

Distributive Justice and Employee Turnover among Bank Workers in Akwa Ibom State, Nigeria

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ABSTRACT: *The study was designed to examine the relationship between Distributive Justice and Employee Turnover Among Bank Workers in Akwa Ibom State. Ex-post facto design was adopted for the study and a sample of 314 respondents was drawn from the population of 1465. For the objective of the study to be achieved, five hypotheses were formulated and tested. The study utilized triangulation of methodologies (structured questionnaire and interview) as the major instruments for data collection using Taro Yamane's scientific sampling technique. 314 questionnaires were distributed and 299 were returned. Data collected were analyzed using simple percentage and Ordinal Logistic Regression. Results showed that there is a significant and positive relationship between variables of distributive justice such as unequal distribution, inequitable distribution, mismatched needs and personality traits, and employee turnover variables of voluntary resignation, employee abscondment and employee satisfaction among bank workers in Akwa Ibom State. The finding further revealed that there is no significant relationship between variable of distributive justice such as unjust distribution of responsibilities and employee turnover variable of employee commitment among bank workers in Akwa Ibom State. Consequently, it was recommended that, banks in Akwa Ibom State should introduce fair and equal reward systems for outstanding performances so as to motivate and retain employees. Justice should be fairly distributed among bank workers in order to discourage voluntary resignation. There is need for bank workers to inhibit behaviors that may encourage turnover but rather reattribute such behaviors as a mean of restoring justice. Responsibilities should be justly distributed among bank workers in order to boost employee commitment. Specific attention should be given at the beginning of the employment relationship to firstly establish and agree to personality traits that would benefit both parties in the employment relationship.*

KEYWORDS: distributive justice, employee turnover, personality traits.

INTRODUCTION

The world over, a lot of people leave organizations for different reasons. From a general position, people leave their organizations voluntarily or involuntarily. Critically, one may observe that, one of the reasons people leave their organizations may not be unconnected with the abuse or absence of distributive justice principles in such organizations. This action can cause disruptions in operations, work team dynamics, unit and overall performance. The action may also create several negative consequences such as financial and non-financial costs for the organizations involved. Distributive justice is about justice evaluation of the allocation outcome. What a recipient considers his/her just desert is dependent on several factors. One of the factors is the type of rule that is applied: the equity, equality or need rule. From the vast review of related literature, it is observed that, employee turnover regardless of its types may occur if employees perceive that their organizational practices are deficient in justice, honesty and sincerity. Several of these studies revealed that, employee turnover may occur as a result of employees' disbelief or lack of trust in their organizations' methods of distribution of resources. Be that as it may, it is pertinent to note that, employee turnover remains one of the most persistent and challenging issues faced by organizations, particularly banking industry.

Over several decades, distributive justice has remained a considerable subject of investigation in the field of organizational behavior and management. However, it has been viewed by several scholars in the field of management that, fairness may lead to different desired attitudinal and behavioral outcomes within an organization. Several literature in the field of organizational behavior revealed that, perception of unfairness in organization could build feelings of anger, revenge, burnout and resentment in employee's mind which if not effectively addressed may result in some form of turnover intentions. Several scholars have made remarkable efforts to demonstrate that unfair distribution of responsibilities as well as rewards within organizations is not only the predictor of employee turnover but also a significant cause of poor organizational productivity (Maertz & Campion 1998). It is believed that employees' perception of justice in organizations could be enhanced when the responsibilities and rewards are perceived to be fairly distributed. When some employees work more hours but receive same compensation as their colleagues who put less hours in the organization, those that put more hours may perceive that distributive justice has not occurred or has been compromised.

To determine whether distributive justice has taken place, employees often turn to the behavioral expectations of their group. If responsibilities and resources are distributed according to the accepted and agreed principles of fairness of distribution of the organization, then distributive justice has taken place in such an organization. This is because distributive justice like capitalist justice is the ratio of employees' performance to their rewards. The measures and application of distributive justice within an organization could be best explained from the principles of equality, equity, need and responsibility. Distributive justice is therefore, concerned with giving

every organizational member a fair share of the benefits and resources available in the organization.

Statement of the Problem

Every organization that hires employees wants them to remain and grow in the organization as the organization grows. But sadly, for many organizations, particularly banks, this is not practically the case. This may not be unconnected with the abuse or absence of distributive justice principles in such organizations. Consequently, many employees leave organizations due to lack of satisfaction resulting from abuse or absence of the application of distributive justice principles. While every employee might agree that commitment and rewards should be distributed equally or equitably, there is much disagreement about what counts as a fair - share especially where the managers ignore distributive justice principles but busy looking at their returns on investment.

Several empirical evidences support the belief and notion that employees' perception of justice distribution in an organization can influence their attitudes toward organizational commitment, Konovsky, (2000). In a related study, Mcfarlin and Sweeney, (1992), found that, if employees' perception of justice distribution is positive, they would feel satisfied and be more committed to their job responsibilities in their organizations. Several other studies conducted around the world to examine the relationship between distributive justice and employee turnover have shown that lack of fairness in justice distribution can lead to employee turnover. From several literature, it is clear that, the employee commitment and retention level in banking industry is quite low due to poor and unfair retention programs. It has been observed that, banks being the leading service industries in the study area have received relatively little attention from researchers on distributive justice and employee turnover. Several studies have shown that, employee turnover decisions may not be unconnected to employees' personality traits.

Many of the extant literature deal with organizational justice with very little attention to distributive type of justice and its specific variables such as unequal distribution, inequitable distribution, and mismatched distribution of resources as well as benefits in examining their impacts on employee turnover in service delivery firms such as banks. It is based on these gaps that; this study is designed to investigate the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State with the view to filling them through proffering solutions that will checkmate or minimize the process of effective performers leaving their jobs.

Objectives of the Study

The main objective of this study was to investigate the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State. However, the study was designed to meet the following specific objectives:

- i. To investigate the relationship between unequal distribution of justice and voluntary resignation among bank workers in Akwa Ibom State
- ii. To examine the relationship between inequitable distribution of justice and employee abscondment among bank workers in Akwa Ibom State
- iii. To evaluate the relationship between unjust distribution of responsibilities and employee commitment among bank workers in Akwa Ibom State
- iv. To ascertain the relationship between mismatched needs and employee satisfaction among bank workers in Akwa Ibom State
- v. To determine the effect of personality traits on the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State.

Research Hypotheses

From the objectives of this study, the following research hypotheses were formulated to guide the study:

- Ho1: There is no significant relationship between unequal distribution of justice and voluntary resignation among bank workers in Akwa Ibom State.
- Ho2: There is no significant relationship between inequitable distribution of justice and employee abscondment among bank workers in Akwa Ibom State.
- Ho3: There is no significant relationship between unjust distribution of responsibilities and employee commitment among bank workers in Akwa Ibom State.
- Ho4: There is no significant relationship between mismatched needs and employee satisfaction among bank workers in Akwa Ibom State.
- Ho5: There is no significant effect of personality traits on the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State.

REVIEW OF THE RELATED LITERATURE

Concept of Distributive Justice

Distributive justice is a conceptualization based on the outcomes an individual receives in social exchanges. As posited by Luthans, (2005), distributive justice in simple term is individual's belief that everyone should get what they deserve. The outcome factors for distributive justice may be salary, salary raises, fringe benefits, promotion, incentives and recognition. Distributive justice is promoted where outcomes are consistent with implicit norms for allocation, such as equity or equality. Distributive injustices such as inequitable pay raises or unfair distributions of work load constitute what (Lazarus and Launier, 1978) would characterize as harms or losses. To an extent, distributive injustices can constitute a lot of harms/losses and can cause victims (employees) to doubt their capacity to cope adequately with an organization. Employees regard distributive injustices as stressors which will in turn, produce psychological distress. Mostly, several studies have examined organizational justice in two major dimensions: distributive justice and procedural justice. Distributive justice deals with perceived fairness of outcomes while procedural justice is the fairness of the procedures used to decide the distribution of resources, Mcshane & Glinow, (2000).

According to Cohen & Spector, (2001), distributive justice is predicted to be related mainly to cognitive, affective and behavioral reactions to particular outcomes. In distributive justice perception, employees evaluate whether the result they get is fair. As posited by (Moorman, 1991) if employees perceive and comprehend that there is a distributive justice in the organization as in distribution of resource and reward, they are expected to exhibit positive attitudes towards the organization. Distributive justice, also known as economic justice, is about fairness of the outcomes in what people receive in an organization, from goods to attention. Its roots are in social order and it is at the roots of socialism, where equality is a fundamental principle. The distributive justice principle demands that equal work should provide individuals with an equal outcome in terms of goods or resources acquired or the ability to acquire them. The principle is justified on the grounds that people are morally equal and that equality in material goods and services is the best way to give effect to this moral ideal.

Distributive justice exists when there is a fair distribution of outcomes based on employees' contributions. Relatively, Dubinsky and Levy (1989) believe that employees that are not fairly treated by an organization may feel injustice and this feeling may result in turnover intention. According to Cohen- Charash and Spector, 2001, Colquitt et al., 2001), several studies on organizational justice have identified distributive justice as a vital factor that influences employee turnover intention. Deutsch (1975) opined that distribution of outcomes should be based on norms such as equity, equality or need. According to Chen et al., 1998; Kim et al., (1990) much of the researches on distributive justice–commitment relationships focus on equity theory, with very few cross-cultural studies that focus on the equity versus equality norms. Suifan et al., (2017), in their assertion argued that, failure to ensure fair treatment among organizational members could affect their performance and intention of remaining in the organization. According to being treated fairly by an organization could have a positive impact on the employees and energize them to do their work thus discouraging turnover intent.

Employee Turnover

It is an indisputable fact that, the concept of employee turnover has posed a myriad of challenges to many organizations globally. The concept has been a forefront issue in human resource management department of several organizations. Several studies have revealed that employee turnover has posed serious problems to many organizations in terms of costs and profitability, thus the need to address it. Hedwiga (2011) describes employee turnover as the rate at which employees leave organizations. However, there is no organization that is immune to employee turnover - be it private or public. Though, it may not be feasible for any organization to completely eliminate employee turnover due to several reasons. Nevertheless, it could be reduced to the barest minimum through the introduction and internationalization of effective distributive justice principles within the organizations. Borthwick (2011) stated that, for any organization to run and actualize its objectives seamlessly there is need for proper institution of distributive justice principles that will drive the processes of the organization and checkmate employee turnover. Ideally, every employee in an organization is expected to continuously render productive services to the organization and remain in that

organization until retirement. But, in reality, this is not the case in many organizations especially in banking industry.

To Emiroğlu et al, (2015), employee turnover is viewed as the proportion of workers leaving an organization in a given time period but prior to the anticipated end of their contract. According to Marisoosay, (2009), the concept of employee turnover is described as a relative rate at which an organization gains or loses its employees. Adeniji, (2009), understands employee turnover as a measure of the number of employees leaving and being replaced by organizations within a particular period of time. Employee voluntary resignation has been a relevant issue for organizations for decades due to consequences such as loss of confidence and trust in leaders (Barnard, 1938). Allen, Weeks & Moffitt (2005) described turnover as the rate at which employers gain or lose employees. He described turnover as the process of employee leaving their organization at fast rate and believed that it could harm the performance and productivity of the organization. He highlighted some reasons forcing employees to leave their organization to include poor working condition, low pay and lack of motivations.

Types of Employee Turnover

Generally, employee turnover can be classified as voluntary and involuntary. It is voluntary when employee decides on his own to leave or quit the organization. It is involuntary when employees have no choice in their termination, (Price and Mueller, 1986). Several studies have shown that voluntary turnover is harmful or detrimental to the health of organization. While involuntary turnover in the other hands is sometimes considered good for the organizational interest (McShane & Williams, 1993). According to (Dalton, Krackhardt and Porter 1982), voluntary turnover can be further classified into functional and dysfunctional turnovers. According to Cohen and Golan (2007), voluntary turnover might be described as the process where an employee leaves an organization at his/her own discretion. According to Takase, (2009), voluntary turnover can occur when an employee decides to leave an organization. Smith (2010) states that voluntary turnover occurs when an employee initiates the termination of their employment at their own free will. Cohen and Golan (2007) viewed voluntary turnover as a separation that occurs when an employee decides to end the relationship with the employer due to personal reasons. Voluntary turnover refers to termination initiated by employees. Employee might decide to leave an organization voluntarily because of getting a better job, changing career or present job is unattractive because of poor working conditions, low pay or benefits, and bad relationship with supervisor (Tett and Meyer (1993).

However, despite the type, it is believed that, employee turnover could hurt the health of organizations involved. Wheeler (2007) viewed involuntary turnover as a turnover that an organization or employee cannot control. He believed that involuntary turnover can occur when management decides to terminate her relationship with her employee due to economic necessity or a poor performance. Allen (2005) averred that involuntary turnover can occur when employee's job is terminated against his wishes. This however, describes involuntary turnover as a type of turnover in which employees have no choice in their termination. According to

Vandenberg & Nelson (1999), involuntary turnover might occur due to long term sickness, death, or change of location. Similarly, Armstrong (1996) believes that employee may leave an organization due to sickness, death, moving abroad or employers-initiated termination. Robbins and Judge (2009) views involuntary turnover as a situation where employer terminates her employee's contract or ask him to resign may be due to employee poor performance or violation of workplace policies

Causes of Employee Turnover

There are several factors that are responsible for employee turnover. It is believed that, employee turnover if left unchecked can hurt or dampen the overall productivity of an organization. Consequently, Bhuian and Al-Jabri, (1996) identify among several factors, employee attitude as one of the commonest predictors of employee turnover. Similarly, (Johnson, Parasuraman, Futrell and Black, 1990) believe that, employee turnover intention could be triggered by factor related to job satisfaction. In line with this, Smith (1996), believed that, the more satisfied the employees are, the more committed, productive and effective they will be to their organizations and the less their decisions on turnover intention. Also, the more dissatisfied the employees, the more turnover intentions and absenteeism. Beer, Spector, Lawrence, Mills and Walton (1985), asserted that lack of honest and candid performance reviews by supervisors in most organizations can damage or dampen employee self-esteem thereby resulting in employee turnover intention. Buckingham & Coffman, (1999) argue that lack of recognition by supervisors to employees as a critical source of employee satisfaction and retention could result in employee turnover intention.

From several studies, one of the commonest reasons for employee turnover is when there is little or no opportunities for professional or personal advancement in the employees' current jobs. Most often, employees prefer organizations that provide good career growth and good pay packages. Relatively, Al-Ahamdi (2002) identifies lack of personal and job advancement as one of the prime reasons why employees leave their organizations. She believes that, limited opportunities for professional or personal advancement in employees' current jobs could discourage job satisfaction thereby encouraging employee turnover intention. Wang (2014), believed that, employees who perceive their organization to be interested in their personal and professional advancement respond positively on behalf of their organization. Mosadeghrad, Ferliet and Rosenberg, (2008) opine that, unfair policies on promotion and career growth by organizational leaders may negatively impact on employee commitment thus resulting in employee turnover intention. Employee's perception of a promotional prospect within an organization is one of the very important factors that can influence employee intention to remain or quit an organization. This is because employees feel more motivated to work in organizations which provide them with promotional prospects to new challenging positions.

Conversely, if an employee stagnates in one position for long, he or she is not motivated and therefore unlikely to stay in such unfulfilling jobs (Kinyili et al, 2013). Employee promotion leads to increased pay, higher status, and higher self-esteem resulting in increased job

satisfaction unlike those employees who stagnate in the same position. According to (Nyamubarua, 2013; Ng'ethe, 2013; Lambert, & Hogan, 2009) employees' turnover intentions are lower in organizations where there are clear career growth paths than in organizations where employees' careers are static with little or no promotional prospects. Kinyili et al, (2013) and Ongori and Agola, (2009) believe that, lack of employee career growth could lead to career plateau resulting in the rise of turnover intention as such employees would want to advance their career elsewhere. The aim of promotional procedures of an organization should enable employers to get the best available talent in an organization to occupy senior positions. According to (Armstrong, 2010 and Kipkebut, 2010), this gesture would provide employees with a chance to progress within the organization and be more motivated thus, discouraging turnover intentions. According to Weng, McElroy, Morrow and Liu (2010), employee career growth in an organization could be described in four ways. First, career goal progress or the degree of relevance of one's present job to provision of opportunities for reaching his/her career goals. Second, the ability of the current job to provide professional development through acquiring of new skills and knowledge. Third, promotion speed or the perceptions an employee has on the rate and possibility of getting promoted in their current organization. Finally, remuneration growth or the perception an employee has on the speed, amount as well as the possibility of an increase in compensation. A study by Weng & McElroy (2012) on career growth and its influence on organizational commitment and turnover intentions found that career growth dimensions were negatively related to turnover intentions and effective occupational commitment was found as a partial (mediation) on other relationships.

Literature available indicates that organizations that provide good environment for career growth through supporting them achieve their career goals by improving their skills and knowledge, awarding regular promotions as well as good remunerations, such employees would reciprocate by enhancing a moral obligation to work hard for their organizations and therefore think less about resignation or intention to leave (Weng, et al 2010). Kim (2014) explained the importance of career advancement in reducing turnover intentions by alluding that turnover intention among workers is reduced significantly when such employees perceive career advancement opportunities in their current employment. Chang et al (2017) supports this position by claiming that organizations that satisfied the needs of its employee through career development and promotions, such organizations would manage to reduce turnover intentions of employees significantly. Savickas (2011), posited that many young employees tend to give more emphasis to career growth and tend to leave an organization that have no prospects for growth for an organization that offers prospects for career growth. Therefore, employees who perceive their organizations interests in their career growth through staff development opportunities and promotion positively respond in the development of the organization leading to low turnover intentions (Wang et al, 2014). Armstrong (2010) concurs by positing that promotion opportunities offer employees a chance to advance in an organization hence an important motivator which reduces turnover intention enhancing employee retention.

Branham (2005) believes that poor and ineffective communication between the management and

employees is one of the several predictors of employee turnover intention. Similarly, Al-Kinani, (2008) avers that, poor communication of organizational objectives to employees by their leaders could lead to employee turnover intention. According to Glewwe, Hamishek, Humpene and Ravina (2011), schools are factories that help in producing learning through schooling and teaching characteristics (inputs). They authors lamented that if education system provides quality inputs (teachers), then it is possible to produce quality outputs or products (students) which is only possible if the teaching profession is made attractive as well as desirable by meeting teachers' needs such as improving their job satisfaction and motivation. They posited that, teachers will not quit or think of quitting their jobs if their pay is high or at least equal to that offered to other professions, if they are offered job security, if their schools are well equipped and good working environment with favorable workload, when they are appreciated for their good work, as well as being provided with training and development opportunities and promotional opportunities.

Unequal Distribution of Justice and Voluntary Resignation/Abscondment

Reducing inequality, in many of its different manifestations, and promoting the principle of equality of distribution in terms of resources has always been a challenge for organizational leaders. Generally, employees leave organizations voluntarily for a variety of reasons which unequal distribution of resources is not excluded. Part of being a member of an organization is accepting that the resources of that organization will be distributed through some fair and equal means. This simply means that equal work should provide employees with an equal outcome in terms of goods acquired or the ability to acquire goods. But distributive justice is absent when equal work does not produce equal outcomes or when an employee or a group acquires a disproportionate amount of goods. This might result in voluntary resignation or abscondment. Several studies reveal that, there are various determinants or predictors of voluntary resignation or abscondment by employees. Gurpreet, (2007) identified unequal distribution of resources in terms of quality of work life, age, tenure and marital status as some of the major determinants or predictors of employees' voluntary resignation or abscondment. Another good way to explain equality is that, it establishes an equal floor more than an equal ceiling. Equality ensures that every member of an organization has a basic number of goods regardless of how much work they have done.

Distributive justice deals with the inequality of outcomes in the workplace. According to Cohen-Charash & Spector, (2001), unequal distribution of resources in an organization could breed resentment, perceptual distortion and withdrawal reactions among the employees which can result in voluntary resignation or abscondment. Similarly, Brashear, Manolis & Brooks, (2005) aver that unequal distribution of resources is a direct predictor of voluntary resignation or abscondment. Khatri et al, (2001), opines that, among several factors that serve as predictors of voluntary turnover, employee dissatisfaction caused by unequal pay is considered one of the major factors. According to Alireza et al, (2011), unequal distribution of justice in an organization could inspire some feelings of dissatisfaction and displeasure, thus, negatively affect the employees' commitment level. Bashir, et al, (2012), believes that, unequal distribution

of resources among employees could cause stress, and employees who are experiencing stress may likely abscond or quit their job voluntarily. **Khadija Al Arkoubi, et al, (2011)**, believe that, employees will leave their organization voluntarily if their perception of fairness, recognition and job satisfaction is against the ethical principles of distributive justice. The assumption that employees are the key elements in any organizational setting has occupied a central place in administrative studies since the inception of the movement of human relations in the late 1920s. Though, there is still little known about the human element and the forces present in its sphere of interaction in organizations. When the distributive justice principles of organizations are absent or compromised it may lead to voluntary leaving of the organizations by the employees. As a result, individual and organizational targets may not be achieved - giving rise to ineffective or unreliable results.

Inequitable Distribution of Justice and Employee Resignation/Abscondment

The negative consequences of inequity in the distribution of resources have been witnessed by many organizations in the recent times. The perception of equity is part of the perception of justice and can be explained from different perspectives. This is due to the fact that, the concept of equity is often viewed in subjective and attitudinal aspect. Mostly, the perception of inequity in organizations is always associated with dissatisfaction, stress and anger. According to Dean, Brandes and Dhwardkar, (1998), when an employee feels unfairness or inequity in the organization they react in the form of negative attitude like burnout, voluntary resignation or abscondment. Several literatures confirm that employee turnover is the consequence of work dissatisfaction – a combination of factors which include pay, recognition and career development opportunities, among others. These factors are related to employees' expectations and preferences, which vary between generations, the stage of life they are in and the type of work they do. This may not be unconnected with the abuse or absence of distributive justice principles such as equity and equality. According to Dean, et al., (1998), voluntary resignation or abscondment may occur if employees perceive their organizational practices to be deficient in justice, honesty and sincerity. Similarly, Urbany., et al (1998), aver that voluntary resignation or abscondment may occur as a result of employees' disbelief in their organizations as a result of unequal and inequitable distribution of resources. Neal, (1989) characterized voluntary resignation and abscondment with inequitable distribution of resources in terms of lack of job satisfaction and opportunity.

Inequitable distribution of resources among organizational members could result in employee turnover intention. Several studies have proven that, the concept of equity is based on the perception of employees on performance and corresponding outcomes, Burrus and Mattern (2010). According to Tett and Meyer, (1993), turnover intention is the intention and deliberate willfulness of an employee to resign from his or her current job and the tendency to seek employment in other organization usually as a result of the perception of unfairness or inequity. According to Adams (1965), the perception of equitable or inequitable treatment received by an employee as compared to others within or outside the organization can influence his commitment and his intention to leave. Hassan, (2002), believed that effective application of

distributive justice principles will lead to increased employee commitment and discourage the tendency of voluntary resignation or abscondment.

According to McFarlin and Sweeney, (1992), the employees' perception of equitable or fair justice distribution procedures within the organization will minimize resentment and discourage voluntary resignation or abscondment. Managers should be aware that the fairness and equity of procedures used in the distribution of rewards is very important as it can improve employees' level of commitment in an organization, thus discourage any form of turnover. Mowday and Colwell, (2003) stated that inequitable distribution of justice is concerned with employees' view of unfair treatment by the organization which can predict voluntary resignation or abscondment. According to Stainback et al., (2010), inequitable distribution of resources can affect social comparison of organizational members. He argued that employees who perceive fairness in justice distribution are more likely happy, satisfied and committed with their job and less likely leave their organization. But perceived injustice, on the other hand, could discourage motivation of employees to accomplish their duties or responsibilities. Connelly et al., (2014), believed that pay inequity has important consequences for employee attitudes and behaviours.

Unjust Distribution of Responsibilities and Employee Commitment

According to Hunt & Morgan, (1994), organizational commitment can be viewed as the employees' trust on the objectives and values of the organization, their willingness to accomplish the aims of the organization and remain in the organization. Several studies have shown that, high levels of organizational trust are positively and causally related with organizational commitment. According to Gilbert & Tang, (1998), several researches have revealed that organizational responsibilities is a significant predictor of organizational commitment. Several empirical studies in the field of organizational behaviour have provided evidence for a positive relationship between organizational responsibilities and affective commitment. Geykens & Steenkamp, (1995), contend that, it is logical to expect that employees' levels of organizational responsibility will affect their affective commitment.

It is imperative that organizations should understand the reasons employees leave. So far, several studies have been conducted to understand employees' responsibility as well as commitment as one of the reasons behind the turnover, Demirtas & Akdogan, (2014). Managers therefore, should pay adequate attention to employees' responsibilities in the organization to balance workload and reward their commitment equitably. Robbins & Judge, (2012), opined that, lack of concern for employee responsibility may discourage their sincere commitment to the organization which may result in voluntary turnover and stress on existing employees of the organization. However, there is no gain saying that, employees appreciate an organization in which there is recognition and reward for their individual responsibilities and commitment. Alexander and Ruderman, (1987), believed that, since perceptions on whether procedures in many organizations were fair, occurred earlier than the perceptions on the fairness of the results, procedural justice is more important than distributive justice in terms of commitment to organization. However, several literature show that, positive perceptions of distributive justice

and procedural justice should be associated with higher levels of organizational commitment. McFarlin & Sweeney, (1992) argued that, though procedural justice may be seen as a better predictor of organizational commitment, some studies revealed that distributive justice also has a significant effect on organizational commitment. According to Konovsky & Cropanzano (1991), organizational justice correlated more strongly with affective commitment than the other two dimensions of organizational commitment.

Several literatures have shown that, significant positive correlations have been reported between perceptions of the fairness of organizational policies and affective commitment. Indeed, Wong, Ngo & Wong, (2002) suggested that, perceptions of justice seem to play an important role in the formation of affective commitment. According to Niehoff & Moorman, (1993), organizational justice enhances the formation of trust and commitment between employees and managers in organization. Greenberg, (1990), believed that, employees' positive perceptions of fairness within an organization increase their levels of trust and commitment. According to Ma et al, (2003), employees with too much job responsibilities will have low commitment to the organization, feel tired and tend to leave the jobs. They believe that employees with too much job responsibilities tend to have low level of satisfaction about the jobs and lower commitment to the organization and the attitude may lead to turnover intention and, to a considerable extent, may negatively affect organizational output. According to Rego, (2002), the underlying belief is that the individuals' responsibility induces positive effects on the functioning of the organizations where they work, even making them able to withstand highly demanding working conditions. This is because employees' emotional ties with the organization are represented by loyalty, attachment and trust they have for the organization.

Bastos, Brandão and Pinho (1997), relate individual responsibility to the effort and care that individuals put in carrying out a given activity or task within an organization. This means that, individual responsibility is characterized by affective feelings or reactions, such as loyalty towards something to which specific behavioral intentions are associated, (Bakhshi *et al.* (2009). According to Iverson and Buttigieg (1999), employees with affective commitment and responsibility are less likely to quit their job or absent from their job as compared to those with continuance commitment. This is because they are the individuals with exceptional performances while those with continuance commitment and responsibility are psychologically tied or bind to the organization for fear of not effecting changes elsewhere. Rego (2002), in cognizance of this fact, argued that, employees would undertake major efforts to perform well when they want to stay in the organization than when they feel obliged to remain there.

According to Rego (2002), employees with affective commitment are more likely express higher level of job satisfaction more consistently and have positive perceptions of justice, particularly in the interactional and/or procedural aspects. According to (Cho, Bae, Ahn, and Lee 2009), judgments related to procedural and interactional justice tend to play a central role in organizational outcomes in general, and organizational commitment, in particular. Several studies confirm that, affective commitment is more related to higher performance and employees

with affective commitment always express low level of absenteeism and are less likely to leave their job compared to those with continuance commitment (Allen and Meyer 1996, Meyer 1997, Iverson and Buttigieg 1999). Accordingly, Rego (2002), identified justice perception by employees as one of the factors that can be considered as an antecedent to organizational commitment or voluntary resignation or abscondment. According to Meyer and Allen (1991), the organizational commitment is a psychological attachment based on three component model of organizational commitment: Affective, normative and continuity commitment. According to Meyer, et al., (1993), separately employees have strong affective commitment because they feel like (want to) do it, have a strong normative commitment because they feel it should (ought to) do, and have a strong continuance commitment because they feel they need (need to). Allen and Meyer (1990), viewed affective commitment as an emotional attachment through identification with and involvement in the organization. An affective commitment is a commitment that employees have because of the values that the employee has in line with the values that the organization has marked by the psychological emotions of employees to the organization.

Hackett et al., (1994) and Mathieu and Zajac, (1990) described continuance commitment as a calculative commitment. The authors refer to continuance commitment as the commitment that employees have because of the enormous consideration of something that has been invested (energy, mind and time) when leaving the organization, and described as a necessity to remain in an organization. Normative commitment is a commitment that employees have because they feel obligated to serve their organization. Employee loyalty and commitment is expressed in a way that he works in his organization. According to Meyer and Allen, (1991) normative commitment is marked by trust because of the obligation to remain in the organization. The affective commitment points to the emotional attachment of an employee on, identifying with and involvement in the organization and its objectives. Affective commitments result in employees having "wanting" to stay within the organization. A continuation commitment is a calculation and an exchange based on characteristics and pointing at costs associated with the choice of leaving the organization. The continuance commitment of generating feelings in their individual tends to have to be in relationship due to too much expense when he will leave the organization (such as retirement sacrifice, status, seniority), or they will get limited work alternatives elsewhere. Lastly, normative commitments point to the desire of an employee to stay with an organization based on feelings of trust and obligation to remain in the organization (Clugston et al., 2000).

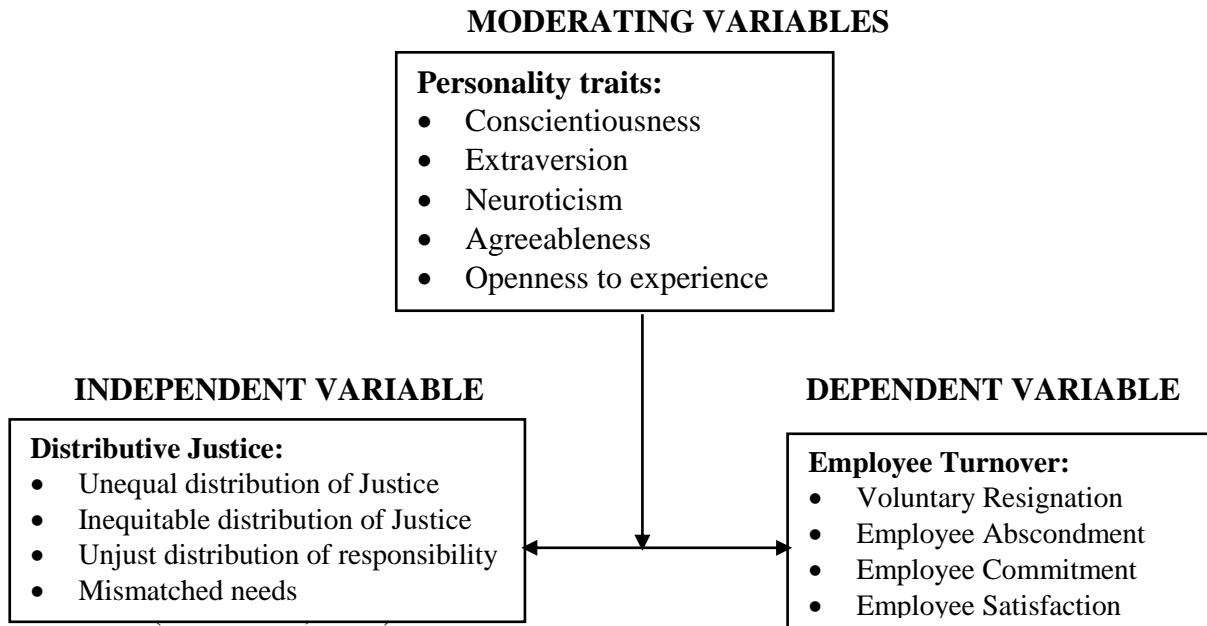
Mismatched Needs and Employee Satisfaction

According to Branham (2005), most employees feel as though their strengths are not utilized and this is caused by lack of interest and passion on the part of organization's leaders to match the people to the right jobs. He believed that mismatch of employees' needs can cause friction that may initiate disengagement or turnover. At times, the satisfaction received from jobs by employees related to their needs is not always in line with their expectations – what they consider as important. Armstrong (2010) suggests that, since many organizations are concerned with what should be done to achieve sustained high levels of performance

through their employees, giving close attention to their needs and those things that bring them satisfaction should not be ignored. Employee satisfaction is one of the most controversial issues in organizational behavior and management. According to Mishra (2013), employee satisfaction is concerned with specific factors such as wages, supervision, job security, working conditions, social relation of the job, prompt settlement of grievances and generally fair treatment of employees. He believed that, employee satisfaction is related to different socio-economic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, duration of work etc. Dessler, (2003) argue that, without increased motivation and morale of the individual employees, the organizations may risk losing valuable employees and may be at a disadvantage in attracting potential top talents.

In a related study, Caruth and Handlogten (2002) believes that meeting employee needs is one of the forerunners of employee satisfaction. Since employees' knowledge, skills and abilities are the most important driving force to the success of any organization, continuing meeting and satisfying their needs could be considered as one of the effective ways to reward their contributions, loyalty, dedication and efforts. According to Hafiza et al. (2011), there are several factors that can affect employee performance such as needs for training, development opportunities, working conditions, worker-employer relationship, job security and company overall policies and procedures for rewarding employees. Carraher, Gibbson & Buckley (2006) averred that, among the factors that affect employee commitment, motivation that comes with rewards and satisfaction is of utmost importance. Concern for individual needs and employee satisfaction is linked to motivation. Motivation is therefore about what an employee wants and about his emotional state, which drives him in the direction of achieving what he wants (Mullins, 2010). The conceptual approach to motivation is therefore based on the idea that individual needs or expectation results in the behavior or action that drives him to commitment which provides fulfilment and satisfaction.

As a generic term, satisfaction may be described in a behavioral perspective. Each human action has a primary motivation and most actions are attempts to maximize satisfaction by fulfilling multiple motivations as posited by Maslow (Maslow, 1943). Accordingly, Maslow believed that satisfaction occurs when one gets what he needs, desires, wants, expects, deserves or deems to be his entitlement. According to Hoppock (1935), employee satisfaction is the combination of psychological, physiological and environmental circumstances that cause an employee to truthfully say I am satisfied with my job. To Blum and Naylor (1968) employee satisfaction is viewed as an attitude which results from a balancing of many specific needs of employees in connection with the job.



Source: (Researcher, 2022).

Figure 1: Distributive Justice and Employee Turnover Model

The relationship between distributive justice and employee turnover could be moderated by (Goldberg 1992) big five personality dimension shown on the model above.

Distributive Justice, Employee Turnover and Conscientiousness

Several studies have revealed that personality traits - the Big Five personality factors do not only serve as predictors of employee turnover or work changes but work experiences also cause changes in personality characteristics. However, only very few studies are known to investigate the specific employees' personality characteristics that could influence or cause changes in organization. Maertz & Griffeth, (2004) opined that conscientiousness is likely to influence the moral and ethical motivation forces that can influence employee turnover. The authors defined conscientiousness as a trait characterized by an affinity to be prepared, carefulness and discipline. A number of studies have been carried out on how conscientiousness trait could influence employee turnover. Among such studies is the one conducted by Mahfuz (2012) on conscientiousness and intent to leave. The study investigated the effect of conscientiousness on employee turnover. The finding of the study showed that conscientiousness had negative relationship with employee turnover. According to Barrick & Mount (1997) conscientious employees are believed to be always rationally loyal to their organizations by forming long term contracts in their exchange relationship with them. This implies that conscientious employees are hard - working group, very resourceful to their organizations and likely work in a manner that devoid of flaws and chaos. To Barrick and Mount (2001), conscientiousness as personality trait is not always found to be effective predictor of employee turnover.

Distributive Justice, Employee Turnover and Extraversion

According to Barrick and Mount (1997) extrovert employees are sociable and expressive. They always desire social recognition, status and power, MacCrae & Costa, (1997). According to Batey and Furnham (2006), extraversion is not described as a good predictor of employee turnover but as a trait that promotes employees' creativity and innovation with strong positive relationship with affective commitment with the organizations. Several researches have suggested that, extroversion personality dimension has quite healthy role in predicting the success in a career. Another related study is that conducted by Saket and Sumita (2014) on the impact of employees' personality traits on turnover intention. The finding of the study revealed that extraversion has negative impact on employee turnover intention. Maertz, & Griffeth, (2004) discovered that, employees who are willing to abide by rules of their organization rarely quit their job voluntarily or involuntarily.

Distributive Justice, Employee Turnover and Neuroticism

Neuroticism is a trait characterized by the tendency to be anxious, emotionally detestable and self-blaming. According to Digman (1990), employees with high neuroticism scores are insecure and more likely to seek opportunities in other organizations. The study revealed that neuroticism could be a predictor or driver of employee turnover. According to Jam, et al (2012) there is a mediation between neuroticism and turnover intent. Cote (2005) found that employees with high negative emotionality such as sadness and anger are not likely getting social support from their colleagues, rather they always experience interpersonal conflicts and increased stress level which eventually may lead to turnover or turnover intention. Miroslava and Ondrej (2018) carried out a study on personality traits and turnover intentions of the manufacturing workers. The finding of the study revealed that neuroticism could serve as a predictor of turnover intention. To McCrae & Costa (1992) neuroticism may predict voluntary and involuntary turnover since employees who score high in neuroticism always express negative emotions to their organizations. This implies that, frustration, anger, depression, stress and self-blame are all the personality symbols of the employees who rank high on neuroticism trait of personality.

Distributive Justice, Employee Turnover and Agreeableness

Agreeableness is the tendency to be sympathetic, trusting and supportive. Employees with agreeableness traits would always like to maintain good and rewarding relationships with their organization and reciprocate their organization for providing them with an enabling social environment, (Cattell and Mead, 2008). Agreeable employees are courteous, flexible, trusting, well-mannered, cooperative and tolerant, Barrick and Mount (1997). Agreeableness is strongly related to teamwork and has a positive relationship with performance. Thus, it may not be a major predictor of employee turnover.

Distributive Justice, Employee Turnover and Openness to Experience

Openness to experience as one of the big personality traits is represented by the inclination to be imaginative, independent and interested in variety. Findings from a previous study by Christiane and Hannes (2015) revealed that, openness to experience is a significant predictor of upward job

changes in an organization. It was revealed from the study that, employees who scored high in openness to experience are liable to seek opportunities in other organization.

Theoretical Framework

Theories are tools that direct empirical investigations which in some cases they either validate or invalidate hypotheses, Filley, House and Kerr (1976) quoted in Baridam 2002. A theory may be described as an assumption and explanation of why something happens and sometimes how something happens as well as a statement of what happens, Baridam (2002). Theories are designed to explain, predict and help to understand a concept or phenomenon. According to David (2009), theories help to understand and buttress the existing knowledge within the limits of the critical bounding assumptions, and to challenge and shift its existing frontier. Thus, the relationship between distributive justice and employee turnover may be best explained and supported by the following theories:

Rawlsian Theory of Justice

Rawlsian theory of justice is the first theory of distributive justice. The theory was proposed by John Rawls in 1971. Rawlsian theory of justice is based on fairness and the social contract theory. The social contract theory is a theory that defines the contract relationship between the society and individuals. The theory defines the rights and obligations of organization and employees based on contract. Equity and justice flow from this contract. The origin of this theory can be traced to the Cartesian school of philosophy, which was criticized by Hayek as leading to collective decision making and socialism. The contribution of Rawls to the debate on equality was first published in 1971. Rawls gives priority to equity, even where the outcomes are inefficient. He continued to review and revise the theory until his death in 2002. The Theory consists of two core principles as revised in 2001: Rawls essentially regarded equality as a function of the pluralistic society in which we participate. Participants in society form a social contract that allows them to participate fully as long as they observe the rules of that society.

However, the rules must be seen to be fair before people will accept the contract.

- (a). Each person has the same inalienable claim to a fully adequate scheme of equal basic liberties, which scheme is compatible with the same scheme of liberties for all.
- (b). Social and economic inequalities are to satisfy two conditions: First, they are to be attached to offices and positions open to all under conditions of fair equality of opportunity. Second, they are to be the greatest benefit of the least-advantaged members of society (the difference principle). The Theory has been commended as a holistic approach that is fundamentally different from the several contrary views. But was criticized as setting up an unrealistic set of assumptions that cannot be replicated in a real society or organization under examination. In practice, Rawlsian theory of justice of fairness suggests that, based on the principle of social contract theory, employees would value equal distribution of the basic liberties above all, and once they notice inequality in the distribution of these liberties – responsibilities, opportunity or rewards they would feel injustice and dissatisfied. This action if not properly addressed may result in turnover or turnover intention.

Utilitarianism

Another theory of distributive justice is Utilitarian theory. This theory was propounded by Jeremy Bentham in the 18th century. A major internal disagreement among utilitarians is about the appropriate measure of welfare. Bentham associates it with hedonic pleasure, a view with which J. S. Mill broadly agreed though he suggested that higher more intellectual pleasures make a greater contribution to welfare. Others have followed Aristotle (1954) in focusing on objective lists of goods that are required for human flourishing or by contrast, on subjective assessments of happiness and life satisfaction (Sumner, 1996). Though utilitarianism is concerned with maximization, it is not concerned with maximizing income or wealth, and so does not take economic growth as its primary goal. For utilitarians, the key consideration is that of the diminishing marginal value of money – the fact that a given amount of money tends to produce more utility when used by a poor person than it does when used by a rich person (Singer, 1982; Hare, 1997). Central to utilitarianism is individual utility or welfare, which is a matter of how well an individual's life is going for them. In principle, utilitarianism theory therefore, maintains that an action is good insofar as it increases overall welfare and bad insofar as it decreases overall welfare of individual. In practice, this implies that, fair distribution of justice as well as resources by an organization could discourage several negative attitudes of employees as well as unfair distribution of resources could encourage dissatisfaction, bitterness and anger which might result in turnover or turnover intention.

Luck Egalitarianism

The third theory of distributive justice to be examined is Luck egalitarianism. According to (Arneson, 1989 & Cohen, 1989), Luck egalitarianism is the most prominent attempt to move away from a pure focus on outcomes and combines this move with a presumption in favor of equality. Based on this view, Temkin, (1993), opines that, it is unjust for some to be worse off than others through no fault or choice of their own. In principle, luck egalitarianism is compatible with any level of inequality. It does not have an intrinsic concern with helping the worst off, just because they are worst off, as Rawlsian justice does. Nor is luck egalitarianism concerned with the diminishing marginal utility of money as utilitarianism is. For the luck egalitarianism, it is no argument that a more equal distribution would increase welfare, because increasing welfare is not its concern. Rather, it is concerned to eliminate involuntary disadvantage; voluntary disadvantage is none of its business. This implies that, where there is an inequality as a result of individuals' choices, luck egalitarianism sees no injustice. Luck egalitarianism therefore, seeks to make distributions sensitive to individual exercises of responsibility or what it takes to be the same thing, equalize or neutralize the influence of luck on people's prospects. In practice, this theory assumes that mismatched needs and responsibilities by an organization could lead to inequality, injustice or dissatisfaction which eventually, may result in employee turnover or turnover intention.

Equity Theory

The next theory relevant to this study is equity theory. Equity theory was developed by John Stacy Adam in 1963. The equity theory is concerned with general fairness in allocation

situations. Equity concept represents a distinct type of justice described as the ratio of compatibility of performance with return. Equity theory is viewed as a trade-off relationship that exists when the ratio of investment is compatible with the returns. When this does not happen, the relationship is considered inequitable and may lead to tension and several negative attitudes and behaviors. The theory of equity has been emphasized in several literature of organizational behavior and management after the seminal work by Adams (1965) as one theory that balances the relationship between individual's performance and rewards. The perception of inequity affecting both the interpersonal and the organizational outcomes is not of logical, but emotional and psychological in nature. The basis of equity theory is on the comparisons employees make between themselves and others in the organization in terms of what they invest (their inputs) and what outcomes they receive from it. This means that employees' sense of equity (fairness) is judged by their subjective view of the situations and not necessarily by the objective situations. The theory believes that when people perceive an unequal or inequitable situation, they experience equity tension and this can be reduced by appropriate behavior. Practically, the theory confirms that, employees' perception of inequity in an organization can lead to several negative outcomes such as dissatisfaction, poor performance, absenteeism, reduced commitment and voluntary resignation or abscondment. This implies that, employees who perceive inequity or unfair treatment may voluntarily quit their organizations and seek opportunities where they feel their performance will match their rewards or where the distributive justice principles are not compromised.

Expectancy Theory

Expectancy theory was developed by Victor Vroom a Canadian professor of Psychology from the Yale School of Management in 1964. Expectancy theory is a theory that offers a classic explanation of employees' behavioral pattern as regards choices, (Lawler, Porter and Vroom 2009). The impression behind expectancy theory is that employees are motivated if they are assured that, efforts will result in their desired reward or expectation, Redmond (2010). This means that expectancy theory is based on performance/effort and rewards/expectation. The expectancy theory believes that individual employees are pursuing different goals and they can only be motivated if they are assured that their performance/effort will result in a desirable reward or expectation, and the reward will satisfy their cardinal needs, Lawler, Porter and Vroom (2009). Thus, this theory practically, assumes that, employees who feel that their efforts do not result in their desired expectations as a result of unfair or unequal distribution of justice by the organization may feel dissatisfied and be compelled to quit voluntarily, seeking better opportunities in organizations where they think their performance or effort will be equitably or fairly rewarded.

Empirical Review

Several studies in the field of organizational behavior have identified relationship between distributive justice and employee turnover intentions. One of such related studies is the one conducted by Habib, et al (2015) on the effect of organizational justice on employee turnover intention with the mediating role of emotional exhaustion in the banking sector of Afghanistan

with data collected from 229 banking employees in Khost, Jalal Abad and Kabul using SPSS 17.0 software version as an analytical tool. The findings of the study revealed that, there is a significant relationship between distributive justice and employee turnover intentions in the banking sector. An, (2019) in a related study examined effects of voluntary, involuntary, and absolute turnover rates on organizational performance” using four years of data from Florida school districts. The study was supported by human capital and cost-benefit theories. The primary findings of the study revealed that involuntary turnover has reversed relationship with organizational performance - positive and negative. While the relationship between voluntary turnover and organizational performance was found to be questionable. The findings also revealed that, absolute turnover rates can disguise the complex and dissimilar impact that different types of turnover have on organizational performance.

Balassiano and Salles (2012) on perceptions of equity and justice and their implications on organizational commitment using a non-probabilistic sample of 73 employees and a structural equation model, examined the effects of perceived equity and justice on the employees' commitment to the organization. The findings of the study revealed the perception of justice as a predictor of organizational commitment. Lambert et al. (2019) described equality as the equal treatment of all the organizational members regardless of their input in an organization but viewed equity as an assessment of employees based on their input and output relationship, differentiating them from what other employees earn in similar situations and what is perceived to be fair and just. Mullins, (2007) confirmed that employees would aspire to progress steadily in organizations that believe in equal opportunity. Folger and Konovsky (1989) argue that inequitable distribution can predicts employee attitudes towards specific outcomes, usually voluntary resignation or abscondment. Several studies have found that the more satisfied the employees are the more committed they will be to their organizations, and the more they will be productive and effective in their organizations, whereas dissatisfied employees as a result of inequitable distribution of resources will experience more turnover intentions and increase absenteeism, (Smith 1996).

According to Bhuian and Al-Jabri, (1996) lack of equity could influence employee attitude toward organization which could possibly result in employee turnover intention. Johnson, Parasuraman, Futrell and Black, (1990), averred that employee attitude toward inequitable distribution of resources within the organization can result in a voluntary turnover. Belcourt and Wright (1994), asserted that, equal opportunity for career development in an organization will encourage employee commitment and motivation thereby discouraging voluntary resignation. Ariely (2009) asserted that employees would feel satisfied when they are given equal opportunity for advancement in the organization and be motivated to put in their best to take advantage of that opportunity. Kapel and Shepherd (2004), believed that, a well-designed career advancement system with equal opportunity will discourage employee turnover and enables organizations to tap their wealth of in-house talent for staffing and promotion by matching the skills, experience and aspirations of employees to the needs of the organizations. Gopalakrishnan (2002) noted that insincere reviews of employee responsibility is viewed by

many employees as unfriendly and need unfulfilled. Buckingham & Coffman, (1999) conducted a study where 80,000 managers gave their responses on the factors contributing to the quality of workplace. The findings of the study revealed that recognition for performance of responsibility as well as corresponding rewards is a critical source of employee commitment, satisfaction and retention. According to (Beer, Spector, Lawrence, Mills and Walton 1985), dishonest and insincere evaluation of employees' responsibilities can damage employee self-esteem and commitment to the organization which might result in voluntary turnover intention.

Based on a study by Maertz and Griffeth, (2004), the direct and indirect effect of less concern for employees' responsibilities is one of the reasons for low employee commitment and eventual turnover intention. Several empirical researches support a complex cognitive process in which similar values can heighten a person's psychological reactions to injustice and also inhibit their proclivity to retaliate. With respect to psychological reactions, (Ohbuchi, Tamura, Quigley, Tedeschi, Madi, Bond, & Mummendey, 2004) revealed that many studies suggest that people(employees) react with anger when their values are violated, particularly when the violations are interpersonal in nature. Similarly, Liao & Rupp, (2005) found that individuals with a strong justice orientation react to poor justice climates with lower levels of job satisfaction and commitment compared to people low in justice orientation. With respect to behavioral reactions, Greenberg (2002) found that employees high on moral values (e.g., saving a life, not stealing, keeping promises) were less likely to steal from their managers following acts of distributive injustice. Braithwaite (1998) found that people who strongly valued harmony (e.g., equality, respect, peace) are more likely to endorse dialogue rather than punishment as a means of dealing violation. Skarlicki, van Jaarsveld, and Walker (2008) found that employees high on moral internalization refrained from phone sabotage behavior (e.g., leaving customers on hold for long periods of time, hanging up on customers) in response to perceived injustice. Rupp and Bell (2010) found that individuals who expressed cognitions consistent with moral self-regulation are less likely to punish transgressors (participants identified as having greedy intentions) in a resource allocation paradigm, compared to individuals expressing retributive motives. Taken together, these studies suggest that strong moral values may inhibit retribution as a mean of restoring justice.

Liao and Rupp's (2005) in their study found that justice orientation moderated the relationship between justice climate and employees' psychological reactions. Specifically, the relationships between justice climate and work-related attitudes (i.e., commitment, satisfaction) were stronger for employees higher in justice orientation. Their results, however, did not suggest that justice orientation moderated the effect of justice climate on employee behavior. Specifically, justice orientation did not impact the relationship between justice climate and organizational citizenship behavior. Interestingly, these findings reveal that justice orientation can differentially affect employees' psychological and behavioral reactions to perceived injustice. However, no empirical research to date has examined whether justice orientation moderates the effect of perceived injustice on workplace deviance. According to Okimoto et al., (2010) there is a reason

to suspect that individuals with a strong justice orientation may be less likely to pursue retribution as a means of justice restoration. Beugré, (2005a, 2005b) suggests that one's values and beliefs will influence whether he/she acts upon retributive cognitions stemming from perceived injustice; such that he/she will not seek to retaliate if such behaviors would violate his/her value standards. Similarly, although their study focused on moral self-regulation rather than justice orientation. Rupp and Bell (2010) concluded that concerns for justice may lead individuals to refrain from engaging in behaviors that are harmful to others. Individuals with a strong justice orientation are highly concerned about whether people are treated fairly. It is expected that justice orientation will buffer behavioral responses to perceived injustice.

Cohen-Charash and Spector (2001), conducted a meta-analysis on the impact of organizational justice on employee performance and established that the major determinant of employee performance is procedural justice with distributive and interactive justice having almost no impact on employee performance. Suliman (2007), on the other hand, determined that distributive, procedural and interactional justice have a significant and positive impact both on self-rated performance and supervisor-rated performance. Wang et al. (2010) determined that interactional justice has a strong impact on employees' task performance, interpersonal facilitation and job dedication. The authors also discovered that distributive justice has a strong impact on task performance and a weak impact on job dedication, no significant impact on interpersonal facilitation was determined. Rather, it was found that procedural justice has a weak impact on job dedication, but no significant impact on task performance and interpersonal facilitation was determined.

Nasurdin and Khuan (2011) discovered that the distributive and procedural aspects have a significant and positive impact on task performance. Suliman and Kathairi (2013) researched the impact of organizational justice on job performance both in general and with regard to distributive and relational justice. They found that both general justice (in one aspect) and distributive and relational justice have a significant impact on job performance. According to Reithel et al., (2007), another important factor regarding the impact of organizational justice on employee performance expressed by several scholars is the cultural perspective. It is a generally accepted fact that cultural diversity impacts the emotion, attitudes and behaviors of employees (Wang et al., 2010; Crawshaw et al., 2013; Khan et al., 2015). According to Crawshaw et al. (2013), justice is important for people all across the world, but people from different cultures may react differently to justice. Leung and Stephan (2001) indicated that in order to develop a universal and generalizable theory of organizational justice, scholars must study people from different cultures. In this context, the aim of this study is to analyze the relationship between four widely accepted aspects of organizational justice: distributive, procedural, restorative and retributive justice and employees' turnover among bank workers in Akwa Ibom State, Nigeria.

Asif, Hassan, and Ramzan (2013) did a study on the impact of motivation on employee turnover in telecom section of Pakistani. They used 106 closed ended questionnaires and also used correlation and regression analysis in analyzing data. The result of the study indicates motivation

as a significant predictor of employee intention to leave. A study by Benjamin and Ahmad (2012) on motivational factors leading to employee retention and engagement in organizations showed that the most important factors influencing employee retention are financial rewards, teacher promotional opportunities, career development opportunities as well as recognition. The study further recommended that organizations should formulate suitable retention strategies through enhancing motivation to reduce turnover rates for its employees. These sentiments are supported by other studies (Achoka, Popoi, & Sirma, 2011; Kafu, 2011) which have identified low status of teaching profession, poor remuneration, constant ridicule in the media and the public, work overload, and deplorable working conditions have created a lot of despair amongst Kenyan teachers and many of them would quit teaching if better opportunities arise elsewhere.

Maertz, and Griffeth, (2004) believed that conscientiousness is likely to influence the moral and ethical motivation forces that influence employee turnover. Findings from a previous study by Christiane and Hannes (2015) revealed that, openness to experience is a significant driver or predictor of upward job changes in an organization. It was revealed from the study that, employees who scored high in openness to experience are liable to seek opportunities in other organization. A number of studies have been carried out on how conscientiousness and extraversion traits could influence employees' voluntary turnover. Among such studies is the one conducted by Mahfuz (2012) on conscientiousness and extraversion and intent to leave. The study investigated the effect of conscientiousness and extraversion on employees' voluntary leaving an organization. Questionnaire was used as an instrument for data collection from 500 respondents. The finding of the study showed that conscientiousness and extraversion had negative relationship with voluntary leaving. The study recommended that organization should adopt appropriate methods to enhance human resource practices in order to increased employees' retention rate. Zimmerman, (2008), believes that employees with higher level of extraversion have more contacts with others in the organization and are more likely to search for social relationships. According to McCrae & Costa, (1997), employees with this trait socialize easily within the organization and adapt faster to the organizational culture, thus have lower probability of voluntary leaving tendency.

Another related study is that conducted by Saket and Sumita (2012) on the impact of employees' personality traits on turnover intention. Questionnaire was used as an instrument of data collection. The finding of the study revealed that both extraversion and agreeableness have negative impact on voluntary turnover intention. The study recommended that organizations should adopt appropriate human resource practices methods that could increase employees' retention. Neuroticism as one of the big five personality traits is characterized by tension and irritability. Maertz & Griffeth, (2004) discovered that, employees who are willing to abide by rules of their organization rarely quit their job voluntarily. Several studies have established that, employees with high neuroticism scores are insecure and more likely to seek opportunities in other organizations, (Digman, 1990). Similarly, it was revealed from a study conducted by Abd. Ghani et al. (2008) that, neuroticism is a predictor or driver of employees' voluntary turnover. It was discovered from the study that, employees who are high in

neuroticism are more prone to voluntary leaving due to fear and anxiety.

Farrukh, Ying and Mansori (2017) conducted a study on organizational commitment: an empirical analysis of personality traits. The study utilized SmartPLS software structural equation modeling technique. The study finding revealed that extraversion, agreeableness, and conscientiousness have positive relationship with affective commitment while neuroticism and openness were negatively related with affective commitment. Jam, et al (2012) carried out a study on neuroticism and job outcomes. Data were collected from 212 employees of public and private sector organizations of Pakistan. The finding of the study revealed that there is a mediation between neuroticism and voluntary turnover intents. The study recommended that organizational practitioners should be well trained on how to handle the employee stress and intent to leave.

Cote (2005) found that employees with high negative emotionality such as sadness and anger are not likely getting social support from their colleagues, rather they always experience interpersonal conflicts and increased stress level which eventually may lead to employees' voluntary turnover. Miroslava and Ondrej (2018) carried out a study on personality traits and turnover intentions of the manufacturing workers. The study sample consisted of 229 respondents, 63.3% (145) were men and 36.7% (84) were women, aged between 21 and 60 ($M = 35.39$, $SD = 9.50$). Pearson's correlation coefficient and linear regression were used as analytical tools. The finding of the study revealed that neuroticism is a predictor of voluntary turnover intention.

METHODOLOGY

Research Design

The research design used in this study was the ex-post facto design. According to Idaka and Anagbonu (2010), it is a design where the researcher does not have direct control of the independent variables because their manifestations have already occurred and cannot be inherently manipulated. Inferences about relations among variables are only made without direct intervention or manipulation to establish cause and effect. This design is chosen on the premise that the manifestations of the variables under study had already taken place before the researcher embarked on the study. The researcher used the result from a sample of the population to make a general inference.

The Study Area

This study was conducted in Akwa Ibom State. The study covered six banks namely: UBA, ECO bank, First bank, Access bank, GT bank and Zenith bank in Akwa Ibom State. The State is in the South-South zone of Nigeria with its capital at Uyo. The State is the largest oil producing State in Nigeria. The population of the State is estimated at about 309, 573 as of 2006 (NPC, 2006 report). It has an area of 95 km² (36. 7sq.ml) and a land area of 95km² (36. 7sq.ml), Wikipedia encyclopedia (2007). The people in the area are predominantly Ibibio; others include Annang,

Oron, Eket, Obolo, Ibeno and other speaking tribes in Nigeria. Akwa Ibom State is inhabited by people of different walks of life such as teachers, businessmen, students, traders, civil servants and unemployed youths among others. The choice of this study area was driven by the nearness to the researcher and the relevance of the research topic.

Population

The population of this study consisted 1465 staff of UBA, ECO bank, First bank, Access bank, GT bank and Zenith bank using their banks' staff nominal roll of 2021. The distribution of the population is as shown in table below:

Table 1: Distribution of population by Banks

S/n	Bank	population
1.	UBA	270
2.	ECO bank	250
3.	First bank	375
4.	Access bank	240
5.	GT bank	65
6.	Zenith bank	265
	Total	1465

Source: Record of staff' nominal roll of the six banks, 2021.

Sample Size/Sampling Technique

As a result of the inability of the researcher to effectively study the entire staff population of the select banks, a representative number of 314 were chosen as sample size population. The sample size was calculated using Taro Yamane's scientific formula which was given as:

$$n = \frac{N}{1 + N(e)^2}$$

Sources of Data Collection

Data for this research work were collected through two sources – primary and secondary sources. The primary data were obtained by the researcher through questionnaire administration and personal interviews also known as triangulation of methodologies. Secondary data were obtained from published reports, books, journals, newspapers, magazines and internet.

Instrument for Data Collection

The instrument for data collection was “Distributive Justice and Employee Turnover Questionnaire” (DJETQ). The Questionnaire was divided into two sections. Section A and section B. Section A sought for information on the demographic data of the respondents. Section B of the questionnaire comprised 20 items to measure unequal distribution of justice, inequitable distribution of justice, unjust distribution of responsibilities and mismatched needs in using information as independent variables and 5 questions on employee turnover. The Questionnaire

was constructed using a modified five – point Likert - typed scales ranging from Strongly Agree (SA), Agree (A), Disagree (D), Strongly Disagree (SD) and Neutral (N). This method was used because of its advantage of ensuring identical responses for the same items from all the respondents. Besides, it gave the respondents a wider opportunity to express their level of agreement, disagreement or neutrality on the distributive justice and employee turnover.

Validity of Research Instrument

The validity is basically concerned on how a research instrument measures what it intended to measure (Field, 2005). Face validity on the other hands is concerned on a subjective judgment or assessment on the operationalization of variables (Oluwatayo, 2012). Consequently, the researcher was concerned with the degree to which the instrument measured distributive justice and employee turnover. Face validity of the questionnaire was established in order to make sure that the questionnaire items appear to take care of relevant information in the area of interest. The face validity of the questionnaire was established by the researcher's supervisors and experts in the Department of Business Administration, Akwa Ibom State University. Each sub - section in the questionnaire had five items which were reviewed by the experts and all ambiguous items were removed and those found relevant were retained. The experts certified that the instrument was face valid and should be used for the study. Their opinions helped to strengthen the quality of the instrument.

Reliability of the Instrument

A test is said to be reliable if it measures what it is supposed to measure consistently (Huck, 2007). For the purpose of this work, internal consistency of the questionnaire was established. In order to determine the reliability of the research instrument used in the study, 30 copies of the corrected questionnaires were administered randomly on selected staff of Union bank and Wema bank in Uyo, Akwa Ibom State. This approach was repeated with the same group after one-month period and the results obtained from the first and second pre-test were consistent, therefore, the instrument is viewed to be reliable.

Procedure for data Collection/Administration of the Instrument

Data collection was done in the sampled banks in the study area. The researcher visited the banks with letter from the supervisor to obtain permission from the banks and clarified the motivation behind the study to them. Relevant information for the study was gathered by the researcher with the assistance of the operations managers in each of the banks. The staffs were informed of the activity and the need to give honest responses to the instructions that data collected would be used and treated confidentially for academic research purposes only. After this, the researcher undertook the administration of the questionnaire to respondents with the help of research assistant in each of the banks used for the study. These were distributed between September - October, 2021 on the 2nd semester of 2020/2021 academic year.

Operational Measurement of Variables

The specific dependent variable to which this study addresses is employee turnover; the

independent variable is distributive justice and the mediating variables are personality traits. The study used only measuring instrument with confirmed validity and reliability to measure the different variables included in this study. These variables are operationalized as follows: The distributive justice: Unequal distribution of justice, Inequitable distribution of justice, Unjust distribution of responsibilities and Mismatched needs were measured using a five-point Likert scale which measure an individual on the basis of unequal distribution of justice, inequitable distribution of justice, unjust distribution of responsibilities and mismatched needs using items scale developed by Niehoff and Moorman, (1993). The measures of these variables of distributive justice were derived from responses to the following questions:

Unequal distribution of justice: The distributive justice was assessed using (Niehoff and Moorman, 1993) five item scales.

Responses on a five-point Likert scale:

- i. I am not promoted even when I am due for promotion.
- ii. I am not given a professional career development plan as my colleagues.
- iii. There is high level of disparity between what I earn and what my contemporaries in other banks earn.
- iv. I do not have equal opportunity like my colleagues to attend training programs outside the company.
- v. I do not have access to the more effective work tools like some of my colleagues in the bank.

Responses ranged from Four = Strongly Agree to Zero = Neutral.

Inequitable distribution of justice: A five item scale was examined on a five-point Likert scale and accessed using (Niehoff and Moorman, 1993) five-point items scale. Responses on a five-point Likert scale:

- i. The procedure for reward in my bank is not fair.
- ii. Exceptional performers are not fairly recognized and appreciated in my bank.
- iii. Compensation and benefits are not fairly distributed in my bank.
- iv. My bank has no fair procedure for employee promotion.
- v. My bank has no fair principles of distribution of justice and resources.

Responses ranged from Four = Strongly Agree to Zero = Neutral.

Unjust Distribution of responsibilities: A five item scale was accessed using (Niehoff and Moorman, 1993). Responses on a five Likert scale:

- i. Managers' attention and concern for employees' responsibilities in my bank is poor.
- ii. Employees' responsibilities are not compatible with their benefits in my bank.
- iii. I feel dissatisfied and unfulfilled working in my bank.
- iv. There is work overload for employees in my bank.
- v. There is job mismatch in my bank.

Responses ranged from Four = Strongly Agree to Zero = Neutral.

Mismatched needs: A five item scale was examined from (Niehoff and Moorman, 1993) on a

five-point Likert scale. Responses on a five-point Likert scale:

- i. Staff needs in my bank are not always met.
 - ii. Staff in my bank are not satisfied with their wages.
 - iii. Staff compensation in my bank is not proportionate to their responsibilities.
 - iv. There is training mismatch among staff in my bank.
 - v. My bank does not give adequate attention to employee needs and satisfaction.
- Responses ranged from Four = Strongly Agree to Zero = Neutral.

Employee Turnover:

Employee turnover was measured by a four-point Likert scale which measure an individual on the basis of voluntary resignation, employee abscondment, employee commitment and employee satisfaction using a modification of items scale from (Adul Hameed 2009). The measures of these four variables of employee turnover were derived from responses to the following questions:

Please indicate the degree to which you believe the following were the predictors of employee turnover:

Strongly Agree (4), Agree (3), Disagree (2), Strongly Disagree (1), Neutral (0).

	SA4	A3	D2	SD1	N0
Employees voluntary resignation in my bank is due to unfair practices.					
Employees' abscondment in my bank is due to job stress.					
Employees' poor commitment to job in my bank is due to poor working conditions.					
Employees' lack of satisfaction in my bank is due to lack of opportunities for personal and professional advancement.					

Responses ranged from Strongly Agree (4) to Undecided (0).

Personality Traits:

Conscientiousness: This personality trait was measured using (Goldberg, 1993) five item scales.

Responses on a five-point Likert scale:

- i. I carefully make plans and work through them accordingly in my bank.
 - ii. I am result oriented because I persevere until I complete my tasks in my company.
 - iii. I am a consistent and reliable staff in my company.
 - iv. I make few mistakes because I love to do a thorough job in my bank.
 - v. I am efficient because I do my job according to the prescribed rules of my bank.
- Responses ranged from Strongly Agree (4) to Undecided (0).

Extraversion: A five item scale was examined on a five-point Likert scale and accessed using Goldberg (1993). Responses on a five-point Likert scale:

I am known to be sociable and outgoing in my company.

- i. I am known to be an assertive personality in my company.
 - ii. I am energetically good in interpersonal relationship in my company.
 - iii. I am always enthusiastic regardless of the conditions in my company.
 - iv. I am known to be always confident and expressive in my company.
- Responses ranged from Strongly Agree (4) to Undecided (0).

Neuroticism: A five item scale was accessed using Goldberg (1993). Responses on a five-point Likert scale:

- i. I am known to be easily stressed up in my company.
 - ii. I am known to be easily tensed and nervous in my company.
 - iii. I am a worrying type in my company.
 - iv. I am known to be easily get depressed in my company.
 - v. I am known to be moody or emotional sometimes in my company.
- Responses ranged from Strongly Agree (4) to Undecided (0).

Agreeableness: A five item scale was measured using Goldberg (1993). Responses on a five-point Likert scale:

- i. I am known to be always cooperative with others in my bank.
 - ii. I am known to be kind and considerate to others.
 - iii. I am known to be very helpful and unselfish to others in my company.
 - iv. I am a sincere and trustworthy staff in my bank.
 - v. I am known to be always forgiving others.
- Responses ranged from Strongly Agree (4) to Undecided (0).

Openness to Experience: A five item scale was examined using Goldberg (1993). Responses on a five-point Likert scale:

- i. I always devise new ideas in my company.
 - ii. I am known to be always curious about many different things in my company.
 - iii. I am known to be inventive and innovative in nature.
 - iv. I am always imaginative.
 - v. I always prefer work that is routine.
- Responses ranged from Strongly Agree (4) to Undecided (0).

Methods of Data Analysis

Considering the nature of data collected the statistical methods adopted for data analysis was the ordinal logistic regression analysis which was used for testing the hypotheses to ascertain the relationship that exists between the identified variables. This tool was adopted based on non-parametric analysis – ordinal scale data. The data were analyzed with the help of a statistical tool using Statistical Package for Social Sciences (SPSS).

Hypotheses Testing

In order to test the research hypotheses earlier stated in this study, the ordinal logistic regression technique was performed to test hypotheses 1 to 5.

The first hypothesis (**H₀₁**) was that: *There is no significant relationship between unequal distribution of justice and voluntary resignation among bank workers in Akwa Ibom State.*

The results were presented in Table 4.1

Table 4.1: Results of Regression for hypothesis one

Dependent Variable Voluntary resignation among bank workers in Akwa Ibom State	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.787	.331	8.433	.000
Unequal distribution of justice	-.121	.047	-2.607	.010
Personality trait of Conscientiousness	.018	.043	.416	.678
Personality trait of Extraversion	.119	.074	1.605	.110
Personality trait of Neuroticism	-.027	.062	-.436	.663
Personality trait of Agreeableness	.065	.069	.942	.347
Personality trait of Openness to Experience	.042	.011	3.82	.000
Model Characteristics				
F-Cal.	3.544			
F-Stat	0.004			
R-Square	.057			
Adj. R ²	.041			
D-W Stat.	1.567			

Source: Researcher's Computation (2022) from SPSS Output in Appendix V.

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the f-stat value is less than the p-value of 0.05. From the above Table, since the f-stat of 0.004 is less than the p-value of 0.05, the researcher rejected the null hypothesis and accept the alternative hypothesis, which states that there is a significant relationship between unequal distribution of justice and voluntary resignation among bank workers in Akwa Ibom State. Unequal distribution of justice and personality trait of neuroticism maintained a negative relationship with voluntary resignation as evidenced in the coefficient values of -0.121 and -0.027. On the contrary, personality traits of Conscientiousness, Extraversion, Agreeableness and Openness to Experience maintained a positive relationship with voluntary resignation as seen in positive coefficient values.

The second hypothesis (**H₀₂**) was that: *There is no significant relationship between inequitable distribution of justice and employee abscondment among bank workers in Akwa Ibom State.*

The results were presented in Table 4.2.

Table 4.2: Results of Regression for hypothesis two

Dependent Variable Employee abscondment	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.195	.282	7.772	.000
Inequitable distribution of justice	.237	.052	4.557	.000
Personality trait of	.010	.051	.203	.839
Conscientiousness				
Personality trait of Extraversion	.035	.052	.673	.502
Personality trait of Neuroticism	.091	.054	1.681	.094
Personality trait of Agreeableness	.071	.057	1.234	.218
Personality trait of Openness to	.048	.032	1.500	.108
Experience				
Model Characteristics				
F-Cal	5.435			
F-Stat	0.000			
R-Square	.085			
Adj. R ²	.069			
D-W Stat.	1.446			

Source: Researcher's Computation (2022) from SPSS Output in Appendix VI.

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the f-stat value is less than the p-value of 0.05. From the above Table, since the f-stat of 0.000 is less than the p-value of 0.05, the researcher rejected the null hypothesis and accept the alternative hypothesis, which states that there is a significant relationship between inequitable distribution of justice and employee abscondment among bank workers in Akwa Ibom State. Inequitable distribution of justice and all the personality traits maintain a positive relationship with employee abscondment as seen in the positive coefficient values.

The third hypothesis (**H03**) was that: *There is no significant relationship between unjust distribution of responsibilities and employee commitment among bank workers in Akwa Ibom State.*

The results were presented in Table 4.3.

Table 4.3: Results of Regression on hypothesis three

Dependent Variable Employee commitment	Coef.	Std. Error	t-stat	p- value
Model Parameters				
Const.	2.344	.351	6.675	.000
Unjust Distribution of Responsibilities	.007	.047	.144	.886
Personality trait of Conscientiousness	.008	.063	.130	.897
Personality trait of Extraversion	.164	.071	2.299	.022
Personality trait of Neuroticism	.085	.055	1.544	.124
Personality trait of Agreeableness	.022	.062	.362	.717
Personality trait of Openness to Experience	.034	.012	2.833	.012
Model Characteristics				
F-Cal.	1.822			
F-Stat	0.108			
R-Square	.030			
Adj. R ²	.014			
D-W Stat.	1.311			

Source: Researcher's Computation (2022) from SPSS Output in Appendix VII.

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the f-stat value is less than the p-value of 0.05. From the above Table, since the f-stat of 0.108 is greater than the p-value of 0.05, the researcher accepted the null hypothesis, which states that there is no significant relationship between unjust distribution of responsibilities and employee commitment among bank workers in Akwa Ibom State. Unjust distribution of responsibilities and personality traits maintained a positive relationship with employee commitment as shown in the positive coefficient values.

The fourth hypothesis (H_{04}) was that: *There is no significant relationship between mismatched needs and employee satisfaction among bank workers in Akwa Ibom State.*

The results are presented in Table 4.4.

Table 4.4: Results of Regression on hypothesis four

Dependent Variable Employee Satisfaction	Coef.	Std. Error	t-stat	p- value
Model Parameters				
Const.	2.172	.305	7.117	.000
Mismatched needs	.035	.069	.507	.612
Personality trait of Conscientiousness	-.024	.057	-.419	.676
Personality trait of Extraversion	.133	.077	1.732	.084
Personality trait of Neuroticism	.111	.073	1.507	.133
Personality trait of Agreeableness	.077	.065	1.197	.232
Personality trait of Openness to Experience	.062	.053	1.170	.229
Model Characteristics				
F-Cal.	3.134			
F-Stat	.009			
R-Square	.051			
Adj. R ²	.035			
D-W Stat.	1.312			

Source: Researcher's Computation (2022) from SPSS Output in Appendix VIII.

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the f-stat value is less than the p-value of 0.05. From the above Table, since the f-stat of 0.009 is less than the p-value of 0.05, the researcher rejected the null hypothesis and accept the alternative hypothesis, which states that there is a significant relationship between mismatched needs and employee satisfaction among bank workers in Akwa Ibom State. Mismatched needs and personality traits maintained a positive relationship with employee satisfaction among bank workers in Akwa Ibom State as evidenced in the positive coefficient values.

The fifth hypothesis (H_{05}) was that: *There is no significant effect of personality traits on the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State.*

The results are presented in Table 4.17.

Table 4.17: Results of Regression on hypothesis five

Dependent Variable Employee turnover	Coef.	Std. Error	t-stat	p-value
Model Parameters				
Const.	2.232	.313	7.125	.000
Distributive justice	.156	.066	2.374	.018
Personality trait of Conscientiousness	.071	.059	1.203	.230
Personality trait of Extraversion	.088	.058	1.519	.130
Personality trait of Neuroticism	.133	.055	2.440	.015
Personality trait of Agreeableness	.024	.054	.451	.652
Personality trait of Openness to Experience	.021	.015	1.401	.139
Model Characteristics				
F-Cal.	2.270			
F-Stat	.048			
R-Square	.037			
Adj. R ²	.021			
D-W Stat.	1.545			

Source: Researcher's Computation (2022) from SPSS Output in Appendix IX.

The test of the null hypothesis (H_0) against the alternate hypothesis (H_1) is that H_0 is rejected if the f-stat value is less than the p-value of 0.05. From the above Table, since the f-stat of 0.048 is less than the p-value of 0.05, the researcher rejected the null hypothesis and accept the alternative hypothesis, which states that there is a significant effect of personality traits on the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State.

DISCUSSION OF THE FINDINGS

The main aim of this study was to examine the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State. This section was concerned with the discussion of findings that emerged from the result of data analysis. They are discussed under specific objectives of the study.

Relationship between unequal distribution of justice and voluntary resignation among bank workers in Akwa Ibom State

The results of the logistic regression analysis were presented in Table 4.1. From the results, the logistic regression co-efficient value of 2.787, shows there is a positive relationship between unequal distribution of justice and voluntary resignation among bank workers in Akwa Ibom

State. Also, a logistic regression co-efficient of -0.121 implies that a percentage decrease in Unequal distribution of justice causes about 0.121% decrease in voluntary resignation. A logistic regression co-efficient of 0.018 implies that a percentage increase in Personality trait of Conscientiousness causes about 0.02% increase in voluntary resignation. A co-efficient of 0.119 implies that a percentage increase in Personality trait of Extraversion causes about 0.12% increase in voluntary resignation.

A co-efficient of -0.027 implies that a percentage decrease in Personality trait of Neuroticism causes about 0.03% decrease in voluntary resignation while a co-efficient of 0.065 implies that a percentage increase in Personality trait of Agreeableness causes about 0.07% increase in voluntary resignation. Since the f-stat of 0.004 was less than the p-value of 0.05, the finding was that there is a significant relationship between unequal distribution of justice and voluntary resignation among bank workers in Akwa Ibom State. Unequal distribution of justice and personality trait of neuroticism maintained a negative relationship with voluntary resignation as evidenced in the coefficient values of -0.121 and -0.027. On the contrary, personality traits of Conscientiousness, Extraversion, Agreeableness and Openness to Experience. From the results, the R^2 value is 0.057. This indicates that unequal distribution of justice and personality traits variables explained only about 57% variations in voluntary resignation, while the remaining 43% may be explained by variables outside the logistic regression model.

The result is consistent with the finding of Habib, *et al.* (2015) that there is a significant relationship between distributive justice and employee turnover intentions in the banking sector. This is because their dependent variable was employee turnover intentions in the banking sector while independent variable was distributive justice, which are different from the variables employed in this model. This finding is consistent with the finding of An (2019) that involuntary turnover has reversed relationship with organizational performance - positive and negative. While the relationship between voluntary turnover and organizational performance was found to be questionable. The findings also revealed that, absolute turnover rates can disguise the complex and dissimilar impact that different types of turnover have on organizational performance. The finding of Balassiano and Salles (2012) showed the perception of justice as a predictor of organizational commitment, which corroborates the finding of this study. This finding is also consistent with the finding of (Liao and Rupp's 2005) that justice orientation moderated the relationship between justice climate and employees' psychological reactions. Specifically, the relationships between justice climate and work-related attitudes (i.e., commitment, satisfaction) were stronger for employees higher in justice orientation. Their results, however, did not suggest that justice orientation moderated the effect of justice climate on employee behavior.

Nasurdin and Khuan (2011) discovered that the distributive and procedural aspects have a significant and positive impact on task performance. From a study by Suliman and Kathairi (2013) on the impact of organizational justice on job performance both in general and with regard to distributive and relational justice. They found that both general justice (in one aspect)

and distributive and relational justice have a significant impact on job performance. According to Reithel *et al.*, (2007), another important factor regarding the impact of organizational justice on employee performance expressed by several scholars is the cultural perspective. It is a generally accepted fact that cultural diversity impacts the emotion, attitudes and behaviors of employees (Wang, *et al.*, 2010; Crawshaw, *et al.*, 2013; Khan, *et al.*, 2015). From the interview responses, there seemed to be a considerable level of parity between what the employees earn and that of their contemporaries in other banks.

Relationship between inequitable distribution of justice and employee abscondment among bank workers in Akwa Ibom State

The results of the logistic regression analysis were presented in Table 4.2. From the results, the logistic regression co-efficient value of 2.195, shows there is a positive relationship between inequitable distribution of justice, personality traits and employee abscondment among bank workers in Akwa Ibom State. Also, a logistic regression co-efficient of 0.237 implies that a percentage increase in Inequitable distribution of justice causes about 0.24% increase in employee abscondment. A logistic regression co-efficient of 0.010 implies that a percentage increase in Personality trait of Conscientiousness causes about 0.01% increase in employee abscondment. A co-efficient of 0.035 implies that a percentage increase in Personality trait of Extraversion causes about 0.04% increase in employee abscondment. A co-efficient of 0.091 implies that a percentage increase in Personality trait of Neuroticism causes about 0.09% increase in employee abscondment while a co-efficient of 0.071 implies that a percentage increase in Personality trait of Agreeableness causes about 0.07% increase in employee abscondment. Since the f-stat of 0.000 was less than the p-value of 0.05, the discovery was that there is a significant relationship between inequitable distribution of justice and employee abscondment among bank workers in Akwa Ibom State. Inequitable distribution of justice and all the personality traits maintain a positive relationship with employee abscondment as seen in the positive coefficient values. From the results, the R^2 value is 0.085. This indicates that inequitable distribution of justice and personality variables explained only about 85% variations in employee abscondment, while the remaining 15% may be explained by variables outside the logistic regression model.

The result is consistent with the finding of Dean, *et al.*, (1998), that when an employee feels unfairness or inequity in the organization they react in the form of negative attitude like burnout, voluntary resignation or abscondment. Dean, *et al.*, (1998) found that voluntary resignation or abscondment may occur if employees perceive their organizational practices to be deficient in justice, honesty and sincerity. Similarly, Urbany., *et al.*, (1998), averred that voluntary resignation or abscondment may occur as a result of employees' disbelief in their organizations as a result of unequal and inequitable distribution of resources. Neal, (1989) characterized voluntary resignation and abscondment with inequitable distribution of resources in terms of lack of job satisfaction and opportunity. According to Tett and Meyer, (1993), turnover intention is the intention and deliberate willfulness of an employee to resign from his or her current job and the tendency to seek employment in other organization usually as a result of the perception

of unfairness or inequity. According to Adams (1965), the perception of equitable or inequitable treatment received by an employee as compared to others within or outside the organization can influence his commitment and his intention to leave. Hassan, (2002), believed that effective application of distributive justice principles will lead to increased employee commitment and discourage the tendency of voluntary resignation or abscondment.

According to McFarlin and Sweeney, (1992), the employees' perception of equitable or fair justice distribution procedures within the organization will minimize resentment and discourage voluntary resignation or abscondment. Managers should be aware that the fairness and equity of procedures used in the distribution of rewards is very important as it can improve employees' level of commitment in an organization, thus discourage any form of turnover. Mowday and Colwell, (2003) stated that inequitable distribution of justice is concerned with employees' view of unfair treatment by the organization which can predict voluntary resignation or abscondment. According to Stainback *et al.*, (2010), inequitable distribution of resources can affect social comparison of organizational members. He argued that employees who perceive fairness in justice distribution are more likely happy, satisfied and committed with their job and less likely leave their organization.

But perceived injustice, on the other hands, could discourage motivation of employees to accomplish their duties or responsibilities. Similarly, (Connelly *et al.*, 2014), believed that pay inequity has important consequences for employee attitudes and behaviours. The finding of this study corroborates the findings of these researchers. From the interview, respondents expressed that compensation and benefits in their bank are not fairly distributed. As stated by one of the interview respondents, "There is a high level of disparity in my bank regarding the distribution of compensation and benefits".

Relationship between unjust distribution of responsibilities and employee commitment among bank workers in Akwa Ibom State.

The results of the logistic regression analysis were presented in Table 4.3. From the results, the logistic regression co-efficient value of 2.344, shows there is a positive relationship between unjust distribution of responsibilities, personality traits and employee commitment among bank workers in Akwa Ibom State. Also, a logistic regression co-efficient of 0.007 implies that a percentage increase in Unjust Distribution of Responsibilities causes about 0.007% increase in employee commitment. A logistic regression co-efficient of 0.008 implies that a percentage increase in Personality trait of Conscientiousness causes about 0.008% increase in employee commitment. A co-efficient of 0.164 implies that a percentage increase in Personality trait of Extraversion causes about 0.16% increase in employee commitment. A co-efficient of 0.085 implies that a percentage increase in Personality trait of Neuroticism causes about 0.09% increase in employee commitment while a co-efficient of 0.022 implies that a percentage increase in Personality trait of Agreeableness causes about 0.02% increase in employee commitment. Since the f-stat of 0.108 was greater than the p-value of 0.05, it was found that there is no significant relationship between unjust distribution of responsibilities and employee

commitment among bank workers in Akwa Ibom State. Unjust distribution of responsibilities and personality traits maintained a positive relationship with employee commitment as shown in the positive coefficient values. From the results, the R^2 value is 0.30. This indicates that unjust distribution of responsibilities and personality traits variables explained only about 30% variations in employee commitment, while the remaining 70% may be explained by variables outside the logistic regression model.

The result is consistent with the finding of Balassiano and Salles (2012) that the perception of justice is a predictor of organizational commitment. As described by Lambert, *et al.*, (2019) equality is viewed as equal treatment of all the organizational members regardless of their input in an organization but viewed equity as an assessment of employees based on their input and output relationship, differentiating them from what other employees earn in similar situations and what is perceived to be fair and just. Mullins, (2007) found that employees would aspire to progress steadily in organizations that believe in equal opportunity. Bhuian and Al-Jabri, (1996) found that lack of equity could influence employee attitude toward organization which could possibly result in employee turnover intention. Belcourt and Wright (1994) found that, equal opportunity for career development in an organization will encourage employee commitment and motivation thereby discouraging voluntary resignation. Ariely (2009) found that employees would feel satisfied when they are given equal opportunity for advancement in the organization and be motivated to put in their best to take advantage of that opportunity. Buckingham and Coffman, (1999) found that recognition for performance of responsibility as well as corresponding rewards is a critical source of employee commitment, satisfaction and retention. Also, findings corroborate, Maertz and Griffeth, (2004) that the direct and indirect effect of less concern for employees' responsibilities is one of the reasons for low employee commitment and eventual turnover intention. Similarly, Liao & Rupp, (2005) found that individuals with a strong justice orientation react to poor justice climates with lower levels of job satisfaction and commitment compared to people low in justice orientation. Greenberg (2002) found that employees high on moral values (e.g., saving a life, not stealing, keeping promises) were less likely to steal from their managers following acts of distributive injustice.

Braithwaite (1998) found that people who strongly valued harmony (e.g., equality, respect, peace) are more likely to endorse dialogue rather than punishment as a means of dealing violation. Skarlicki, *et al.*, (2008) found that employees high on moral internalization refrained from phone sabotage behavior (e.g., leaving customers on hold for long periods of time, hanging up on customers) in response to perceived injustice. Rupp and Bell (2010) found that individuals who express cognitions consistent with moral self-regulation are less likely to punish transgressors (participants identified as having greedy intentions) in a resource allocation paradigm, compared to individuals expressing retributive motives. The finding of this study corroborates the findings of these researchers. An excerpt from an interview held with one of the respondents reads thus: "Our manager does not care how many tasks you are completing at a time. All he expects is results".

Relationship between mismatched needs and employee satisfaction among bank workers in Akwa Ibom State.

The results of the logistic regression analysis were presented in Table 4.4. From the results, the logistic regression co-efficient value of 2.172, shows there is a positive relationship between mismatched needs, personality traits and employee satisfaction among bank workers in Akwa Ibom State. Also, a logistic regression co-efficient of 0.035 implies that a percentage increase in Mismatched needs causes about 0.04% increase in employee satisfaction. A logistic regression co-efficient of -0.024 implies that a percentage decrease in Personality trait of Conscientiousness causes about 0.024% decrease in employee satisfaction. A co-efficient of 0.133 implies that a percentage increase in Personality trait of Extraversion causes about 0.13% increase in employee satisfaction. A co-efficient of 0.111 implies that a percentage increase in Personality trait of Neuroticism causes about 0.11% increase in employee satisfaction while a co-efficient of 0.077 implies that a percentage increase in Personality trait of Agreeableness causes about 0.08% increase in employee satisfaction. Since the f-stat of 0.009 was less than the p-value of 0.05, the finding was that there is a significant relationship between mismatched needs and employee satisfaction among bank workers in Akwa Ibom State. Mismatched needs and personality traits maintained a positive relationship with employee satisfaction among bank workers in Akwa Ibom State as evidenced in the positive coefficient values. From the results, the R^2 value is 0.051. This indicates that mismatched needs and personality traits variables explained only about 51% variations in employee satisfaction, while the remaining 49% may be explained by variables outside the logistic regression model.

The result is consistent with the finding of Branham (2005) that mismatch of employees' needs can cause friction that may initiate disengagement or turnover. At times, the satisfaction received from jobs by employees related to their needs is not always in line with their expectations – what they consider as important. The result is also in line with Mishra (2013) who found that employee satisfaction is concerned with specific factors such as wages, supervision, job security, working conditions, social relation of the job, prompt settlement of grievances and generally fair treatment of employees. He also found that employee satisfaction is related to different socio-economic and personal factors, such as: Age, Sex, Incentives, Working Environment, Education, duration of work etc.

Caruth and Handlogten (2002) found that employees' knowledge, skills and abilities are the most important driving force to the success of any organization, continuing meeting and satisfying their needs could be considered as one of the effective ways to reward their contributions, loyalty, dedication and efforts. Similarly, Hafiza, *et al.*, (2011) found that there are several factors that can affect employee performance such as needs for training, development opportunities, working conditions, worker-employer relationship, job security and company overall policies and procedures for rewarding employees. Carraher, *et al.*, (2006) found that among the factors that affect employee commitment, motivation that comes with rewards and satisfaction is of utmost importance. Hoppock (1935) found that employee satisfaction is the combination of psychological, physiological and environmental circumstances that cause an

employee to truthfully say I am satisfied with my job. The finding of this study is consistent with the findings of these researchers. Based on the interview, respondents explained that they are not satisfied with what they received as wages in their bank.

Effect of personality traits on the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State

The results of the logistic regression analysis were presented in Table 4.5. From the results, the logistic regression co-efficient value of 2.232, shows there is a positive relationship between personality traits, distributive justice and employee turnover among bank workers in Akwa Ibom State. Also, a logistic regression co-efficient of 0.156 implies that a percentage increase in Distributive justice causes about 0.16% increase in employee turnover. A logistic regression co-efficient of 0.071 implies that a percentage increase in Personality trait of Conscientiousness causes about 0.07% increase in employee turnover. A co-efficient of 0.088 implies that a percentage decrease in Personality trait of Extraversion causes about 0.09% decrease in employee turnover. A co-efficient of 0.133 implies that a percentage increase in Personality trait of Neuroticism causes about 0.13% increase in employee turnover while a co-efficient of 0.077 implies that a percentage increase in Personality trait of Agreeableness causes about 0.08% increase in employee satisfaction. Since the f-stat of 0.048 was less than the p-value of 0.05, the finding revealed that there is a significant effect of personality traits on the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State. From the results, the R^2 value is 0.037. This indicates that personality traits and distributive justice variables explained only about 37% variations in employee turnover, while the remaining 63% were not captured in the logistic regression model.

The result is consistent with the finding of Maertz and Griffeth, (2004) that conscientiousness is likely to influence the moral and ethical motivation forces that influence employee turnover. Findings from a previous study by (Christiane and Hannes 2015) revealed that, openness to experience is a significant driver or predictor of upward job changes in an organization. It was revealed from the study that, employees who scored high in openness to experience are liable to seek opportunities in other organization. The finding of this study is inconsistent with the findings of (Saket and Sumita 2012) that both extraversion and agreeableness have negative impact on voluntary turnover intention. Miroslava and Ondrej (2018) found that neuroticism is a predictor of voluntary turnover intention.

The finding of this study is inconsistent with the findings of (Jam, *et al.* 2012) that there is mediation between neuroticism and voluntary turnover intents. Also, McCrae and Costa (1992) found that neuroticism may predict voluntary and involuntary turnover since employees who score high in neuroticism always express negative emotions to their organizations. Batey and Furnham (2006) found that, extraversion is not described as a good predictor of employee turnover but as a trait that promotes employees' creativity and innovation with strong positive relationship with affective commitment with the organizations. The finding of this study is consistent with the findings of these researchers. This position seems to be in line with the

views expressed by an interview respondent: “Yes, how we accomplish our tasks in this bank is by helping ourselves through good and friendly relationship”.

CONCLUSION

Based on the findings, the following conclusions were made; the researcher has investigated the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State. The findings showed that unequal distribution of justice maintained a significant relationship with voluntary resignation. This simply means that equal work should provide employees with an equal outcome in terms of goods acquired or the ability to acquire goods. But distributive justice is absent when equal work does not produce equal outcomes or when an employee or a group acquires a disproportionate amount of goods. This might result in voluntary resignation or abscondment. Further finding revealed that there is a significant relationship between inequitable distribution of justice and employee abscondment among bank workers in Akwa Ibom State. Employees who perceive fairness in justice distribution are more likely happy, satisfied and committed with their job and less likely leave their organization. But perceived injustice, on the other hands, could discourage motivation of employees to accomplish their duties or responsibilities.

Another discovery revealed that there is no significant relationship between unjust distribution of responsibilities and employee commitment among bank workers in Akwa Ibom State. Positive perceptions of distributive justice and procedural justice should be associated with higher levels of organizational commitment. In another finding, there is a significant relationship between mismatched needs and employee satisfaction among bank workers in Akwa Ibom State. Most employees feel as though their strengths are not utilized and this is caused by lack of interest and passion on the part of organization’s leaders to match the people to the right jobs. Mismatch of employees’ needs can cause friction that may initiate disengagement or turnover. At times, the satisfaction received from jobs by employees related to their needs is not always in line with their expectations – what they consider as important. There is a significant effect of personality traits on the relationship between distributive justice and employee turnover among bank workers in Akwa Ibom State. Conscientious employees are characterized as hardworking, careful, thorough, organized and persevering. Employees with extraversion trait socialize easily within the organization and adapt faster to the organizational culture, thus have lower probability of turnover tendency. Holders of neuroticism personality trait always lag behind on emotional intelligence and are easily caught by frustration, stress, depression and mental disorder which may impact their physical and psychological health as well as the organizational health. Neurotic employees always show feelings of hopelessness and frustration when exhibiting their behaviors. Employees with agreeableness traits would always like to maintain good and rewarding relationships with their organization and reciprocate their organization for providing them with an enabling social environment. Employees who are high in openness to experience would always display skills and predisposition to seek, comprehend and utilize more information in an organization.

Recommendations

Based on the findings of this study, the following recommendations were made:

- i. Banks in Akwa Ibom State should introduce fair and equal reward systems for outstanding performances so as to motivate and retain employees.
- ii. Justice should be fairly distributed among bank workers in order to discourage voluntary resignation.
- iii. There is need for bank workers to inhibit behaviors that may encourage turnover intention but rather reattribute such behaviors as a mean of restoring justice.
- iv. Responsibilities should be justly distributed among bank workers in order to boost employee commitment.
- v. Specific attention should be given at the beginning of the employment relationship to firstly establish and agree to personality traits that would benefit both parties in the employment relationship.

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