

Are Self-Efficacious Individuals more Sensitive to Organizational Justice Issues? The Influence of Self-Efficacy on the Relationship between Justice Perceptions and Turnover¹

DUYSAL AŞKUN,¹ HAKKI OKAN YELOĞLU² and OLCAY BIGE YILDIRIM³

¹Department of Psychology, Istanbul Sabahattin Zaim University, Istanbul, Turkey

²Department of Technology and Knowledge Management, Başkent University, Ankara, Turkey

³Department of Management and Organization, Marmara University, Istanbul, Turkey

Moderating role of self-efficacy has been studied in several research contexts which also frequently involved organizations. According to the theoretical framework borrowed by social cognitive theory and referent cognitions theory, we have decided to explore the moderating role of self-efficacy in the relationship between justice perceptions and turnover intentions. Nine-hundred and four employees coming from private companies in Istanbul and Ankara participated in our study. Our results revealed important findings in relation to the moderating effects of different self-efficacy dimensions. Many interaction effects were as expected, except for those high in willingness to expend effort in completing the behavior. We discussed the results in light of certain theoretical assumptions and offered related recommendations for organizational practice and future research.

Keywords: self-efficacy; social cognitive theory; referent cognitions theory; perceptions of justice; turnover intentions

Introduction

In the face of rising economic, environmental, societal, political and thus organizational challenges, it is of critical concern for organizations to be able to find related survival, coping, maintenance and growth strategies. The key to these types of strategies has strongly been stressed to lie in an organization's human capital (Brockbank *et al.*, 2012) especially in the form of employee competencies. Among those competencies, self-efficacy (Bandura, 1993) can be listed to hold a significant determinant quality especially when we think about positive workplace outcomes.

As a term coined by Albert Bandura (1977), self-efficacy has been defined to involve an individual's confidence about his or her capabilities for a successful

accomplishment of a specific task in a given situation (Stajkovic and Luthans, 1998) such as any social environment, be it an organization, an educational institution or a sports related context. According to Bandura (1993), the person's self influences the selection and construction of certain environments which happens through giving meaning and valence to them. As a very important type of that influential process, individuals' efficacy beliefs have been related to how they thought, felt, motivated themselves, and finally behaved. Embedded in the social cognitive theory, self-efficacy was taken as an individual determinant that led one to process certain environmental agencies according to his or her own unique personal characteristics (Stajkovic and Luthans, 1998). In organization-related terms, without a belief in their personal resources to accomplish a certain task in a given situation, the employees were predicted to spend an effort which would be insufficient to produce positive performance outcomes. While discussing the relationships in the context of the triadic social cognitive model, Stajkovic and Luthans (1998), contended that the

Correspondence: Duysal Aşkun, Department of Psychology, Istanbul Sabahattin Zaim University, Istanbul, Turkey. E-mail: duysala@gmail.com

¹An earlier version of this paper was presented at the 12th International Strategic Management Conference, ISMC 2016, 28–30 October 2016, Antalya, Turkey.

environmental, personal and behavioral variables in question are all interrelated, albeit the relative influences of each might vary depending on certain personal, situational or task-related characteristics.

As an example, personal efficacy beliefs might lead an individual to choose certain activities and contexts over some others. According to Bandura (1993), a person's self-efficacy might lead him/her to avoid certain activities and projects which exceed their abilities to cope. Similarly though, they might choose to involve in some challenging activities in certain situations they believe they can handle successfully. As a result of these related choices, they might eventually develop certain skills and abilities that nurture their professional competencies in the long run. In terms of career paths, those who have high self-efficacy beliefs might be seeing more career options around them along with greater interest and personal investment in their chosen occupational area (Bandura, 1993). In relation to this type of environmental perception, the so-called employee might be developing more thoughts regarding leaving his/her current organization to consider better career options.

In most of the studies (Ladebo and Awotunde, 2007; König et al., 2010; Nauta et al., 2010; Lightsey et al., 2013; Park and Sprung, 2015; Hsieh et al., 2016) that looked at the moderating role of self-efficacy, there was an investigation of the relationship between a stressor and a strain. As Siu et al. (2007) argued previously, general self-efficacy can be thought of as more of a personal resource or a vulnerability factor. An employee trusting his or her personal capability usually tends to perceive and interpret difficult achievement tasks as a challenge rather than a threat. Here the high self-efficacy was argued to serve as a factor of resource buffering against negative perceptions while objective stressors in the workplace would not necessarily end in similar psychological strain reactions in everyone. Therefore, Siu et al. (2007) argued strongly that an individual characteristic or perceptions need to be considered while one is trying to examine the relationships between certain stressors and strain.

General self-efficacy usually refers to stable and global beliefs about one's competence, relating to one's ability to overcome job stressors (Lu et al., 2011). As a general ability, self-efficacy was argued to affect the appraisal of a problematic situation in addition to how one behaves in the face of that problem (Bandura, 1993). In terms of the organizational context, one example of a problematic situation might be justice related issues. In the current study, we are mainly concerned about the role of this personal resource variable (self-efficacy) over the influential power of problematic situations (such as that of organizational injustice) regarding unfavorable workplace outcomes (such as turnover).

Perception and reaction towards justice related issues in organizations

Organizational justice described the relationship of fairness to one's workplace. It mainly reflected a perception about fair treatment and the way in which this type of perception influenced other workplace variables (Moorman, 1991). Hendrix et al. (1998) cite Cronpanzano and Greenberg (1997), two leading researchers in the justice field, to have noted the topic to be of high interest especially during the 1990s for I/O psychology, human resource management and organizational behavior researchers.

As for the dimensions of organizational justice, distributive justice, representing the perceived fairness of tangible rewards, was the focus of early justice research (Hendrix et al., 1998). Later on, a justice dimension that reflected the fairness of the procedures used to achieve related outcomes, namely, procedural justice (see Thibaut and Walker, 1975; Folger and Greenberg, 1985) was established (Hendrix et al., 1998). Another dimension to be a part of procedural justice named interactional justice (see Bies, 1987; Moorman, 1991) represented fairness perceptions related to the way managers and others who are in charge of controlling resources/rewards treat those on the receiving end (Bies and Moag, 1986; as cited in Meisler, 2013). In addition, interactional justice involves the style of communication by the managers that reflects a certain level of respect and honesty (DeConinck and Johnson, 2009). As for the distinction between procedural justice and interactional justice, the former relates to the reactions to the organization whereas the latter reflects responses towards management (DeConinck and Johnson, 2009).

Perceptions of distributive justice have been attributed to the comparison of the employee inputs and outputs with that of a co-worker. In line with the equity theory, the imbalance felt as a result of this comparison is predicted to lead to dissatisfaction and work behaviors which are unfavorable such as turnover (Gieter et al., 2012). According to the theory, ideally, there should be a perception of equality regarding the input-output ratio of individuals in comparison (Sharoni et al., 2012).

The relationships between organizational justice perceptions and turnover intentions have been empirically put forward and were explained by three different but related theories. The first one is equity theory by Adams (1965); the second is social exchange theory by Blau (1964); and the third one is referent cognitions theory (Martin, 1981; as cited in Aquino et al., 1997). In a particular attempt to explain the relationship between injustice and satisfaction outcomes, referent cognitions theory purports that each individual naturally develops imaginary alternatives in the face of the current reality and when those alternatives are perceived as more

favorable, dissatisfaction felt regarding current reality becomes an inevitable consequence (Aquino *et al.*, 1997). The theory also holds true regarding procedures used to produce a certain outcome while it was especially discussed to be useful in terms of its explanatory power regarding the influence of different justice perceptions over turnover (Aquino *et al.*, 1997).

From the research findings related to justice perceptions and turnover intentions, we might naturally infer that justice is an important variable to prevent turnover escalation in organizations. If/when employees/managers perceive that there are fair procedures and distribution of resources in one's organization, they would be less willing to leave and more likely to stay in the organization (Li and Bagger, 2012; Poon, 2012; Farooq and Farooq, 2014; Karatepe and Shahriari, 2014).

While justice-turnover relationship has been made obvious in extant research, the role of self-efficacy in that relationship seems to remain a mystery. However, when we think about its proven role in attributions, perceptions and certain organization related responses, we believe it might prove useful to make an educated guess about a possible moderator role considering the link between organizational justice and turnover. The moderator role of self-efficacy might be important as self-efficacious individuals are persistent, with a high belief in their capacity to overcome obstacles and to accomplish tasks while being good at initiating behaviors (Chaudhary *et al.*, 2012). In instances where a self-efficacious individual perceives injustice, we are suspicious that this type of person would remain passive or silent. In fact, Lu *et al.* (2011) in their study concerning Chinese employees, had come up with the finding that high self-efficacious individuals responded with worse job satisfaction in the lack of autonomy job situation. Therefore we might infer that in the face of injustice situation, staying in one's organization might not be a behavioral preference for high self-efficacious individuals.

The moderating role of self-efficacy in justice-turnover relationship

Bandura (1986; as cited in Saks, 1994) had outlined the influential role of self-efficacy in certain situations and activities as falling into four types: Choice behavior, Effort expenditure and persistence, thought patterns and emotional reactions and predictive role in performance and coping behavior.

In terms of its role in justice-turnover relationship, we felt it might prove useful to argue the contributing value of self-efficacy concerning different types of justice and related turnover outcomes. Starting with distributive justice, we already know that there is a negative relationship with turnover however, when we think about

the role of self-efficacy in that relationship, we need to look at this equation mostly from how a high self-efficacious vs. a low self-efficacious person making a certain decision regarding situations of distributive injustice. According to Bandura's outline above, this would be a type of choice behavior where it is up to the individual to choose which way to go in a certain situation like this. In addition, because the high self-efficacious individual would be more willing to spend high effort he or she might be more like to be more sensitive regarding what is being given in return for the efforts. As we already stressed before, referent cognitions theory purports that each individual naturally develops imaginary alternatives in the face of the current reality and when those alternatives are perceived as more favorable, dissatisfaction felt regarding current reality becomes an inevitable consequence (Aquino *et al.*, 1997). Especially concerning those employees high in self-efficacy, they might believe that they are giving too much to their organization already and that the organization is not compensating them fairly for their effort (Mulki *et al.*, 2008). In addition, thinking of the new alternatives might be more stressful for the low vs. high self-efficacious individuals as they have been found to differ in terms of their reactions towards formal vs. informal training methods (Saks, 1994), negotiation of the amount of salaries (Gist *et al.*, 1991), adjustment to new situations (Saks, 1995), and information seeking behavior (Brown *et al.*, 2001). As a result of these studies, low self-efficacious individuals experienced more anxiety and discomfort in the face of informal training methods, high self-efficacious individuals negotiated more for higher salaries while aiming for more information seeking in terms of their role expectations, and were more adaptable to novel situations. Also in line with the referent cognitions theory, we propose that high self-efficacious individuals would be seeing current problems in justice as determinative for their turnover intentions as they might be imagining and also seeing more alternative jobs/organizations around them. Therefore we might propose the following hypothesis:

Hypothesis 1. The association between distributive justice and employee turnover intentions is moderated by self-efficacy such that this relationship is stronger for employees who are high (vs. low) on self-efficacy.

Regarding procedural justice turnover relationship, we believe self-efficacy might have a moderating role especially concerning the way a self-efficacious individual holds certain thoughts and not the others, giving certain types of emotional reactions to unjust procedures, including one's role in one's performance. As procedural justice very much relates to how one perceives organizational rules, policies and procedures, the type of

perception by the self-efficacious individual while making a quit decision seems to be important. According to social cognitive theory, high self-efficacy individuals set higher career goals for themselves, put in more effort, and choose certain career strategies that lead to goal achievement (Ballout, 2009). In addition, self-efficacy contributes to how an employee makes attributions concerning high vs. low performance (Silver *et al.*, 1995). In their study where they explored the moderating role of self-efficacy on the performance-attribution relationship, Silver *et al.* (1995) had found that high self-efficacious individuals were more likely to attribute their low performance to outside agents such as bad luck while those holding low self-efficacy beliefs attributed that to their lack of ability. In addition, high self-efficacious individuals were argued to express less emotional reactions compared to lows (O'Connor and Arnold, 2001). In line with the social cognitive theory and the related findings, we propose that in the face of procedural injustice (which was formerly negatively associated also with performance (see Chien *et al.*, 2010), a high self-efficacious employee might be seeing it more in terms of an external agent and therefore would be less willing to stay in that organizational environment as opposed to the low self-efficacious individual who might just feel this to be a result of his or her internal attributes. The similar picture would be expected when we think about interactional justice as it was originally proposed to be an informal part of procedural justice. Therefore we can hypothesize that:

Hypothesis 2. The association between procedural justice and employee turnover intentions is moderated by self-efficacy such that this relationship is stronger for employees who are high (vs. low) on self-efficacy.

Our proposed hypotheses are mainly important as they stress the determinative role that self-efficacy plays in the justice-turnover relationship. In the current study, we are not only concerned with a general self-efficacy as a construct, but also with its subdimensions as suggested by Sherer *et al.* (1982). These three sub-dimensions are listed as 'willingness to initiate behavior', 'willingness to expend effort in completing the behavior', 'persistence in the face of adversity'. Our proposed research model is depicted in Figure 1.

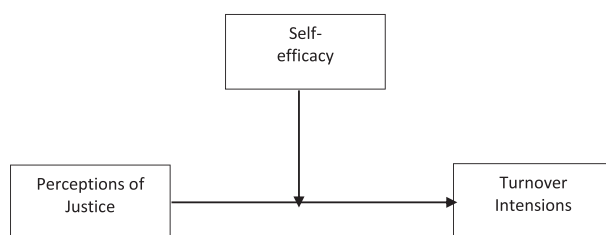


Figure 1 The proposed model

Method

Sample and procedures

This study was designed as a cross-sectional study. We selected and surveyed the employees of private sector in Ankara and Istanbul, two metropolitan cities in Turkey. The cross-sectional design was built to collect the data at a given time point. We collected the data by non-probability convenience sampling technique from March 2015 to September 2015 to select potential respondents. Two data collectors collected questionnaires from these two different cities and ensured the consistency of the survey during data collection time. We investigated the relations among the variables in a sample of 904 employees who completed the survey. The descriptive statistics showed that, 53% of the respondents who completed the questionnaire were female and 54% of them were married. Almost 26% of the respondents were managers, 74% of the respondents were employees. The average age of the respondents was 34 and had worked at their companies for 5 to 8 years.

As a second step, we tested the reliability and the validity of the scales for the model of the study. The Chronbach alpha estimate of the scales for organizational justice were 0,96; 0,91 for turnover intention and 0.89 for self-efficacy. To test the validity of the scales, we used confirmatory factor analyses and structural equation modelling techniques. To examine the model fit, indices of chi square-degree of freedom ratio (χ^2/df), comparative fit index (CFI), goodness of fit index (GFI), and the root mean square error of approximation (RMSEA) were used for the assessment (Hair *et al.*, 2006). For the organizational justice scale, value of chi square-degree of freedom ratio (χ^2/df) was 6,948; comparative fit index (CFI) was 0,934; goodness of fit index (GFI) was 0.871 and the root mean square error of approximation (RMSEA) was 0.081. For Self Efficacy Scale, value of chi square-degree of freedom ratio (χ^2/df) was 8.527; comparative fit index (CFI) was 0.901; goodness of fit index (GFI) was 0,882 and the root mean square error of approximation (RMSEA) was 0.091. Finally, for the Turnover Intention scale, value of chi square-degree of freedom ratio (χ^2/df) was 8.621; comparative fit index (CFI) was 0.994; goodness of fit index (GFI) was 0,991 and the root mean square error of approximation (RMSEA) was 0.092.

Finally, we tested several alternative models to demonstrate that all study measures have discriminant validity. We used CFA using covariance matrix and maximum likelihood estimation with the relevant statistical software to verify that all variables were distinct. Results of the proposed seven-factor model (three factor organizational justice, three factor self-efficacy and turnover intention) demonstrated good fit with the data,

(Chi-square = 3334.72 with 744 df, Chi-square/ df = 4.48, $p < .001$, CFI = 0.94, GFI = 0.89 and RMSEA = 0.061. We compared the seven-factor model with several nested models. Alternative model comparisons demonstrated that a five-factor model (three-factor organizational justice, one-factor self-efficacy, one factor turnover intention) had significantly shown worse fit than the proposed the seven-factor model. Similarly, a three-factor model (one factor organizational justice, one factor self-efficacy and one factor turnover intention) had significantly poorer fit than the proposed seven-factor model. Thus, the fit indices of the nested models showed that all study measures have discriminant validity.

As a final step, we carried out Harman's (1967) one-factor test to examine the possible issue of common method bias. Eight factors emerged with eigenvalues greater than one in an unrotated principal component analysis of all independent and dependent variables. All factors in our study account for less than 34%. This indicates that common method bias is not likely to be a serious problem in this study.

Measures

Organizational justice. Organizational justice was the independent variable of the study. We measured participant perceptions of procedural justice, distributive justice and interactional justice. We used several valid and reliable scales of the relevant studies by Folger and Konovsky (1989), and Williams *et al.* (2002). For procedural justice, we used Moorman's (1991) procedural justice scale. Participants of the study were informed about the 'procedures in making decisions about collection of information, challenging the decision, generating standards, etc.'. For interactional justice, combinations of Moorman's (1991) and Folger and Konovsky's (1989) scales were used. Here we assessed the perceptions about respondents' managers. Sample statements in the scale included: 'Your supervisor considered your viewpoint'; 'Your supervisor was able to suppress personal biases, etc.'. The combination of Moorman (1991) and Williams *et al.* (2002) scale items

were used to measure distributive justice. Some items from the scales were as follows: 'Fairly rewarded considering the responsibilities', 'Fairly rewarded in view of the amount of experience you have'. Yürür adapted Turkish version of this scale in 2005.

Self-efficacy. We used the self-efficacy scale developed by Sherer *et al.* (1982). Yıldırım and Ilhan adapted the Turkish version of the scale in 2010. We used three sub-dimensions for self-efficacy, which were the moderating variables in this study. These three sub-dimensions were 'willingness to initiate behavior', 'willingness to expend effort in completing the behavior', 'persistence in the face of adversity'. We simply used the acronym 'Wib' for 'willingness to initiate behavior', 'Wee' for 'willingness to expend effort in completing the behavior' and 'Pinfa' for 'persistence in the face of adversity'. Respondents were asked to rate their responses on a five-point likert-type scale.

Turnover intention. This variable was the dependent variable of our study. We used four items from the turnover scale by Rosin and Korabik (1991) to understand the perception of the respondents about their turnover intention. The sample items were: 'I am thinking of changing my job', 'I am actively seeking a new job'. Again, we used a five-point Likert-scale.

Results

Table 1 shows the descriptive statistics for, and correlations among, the study variables that are independent (Perceptions of Justice), moderator (Self efficacy) and dependent variables (Turnover intentions). The main results showed that there were negative and statistically significant relations between justice dimensions and turnover. This result supported our main hypothesis. Table 2 shows the regression results. We then proposed nine models for testing the moderation effects of sub-dimensions of self-efficacy. In all models, there were negative relationships between justice dimensions and

Table 1 Correlations and descriptive statistics^a

Variables	Mean	s.d.	1	2	3	4	5	6
1. Distributive justice	3.14	1.17						
2. Interactional Justice	3.33	1.06	0.751**					
3. Procedural Justice	2.87	1.12	0.614**	0.642**				
4. Wib	2.55	1.31	0.04	0.096**	0.02			
5. Pinfa	3.41	0.49	0.079*	0.128**	0.06	0.476**		
6. Wee	3.48	0.82	0.086**	0.189**	0.170**	0.222**	0.469**	
7. Intention to Turnover	3.56	0.71	-0.464**	-0.429**	-0.392**	-0.080*	-0.076*	0.00

^an = 904.

* $p < 0.05$.

** $p < 0.01$.

Table 2 Results of regression analyses^a

Variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
<i>Turnover Intention^b</i>									
Constant	2.5498** (0.0400)	2.5515** (0.0403)	2.5164** (0.0396)	2.5609** (0.0396)	2.5547** (0.0398)	2.5252** (0.0390)	2.5515** (0.0387)	2.5480** (0.0388)	2.5361** (0.0384)
Procedural Justice	-0.4373** (0.0386)	-0.4436** (0.0381)	-0.4696** (0.0420)	-0.5092** (0.0393)	-0.5257** (0.0383)	-0.5623** (0.0374)	-0.5265** (0.0342)	-0.5352** (0.0346)	-0.5675** (0.0342)
Interactional Justice									
Procedural Justice									
Wib	-0.1555 (0.0890)			-0.0790 (0.0851)					
Pinfa		-0.0950 (0.0542)			-0.0369 (0.0529)			-0.0720 (0.0521)	
Wee			.1182* (0.0467)			.1354* (0.0446)			.0603 (0.0449)
Procedural X Wib	-0.2329** (0.0735)								
Procedural X Pinfa		-0.0940* (0.0471)							
Procedural X Wee			.1874** (0.0440)						
Interactional X Wib				-0.2796** (0.0734)					
Interactional X Pinfa					-0.0805 (0.0442)				
Interactional X Wee						.1336** (0.0409)			
Distributive X Wib							-0.1835** (0.0607)		
Distributive X Pinfa								-0.0156 (0.0378)	
Distributive X Wee									.1375** (0.0408)
F	57.7545**	55.2494**	51.3739**	96.4037**	76.7532**	81.8700**	109.6231**	92.5379**	92.4168**
Adj-R ²	0.1689	0.1599	0.1726	0.1987	0.1871	0.1992	0.2254	0.2165	0.2253

^aUnstandardized regression coefficients are shown. Standard errors are in parentheses.^bDependent variable.

* p < 0.05,

** p < 0.01.

turnover intention. Other findings showed that most of the sub-dimensions of justice and the sub-dimensions of the self-efficacy variables had statistically significant correlations.

As we can see from Table 2, all sub-dimensions of justice had negative effects on intention to turnover. Besides, in each model, we tested the moderating effects of self-efficacy sub-dimensions on intention to turnover. In models 1, 2 and 3, the interaction effect of procedural justice and willingness to initiate behavior (-0.2329 ; $p < 0.01$), persistence in the face of adversity (-0.0940 ; $p < 0.05$) and willingness to expend effort in completing the behavior were all-significant concerning the intention to turnover (0.1874 ; $p < 0.01$). In model 4, the interaction effect of interactional justice and willingness to initiate behavior was tested. The results showed that this interaction was also statistically significant (-0.2796 ; $p < 0.01$). In model 5, the interaction effect of the persistence in the face of adversity and interactional justice was not significant (-0.0805 ; $p > 0.05$). Model 6 tested the interaction effect of interactional justice and willingness to expend effort in completing the behavior. In this model this interaction effect was statistically significant (0.1336 ; $p < 0.01$). Models 7, 8 and 9 tested the interaction effects of self-efficacy dimensions and distributive justice dimensions. In model 7, the moderating effect of willingness to initiate behavior (-0.1835 ; $p < 0.01$) was significant. But in model 8, we found no evidence concerning the interaction effect (-0.0156 ; $p > 0.05$). Finally, in model 9 the moderating effect of willing to expend effort in completing the behavior was statistically significant.

After analyzing the results of regression models, we depicted graphs to demonstrate the relation between the sub dimensions of organizational justice and turnover intention based on different levels of sub-dimensions of self-efficacy. We included graphs only when there was a significant effect of the moderating variable. Figure 2 shows all the relations and the levels of self-efficacy variable. The levels for self-efficacy variables were low, average and high. Generally, it seems obvious to say that there were negative relations between organizational justice and intention to turnover. Additionally, the slopes were all different in levels in seven graphs.

Considering the moderating effects, we took into account the three different levels. These levels were labeled as low, average and high. Each graph showed that in each level, there were negative relations between sub-dimensions of justice and intention to turnover variables. This approach was a graphical approach that showed the relations among variables in different levels of moderator quality (Aiken and West, 1991). In Figure 2, these different levels were represented by regression models. The lines that interacted with each other showed the significant effects of the moderator variable in three

different levels. For example, at the average and high levels of self-efficacy sub-dimensions, this effect was higher compared to the low levels. Also, the slope analyses for all significant models according to three different levels can be seen from Table 3. These models for each level showed that the moderating effect had significant effects on the dependent variable. On the other hand, as seen from Table 2, there were insignificant moderating effects which were not taken in to consideration. In summary we can say that Hypothesis 1 and Hypothesis 2 were partially supported.

Discussion

In general, our findings implied that self-efficacy made a difference in terms of moderating the justice-turnover relationship. This means that for certain individuals it is easier to leave the organization especially in situations of injustice. As an example, especially those individuals who have high willingness to initiate behavior and who were able to persist in the face of adversity were more inclined to think about leaving in times of procedural injustice. However, those individuals who were expending considerable effort in completion of work behavior were less inclined to leave the organization in times of injustice. This shows an important individual pattern regarding how self-efficacy might play a role in justice perceptions and related outcomes. Maybe those individuals, because they have already spent or are already spending a lot of effort in their tasks, in other words, because they are already giving a lot from themselves, may be finding it harder to leave. This might remind us of the cognitive dissonance theory by Festinger (1957) where people always try to seek consistency in their beliefs, attitudes and behaviors when they seem to be inconsistent. Whenever an environmental, social or any type of contextual information/practice gets in the way of that consistency effort, people will either try to change their attitudes or behaviors as a response to that inconsistency producing situation. Normally, many organizations/social environments are full of rules, procedures, or impositions that might not always be in line with what we think or believe as an individual employee. Therefore, out of our incapability to change that environmental impact, we might feel this inconsistency, which might lead us to look for alternative ways of thinking or behaving. In relation, important implication that we can derive from our results would be that because self-efficacious employees are said to hold an internal locus of control where they believe that they are in high control of their work environments (Mulki *et al.*, 2008), perceiving unfair treatment concerning both tangible and intangible organizational practices might be violating their sense of control, thus they might seek an alternative context where their sense of control is more likely to be validated.

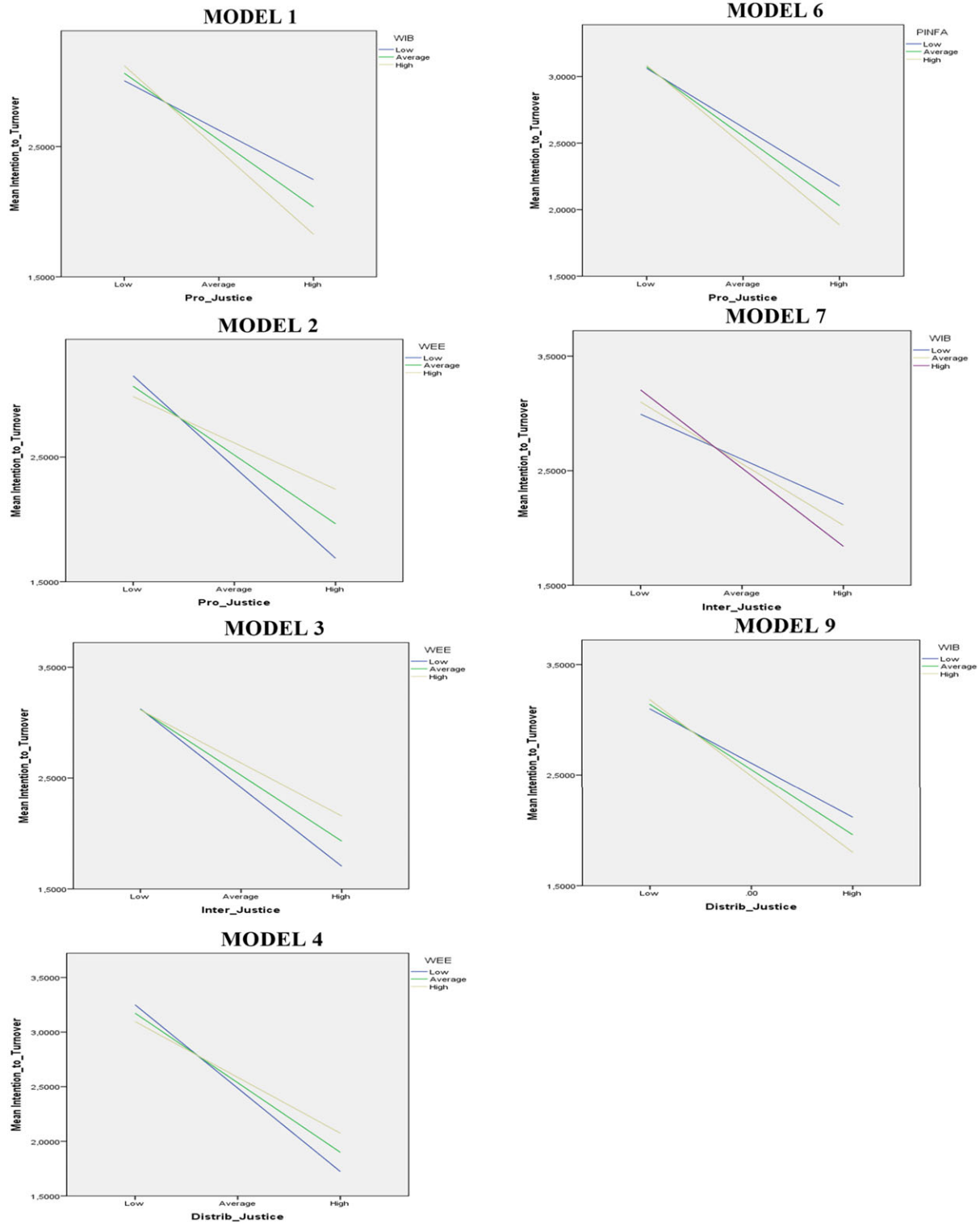


Figure 2 Graphical explanations of the effects of moderation on the relationship between organizational justice and turnover intention. [Colour figure can be viewed at wileyonlinelibrary.com]

In a study that looked at the influence of person-organization fit over employee ethics and performance, Schwepker (2015) argued that poor work attitudes in times of person-organization misfit in organizational

values would be an expected attitudinal response (Koh and Boo, 2001) especially concerning Festinger's (1957) theory on cognitive dissonance. In our example, our self-efficacious individual employee/manager is already

Table 3 Effects of sub dimensions of moderating variable (self-efficacy)

Model	Level	Effect	se	t	p	LLCI	ULCI
1 MV = WIB	Low	-0.3234	0.0570	-5.6701	0.0000	-0.4353	-0.2115
	Average	-0.4373	0.0386	-11.3404	0.0000	-0.5130	-0.3616
	High	-0.5512	0.0480	-11.4841	0.0000	-0.6453	-0.4570
2 MV = WEE	Low	-0.3772	0.0531	-7.1059	0.0000	-0.4814	-0.2730
	Average	-0.4436	0.0381	-11.6428	0.0000	-0.5183	-0.3688
	High	-0.5099	0.0479	-10.6557	0.0000	-0.6038	-0.4160
3 MV = WEE	Low	-0.6230	0.0534	-11.6665	0.0000	-0.7278	-0.5182
	Average	-0.4696	0.0420	-11.1820	0.0000	-0.5521	-0.3872
	High	-0.3163	0.0571	-5.5346	0.0000	-0.4284	-0.2041
4 MV = WEE	Low	-0.3724	0.0627	-5.9441	0.0000	-0.4954	-0.2495
	Average	-0.5092	0.0393	-12.9456	0.0000	-0.5864	-0.4320
	High	-0.6459	0.0418	-15.4518	0.0000	-0.7280	-0.5639
6 MV = PINFA	Low	-0.6717	0.0494	-13.6067	0.0000	-0.7686	-0.5748
	Average	-0.5623	0.0374	-15.0197	0.0000	-0.6358	-0.4888
	High	-0.4530	0.0511	-8.8717	0.0000	-0.5532	-0.3528
7 MV = WIB	Low	-0.4367	0.0505	-8.6407	0.0000	-0.5359	-0.3375
	Average	-0.5265	0.0342	-15.3955	0.0000	-0.5936	-0.4593
	High	-0.6162	0.0393	-15.6686	0.0000	-0.6934	-0.5390
9 MV = WIB	Low	-0.6800	0.0512	-13.2938	0.0000	-0.7804	-0.5796
	Average	-0.5675	0.0342	-16.5817	0.0000	-0.6347	-0.5003
	High	-0.4550	0.0443	-10.2725	0.0000	-0.5419	-0.3681

spending a lot of effort to the task or work at hand. In response to the perceived injustice in procedures, leaving the organization might be rendering those personal efforts futile in his or her mind. In other words, although he or she sees an injustice in procedures, he or she might still decide to stay just to keep him or herself consistent inside. Therefore, self-efficacy could be a capability that might be leading an individual to choose a certain coping style in times of felt inconsistency.

For interactional justice, the moderating effect of persistence was insignificant. This might be because either those who are persistent in the face of difficulties do not really concentrate on the relationship patterns, but instead on the task and the environment itself, or, there might be other reasons we might not be seeing yet in terms of the interaction effect concerning interactional justice. An alternative explanation for this insignificant finding might be related to what self-determination theory (SDT) (Deci and Ryan, 1980) holds for autonomous individuals. Because their autonomy needs might be high, and because they believe in their competence to accomplish a task, they might be low on the relatedness dimension thus might not be that much sensitive to interactional justice issues. It is like concentrating on the task itself rather than on the relationship aspect to it. The same held true for spending the effort dimension; those individuals spending high effort were less inclined to leave the organization in times of injustice. For this, we might state similar reasons supported by SDT as well as those reasons we have outlined for responses towards procedural justice dimension.

Considering distributive justice, we obtained similar results as with the interactional justice where persistence did not have any significant role, and spending the effort

again had an unexpected insignificant relationship the reasons of which we have tried to outline. Alternatively, those persistent individuals might not be seeing distributive justice as one of their core problems, they might be either ignoring or, might even not be seeing any injustice situation at all. In other words, because they are able to persist in times of difficulty, they may not be seeing what is occurring in front of them as injustice. In contrast, Ballout (2009), as a result of his study in a Lebanese work context, had argued that individuals having strong commitment and a stronger self-efficacy would be favoring higher salary levels and high career satisfaction. This might mean that exploring self-efficacy further especially in relation to remuneration issues might be important concerning organization type, personality, and also culture.

As a result of our findings, we were able to see that self-efficacy might be an important, even a vital personal characteristic considering its moderating role in justice-turnover intention relationship.

Practical implications for the organizations

In the case that employees leave the organizations for any reason, all of them also take with them their knowledge, skills, and, most importantly, expertise. This most obviously hurts the healthy functioning of the organization (Soltis *et al.*, 2013) which results in poor performance and other undesirable outcomes. On a personal level, because individuals with high self-efficacy perceptions are more likely to bring more successes later

on (Sherer *et al.*, 1982), the organizations would be losing their high talents who would be bringing inputs that are more valuable to their work groups, departments and to their work environment as a whole. Even before leaving, employees perceiving injustice might eventually develop negative attitudes and even behaviors which can be said to be counterproductive (Gieter *et al.*, 2012) which hurts the well-being of the whole organization. As DeConinck and Johnson (2009) stated, it is an important matter to understand whether a justice perception (either right or wrong) leads to any type of behavior, negative or positive. In addition, self-efficacy has been tied to behavioral variables more closely which are said to be linked importantly to performance as compared to other outcome variables which are related to different consequences in one's environment (Harrison *et al.*, 1997).

In addition to concerns about valuable employees leaving the organization, the level of self-efficacy might also be important regarding recruitment and selection practices. As Mulki *et al.* (2008) argued, it would be a very constructive approach to also look for the candidate's level of self-efficacy in the process of selection. They further stressed that this might even be more important in sales-related contexts.

Because justice perceptions are important for employees especially high in self-efficacy, organizations might benefit if they remain sensitive to the points below:

- Allocation of fair rewards, application of fair procedures (including performance evaluations, feedback systems) (Karim, 2009).
- Leadership styles that include fairness in communication, feedback and task allocation.
- Regular follow-ups regarding employee perceptions about what is going on inside the organization especially with respect to pay, promotion, procedures and supervisory interventions.

For those employees who are high in spending effort, more sensitive organizational approaches are needed. Even though our study did not find a special concern about justice for these types employees, this should not mean that those employees do not really care about justice issues and that organizations should be insensitive to applying justice. On the contrary, the organizations, especially the management should be on the lookout for those employees who, day by day, hour by hour, are spending extra effort on their tasks, projects and work goals. They are those employees who might be giving without expecting anything in return, and, unfortunately, might be candidates for being burnouts soon. In fact, in a study that investigated the role of justice perceptions on job satisfaction and burnout, Şeşen (2010) has found that distributive and interactional justice affected burnout through job satisfaction. This means that although those

employees might not be thinking of leaving their organization, they might be losing satisfaction from their jobs as organizations kept on being ignorant about their contributions and natural expectations for fair treatment.

Limitations of our study and directions for future research

In addition to bringing important findings for organizational research, we believe our study also had certain shortcomings which we believe would be useful to mention. First, our study used a convenience sample that was cross-sectional. The nature of the sample and the type of data collection does not allow us to infer cause-effect relationships from available analysis methods no matter how robust the statistic tools might be. Second, using a general self-efficacy measure might not be an ideal tool to use for future studies that might further benefit from using more work-related measures such as occupational self-efficacy. For the measurement of turnover intentions, using actual turnover data might be a better option compared to turnover intentions. Although many discuss using turnover intentions would also suffice, there have been studies which showed that the relationship between intentions and actual turnover might not be that straight forward, and more complex and richer measures might be necessary (Turner, 2009).

In terms of justice perceptions, compared to more general perception measures, more in depth measures might yield results that are more robust. As an example, understanding which types of procedures (Posthuma *et al.*, 2007), what types of rewards, and whose style of interacting/communication leads to what kind of justice perceptions in each domain would be more valuable for future studies on justice. In addition, informational justice that represents timely and extensive explanations of the procedures (DeConinck and Johnson, 2009) might also be considered for future research.

In studies where self-efficacy serves as a moderator like this one, culture might be an important variable of study regarding how self-efficacy plays a role in any type of predictor-outcome relationship. Accordingly Siu *et al.* (2007) found differential self-efficacy moderating effects concerning the type of well-being under study. Because cultural types might vary in terms of their self efficacy effects depending on their individualistic vs. collectivistic characteristic (Siu *et al.*, 2007), it is important to include culture as an additional variable in related studies.

Conclusion

Our study suggested an important role that self-efficacy might play in the justice-turnover relationship which has

been widely studied in previous research. Beyond its specific influential role, self-efficacy as an important resource/competency/capability should be reminding us of the possible other influential roles of other positive individual variables such as that of resilience, optimism, personality, positive affect, and self-awareness which all could be the future alternative constructs to be explored in a micro-organizational context.

References

- Adams, J. S.**, 1965. "Inequity in social exchange". In Berkowitz L. (ed.), *Advances in experimental social psychology*. New York: Academic Press, pp. 267–299.
- Aiken, L. S. and S. G. West**, 1991. *Multiple regression: Testing and interpreting interactions*. Los Angeles, CA: Sage.
- Aquino, K., R. W. Griffith, D. G. Allen and P. W. Hom**, 1997, "Integrating justice constructs into the turnover process: A test of a referent cognitions model". *Academy of Management Journal*, **40**: 1208–1227.
- Ballout, H.**, 2009, "Career commitment and career success: Moderating role of self-efficacy". *Career Development International*, **14**: 655–670.
- Bandura, A.**, 1977, "Self efficacy: Toward a unifying theory of behavioral change". *Psychological Review*, **84**: 191–215.
- Bandura, A.**, 1986, "The explanatory and predictive scope of self efficacy theory". *Journal of Clinical and Social Psychology*, **4**: 359–373.
- Bandura, A.**, 1993, "Perceived self-efficacy in cognitive development and functioning". *Educational Psychologist*, **28**: 117–148.
- Bies, R. J.**, 1987, "The predicament of injustice – The management of moral outrage". *Research in Organizational Behavior*, **9**: 289–319.
- Bies, R. J. and J. S. Moag**, 1986, "Interactional justice: Communication criteria of fairness". *Research on Negotiation in Organizations*, **1**: 43–55.
- Blau, P. M.**, 1964. *Exchange and power in social life*. New York: Wiley.
- Brockbank, W., D. Ulrich, J. Younger and M. Ulrich**, 2012, "Recent study shows impact of HR competencies on business performance". *Employment Relations Today*, **39**: 1–7.
- Brown, S. P., S. Ganesan and G. Challagalla**, 2001, "Self-efficacy as a moderator of information-seeking effectiveness". *Journal of Applied Psychology*, **86**: 1043–1051.
- Chaudhary, R., S. Rangnekar and M. K. Barua**, 2012, "Relationships between occupational self efficacy, human resource development climate, and work engagement". *Team Performance Management: An International Journal*, **18**: 370–383.
- Chien, M. S., J. S. Lawler and J. F. Uen**, 2010, "Performance-based pay, procedural justice and job performance for R&D professionals: Evidence from the Taiwanese high-tech sector". *The International Journal of Human Resource Management*, **21**: 2234–2248.
- Cronpanzano, R. and J. Greenberg**, 1997, "Progress in organizational justice: Tunneling through the maze". *International Review of Industrial and Organizational Psychology*, **12**: 317–372.
- Deci, E. L. and R. M. Ryan**, 1980, "The empirical exploration of intrinsic motivational processes". *Advances in Experimental Social Psychology*, **13**: 39–80.
- DeConinck, J. B. and J. T. Johnson**, 2009, "The effects of perceived supervisor support, perceived organizational support, and organizational justice on turnover among salespeople". *Journal of Personal Selling and Sales Management*, **29**: 333–350.
- Farooq, M. and O. Farooq**, 2014, "Organizational justice, employee turnover, and trust in the workplace: A study in south Asian telecommunication companies". *Global Business and Organizational Excellence*, **33**: 56–62.
- Festinger, L.**, 1957. *A theory of cognitive dissonance*. Evanston, Ill: Row, Peterson.
- Folger, R. and J. Greenberg**, 1985, "Procedural justice: An interpretive analysis of personnel systems". *Research in Personnel and Human Resources Management*, **3**: 141–183.
- Folger, R. and M. A. Konovsky**, 1989, "Effects of procedural justice and distributive justice an reactions to pay raise decisions". *Academy of Management Journal*, **32**: 115–130.
- Gieter, S. D., R. D. Cooman, J. Hofmans, R. Pepermans and M. Jegers**, 2012, "Pay-level satisfaction and psychological reward satisfaction as mediators of the organizational justice-turnover intention relationship". *International Studies of Management and Organization*, **42**: 50–67.
- Gist, M. E., C. K. Stevens and A. G. Bavetta**, 1991, "Effects of self-efficacy and post-training intervention on the acquisition and maintenance of complex interpersonal skills". *Personnel Psychology*, **44**: 837–861.
- Hair, J. F., W. C. Black, B. J. Babin, R. E. Anderson and R. L. Tatham**, 2006. *Multivariate data analysis*, 6th ed. Upper Saddle River, NJ: Pearson Education.
- Harman, H. H.**, 1967. *Modern factor analysis*, 2nd ed. Chicago, IL: University of Chicago Press.
- Harrison, A. W., R. K. Rainer, W. A. Hochwarter and K. R. Thompson**, 1997, "Testing the self-efficacy-performance linkage of social-cognitive theory". *The Journal of Social Psychology*, **137**: 79–87.
- Hendrix, W. H., T. Robbins, J. Miller and T. P. Summers**, 1998, "Effects of procedural and distributive justice on factors predictive of turnover". *Journal of Social Behavior and Personality*, **13**: 611–632.
- Hsieh, C. W., J. Y. Hsieh and I. Y. F. Huang**, 2016, "Self-efficacy as a mediator and moderator between emotional labor and job satisfaction: A case study of public service employees in Taiwan". *Public Performance and Management Review*, **40**: 71–96.
- Karatepe, O. M. and S. Shahriari**, 2014, "Job embeddedness as a moderator of the impact of organisational justice on turnover intentions: A study in Iran". *International Journal of Tourism Research*, **16**: 22–32.
- Karim, J.**, 2009, "Justice-turnover relationship : Commitment as a mediator". *The ICAFI University Journal of Organizational Behavior*, **8**: 7–27.
- Koh, H. C. and E. F. H. Boo**, 2001, "The link between organizational ethics and job satisfaction: A study of managers in Singapore". *Journal of Business Ethics*, **29**: 309–324.

- König, C. J., M. E. Debus, S. Häusler, N. Lendenmann and M. Kleinmann**, 2010, "Examining occupational self-efficacy, work locus of control and communication as moderators of the job insecurity – Job performance relationship". *Economic and Industrial Democracy*, **31**: 231–247.
- Ladebo, O. J. and J. M. Awotunde**, 2007, "Emotional and behavioral reactions to work overload: Self-efficacy as a moderator". *Current Research in Social Psychology*, **13**: 86–100.
- Li, A. and J. Bagger**, 2012, "Linking procedural justice to turnover intentions: A longitudinal study of the mediating effects of perceived job characteristics". *Journal of Applied Social Psychology*, **42**: 624–645.
- Lightsey, O. R., R. McGhee, A. Ervin, G. Gharibian Gharghani, E. B. Rarey, R. P. Daigle, et al.**, 2013, "Self-efficacy for affect regulation as a predictor of future life satisfaction and moderator of the negative affect – Life satisfaction relationship". *Journal of Happiness Studies*, **14**: 1–18.
- Lu, L., Y.-Y. Chang and S. Y.-L. Lai**, 2011, "What differentiates success from strain: The moderating effects of self-efficacy". *International Journal of Stress Management*, **18**: 396–412.
- Martin, J.**, 1981, "Relative deprivation: A theory of distributive injustice for an era of shrinking resources". *Research in Organizational Behaviour*, **3**: 53–107.
- Meisler, G.**, 2013, "Empirical exploration of the relationship between emotional intelligence, perceived organizational justice and turnover intentions". *Employee Relations*, **35**: 441–455.
- Moorman, R. H.**, 1991, "Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship?" *Journal of Applied Psychology*, **76**: 845–855.
- Mulki, J. P., F. G. Lassar and F. Jaramillo**, 2008, "The effect of self-efficacy on salesperson work overload and pay satisfaction". *Journal of Personal Selling and Sales Management*, **28**: 285–297.
- Nauta, M. M., C. Liu and C. Li**, 2010, "A cross-national examination of self-efficacy as a moderator of autonomy/job strain relationships". *Applied Psychology*, **59**: 159–179.
- O'Connor, K. M. and J. A. Arnold**, 2001, "Distributive spirals: Negotiation impasses and the moderating role of disputant self-efficacy". *Organizational Behavior and Human Decision Processes*, **84**: 148–176.
- Park, Y. and J. M. Sprung**, 2015, "Weekly work-school conflict, sleep quality, and fatigue: Recovery self-efficacy as a cross-level moderator". *Journal of Organizational Behavior*, **36**: 112–127.
- Poon, J. M.**, 2012, "Distributive justice, procedural justice, affective commitment, and turnover intention: A mediation-moderation framework". *Journal of Applied Social Psychology*, **42**: 1505–1532.
- Posthuma, R. A., C. P. Maertz and J. B. Dworkin**, 2007, "Procedural justice's relationship with turnover: Explaining past inconsistent findings". *Journal of Organizational Behavior*, **28**: 381–398.
- Rosin, H. M. and K. Korabik**, 1991, "Workplace variables, affective responses, and intention to leave among women managers". *Journal of Occupational Psychology*, **64**: 317–330.
- Saks, A. M.**, 1994, "Moderating effects of self-efficacy for the relationship between training method and anxiety and stress reactions of newcomers". *Journal of Organizational Behavior*, **15**: 639–654.
- Saks, A. M.**, 1995, "Longitudinal field investigation of the moderating and mediating effects of self-efficacy on the relationship between training and newcomer adjustment". *Journal of Applied Psychology*, **80**: 211–225.
- Schwepker, C. H. Jr.**, 2015, "Influencing the salesforce through perceived ethical leadership: The role of salesforce socialization and person-organization fit on salesperson ethics and performance". *Journal of Personal Selling and Sales Management*, **35**: 292–313.
- Şeşen, H.**, 2010, "Adalet algısının tükenmişliğe etkisi: İş tatmininin aracı değişken rolünün yapısal eşitlik modeli ile testi". *Savunma Bilimleri Dergisi*, **9**: 67–90.
- Sharoni, G., A. Tziner, E. C. Fein, T. Shultz, K. Shaul and L. Zilberman**, 2012, "Organizational citizenship behavior and turnover intentions: Do organizational culture and justice moderate their relationship?" *Journal of Applied Social Psychology*, **42**: 267–294.
- Sherer, M., J. E. Maddux, B. Mercandante, S. Prentice-Dunn, B. Jacobs and R. W. Rogers**, 1982, "The self-efficacy scale: Construction and validation". *Psychological Reports*, **51**: 663–671.
- Silver, W. S., T. R. Mitchell and M. E. Gist**, 1995, "Responses to successful and unsuccessful performance: The moderating effect of self-efficacy on the relationship between performance and attributions". *Organization Behavior and Human Decision Processes*, **62**: 286–299.
- Siu, O., C. Lu and P. E. Spector**, 2007, "Employees' well-being in greater China: The direct and moderating effects of general self-efficacy". *Applied Psychology: An International Review*, **56**: 288–301.
- Soltis, S. M., F. Agneessens, Z. Sasovova and G. J. Labianca**, 2013, "A social network perspective on turnover intentions: The role of distributive justice and social support". *Human Resource Management*, **52**: 561–584.
- Stajkovic, A. D. and F. Luthans**, 1998, "Social cognitive theory and self-efficacy: Going beyond traditional motivational and behavioral approaches". *Organizational Dynamics*, **26**: 62–74.
- Thibaut, J. W. and L. Walker**, 1975. *Procedural justice: A psychological analysis*. Mahwah, NJ: Lawrence Erlbaum Associates.
- Turner, J. H.**, 2009, "Measuring turnover: A review of traditional measurement methods and development of measurement techniques based on survival analysis". *Academy of Marketing Studies Journal*, **14**: 59–63.
- Williams, M. L., S. B. Malos and D. K. Palmer**, 2002, "Benefit system and benefit level satisfaction: An expanded model of antecedents and consequences". *Journal of Management*, **28**: 195–215.
- Yıldırım, F. and İ. Ö. İlhan**, 2010, "Genel özyeterlilik ölçeği Türkçe formunun geçerlik ve güvenilirlik çalışması". *Türk Psikiyatri Dergisi*, **21**: 301–308.
- Yürür, S.**, 2005, "Ödüllendirme sistemleri ile örgütsel adalet arasındaki ilişkilerin analizi ve bir uygulama". Unpublished Doctoral Thesis, Bursa: Uludağ University, Institute of Social Sciences.