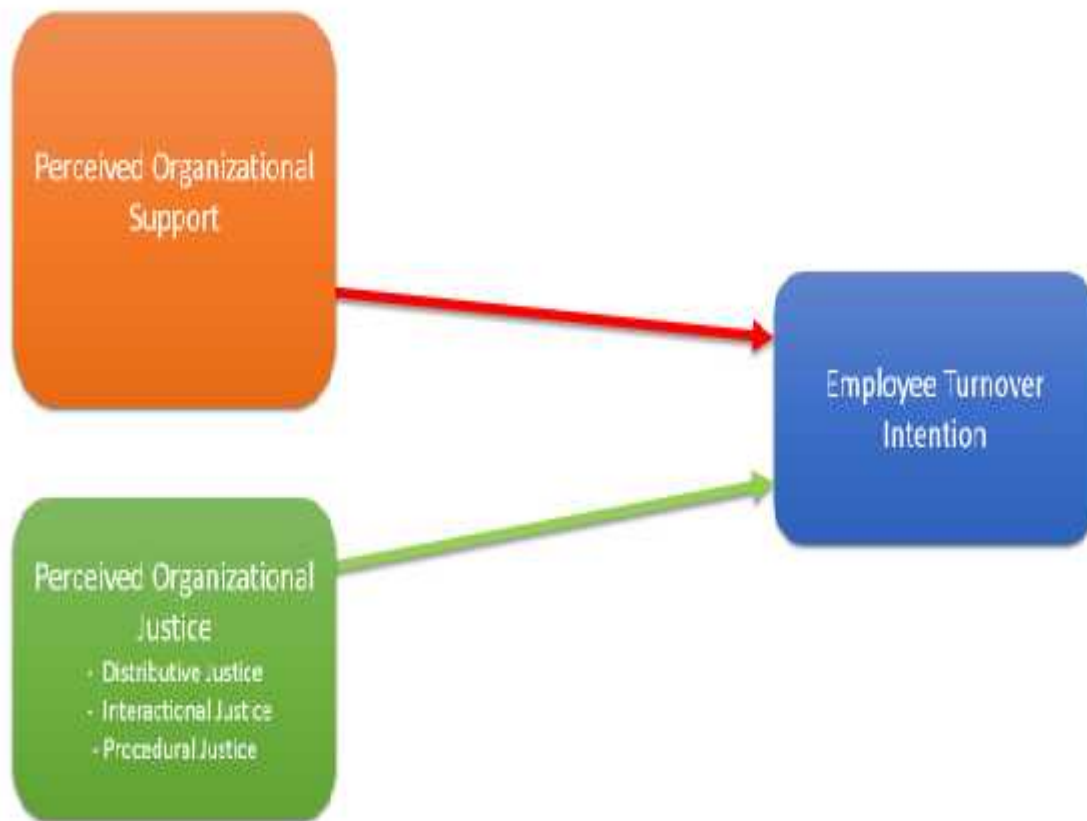
**Keywords:** *Perceived Organizational Support, Organizational Justice, Turnover Intentions, And Organization Effectiveness.*

### **Introduction**

Employee turnover causes huge cost burden for any organization. It may be direct or indirect. Training cost, hiring cost, selection cost is considered as direct cost and indirect cost include loss of reputation, low employee morale (Staw, 1980). According to Mobley et al. (1978) turnover intention is an antecedent of actual employee turnover and it is the prime important to see the reason for and causes of employee turnover intentions. Godfrey (2010) observed that employee engagement plays a mediating role between organizational support and employee turnover intentions. Most of the organizations are employee intensive and organization should play as a differentiator to retain key talented who can be valuable asset of any organization. Flexibility in the workplace, positive work environment, ample opportunity for growth, transparency about compensation and better relationship reduces turnover intentions (Kemelgor and Meek (2008)). It was articulated that organization support having direct impact on the turnover intentions and improving employee engagement determines relationship between organization support and turnover intentions (Tymon, 2011).

### **Theoretical Model**

Schalkwyk and Rothman (2011), identified some of the factors of perceived organization support such as, role of clarity, job information, participation in decision making, colleague support and supervisory relationship and proposed that, these factors have direct impact on the turnover intentions. It observed that if organization support during difficulties, the employees less likely to quit the organization. Rastgar and Pourebrahimi (2013), found that, the organization must consider distributive, procedural and interactional justice since it lead to the employee turnover intentions. Among these, interactional justice has major impact on the employee turnover intentions.



The effectiveness of organization is very much depending on the employee's quality service and their commitment to the work. However, the commitment of employees is depend on the extent to which the organization respect their contribution and take care of their wellbeing. Newman (2014) found that perceived organizational support and employee commitment are positively related. There is negative relationship between perceived organizational support and turnover intentions. Nadiri *et al.* (2010) found that there is a positive relationship between organization support and employee job satisfaction and performance. If employees feel that organization is least cared about employees and their contribution, their commitment towards the work reduces and they may feel insecure, which in turn leads to the turnover intentions. Perryer and Jordan (2014) articulated that, the interrelationship between organization support and organizational commitment is one of the important determinants of the turnover intentions. It was also found that when there is good organization support, employees do not leave the organization and they stay in the organization for long. Yang *et al.* (2014), observed organization must promote ethical climate within the establishment and once employee smells that management is concern about the employees, their motive towards work enhances, so that employee turnover can be reduced.

## Literature Review

### 3.1. Perceived Organization Support

Eisenberger et al. (1986), Observed that, perceived organization support is the degree to which employees believe that, their organization values their contributions and cares about their wellbeing and fulfills socio emotional needs. Organizational commitment has strong influence on employee's commitment to their organization and organization support leads to the extra-role performance. Eder and Eisenberger (2007) stated that individuals will be motivated to meet their exchange obligations and they remain more fully engaged in their work, when there is perceived organization support. It is concluded that, there is a negative relationship between perceived

organization support and employee withdrawal behavior. Tuzun et al. (2011) considered that there is higher turnover intention when there is higher perceived supervisor support but low perceived organizational support. Tymon (2011) advocated that managerial support having direct impact on the turnover intentions and intrinsic rewards determines the above relationship. Yavas *et al.* (2014) enlightened organizational support one of the important predictor to differentiate low and high performing employees. Karatepe (2011) found that only through career satisfaction, job performance can be achieved when there is organizational support.

### **1.2. Perceived Organizational justice**

Greenberg (1986) introduced the concept of organization justice. He explained how an employee perceives the behavior of the organization and how he reacts to such behavior and impact on the behavior of the employees. It is originally derived from the equity theory developed by Jhon Stacey Adams in 1963. He advocated that employees always seek to maintain the equity between inputs and outputs. It means that, there should be balance between what employees bring to a job and the outcomes they receive from the organization as a reward to his inputs. Tynkkynen *et al.* (2011) observed that, HR practices produce positive outcomes in organizational justice and job controls. However, while introducing HRM practices, it is critical that, there should be justification for such policies. Bakhshi *et al.* (2009) used distributive justice and procedural justice as two dimensions of organizational justice. They found that distributive justice is positively co-related with the job satisfaction and organizational commitment. On the other hand, it is found that, procedural justice is not related to the job satisfaction but it is related to the organization commitment. Hassan (2002) observed that, both internal and external equity related with increased commitment and decrease in intention to leave.

### **1.3. Employee Turnover**

Key talented employees are always important asset for any type of organization. In a competitive business environment, it is inevitable for the organization to study, whether employees plan to leave the organization and to know the reason for such plan. Ahmad and Rainyee (2014), organizational commitment and job satisfaction are two variables which goes together positively and those two variable inversely relate with the turnover intentions. However research concluded that those relationship may change depend upon the nature of the work. Carraher *et al.* (2008), found that perception towards benefits is related to the employee turnover but not with the job performance or employee absenteeism and it also observed that attitude towards in search of new job and remain absence is positively related with turnover intentions. Maertz and campion (1998), advised to do further research on new personal and environmental factors influences turnover intentions. Huning *et al.* (2011), observed that attribution difference have a major impact on the employee job satisfaction and which in turn have an impact on employee turnover. Rainayee (2013) highlighted some of the variable which causes the employee turnover intentions. It includes work-family conflict, nature of job, relationship with peers and work stress. It suggested organization can retain employees if they undergo good management policies. Kerner (2008) found that, organization must take care of the job factors because if employees are dissatisfied with the intrinsic job factors, they may think of moving out from organization. Holtom (2006), observed that inverse correlation between job satisfaction, involvement and employee commitment with that of the employee turnover.

### **Conceptual Framework**

#### **1.4. Perceived Organization Support and Turnover Intentions**

Maertz *et al.* (2007), observed the role of perceived organization support and perceived supervisor support which lead to the turnover intentions. Findings showed that perceived organization support and perceived supervisor support act as antecedents to the turnover intentions. It is observed that, when supervisor support is high, perceived organization support is not important predictor of turnover intention and perceived organization support becomes significant when there is low supervisor support. It shows that affective commitment and normative commitment plays a mediator between perceived organization support and employee turnover intentions. Hussain and Asif (2012), stated that, high level of perceived organizational support promotes belongingness towards organization, so which reduces turnover intentions. This study determined two major factors which is having influence on intention to leave, i.e., organizational commitment and perceived organization support, which is the

key organization behavior towards their employees. So organization should frame such policies and procedures, which must motivate employees and sense of pride. Tumwesigye Godfrey (2010) highlighted three dimensions of the perceived organization support, such as affective commitment, normative commitment and continuous commitment. The study shows there is a positive relationship between perceived organization support and with these three dimensions. It means that employees those who feel, organization value their contribution, exhibit high level of affective, normative and continuous organizational commitment. This study also found that perceived organizational support and those dimensions negatively associated with the turnover intentions. This research confirms the mediating role of affective commitment, normative commitment and continuous commitment between perceived organization support and turnover intentions.

### 1.5. Perceived Organization justice and Turnover intentions

Owolabi (2012), observed that, organizational justice have a great influence on employee turnover intentions. It means, organization justice determines the decision, whether to stay or leave the organization. It is found that, both male and female employees perceive organizational justice in the same way. However, various categories of workers perceive organizational justice differently and their turnover intention is different. Lee et al. (2000) identified two forms of organizational justice, say, distributive justice and procedural justice. Distributive justice positively associated with the job satisfaction and negatively associated with the turnover intentions. Procedural justice positively related with job satisfaction and employee turnover intentions but negatively related to the organizational commitment. It is also proved that interpersonal working relationship have an impact on the justice perceptions. Aghaei *et al.* (2012), stated that, organizational justice reduces employee turnover intentions and it also lead to the efficiency and better performance. Further, it is observed that there is negative relationship between distributive justice and interaction justice with employee turnover intentions. However, there is no significant association between approach justice and employee turnover intentions. It is propounded that, all organization must focus on the performance of employees without any bias, respect and trust all employees and proper communication, which in turn reduces employee intention to quit. Nadiri and Tanova (2010), found that fairness while dealing with the employees performance have a great impact on the turnover intentions, job satisfaction and organizational citizenship behavior. The result shows that distributive justice and interactional justice are stronger predictor of turnover intentions when compared with the procedural justice. Even if, the perception of fairness is achieved, the distribution of actual reward may also lead to the intention to leave.

### Conclusion

From the above factors it is evident that, perceived organizational support and organizational justice have major influence on employee turnover intentions. Thus it is important for the organization to design the strategies to improve their support to reduce the turnover intentions which may lead to the organizational effectiveness.

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