

IMPACT OF PERCEIVED JOB AUTONOMY ON TURNOVER INTENTION IN SALES & MARKETING MANAGERS OF SERVICES INDUSTRY: MODERATING ROLE OF PROCEDURAL AND DISTRIBUTIVE JUSTICE

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ABSTRACT: *The purpose of this study is to investigate the relationship between perceived job autonomy and turnover intention in sales & marketing staff. Perceived job autonomy is considered as one of the most studied dimensions of Job Characteristic Model. But still, there is confusion in the scholars about predictive role of perceived job autonomy in turnover intention. In the lines of more complex research on this relation, I had investigated the relationship between perceived job autonomy and turnover intention. Predictive role of distributive justice & procedural will have needs to be proven in different contextual influences. Interactive effect of distributive justice and perceived job autonomy on turnover intention is also not tested before. I had collected data from 279 marketing and sales managers working in financial institutions, FMCG industries, Pharmaceutical Industry & Banks. Strong and direct negative relation was found between perceived job autonomy, distributive justice & procedural justice and turnover intention. Distributive and procedural justice are also amplifying the negative relationship of perceived job autonomy and turnover intention. Limitation and future direction for research are also discussed.*

Keywords: Perceived Job Autonomy, Procedural Justice, Distributive Justice, Turnover Intention

INTRODUCTION:

Initial writings on work design were found in the late 17th century. Division of labor is one of the initial concepts which will ultimately increase the productivity of the workers [1]. First, two decades of 20th century referred to the era of scientific research. In the scientific era, the main focus is on achieving high worker efficiency through simplification and specialization of work process [2]. But after the study of Hawthorn effect, a new paradigm shift comes in the management literature known as human relation movement. Numbers of theories had been presented on motivation and job redesign after 1940. But, the most influential theory was motivation hygiene-theory which ultimately becomes bases for job characteristic model by Hackman & Oldham [3]. There are five dimensions (“Skill Variety”, “Task Identity”, “Task Significance”, “Autonomy”, “and Feedback”); one of the most studies dimension is job autonomy and its impact on several outcomes [4]. Job autonomy defined as “the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out” [4]. In the past 3 decades, many studies had been conducted to investigate the impact of job autonomy on several outcomes. A meta-analysis of these studies concluded that job autonomy is positively related with the job satisfaction and organizational commitment while negatively related with the burnout. The results of meta-analysis had been showed no impact of job autonomy on turnover intention. [5]. Job satisfaction is negatively associated with the turnover intention [6]. Job satisfaction and organizational commitment are negatively related to turnover intention. Another meta-analysis describes us that perceived job autonomy is directly less influential with the turnover intention [7]. But few studies result shows us opposite picture like; job autonomy has direct negative impact on turnover intention [8]. These studies showed that still there is a gap in understanding the impact of perceived job autonomy on turnover intention. For the generalizability of this relationship in all industries and nature of jobs, and on call of more extensive research, I am going to conduct this study.

I am also conducting the study on the calls of different researchers [4]. This study suggested in the future direction that relationship between perceived job autonomy & turnover intention is investigated with the moderating effect of organizational justice perception. Major discussion started on the topic of justice from the equity theory [1]. In the equity theory, the main focus is on distributive justice. How rewards are distributed. Employees equalize his output and his coworker output with respect to their input. If they think that their rewards are not fairly treated and they perceive injustice organizational behavior [1]. Later on, researchers had worked on the construct of organizational dimension. They identified that organizational justice was not a single construct. It had more dimensions for example Procedural justice [9]. Procedural justice is defined what process organization will use for giving rewards to employees. How much fair is your reward process [10]?

LITERATURE REVIEW:

Perceived Job Autonomy & Turnover Intention:

Work design concept is primarily related to the division of the labor [1] and simplification of the tasks [2] main focus on improving the productivity with the same labor. Later on, researchers link job design with the motivation theories like Herzberg [11] hygiene theory. But one of the most important developments in the literature of work design is job characteristic model by [3]. In JCM there are five dimensions are purposed. Which includes (“Skill Variety”, “Task Identity”, “Task Significance”, “Autonomy”, “Feedback”), many studies has been conducted to investigate the relationship between JCM and employee outcome behavior like job satisfaction & motivation. One of the most studied dimension is Job autonomy, How much freedom in planning things, making decisions, and choose when and how to perform the task [12]. Results of Meta-analysis conducted on 259 studies of job autonomy showed that job autonomy has a positive relationship with the intrinsic motivation, job satisfaction, & Organization Commitment. Same meta-analysis showed a negative relationship with the burnout & stress. But this meta-analysis showed no impact of job

autonomy on turnover intention. [5]. But another meta-analysis showed a negative relationship between perceived job autonomy and turnover intention [13]. Few individual studies also showed a negative relationship between perceived job autonomy and turnover relationship [14, 8]. For generalizability of theory, researchers need to conduct more extensive research in this domain. There must be some reasons that why these studies showed different results like [8], conducted the research on social workers and they have found the negative relationship between perceived job autonomy and turnover intention. So we need to investigate the relationship between different Jobs. I think nature of jobs may also have the significant impact on this relationship. The research showed different result may be caused by the different sample design. For generalizability of the theory, it is necessary to take the data from different industries and job position to apply the concept. In this study, i will take data from the marketing & sales Managers of financial services (Currency Exchange, Banks, Insurance Companies), Medical Sales Representatives & Marketing/Sales staff of FMCG. Take examples of sales team of different companies. Both teams have given the same targets, but one group has given complete autonomy on performing his task while the second team has to follow strict guidelines from the company. But same cases, if you will apply in any other natures of job you may find different results. So, according to my hypothesis different nature of jobs may also have the significant impact on the relationship between perceived job autonomy and turnover intention.

H1: Perceived Job Autonomy will be negatively related with the Turnover Intentions.

Organizational Justice and Turnover Intention:

DISTRIBUTIVE JUSTICE:

One of the basic theory which addresses the concept of Justice has emerged as equity theory [15]. This theory is mainly focused on distributive justice. Distributive justice is one of the main focused areas of the equity theory. How much fairly rewards are distributed. Adams also suggested comparing the input and output with the others. On the basis of perceived equity of input and output of others, employees exhibit respective behaviors. One of the other definitions of procedural justice is “appraisal of the fairness of his/her rewards [outcomes] given his/her inputs” [16]. Most of the literature on distributive justice is based on basic works of Adams [17]. Adams [17] theory is based on equity theory. Employees believe that if distributions of rewards are favorable than this will be helpful in obtaining personal goals [18]. Distributive justice is a strong predictor of work-place behaviors [19]. Employees with the low perceive distributive justice will have more chances that they will leave the organization [20]. Two meta-analysis conduct by [21] & [22] of these studies suggested that distributive justice has strong negative impact on turnover intention. Employees who have high precipitation of fairness in reward distribution will have low intentions to leave organizations.

H2: Distributive Justice will have the negative relationship Turnover Intentions.

PROCEDURAL JUSTICE:

Distributive justice did not completely predict the behavior of employee’s outcomes [23]. Few new dimensions of

organizational justice were purposed and established some principles in three articles by Leventhal and his fellow researchers [9, 10] named as procedural justice, how much fair is the procedure by which you distribute the rewards. So there are more concerns about the fairness of procedures. They also identify six basic principles for judging the procedure most commonly known as “Leventhals rules”, that how much procedure is fair. 1). How much consistent are your procedures? If there were any variations found in procedure with respect to department or person. Procedures are considered as unfair. 2). How much accurate information is used in systems? Basic information behind decision must be accurate otherwise, procedures are not fair. The accuracy of the information is very important. 3) The correct ability rule means how your system changes the unfair decisions. 4) The fourth rule is bias suppression, it means that personal opinion and self-interest of individuals did not affect decision making and in allocations of resources and rewards. 5) Leventhals fifth rule is representatives rule; it means that all stakeholders will be present in allocations of resources. All parties which may effect from that decision will be presented in the process. 6) The last rule is that how much your process is ethical. You take care of moral and ethical values of the perceiver in resources allocation process. Procedural justice is widely studied in last 3 decades. Its effect on different outcomes is studied by different authors in different context. Meta-analysis of these studies showed that procedural justice is strongly and negatively related with the turnover intention [22]. Another meta-analysis shows that procedural justice is more strongly related to the withdrawal (Absenteeism & turnover) than distributive justice [21].

H3: Procedural Justice will have the negative relationship with Turnover Intentions.

SOCIAL EXCHANGE THEORY & EQUITY THEORY:

Social exchange theory says that relationships between parties are based on mutual exchange. (In the business context i will treat organization or employer and employee as parties. One party gives favor to the second party. The other party will also respond accordingly [24]. If an exchange between organizational and employee is not balanced than relationship may not exist long. As previous research showed that procedural justice is a strong predictor of employee outcomes [21].

Employees who have perception, that procedure of awarding rewards is fair will feel obligation with the positive work-related attitudes [25], and also have high perceived job autonomy have very low intention to leave the organization. On the basis of supporting theory and results, i predict that procedural justice amplifies the negative relationship between perceived job autonomy and turnover. Equity theory by Adams [17] says that people compare their input and Rewards with others. Social exchange theory also argues that mutual exchange between two parties will not prolong if exchanges between two parties is balanced. If distribution system of rewards is fair and also balanced in the organizations, employee intention to leave is less [20]. So when we will give both autonomy and distribute justice in to the employees. In this case, intention to leaves the organization is low.

H4: Procedural Justice will amplify the negative

**relationship between Perceived job autonomy & turnover
H5: Distributive Justice will amplify negative
relationship between perceived job autonomy and
turnover intention.**

METHODOLOGY

I tested the relationship in this study on the call of Dysvik & Kuvaas [4] for more extensive research on perceived job autonomy and turnover intention with the moderator of organizational justice.

Procedure and sample:

I had collected data from sales and marketing managers of four different service industries (FMCG, Financial Services, Banking, and Insurance). I had drawn sample on the convenience base from the personal contacts of first authors. Questionnaires were distributed between 680 questionnaires. I had send reminders after 15 days of distribution of questionnaires. I had been able to receive 279 responses from total 680 respondents. Overall response rate is 41%. Among Respondents 80 from financial service, 95 from banking sectors, 48 from Pharmaceutical sector and 56 from FMCG sector. From total respondents 68% are male and 22% are female. While distributing questionnaires to respondents, I had informed about the purpose of research to all respondents. I assure confidentiality to all respondents and participation in research is voluntary.

Measure:

I had used 5 points likert scale in our structured questionnaire. In the questionnaire 1 means (strongly disagree) and respectively 5 mean (Strongly agree). Perceived job autonomy was measured by nine items scale developed by Morgeson and Humphrey [12] and also used by Dysvik & Kuvaas [4]. An example item from nine scales is, "The job allows me to make my own decisions about how to schedule my work". The turnover intention was measured by the five items used by Dysvik & Kuvaas [4]. Example items of this scale are "We often think about quitting my present job". For measuring distributive justice i used four items scale developed by leventhal [26] and also used by Colquitt [27] in construct by validation. The example item from the scale is "Does your (outcome) reflect the effort you have put into your work?" Procedural justice is measured by seven items scale developed by Colquitt [27] in construct validation of organizational justice. This measured is also used by Kuvaas [28] study. The Example item from seven point scale is "Have those procedures been applied consistently?"

RESULTS

I had used SPSS for examination of data. First of all, i check scale reliability of all items. Nine items perceived job autonomy scale had the alpha reliability of .976. Seven items procedural justice scale and four items distributive justice scale had the alpha reliability of .947 and .931. Five items scale of turnover intention had the alpha reliability score of .94. Alpha scores are also showed in table 1. The standard deviation of perceived job autonomy was 1.45, while mean value was 3.14. Procedural justice and distributive justice had standard deviation 1.116 and 1.25. Mean values of procedural and distributive justice were 3.25 and 3.66. the turnover intention had mean values of 1.92 and standard deviation of 1.

I had study relationship between variable by using first-order Pearson correlations. The values of correlations between perceived job autonomy and procedural justice and distributive justice had as follow .319 & .341. While correlations between perceived job autonomy and turnover intention had -.594. The correlations between procedural justice and perceived job autonomy had .319. The Correlations between procedural justice and distributive justice had .947. The correlations between procedural justice and turnover intention had -.634. The distributive justice had correlations value of .341 with the perceived job autonomy. Correlations value of distributive justice with the procedural justice was .170. The correlations value of distributive justice with turnover intention had -.634. The turnover intention had correlations value of -.594 with the perceived job autonomy. Correlations value of turnover intention with the procedural justice was .634. Correlations value of turnover intention with the distributive justice was -.555. Results are also showed in table number 1.

I had used stepwise regression analysis technique to check the relationship of variables. To check the direct effect of perceived job autonomy, procedural justice & distributive justice on turnover intention. I had entered all variables mean value at step 1. At step 2, I had entered interactive terms of procedural justice & procedural justice with perceived job autonomy. Perceived job autonomy had negatively related with turnover intention, the beta value had -.22 and the p-value had less than .05. Procedural justice had the negative relation with turnover intention, the beta value had -.40 and the p-value lest than .05. Distributive justice had also negatively related to turnover intention, the beta value of the relationship is -.29 and the p-value is less than .05.

Table 1: Means, Standard Deviations, Correlations, and Reliabilities

Variable Name	Standard Devotion	Mean	1	2	3
Perceived Job Autonomy	1.45	3.14	(.976*)		
Procedural Justice	1.16	3.66	.319**	(.947*)	
Distributive Justice	1.25	3.25	.341**	.170**	(.931*)
Turnover Intention	1	1.92	-.594**	-.634**	-.555** (.94*)

n=279

** . Correlation is significant at the 0.01 level (2-tailed).

*. Alpha reliabilities

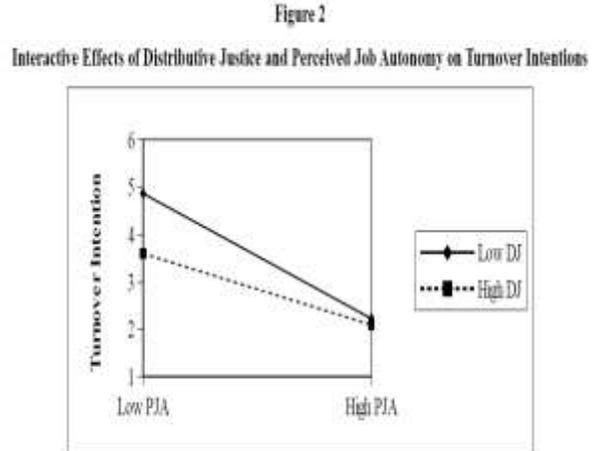
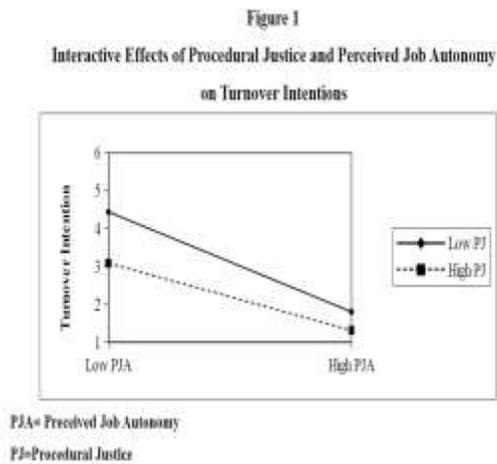
Table 2: Main Effects and Moderation Step Wise regression Analysis Results Turnover Intention

	Variable Name	B	ΔR2	R2
Step 1	Perceived Job Autonomy	-.221*	0.69*	.691*
	Procedural Justice	-.404*		
	Distributive Justice	-.295*		
Step 2	Interactive effect of Procedural Justice and Perceived Job autonomy	.127*	0.1*	0.1*
	Interactive effect of Distributive Justice and Perceived Job Autonomy	.157*		

Dependent Variable: Turnover Intention

n 279

p <.05



The beta value of interaction term of procedural justice and perceived job autonomy is .157 with the p-value less than .05. The beta value of interaction term between distributive justice and perceived job autonomy is .127. I also plotted these values in graph 1 and 2. The result of graph showed that procedural and distributive justices are amplifying the negative relationship between perceived job autonomy and turnover Intention. I had plotted the result of interaction term on graphs. As graph number 1 showed that sales managers who have the higher level of perceived job autonomy and procedural justice is also high. The turnover intention of those employees is very low.

I had plotted the interactive effect of distributed justice & perceived job autonomy in graph 2. Results of graph showed that employees who have the high value of perceived job autonomy & distributive justice have the lower turnover rate. I had plotted the result of interaction term on graphs. As graph number 1 showed that sales managers who have the higher level of perceived job autonomy and procedural justice is also high. Turnover intention to those employees is very low. I had plotted the interactive effect of distributed justice & perceived job autonomy in graph 2. Results of graph showed that employees who have the higher value of perceived job autonomy & distributive justice have the lower

intention to leave.

DISCUSSION

The first purpose of this study is to prove the relationship of perceived job autonomy and turnover intention. Weather Relationships between these variables will be influenced by nature of jobs. Results of our sample showed a negative relationship between perceived job autonomy and turnover intention. So our first hypothesis is accepted. These results are also in lines of the previous studies ([14, 8]. Kim [8] study was conducted on social workers, while McKnight *et al.*, [14] studies showed that task autonomy has the negative relationship with turnover intention in programmers & analyst. While Gottlieb, & Newby-Clark [29] find the negative relationship between perceived job autonomy and turnover intention in employees working in human resource services.

Our study result showed that distributive justice is also negatively related with the turnover intention. So our third hypothesis is also accepted. These result also in the lines of previous studies. Two meta-analysis conduct by Colquitt *et al.*, [21] & Charash & Spector, [27] of these studies suggested that distributive justice is strongly negatively related with the turnover intention

Procedural justice showed the negative relationship with turnover intention. So our third hypothesis is also accepted. This result is on the lines of previous studies. The meta-analysis conducted by Charash & Spector [27] also report the negative relationship with turnover intention and procedural justice. In this study, I concluded that procedural justice is more strongly related with turnover intention. This result is also in the lines of previous studies. The meta-analysis shows that procedural justice is more strongly related with the withdrawal (Absenteeism & turnover) than distributive justice (Colquitt *et al.*, [21]. As graph number 1 showed that sales managers who have the higher level of perceived job autonomy and procedural justice is also high. Turnover intention to those employees is very low. While those employees who have low procedural justice, but have perceived job autonomy have high turnover intention. The fourth hypothesis of our study is accepted. This relationship was not tested before.

I had plotted the interactive effect of distributed justice & perceived job autonomy in graph 2. Results of graph showed that employees who have the higher value of perceived job autonomy & distributive justice have the lower turnover rate. While those employees who have the lower distributive justice perception has higher turnover intention. So our 5th hypothesis is also accepted.

The result I concluded had certain limitation. I collected data at once, so it is difficult to eliminate chances for inference of causality and reverse casualty. In future, we need to investigate this relationship in longitude and experimental studies. Second I concluded research on small sample size which is based on connivance sample, Third limitation you can use actual turnover instead of turnover intention. However, you can take turnover intention as a proxy for the actual turnover. It is closely related with the actual turnover intention [30]. You need to study the relationships of perceived job autonomy and turnover intention in different

nature of jobs and cross culture. It is also needed to check the relationship with larger sample size. You will also take data from different industries. You can also need to check moderation effect of procedural and distributive justice across different culture and in the different relations. You can also test other two dimensions of organizational justice in the same relationship. You also repeat this study with different sampling techniques, sample size and with different nature of jobs.

Implication for Practice:

The Result of this study showed that perceived job autonomy has the negative relationship with turnover intention in sales and marketing staff. I suggest that if you empower your sales and marketing team. They may likely to think less about leaving the organization, or they waste their time for searching other jobs. They can properly concentrate on the job and devote full cognitive resources to his jobs. I also recommend practitioners that if you provide procedural justice it will also decrease the turnover rate in your organization. One of the strongest predictors of turnover intention found in our study is procedural justice. Distributive justice has the negative impact on turnover intention, but the intensity of the relationship is low as compared to procedural justice.

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