

MEDIATION OF ORGANIZATIONAL TRUST IN LMX-TURNOVER INTENTION RELATIONSHIP AND MODERATION OF FAIRNESS PERCEPTION

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ABSTRACT: *This research examined the direct association among leader-member exchange (LMX) and turnover intention of employees, examining the mediating role of organizational trust (OT) in the association among LMX and Turnover Intention (TI) as well as examining the moderating role of fairness perception (FP) among LMX and organizational trust. It has become difficult for the service sector to retain their key and talented employees. This research provides the key to service sector in order to retain capable employees. A questionnaire consisting of 26 items was developed to test the hypotheses. The data was collected through convenience random sampling from the nurses of three private hospitals in Lahore Fatima Memorial Hospital, Mid City Hospital and Omer Hospital which were working under the supervisors by self-administered questionnaire. The data was analyzed through bootstrap technique by using SPSS 20.00 (Statistical Package for the Social Sciences). The results of this research showed that LMX and organizational trust were negatively related to the turnover intention of nurses, and fairness perception moderate the relationship among LMX and organizational trust. Moreover, there was positive association among LMX and organizational trust. The results also showed that the relationship between LMX and turnover intention was stronger when mediated by organizational trust. The areas for future direction were also discussed in this research.*

Keywords: Leader-member Exchange, Organizational Trust, Fairness perception, Turnover Intention

INTRODUCTION

Leader member exchange theory is a primary dyadic theory in the literature of leadership. Leadership is societal sway procedure in an attempt to gain goals of teams through which leader tries to find deliberate involvement of assistants' non-cohesively. With the rapidly changing global environment, there is a need of efficient leaders who recognized the complications of shifting structure. Researches in OB have described the importance of relationship among leader and his follower through leader member exchange theory. Leader member exchange linked with Fairness perception in order to create a trustful dyadic association among supervisor and his subordinate. Overall Justice affects employees inside and outside of organizations. When employees feel a sense of fairness by their organization and develop a high level of organizational trust than their turnover intention reduces. All the previous researches were confined to the problems of leaders and their followers, few researches were present in order to find the key to this problem, how organizational trust could be increased among followers with the help of supervisors. This research is also a little contribution in this aspect. This research purposed relationship between LMX and Turnover Intention moderating by fairness perception with the mediating effect of organizational trust.

Leadership is a significant topic by means of an extensive account of thrill and concentration. Similar to other different associations, health care industries are basically group based. Compared with conventional groups, hospitals introduce more difficulties as much of the time the individuals are flowing, which requires more significant coordination and usage of expertise sets. Considering the worldwide shortage of nurses [32] and enormous turnover intention [31] the way to retain the healthcare employees in the healthcare industries has become a discouraging task. Leader-Member Exchange (LMX) and fairness perceptions have attained a great interest from the past decades. Justice has been nominated as the first virtue and a primary concern for employees in all the sectors of the organization. There is strong positive association

among job satisfaction and interactional justice and negative consequence on feedback i.e. turnover intention. This may suggest the requirement for research concerning how representatives see the fairness of authoritative frameworks and how this issue of fairness influences representatives' states of mind and practices.

LITERATURE REVIEW

LMX explains the association among team members and their leader although justice explains the fairness of leaders while doing tasks in the organization. This research focusing on the distributive justice and interactional justice to capture the intensity and prosperity related to the turnover intention of employees because leaders' procedural justice has a positive effect on job satisfaction of followers, trust in the leader and their commitment to the organization. Distributive justice is related to the perceived fairness of outcomes by the leaders of the organization related to their subordinates [17]. Interactional justice is related to the perceived fairness of interpersonal treatment by the leaders of the organization related to their subordinates [17]. Trust is an expectation or belief that one can rely on another person's actions and words and/or that the person has good intentions toward oneself [42]. The potential role of organizational trust as a mediating variable in the association among leader member exchange quality and employee's turnover intention can be supported by social exchange theory [11], which postulates that employees' attitudes and behaviors are significantly influenced by perceptions of organizational trust. Thus, drawing on social exchange theory, it is argued that when individuals perceived that they are in a good social exchange relationship with their organizations, they are less likely to quit their jobs and will continue with the organization. Turnover intention is the likelihood of individuals' perception of leaving or continuing with the parent organization [34]. The motivation behind the study on which this article based, was to test model reducing turnover intention of nurses by the mediating role of organizational trust between leader-member

exchange qualities. Many studies have contributed to exploring the relationship between organizational trust and employees' turnover intention, fairness perception and employees' turnover intention over the last two decades. However, it is difficult to determine how leader-member exchange, organizational trust and fairness perception influences an employee's turnover intention. This research attempts to contribute to the literature of leader-member exchange, fairness perception, and organizational trust in order to reduce turnover intention of employees. The result of this study will help us in understanding and advising supervisors and upper-level management to know that how they could reduce the turnover intention of their employees by treating them fairly and developing more organizational trust by fairness perception.

Objectives of the Study

The objectives of the research were:

- (a) Investigating direct association among LMX and turnover intention
- (b) Examining mediating role of organizational trust in the association among LMX and Turnover Intention
- (c) Examining the moderating role of fairness perception among LMX and organizational trust.

Theory and Hypothesis Development

From all over the world Leadership prolonged to be one of the most commonly discussed topics by the researchers. Leadership is a course of action toward influenced by the workers of the organization in order to gain most desired effects. Leadership is crucial in formative the failure and success of a firm. Leaders play an important role in enhancing the team members' ability towards a specific task or goal and transform individual's interest into team's interest.

2.1 Leader-member Exchange

LMX theory explained that leaders have different relations among different workers. Hypothetically it's possible that leaders trust equally to all devotees but the reality is contradictory and devotees lose their interest on the job which results in high turnover. Social Exchange theory illustrates that relationships are developed by one group in doing something in favor of another group and other groups do something in favor of the first group. Social Exchange theory has frequently explained the relationship for why leaders provide high-quality LMX members with demanding goals of teams and tasks within available resources as well as why team members are encouraged by leader's behavior. Far and wide social exchange theory [11] had clarified the influence of LMX quality on employees' efforts. Different relations are not developed intentionally this could be occurred by rule making process. Worker turnover has been predominance and turned into a significant concern of each association. There exist two types of relationships in an organization, workers exchange relationship with their supervisors which are Leader-Member Exchange relationships as well as worker's relationships with the organizations which perceived organizational support. [51]

2.2 Leader-member Exchange and Turnover Intention

LMX has more along with direct control on employee performance, whereas perceived organizational support is not directly linked to employee performance. On behalf of the support by the organization, workers became more committed towards their institutes and their intention to go away reduces, although, on behalf of the high-quality associations with their supervisors, they achieve their tasks. It has been observed that positive exchange relations at work negatively predict turnover intentions of employees [22]. Like other exchange relations, LMX has also been a good source of reducing employees' turnover intention [2; 5, 15;48]. It has also been noticed that leaders' behavior also predicts individuals' turnover intention [52]. Based laying on the above arguments, we propose that

H1: LMX is negatively linked with turnover Intention.

2.3 Leader-member Exchange and Organizational Trust

Within examination laying on the characteristics of operational existence the variables of trust, hierarchical responsibility, as well as the satisfaction of individual needs, have a vital impact [20]. Yet significant measures with satisfactory psychometric assistance are hard to find, particularly ones pertinent to industrial British working inhabitants. The mediating role of organizational trust among training & development, turnover intention as well as the association among turnover intention and human resource practices was examined [1]. Training & development and compensation practices are the antecedents of organizational trust, which spin mediates the relationship their relationship with the turnover intention of nurses. The turnover intention of nurses decreases due to more organizational trust. Basically expanding the compensation is not the best technique to resolve the issue of lacking nursing staff; it is important to concentrate on the effect of non-fiscal components [16]. Supervisors of hospitals can promote the administration ideas and dispositions of frontline nursing staff by expanding organizational justice and organizational trust. Nursing staff would then be revived to give input to the deliberation and deliberation given by hospital supervisors through illustrating significant enhancements in their additional part execution. Enhanced supervision ideas and attitude would also encourage cooperation among partners; help the confidence of the nursing staff and decreases the turnover intention. Based on the above arguments, we propose that

H2: LMX is positively linked with Organizational Trust.

H3: Organizational Trust is negatively related to turnover Intention.

2.3 Moderating Influence of Fairness Perception

Equity theory, also known as justice theory, was proposed by Adams in 1963. This theory is based on input to output ratio. Inputs are the efforts and contributions exerted by the employees and output is what they receive from the organization against their input. If people develop fair perceptions as a result of the allocation of resources, rewards, and promotions and have a feeling that they are being treated fair then they would be motivated to give their best, will stay committed to the organization and would not think about quitting their job. Expectancy theory was first proposed by Victor Vroom. It proposes that the behavior of an individual

depends upon the strength of the expectation of a given outcome and its attractiveness. If the organization is treating everyone fairly, effort and performance, performance and rewards are strongly related then employees will be more motivated to give their best because they will be satisfied from the treatment that they are receiving from the organization, would be more committed to the organization and would not think about quitting. The issue on which you believe them depends not just on the appraisal of fairness and kindness, additionally on the capacity to fulfill it [31]. In this way, if a gathering is trusted on one assignment, will that build the trust on another inappropriate task, even without information on the gathering's capacity on the new assignment. Reliable with the contentions, model recommends that appraisals of capacity may not sum up over different tasks or circumstances [47]. Analysis of the organizational justice and LMX through recommending and proposing possible relationships among the three different dimensions of organizational justice and leader member exchange was examined [35]. Justice has a strong effect on employee outcomes regardless of LMX quality. Though significant LMX through justice interactions signified to mutually dependent individuality levels, i.e relational and collective as well as supporting regulatory hub are absolutely linked with LMX quality, there is no effect on employee work outcomes where LMX quality is high. Measured the association among the organizational justice as well as workers' excellence of leader-member exchange [46]. Employees face many issues and difficulties in organization, but justice and fairness perception of subordinates are most important [18]. Justice reveals supposed devotion towards the decrees so as to signify correctness within decision perspective (e.g., fairness, stability, esteem, faithfulness). Thoughts of fairness bring many positive and negative actions in the behaviors and outcomes of employees as well as their engagement with the tasks and goals. Therefore, it was needed to bring change in the complete structure of the organization and also in the intellectual obligations of the employees related to the justice and fair treatment. Based on the above arguments, we can propose that

H4: Fairness perception moderates the relationship among LMX and organizational trust.

2.4 Mediating Influence of Organizational Trust

The potential mediating role of organizational trust in the relationship between leader-member exchange and turnover intention can be supported by social exchange theory which postulates that employees' attitudes and behaviors are significantly influenced by perceptions of organizational trust [11]. Thus, illustrating on social exchange theory, it is argued that when individuals perceived that they are in a good social exchange relationship with their organizations, they are less likely to quit their jobs. Leader-member exchange reflecting employees' two types of relationships at work, supervisors and organization relationships [51]. "The establishment of exchange relations involves making an investment that constitutes a commitment to the other party [11]. Since social exchange requires trusting others to reciprocate, the initial problem is to prove one trustworthy". Trust develops from common understanding taking into account mutual ideas as well as it is essential for the less turnover intention of

employees. Organizational trust is the confidence that a business will be clear and finish on responsibilities. Trust refers to representative confidence in hierarchical pioneers and the conviction that at last authoritative activities will demonstrate useful for workers. Butler defined conditions of trust: discreteness, availability, competence, consistency, fairness, integrity, loyalty, openness, overall trust, promise fulfillment, and receptivity. Based laying on the above arguments, we propose that

H5: Organizational trust mediates the relationship among LMX and turnover Intention.

Theoretical model

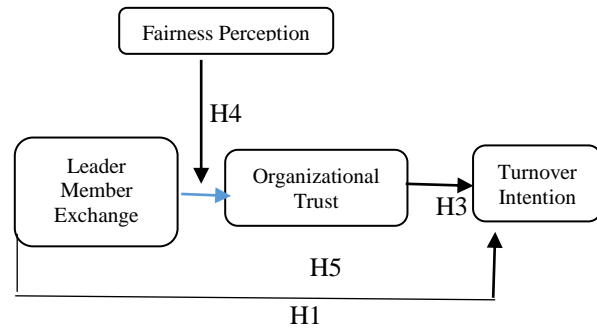


Figure3.1.

METHOD

3.1 Participants and Procedures

The data for this research was collected by self-administered questionnaires for the nurses administered at respondent's place. After the deep study of literature and keeping in view the objectives of study, a questionnaire was prepared. The questionnaire was finalized after the detailed discussion with the supervisor. The final draft of questionnaire consists of 26 questions excluding demographic profile. For data collection face to face, survey method was used. The data was collected from three private hospitals of Lahore, Fatima Memorial, Mid City and Omer Hospital. Questionnaires were given to the respondents by the researcher personally but there was no inference of researcher in data filling and assurance was given that the information will be kept confidential. The 480 questionnaires were distributed among the three private hospitals. The data were collected within 1 month. The data was collected by a strong reference from Fatima Memorial Hospital and from the other two hospitals data was collected by the researcher herself. The questionnaires were collected back by the researcher after one or two days as per the convenience of respondents. 450 questionnaires were collected out of 480 questionnaires from respondents. The response rate was 93.75 %. Respondent's actions were excellent with the researcher. From the total sample size, 60.2 % nurses were Single and 39.8 % nurses were married. 15.3 % nurses have less than10 year's education, 30.0 % have 10 years' education, 35.8 % have 12 years' education and 18.9 % have 14 years' education.

3.2 Measures:

A pilot study was conducted in order to check the understanding of questionnaire. Pre-testing of the questionnaire was conducted from 30 respondents. After pre-

testing necessary changes were introduced in the questionnaire. Finally, the questionnaire consisted of 26 questions excluding the demographic profile.

Leader-member Exchange: Leader-member exchange quality was measured by 11 items scale [39] with 4 dimensions affect, loyalty, contribution subscale and professional respect. The sample items are I like my supervisor very much as a person, my supervisor is the kind of person one would like to have as a friend. The scale of 5-point Likert used by participants for ratings. The scale Alpha reliability in this study is 0.877.

Organizational Trust: Organizational trust was measured from [20] with 5 items scale. The sample items are the management of my hospital can be trusted to make sensible decisions for the hospital's future, I can trust the people I work with to lend me a hand if I needed it. Scales of 5-point Likert vary from 1 to 5 used by contributors for ratings. The scale alpha reliability in this study is 0.817.

Fairness Perception: Fairness perception was measured from [17] with two dimensions' distributive fairness and interactional fairness. The sample items are it is important to be aware of the other team member's level of compensation & benefits, my supervisor seems honest and provides me with timely information. The scale of 5-point Likert used by participants for ratings. The alpha reliability in this study is 0.870.

Turnover Intention: Turnover Intention was measured with 2 items [6]. The sample item is there any likelihood that you would resign from the hospital. The scale of 5-point Likert used by participants for ratings. The alpha reliability in this study is 0.712.

3.3 Data Analysis

To test the hypothesis bootstrap technique in SPSS Macro Process software was used because it can give results of complex nature mediation, moderator model of testable hypothesis in full detail. SPSS 20.0 (Statistical Package for the Social Sciences) was used for data analysis.

RESULTS

The descriptive statistics and correlation for the study variables shown in Table 1. There exists a significant negative correlation between LMX and Turnover Intention ($r = -.113, p < 0.05$) developing initial support for hypothesis H₁. There exists a positive correlation between LMX and Organizational Trust ($r = .705, p < 0.05$) developing initial support for Hypothesis H₂. There exists a negative correlation between Organizational Trust and Turnover Intention ($r = -.339, p < 0.05$) developing initial support for Hypothesis H₃. There exists a positive correlation between Fairness Perception and LMX ($r = .768, p < 0.05$), FP & OT ($r = .521, p < 0.05$) developing initial support for Hypothesis H₄.

Table 1

	Mean	SD	Alpha	LMX	FP	OT	TI
LMX	3.54	0.538	0.877	1			
FP	3.59	0.588	0.870	.668**	1		
OT	3.68	0.622	0.817	.405**	.521**	1	
TI	3.70	0.608	0.712	-.113**	-.118**	-.339**	1

Hayes Moderation Regression Analysis

Table 2 shows the results of moderation. R shows the correlation between LMX, Fairness Perception and Organizational trust which is 0.668. This shows a moderate correlation between all leader-member exchange, Fairness Perception and organizational trust. R square shows that there are 37% changes occur in organizational trust due to Fairness Perception and leader-member exchange quality. F value is 90.5311 which is greater than F_{cv} which is 3.9333 and P-value 0.000 < $\alpha = 0.05$. t_{obs} value is 84.1365 which is greater than t_{cv} which is 1.65 and P-value 0.000 < $\alpha = 0.05$. From all the analysis we can reject our null hypothesis and accept H1. Hypothesis 4 was supported by the results. There is strong effect of moderator Fairness Perception on LMX and Organizational Trust.

Table 2(a)

Model Summary						
Model	R	R Square	F	df1	df2	P
1	.668	.3773	90.5311	3.0000	446.0000	0.0000

Table 2(b)

Coefficient						
	Coefficient	Std. Error	T	p	LLCI	ULCI
Constant	39.9671	.4750	84.1365	0.0000	39.0278	40.7356
FP	1.3331	.5207	2.5604	0.0005	.2771	2.3891
LMX	4.1549	1.6255	2.5561	0.0005	.8582	7.4516
Int_1	.7349	.3039	2.4184	0.0000	.1186	1.3513

Hayes Mediation Regression Analysis

Table 3 shows the results of path c (LMX & TI) R shows the correlation between LMX and Turnover Intention which is -0.113. This shows a weak negative correlation between all leader-member exchange and turnover intention. R square shows that there are 51% change occurs in turnover intention due to leader-member exchange quality. F value is 25.7688 which is greater than F_{cv} which is 3.9333 and P-value 0.000 < $\alpha = 0.05$. t_{obs} value is 7.7288 which is greater than t_{cv} which is 1.65 and P-value 0.000 < $\alpha = 0.05$, $\beta = -6.8155$. Hypothesis 1 was supported by the results.

Table 3 (a): Hayes regression for LMX and Turnover Intention (Path c) Model Summary

Model	R	R Square	F	df1	df2	P
1	-.1128	.5127	25.7688	1.0000	448.0000	0.0000

Table 3 (b)

Coefficient						
	Coefficient	Std. Error	T	p	LLCI	ULCI
Constant	12.5756	1.6271	7.7288	0.0000	2.8429	4.1727
LMX	-6.8155	2.5090	-2.7164	0.0007	-1.8406	-11.7904

Hayes regression for LMX and organizational trust together predicting turnover intention (Path b & c)

R shows the correlation between LMX, Organizational trust and Turnover Intention which is 0.2401. This shows a weak correlation between LMX and organizational trust together predicting turnover intention. R square shows that there is 56% change occurs in turnover intention due to the combined

effect of leader-member exchange quality and organizational trust on turnover intention. F value is 72.6665 which is greater than Fcv which is 3.9333 and P-value $0.000 < \alpha = 0.05$. tobs value is 4.9548 which is greater than tcv which is 1.65. $\beta = -1.7346$, $t = -4.9610$, p value < 0.05 provides support for the Hypothesis 3. $\beta = -3.5466$, $t = -1.5022$, p value > 0.05 provides support that LMX no longer predicts turnover intention or is lessened predicting turnover intention. So the hypothesis 5 Organizational trust mediates the relationship among LMX and turnover Intention is supported by the results.

Table 4 (a)

Model Summary

Model	R	R Square	F	df1	df2	P
1	.2401	.5576	72.6665	2.0000	447.0000	0.0000

Table 4 (b) Coefficient

	Coefficient	Std. Error	T	P	LLCI	ULCI
Constant	8.3958	1.6945	4.9548	0.0000	5.0356	11.7561
Trust	-1.7346	.3496	-4.9610	0.000	-1.0412	-2.2280
LMX	-3.5466	2.3609	-1.5022	0.7071	-1.1351	-8.2282

Hayes regression for LMX and Organizational trust (Path a)

Table 5 provides the support for the path a. R shows the correlation between LMX and Organizational trust which is 0.4050. This shows a moderate correlation between all leader-member exchange and organizational trust. R square shows that there is 46% change occurs in organizational trust due to leader-member exchange quality. F value is 87.8970 which is greater than Fcv which is 3.9333 and P-value $0.000 < \alpha = 0.05$. tobs value is 11.3341 which is greater than tcv which is 1.65, $\beta = 0.4681$. Results provide support for hypothesis 2.

Table 5(a)

(a) Model Summary

Model	R	R Square	F	df1	df2	P
1	.4050	.4640	87.8970	1.0000	448.0000	0.0000

Table 5(b)

(b) Coefficients

	Coefficient	Std. Error	T	p	LLCI	ULCI
Constant	2.0254	.1787	11.3341	0.0000	1.6742	2.3766
LMX	.4681	.0499	9.3808	0.0000	.3700	.5662

DISCUSSION

Leader-member exchange quality is the social exchange, mental and spiritual assistance among the supervisor and his/her subordinates. Leader-member exchange has a significantly negative impact on turnover intention of nurses. One can have concluded that the organization in which there is a strong dyadic relationship among supervisors and subordinates, turnover intention becomes low. Fairness Perception moderates the association among organizational trust and LMX. Organizational Trust directly related to high

quality LMX. High quality LMX directly and indirectly related to turnover intention through organizational trust. The research finding is consistent with the effect of bad quality Leader-Member Exchange on the dissatisfaction of team members regarding their job or tasks which lead to more turnover intention^[40]. The study that contradicts this research finding was carried by high quality LMX associated with high-performance tasks whereas POS associated with turnover intention^[51]. When employees are treated fairly in the organization with the strong leader-member exchange quality than their organizational trust increases which result in less turnover intention of employees. The findings of this research consistent with the moderating effect of fairness perception among LMX and organizational trust^[24]. When employees believed that they are treated fairly by their organization, their trust in organization increases and their intention to leave decreases which result in success of organization^[23]. The findings also consistent with, organizational justice discernment could influence nurses' organizational trust^[16].

Leader-member exchange is positively related to organizational trust. One can conclude that when there is strong leader-member exchange quality than the organizational trust of employees enhances which results in the benefit of organization and employees as well and the intention to leave the organization decreases. It is investigated that High quality leader-member exchange is essential for promoting more organizational trust. When organization treats nurses fairly then their organizational trust enhances with strong leader-member exchange quality so their turnover intention reduces. The results of the study are in consistent with the studies by other authors in a different point of time. The results of this research also consistent with. the mediating role of organizational trust among training & development, turnover intention within the context of LMX^[1]. The turnover intention of nurses decreases due to more organizational trust.

LIMITATIONS & FUTURE DIRECTIONS

LMX is a dyadic association so first limitation is concerned about data collection. In this research data was collected by nurses only not from their supervisors. Second limitation was concerned with the methodology because data was collected from three private hospitals in one region. Third limitation was about using cross-sectional design. The data was collected at a single point in time that's why the direction of causality cannot be resolute. The fourth Limitation of this study was that it was confined to individual level outcomes as the dependent variable in the research model. For example, turnover Intention is concerned with the individual level not with the group level perspective. A study could be conducted by collecting data from subordinates and their respective supervisors. A study could be conducted by taking a large sample to increase the validity of the research. A study could be conducted by taking the sample of the corporate sector because it will help managers to improve their relationship with the employees and make them more comfortable in the working environment so that their turnover intention will be low. There can be a comparative study between the government hospital and private hospital to improve the

dyadic relationship among nurses and their supervisors. There can be another study, which explores the other different dependent variables such as organizational citizenship behavior, job performance, organizational commitment, satisfaction with the supervisor and actual turnover and their influence on organization's success can be checked. A longitudinal study could be conducted in order to get more reliable results by taking data at two different points of time.

CONCLUSION

The aim of present study was to investigate the moderating effect of fairness perception with the mediating influence of organizational trust on turnover intention of employees with the main context of leader-member exchange quality. The results of this study showed that both LMX and organizational trust negatively influence turnover intention of nurses. Moreover, fairness perception strongly influences the relationship among LMX and organizational trust. It becomes very difficult for the hospitals to attract and most importantly retain the nurses. So it has become essential for the service sector to retain their key and capable employees. For this service sector are trying to become an employer of choice. To attain this leader-member exchange, organizational trust, fairness perception capable the service sector to retain their nurses. The appropriate usage of fairness perception in order to create more organizational trust with LMX is the key to reduce the turnover intention of employees.

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