

Abstract

This study attempts to provide an explanation on how management could control employee turnover of an organization by shaping the organization focusing on perceived justice in building quality relationship between employee and organization. In doing so, study integrates “organizational justice and fairness theories” with leader member exchange theory to draws theoretical insights from mentioned theories and their applications. The study argues that when internal forces which meet internal dynamics, created a behavioural change in an organization. Previous researchers argued that key factors which determine turnover intention by way of reducing quality relationship between employee and organization.

To assess the “impact of perceived justice, employee-organization relationship quality” this study selected three hundred thirty operational level employees from selected banks which is in line with the ranking and ownership of the bank with in the western province. Thereby, collected data from two state banks and six private banks.

According to the analysis it was identified there is significant impact of perceived justice as organizational and supervisory justice of an organization on turnover intention through analyzing the survey data. Moreover, this research found that there is an impact of employee-organization relationship quality on turnover intention thus the indirect impact is strength than this direct relationship. Thereby, employee-organization relationship quality plays a role of a partial mediator. Further, by this study as the theory was generalized by identifying justifiable “impact on relationship between supervisory justice and employee-organization relationship quality and organizational justice and employee-organizational relationship quality”. In addition to that, as the theoretical contribution research study identified “there is a significant moderating impact of gender on relationships of supervisory justice and employee-organization relationship quality, organizational justice and employee-organization relationship quality”. Further, elaborating the data analysis research was identified that the perceived justice perceptions on female workforce is highly significant on organizational justice and supervisory justice towards employee-organization relationship quality than male workforce.

There by this study's holistic approach is reflected through management control practices in organizations. Thereby this paper suggests that organizations depict perceived justice in their practices in oar with supervisory subordinate relationships, better explained by employee-organization relationship quality by effectively balancing the organizational and supervisory justice towards employees. Study highlights the influence of gender in perceived justice towards quality relationship between employee and organization as managerial implication to retain its employees encountered. Finally, this study directs for further researches on investigating justice and employee-organization relationship quality focusing on the perspectives of both parties of employee and employer and possibly to do comparative analyses between the parties and cross-sectional study by using the same model.