

## The Impact of Leadership on Organizational Justice on Employees Turnover Intention Addressing the Three Dimensions of Organizational Justice

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**Abstract:** Career fulfillment was considered a key subjective consideration for a successful career as a metric in assessing the entire career of an employee. Job satisfaction as a representation of a person's income, challenge or protection values or desires, which may impact the appraisal of the person's achievements in his or her career. The conceptions of justice of multiple workforce growth linked systems and procedures such as performance evaluations, recruiting decisions and efforts for mitigation have great consequences for other career-related topics, including critical positions in self-efficacy. A quantitative approach is a methodology used to collect data. A way of calculating the mentality and skills of experience is intended. A study was performed using a questionnaire. The main purpose of a questionnaire is to obtain accurate responses to the survey objectives with the utmost credibility, authenticity and significance. A questionnaire is often a written list of questions on which respondents report their answers. Questions have been asked in the questionnaire for reading, interpretation and autonomy of answers. In order to classify the topics into various areas of job satisfaction and performance in their work environment, the respondents were invited to evaluate each object in a 5-point Likert scale of one to five (strongly agree). The hypothesis concerned about perceptions of distributive justice will be positively and directly related to employees' satisfaction with the performance appraisal. This hypothesis was supported. On average, the higher the distributive justice and performance appraisals satisfaction is in the workplace, the higher the employee satisfaction will be.

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**Keywords:** Organizational Justice, Performance, Productivity, Turnover Intention, Distributive.

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### 1. Introduction

"How fair is the assessment of success measured?" In examining workers' view of fairness in performance assessment schemes, Dipboye and de Pontbraind [21] posed the challenge. Ilgen et al. [31] indicate that performance evaluation is an important method in the field of professional growth and employee motivation when workers accept their performance assessments as reasonable [1-3]. Around the same period, the procedure becomes a cause of frustration and demotivation for workers if their performance assessment is considered unequal. Procedures for performance review often include feedback sessions, job practices, self-assessment and staff performance expectations [4-8]. Performance evaluation is a series of procedures for assessing staff, developing their careers, training and assigning results. Distributive justice stresses results achieved relative to the inputs used to decide the degree of fairness of the performance assessment systems; Greenberg [78] identified the various viewpoints of fairness of the performance evaluation system; (Greenberg, in press-a). The belief that results are fairly distributed through the performance assessment method. As a guide for workers to relate their perceived results to inputs, Adams [5] clarified the equity principle in comparison with the performance and the feedback relationship of other employees inside or outside the company. Two aspects of distributive justice are internal and external equity [9-12].

Andrews & Henry [32] pointed out that an individual has internal equity as his/her input is compared with the result of his or her employees in the same company [13-23]. Weick, Bougon and Maruyama [55], on the other hand, state that when the result of the employee over feedback is contrasted with that of employees of the same position in various organisations, external equity happens. (2) Procedural justice highlights the method of assessing the fairness of the workers (see Greenberg, in press-b). It is the understanding of the performance assessment scheme that concentrates on the equity of the performance assessment protocol components. Landy et

al. [61], Klason et al. [45], Tang and Sarsfield-Baldwin have identified three main components that assess the fairness interpretation during the evaluation phase. First, the evaluators appointed to evaluate the success of workers. Secondly, the provision of success requirements for staff. Thirdly, requests for requests [24-29]. The establishment of an appeal mechanism has been shown to be positively linked to a successful organizational management and control structure. Kell and Motowidlo [67] described success as practice and behaviors that work together with the corporate strategy in order to meet corporate goals. The overall impact on job success of distributive, procedural and interactional justice [30].

## 2. Importance of the Study

This research aims to study the relationship between performance appraisal satisfaction and employee performance with equity as a mediator of this relation. It aims to fill a research gap. Earlier, Warokka, Gallato, and Moorthy [78] studied the mediating effect of performance appraisal on the relationship between organizational justice and work performance, and advised future researchers to study the employee perception of organizational justice as a mediator/ regulator of the relationship between the satisfaction with performance appraisal and employee performance [31-39]. The dimensions of equity that will be studied in this research are the following: internal equity, external equity, distributive justice, and procedural justice. Targeting low and mid-level employees within Lebanon. This relationship has never been tested in Lebanon [40-47]. Moreover, Lebanon has fallen into a deep economic crises in 2020, where it has practically exhausted its reserve of dollars, in a seventy percent dollarized economy. By April 2020, the Lebanese lira has forgone 60% of its value in comparison with the US dollar [48]. Consequently, the results of this research may help human resources departments realize the impact of perception of equity on the relationship between performance appraisal satisfaction and employee performance within today's economic crisis in Lebanon [49-68].

## 3. Organizational Justice and Turnover Intentions

Employee sales intentions and corporate justice have become more relevant in the new organizational structure [69-75]. In terms of organisation, partnerships play a significant role in the philosophy of social interaction and these ties become trust, reciprocal responsibilities and commitment as relationships are secure. In regards to employee motivation, there is quite a slight gap between economic and social interactions. Compared with social exchanges, employees with stronger economic exchanges have strong motivation for their work. Staffs that choose economic transactions in corporate settings to social ones are then lower in their attrition intentions in terms of stronger wage arrangement, justice and incentive scheme, as economic interactions are improved [76-89]. Better and equitable business processes create employees' trust and reduce sales intentions [90].

In a meta-analysis, the aspects of corporate justice, distributive and procedural justice, Cohe-Charash and Spector [33] identified a detrimental association with employee intention to turnover. In another report, Byrne [79] examined the detrimental connection between procedural and interactional justice and employee attrition intentions. In addition, Brashear et al. [90] identified a detrimental link between procedural and distributive justice and employee attrition intentions [91-101]. Human resources teams are trying to develop laws and legislation such that corporate justice is maintained within the organisation. As long as corporate justice is applied fairly, each employee can be equally involved in all matters of work. Organizational justice has an important connection with employee turnover [102-110]. Byrne [12] studied that organizational justice has a beneficial effect on employee performance level. Harris, Andrews and Kacmar [69] find that employee turnover aim becomes poor as emphasis is focused on corporate justice. As previously reported, workers who want to quit the company have no interest in their present work [111-125]. Banking workers work under heavy workload. Relative to most staff, their daily schedule is rigid. This research was therefore undertaken to clarify this conduct in the banking sector [126-135]. In addition, employee views of workplace justice and the moderating position of employment inclusion were also studied [136-145].

## 4. Organizational Justice and Career Development

Wooten and Cobb [167] noted that the philosophy of corporate justice and the reality of professional growth had a meaningful connection. In a working environment, corporate justice has three dimensions: distributive justice is a priority of the program, procedural justice is a focus and relationship justice is a focus of the people. Wooten and Cobb [40] also submitted that corporate judiciary would play an important role in three areas: "perceiving equity in general human resource management policy and career development practices; perceived justice in particular career development interventions and outcomes; and justice problems in particular communities." The conceptions of justice of multiple workforce growth linked systems and procedures such as

performance evaluations, recruiting decisions and efforts for mitigation have great consequences for other career-related topics, including critical positions in self-efficacy. In his analysis into corporate career management practice in a career growth sense, Crawshaw [101] examined key origins of justice expectations in Wooten and Cobb's analysis [108].

## **5. Career Satisfaction**

Career fulfillment was considered a key subjective consideration for a successful career as a metric in assessing the entire career of an employee [146-151]. Gattiker and Larwood [165] described job satisfaction as a representation of a person's income, challenge or protection values or desires, which may impact the appraisal of the person's achievements in his or her career. The positive successes of workers give rise to pleasure, loyalty and innovation. Initially, different academics studied quantitative and emotional work results viewpoints. While an organisation is analytical (or external) regarding work results, a subjective (or internal) work result is judged by an individual [152-167]. However, in the past few years the subjective job outcome component was increasingly concentrated, as acknowledgment of subjective career outcomes was considered an indicator of well-being or perceived quality of life. Although job satisfaction relates to the satisfaction of 21 workers with a single job, job satisfaction is connected with your satisfaction with a whole lifetime [168-171].

## **6. Predictors of Career Success**

In various contexts, career satisfaction and its links to other variables were studied. With respect to satisfaction, human personalities, professional styles, ethnicity and work-life balance questions, career organizational support and work satisfaction results were analyzed in the organisation [172-181]. Different predictors of quantitative and subjective achievement in profession were classified into four categories in NG et al. [126] meta-analysis: organizational support, intellectual resources, social and demographic standing and stable person variations. Although previous study has analyzed job satisfaction forecasters, the complete list of predictors has not yet been identified [182-194].

## **7. Career Satisfaction and Organizational Support for Career Development**

The most significant indicator of job satisfaction is corporate sponsorship. Organizational sponsorship has to date been debated in the literature on job growth, either as "Organizational Career Management" or "OCM". In this analysis, a single word is used to encompass all three terms, because organizational help to the production of work seems to be more aligned with the organizations' current position of support to promote the job development of their employees. As an example of employee expectations of corporate support for professional growth, job awareness and organizational support for professional development may be best understood and strongly linked. Knowledge of employment opportunities was used as an indicator of job satisfaction. Career chance sensibilities mean the awareness of employees about career openings within the company or the quest for growth opportunities in the company. This means that employee knowledge of career opportunities in organisations can be described as awareness of work opportunities.

## **8. Data Collection Method**

For the gathering of primary information from respondents, a structured questionnaire was used via Google Docs and was e-mailed. In real time and directly from the staff who enhanced questionnaires and data authenticity and exposure, questions were collected. The respondents were replied without any troubles in all issues. It was fiscal, quick and convenient to use this data collection method. The questionnaire was designed such that the definition could easily be covered by a cross (X) in meaningful detail. The incorporation of color coding with a scale of Likert for quick comparison also increased.

## **9. Techniques and/or Procedures for Data Analysis**

Any examples are given why the researcher uses such as the scale of the community, the time limit and the accessibility of the respondents. The selected study, though, is always smaller than the actual population size. The research will distribute the survey over 180 respondents for data collection. The sample addressed will be the retail sector in Lebanon as the technique that will be used is the questionnaires throughout the google docs.

## **10. Data Collection Method**

In order to accomplish its goals successfully, the study employs quantitative analytical methodology.

## Research Instrument (Questionnaire)

A quantitative approach is a methodology used to collect data. A way of calculating the mentality and skills of experience is intended. A study was performed using a questionnaire. The main purpose of a questionnaire is to obtain accurate responses to the survey objectives with the utmost credibility, authenticity and significance. A questionnaire is often a written list of questions on which respondents report their answers. Questions have been asked in the questionnaire for reading, interpretation and autonomy of answers. In order to classify the topics into various areas of job satisfaction and performance in their work environment, the respondents were invited to evaluate each object in a 5-point Likert scale of one to five (strongly agree).

## 11. Findings and Analysis

### Demographic Variables

**Table 1.** Gender of Respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	101	55.8	55.8	55.8
	Male	80	44.2	44.2	100.0
	Total	181	100.0	100.0	

The sample addressed in this research is consisted of 181 respondents, 101 respondents of them are females, which is equivalent to 55.8% of the whole sample, and 80 respondents are males, which is equivalent to 44.2% of the sample (table 1).

**Table 2.** Age of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24	95	52.5	52.5	52.5
	25-34	59	32.6	32.6	85.1
	35-44	11	6.1	6.1	91.2
	45-54	8	4.4	4.4	95.6
	55-64	8	4.4	4.4	100.0
	Total	181	100.0	100.0	

Furthermore (table 2) , the descriptive statistics showed that 95 respondents constituting of 52.5% fall in the age range of 18 years to 24 years old, 59 respondents constituting of 32.6% fall in the age range of 25 years old to 34 years old, 11 respondents falling in the age range of 35 to 44 years old, and constituting 6.1% of the sample addressed. On the other hand, 16 respondents in which 8 of them fall in the age range of 45 to 54 years old, while the other 8 respondents fall in the age range of 55 to 64 years old, each of them constitutes of 4.4% of the addressed sample.

**Table 3.** Education of Respondents

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Baccalaureate or Technical (BT-TS)	11	6.1	6.1	6.1
	Doctorate Degree	1	1.1	1.1	7.7
	High School or Less	7	3.3	3.3	11.0
	Master's Degree	55	30.4	30.4	41.4
	University/ BA/ BS Degree/BE	107	59.2	59.2	100.0
	Total	181	100.0	100.0	

Preference to the above-mentioned descriptive statistics (table 3), 11 respondents constituting of 6.1% of the sample hold a Baccalaureate or technical degree, 1 respondent holding a Doctorate Degree constituting 1.1%, 7 respondents holding a high school degree or a lower degree constituting 3.3%, 55 respondents holding a Master's Degree constituting 30.4%, and 107 respondents holding a BA/BS or BE degree constituting 59.2%.

**Table 4.** Experience of Respondents

Experience		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	11-15 years	16	8.8	8.8	8.8
	16-20 years	4	2.2	2.2	11.0
	5 years or less	121	66.9	66.9	77.9
	6-10 years	24	13.3	13.3	91.2
	More than 20 years	16	8.8	8.8	100.0
	Total	181	100.0	100.0	

The above descriptive results proposed (table 4) that 16 respondents have around 11 to 15 years of experience constituting 8.8% of the sample, 4 respondents have between 16 to 20 years of experience constituting 2.2% of the sample that addressed the questionnaire, 121 respondents have 5 years of experience or less constituting the majority of the sample 66.9%, and 24 respondents having between 6 and 10 years of experience holding 13.3% of the sample, and at last 16 respondents have more 20 years of experience holding 8.8% of the sample.

**Table 5.** Work Position

Work Position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Middle level manager	45	24.9	24.9	24.9
	Non Managerial level	101	55.8	55.8	80.7
	Supervisory level manager	35	19.3	19.3	100.0
	Total	181	100.0	100.0	

The sample which answered the questionnaire are 45 respondents holding a middle level manager position constituting 24.9%, 101 respondents holding a non-managerial level constituting 55.8%, 35 respondents holding a supervisory level manager constituting 19.3% of the total sample which is equal to 181 respondents (table 5).

**Table 6.** Company Size

Company Size		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-50 employees	49	27.1	27.1	27.1
	251-1000 employees	23	12.7	12.7	39.8
	51-250 employees	50	27.6	27.6	67.4
	Less than 10 employees	33	18.2	18.2	85.6
	More than a 1000 employee	26	14.4	14.4	100.0
	Total	181	100.0	100.0	

Moreover (table 6), 49 respondents which answered the questionnaire work in a company which is made up of 10 to 50 employees, and these constitute around 27.1% of the sample. However, 23 respondents work in a company which consist of 251 to 1000 employees and constitutes 12.7% of the total sample, 50 employees work in a company which ranges between 51 to 250 employees constituting 27.6%, 33 respondents work in companies in less than 10 employees constituting 18.2%, and at last 26 respondents work in companies which is made up of more than 1000 employee constituting of 14.4%.

### Regression One: Relationship between Performance Appraisal Satisfaction and Employee Performance

**Table 7.** Performance appraisal satisfactions and Employee Performance

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.842 <sup>a</sup>	.710	.708	.648

a. Predictors: (Constant), Performance appraisal satisfactions satisfaction

Collinearity		Performance	Performance Appraisals
Pearson Correlation	Performance	1.000	.064
	Performance Appraisals	.064	1.000
Sig. (1-tailed)	Performance	.	.019
	Performance Appraisals	.019	.
N	Performance	181	181
	Performance Appraisals	181	181

Model	Coefficients			T	Sig.
	Unstandardized		Standardized		
	B	Std. Error	Beta		
(Constant)	-1.149	.227		-5.071	.000
1 Performance appraisal satisfactions	41.636	1.991	.842	20.912	.000

a. Dependent Variable: Performance

The above (table 7) regression studies the relationship between the independent variable which is performance appraisal satisfaction and the dependent variable which is employee performance. The significance level shows a level of 0.000 which is lower than 0.05 which means that there is significant relationship between performance appraisal satisfactions and performance. However, the results show Beta= 0.842,  $t(181) = 20.912$ ,  $R^2 = 0.710$  and  $f\text{-sig} = 0.000$ . The T-Test which is the result of dividing the  $B=41.636$  over the standard error=1.991 scored a level of 20.912 which is above 2, thus there is a direct relationship between performance appraisal satisfactions and employees' performance. This means that a one unit increase in performance appraisal satisfaction appears to result in an increase of 0.842 units of the job performance. It can be noted that based on the R-Square, 71% of the variance in the mentioned model is explained by performance appraisal satisfaction with respect to employees' performance. It can be noted in the collinearity statistics that there is no collinearity between the dependent and independent variables since it scored a coefficient of 0.064, which is lower than 0.7, which means that the relationship between variables is correlated.

### Relationship between Distributive Justice and Employee Satisfaction with Performance Appraisals

The hypothesis concerned about perceptions of distributive justice will be positively and directly related to employees' satisfaction with the performance appraisal. This hypothesis was supported. On average, the higher the distributive justice and performance appraisals satisfaction is in the workplace, the higher the employee satisfaction will be. These results, along with several other studies that reported similar findings, provided empirical support for this hypothesis.

### Relationship between Procedural Justice and Employee Performance Using Performance Appraisals

The hypothesis which states that "Perceptions of procedural justice will be positively and directly related to employees' satisfaction with the performance appraisal" had been supported in this research. Procedural justice is associated with the processes adopted in policy making that affect workers such as wages and equity of the work structure in general. In other terms, it concerns equity of the mechanism by which judgments are taken within the organization. The creation of compensation system is considered an internal process in the organization. Since justice is applicable to internal systems, procedural justice concerns how judgments regarding these procedures and processes which should be performed in a balanced and clear manner. These findings comply with many scholars including.

## 12. Conclusion

This study has various limitations, including data collected through a comfortable survey and all conclusions concentrate on known factors. It is also a well-known situation that employees cannot tell the facts because of difficulties of confidentiality. The surveys were filled out based on what you assumed could be the proper answer rather than what you truly think. The survey has been regarded long since the questionnaire contains a long questionnaire, which might cause some participants worry and tension and takes time to complete. Some declined to answer the questionnaire for this reason. In addition, most study participants were aged 18 to 24 since older workers did not participate in the survey. The fact is that the idea of research is uniqueness in the context of analysis and there was limited experience for participants who filled out the questionnaires means that it is regarded as a major restriction of the survey. Finally, because the sample was restricted to 181 respondents, a sample of 250 participants is necessary to be more efficient and efficient in the gathering of data as well as in reporting results according to Saunders to preserve more accurate results.

## 13. Future Research and Recommendations

Employers must prioritize employment equity so that employees can receive fair treatment at work. The performance of employees can be improved by involving justice and equity in every department. If equity is

implemented, employee will feel secured and safe at work. However, inequality in a company can hinder employees' performance and can lead to a high turnover intention. The study recommended that managers, employers and the whole organization ensure that equity is implemented in every level of decision-making, thus safeguarding the employee's security, leading to better efficiency and productivity. The paper will also serve as a guide to ensure organizational justice and help organization and management in the field. However, further studies are needed to better understand the relationship between organizational justice, equity, and performance appraisal satisfaction & employee performance. The impact of performance appraisals satisfaction on organizational justice and workplace behavior can be addressed in future studies since workplace behavior is considered one of the factors impacted by performance appraisals satisfaction. Another recommendation is to examine the models in terms of moderation instead of mediation. Moderation could have different results and give a closer look at the relationship among these variables.

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