

# The Impacts of Perceived Justice and Organization-Employee Relationship Quality on the Turnover Intention of Operational Level Employees

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## Abstract

This study attempts to provide an explanation on how management could control employee turnover in an organization by shaping the organization's focus on perceived justice in building quality relationships between employees and the organization. A survey was conducted for this purpose and data was collected from three hundred and thirty operational level employees working at two state banks and six private banks in Sri Lanka. The study revealed that there is a significant impact of employee-organization relationship quality on turnover intention. Further, employee-organization relationship quality plays the role of a partial mediator of the relationship between employee perceived justice and turnover intention. In addition, the study highlights the fact that the relationship between perceived justice and the quality of the employee-organization relationship is different in females when compared to males, since female employees expect more justice as a determinant for retention. This study further suggests that organizations demonstrate perceived justice in their supervisor-subordinate relationships by effectively balancing organizational and supervisory justice towards employees. Finally, this study opens up avenues for further research on investigating the dyadic perspective on the impact of employee-organization relationship quality on employee turnover.

**Keywords:** Turnover intention, Organizational justice, Supervisory justice, Organization-Employee relationship quality

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