

EMPLOYEE TURNOVER INTENTIONS IN HEALTHCARE: ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT AND PERCEIVED ORGANIZATIONAL JUSTICE

Dr. Navin Kumar Koodamara¹, Dr. Nandana Prabhu², Dr. Suraj Francis Noronha³, Dr. Raveendra Rao⁴, Dr. Santhosh Kumar A⁵

¹Assistant Professor-Selection Grade, Manipal Institute of Management, Manipal Academy of Higher Education, Manipal-576104, Karnataka, India.

²Associate Professor, Manipal Institute of Management, Manipal Academy of Higher Education, Manipal-576104, Karnataka, India.

³Assistant Professor-Senior Scale, Manipal Institute of Management, Manipal Academy of Higher Education, Manipal-576104, Karnataka, India.

⁴Associate Professor, Manipal Institute of Management, Manipal Academy of Higher Education, Manipal-576104, Karnataka, India.

⁵Assistant Professor, SDM Law College, Centre for PG Studies & Research in Law, Mangalore-575003, Karnataka, India.

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ABSTRACT: The purpose of this paper is to measure the effects of perceived organizational support (POS) and perceived organizational justice (POJ) on employee turnover intentions (ETI) of the Indian hospital employees. This study was done on a sample of 549 respondents who are working as the nursing staff in Indian hospitals. This study has used multiple linear regression to analyze the relationship among POS, POJ & ETI. This study has found that perceived organizational support (POS) is negatively related to employee turnover intentions (ETI). However, perceived organizational justice (POJ) is found to be positively related to employee turnover intentions. A direct negative relationship was found between POJ & ETI. It is also found that distributive justice (DJ) and Interactional justice (IJ) are the important predictors of ETI. Contrary to this, procedural justice (PJ) isn't found to be associated with ETI.

KEYWORDS: Distributive Justice, Employee Turnover Intentions, Interactional Justice, Procedural Justice, Perceived Organizational Support, Perceived Organizational Justice.

I. INTRODUCTION

Despite the growing research on perceived organizational support and employee turnover intentions in the western countries, relatively lesser attention has been paid to this line of research in the Indian context. Recently, there is a growing number of research articles that have examined the impact of perceived organizational support on employee turnover intentions (Chen et al, 2005; Farh et al, 2007). In this connection, social exchange theory describes individual employees' perceptions towards organizational support and, accordingly, it articulates positive outcomes of perceived organizational support (Allen et al 2003). Employees will demonstrate supportive behavior when they feel that their contribution is valued by their organization and it cares about their wellbeing. This will, in its consequence, lead to higher job performance (Eisenberger et al 1986; Eisenberger and Stinglhamber, 2011). Therefore, organizations are expected to lay emphasis on the cultivation of people's perceptions about organizational support through fair procedures and favorable job characteristics (Cropanzano et al 1997; Shore 1995). An organization's demonstration of employee support in terms of its practices is likely to exercise a favorable impact on employees' affective commitment, higher job performance, and job involvement (Shore & Wayne, 1993; Armeli et al., 1998; George & Brief, 1992; Eisenberger et al., 1999).

Increased competition in the corporate world has necessitated the importance of human capital. Accordingly, organizations are trying to retain highly talented employees (Alizaden et al 2007). If employees leave their current job, it becomes a matter of serious concern for organizations because it is likely to create a dent in its resources. Organizational and management scientists have attempted to address the problem of employee turnover by addressing the issues surrounding organizational justice (Esmaeili and Koroush, 2001). This is because the absence of organizational justice is likely to be a strong antecedent of employee turnover. Those

who don't accept organizational injustice are likely to quit the organization. If individuals don't raise their voice even while they decide not to quit due to their own reasons, their inability to register their protest against organizational injustice might lead to burnout. Therefore, it is essential for organizations to practice organizational justice as it is likely to influence the formation of positive attitudes among employees and thus contribute to strengthen their organizational loyalty (Noami et al 2004). Further, organizational injustice is harmful as it may lead to negative employee-level consequences and thus hinder organizational progress (Reb et al 2006). This is evidenced in prior research also, which has shown that organizational justice is a significant factor that influences employee perceptions about the organization as also the employee intentions to quit the organization and look for alternative employment (Nadiri and Tanova, 2010). Despite these facts, little research has happened in this area especially in the Indian context. However, some studies in the West have revealed that there exists an inverse relationship between organizational justice and employee turnover intentions (Dailey and Kirk, 1992; Lee, 2000; Loi et al, 2006; Hubbell et al, 2005).

In this study, three main research questions are addressed. First, this paper investigates the impact of perceived organizational support (POS) on the employee turnover intentions (ETI) of Indian hospital employees. Second, this research examines whether the perceived organizational justice (POJ) and its sub-constructs i.e. distributive justice, procedural justice, and interactional justice predict employee turnover intentions (ETI) of Indian hospital employees. For this, this paper examines whether POS & POJ exercise their direct influence on ETI. Third, this paper also examines the influence of perceived organizational support (POS) on perceived organizational justice (POJ). There is paucity of research, in the Indian context, that has where there has examined the direct relationship between POS & POJ.

II. LITERATURE REVIEW

Employee turnover intentions (ETI) has been a widely researched phenomenon mainly because it costs the organization in many respects (Wanous, 1980). Employee turnover is one of the major concerns for any organization since it affects productivity and costs of the organization. It would increase hiring and training costs (Brown et al, 2009; Moynihan et al, 2008). Therefore, organizations have to implement good HR strategies to reduce the turnover intentions of employees (Seigfried, 2008). There are many models of employee turnover that predict certain factors leading to employee turnover intentions i.e. job characteristics, relationship between employer and employee, work environment, organizational support etc (Naff and Crum, 1999).

Perceived organizational support (POS) refers to an employee's global belief regarding the extent to which organization values the contribution of employees and cares about wellbeing of the employee's which reduces their absenteeism (Eisenberger et al., 1986). This conceptual relationship is based on the social exchange theory, which describes employee-employer exchange relationships. In this connection, meta-analytic research carried out from the standpoint of social exchange theory has shown that the construct of justice, as a whole, exercises its positive impact on task performance and organizational citizenship behavior in the mediating presence of organizational commitment, perceived organizational support, and leader-member exchange (Colquitt et al., 2013). The reciprocation hypothesis, which is the core idea of social exchange theory is demonstrated to be linked with the effort to distinguish adequate task performance from exemplary task performance (Colquitt et al., 2013). In this connection, justice perceptions of employees are argued to be related to not only the exemplary task performance but also organizational citizenship behavior (Ibid, 2013).

The effort-performance and performance-reward expectancies imply that the employee motivation and the consequent organizational commitment would come into being if the higher degree of performance facilitated by scientific work design is expected to higher performance only if employees have faith in the greater probability of getting commensurate and just reward for their performance. In other words, employees should perceive equity in distribution of rewards, which requires the presence of procedural justice in the process of distribution of rewards. Though the employees put forth their optimum efforts motivated by performance-friendly work design, the perceived inequity resulting from procedural injustice would bring down employee motivation and organizational commitment and would, thus, lead to increased turnover.

Sound human resource management practices related to performance appraisal ensure the emergence of procedural justice, a strongly felt employee expectation during their performance evaluation. If an employer accords due regard to procedural justice, it implies the presence of employer's concern for the sense of individual dignity of employees. Further, the practice of procedural justice conveys the sense of mutual respect and trust in employer-employee relationship. Respect and trust in the organizational leadership emanates due to the employer's concern for making performance appraisal evaluation as objective as possible. Accordingly, employees also consider performance evaluation system to be objective, which would result in wider acceptance of the system provided there exists shared acceptance of the system prior to its implementation. Procedural justice leads to perceived sense of fairness of performance evaluation system because of the perceived

objectivity, which can thus enable the transcendence of perceived injustice among employees who might have considered the evaluation system to be subjective. Therefore, prior research on procedural justice has argued that it exercises a stronger effect on organizational commitment than distributive justice (Colquitt et al., 2001). Further, regulatory focus theory (Cropanzano et al., 2008) argues that if people possess promotion focus i.e. they like to add to their earnings, they would lay greater emphasis on distributive justice than procedural justice. Conversely, if people possess prevention focus i.e. they like to maintain what they already enjoy, they would lay higher emphasis on procedural justice. Therefore, procedural justice is important for employees during their performance evaluation. Accordingly, human resource management practices relating to performance evaluation become motivational tools provided the organizations ensure the presence of procedural justice in this process.

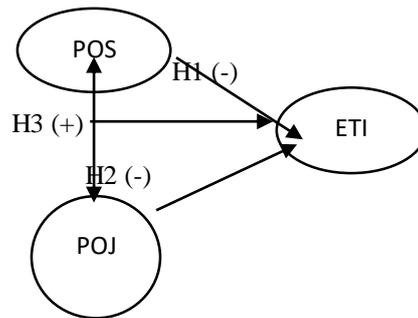


Figure 1: Conceptual Framework

Individuals’ perceptions of organizational support create a feeling of goodwill in favor of organization, which strengthens the emotional bond between employee and employer. This will, in its turn, create a sense of obligation towards the organization (Eisenberger et al 1990; Maertz et al 2007). The presence of perceived organizational support makes employees believe that their work will be recognized in future (Eisenberger et al 1986). Thus, perceived organizational support is positively associated with affective organizational commitment and negatively associated with the employee turnover intentions (Wayne et al 1997; Rhoades et al 2001; Maertz et al 2007). Accordingly, employees’ perception of organizational support creates a sense of obligation to the organization resulting in decrease in the withdrawal behavior of employees and increase in the organizational participation (Shore and Wayne, 1993; Eisenberger et al, 2001). This process is a cycle of reciprocal interactions where individuals and organization continue to support with each other till they feel that they are supported (Lance, 1991). In this context, people who perceive that organizational support them will be less likely to leave the organization and they would like to stay with the organization.

Perceived organizational justice (POJ) refers to the perceptions of employees with respect to distribution of outcomes where individuals make judgments about fairness of distribution of resources in the wake of their contribution to their organization (Greenberg, 1987). The prescriptive approaches of social scientists have attempted to understand what kind of actions are truly just. However, managerial scientists are concerned not about what is just but about what employees believe to be just. This is termed as descriptive approach (Cropanzana et al., 2007). The discussion on organizational justice was earlier limited only to outcomes. Accordingly, organizational scientists were essentially interested in distributive justice (Adam, 1965; Homan, 1961). However, this interest in the research discourse on organizational justice got extended to procedural justice (Leventhal, 1980; Thibaut.J & Walker, 1975) and interactional justice (Bies & Moag, 1986) also.

Greenberg (1987) defined the term `distributive justice` as perceptions of individuals about distribution of resources where they make judgments about the fairness of outcomes for their contribution or a given amount of effort. Procedural justice means the process of allocation of outcomes must be consistent or accurate and it should be free from bias. Employees trust their employers and demonstrate commitment to them when there is a fair planning process (Kim & Manborgne 1991, 1993). Third dimension of perceived organizational justice is interactional justice. It means how a person treats or communicates with others. If a person experiences appropriate communication, he will perceive it as just and fair. It is interesting to observe that organizational justice perceptions are the important predictors of people’s behavior (Camgoz and Karapinar, 2011). Thus, employers must be aware of the implications of of perceived organizational justice. Accordingly, managers need to pay attention to all the three components of perceived organizational justice i.e. distributive justice, procedural justice and interactional justice so that employee turnover intentions can be reduced (Rastgar Abbas Ali and Pourebrahimi Nina, 2013).

Research in United States have observed that perceptions of employees about distributive justice and procedural justice will predict employee turnover intentions (Cropanano and Randall, 1993; Folger & Konovsky, 1989). Further studies have also found that distributive justice is a stronger predictor of employee intention to stay than procedural justice (Mc Farlin and Sweeney, 1992). It means perception of unjust distribution of resources will lead to the emergence of perceived injustice and is, therefore, likely to lead to higher employee turnover (Greenberg, 1987). Therefore, perception of fairness in the outcomes is expected to exercise greater impact on employee turnover intentions than the perception of fairness in the organization procedure (Nadiri & Tanova, 2010). If an individual feels that there is an injustice, it is likely to increase employee burnout and the consequent intentions to quit the organization (Ghafouri Varnosfadrani, 2009). Many researchers have found that there is a significant negative relationship between the presence of organizational justice and intention to leave the organization (Gol Pervar & Nadi, 2010). Researchers have found many reasons for this relationship. Firstly, if there is an injustice, employees might perceive that they will not lose anything if they leave the organization. Secondly, individual employees may perceive that their organization may not consider their contribution in future (Lind E A Fairness Heuristic theory, 2001).

Studies have also found that organizational injustice exercises its effects on individual health. Accordingly, it is likely to give rise to increased absenteeism among employees due to health related issues (Elovainio, 2004). It is evident from the research that there exists a significant positive relationship between organizational justice and job satisfaction. It is also observed that the higher the employee job satisfaction, the lesser would be the turnover intentions (Daniel et al 2010; Alam 2010). Thus, there is likely to be significant negative relationship between distributive justice, procedural justice, interactive justice and employee turnover intentions. It is also found that perceived organizational support is positively related with the perceived organizational justice (Hajrasouliha & Torfeh, 2017). This implies that when employees perceive that their organization cares and recognizes their contribution, they are likely to perceive the presence of organizational justice or vice versa.

On the basis of above discussion, the following hypotheses have been framed:

- H1. Perceived organizational support negatively impacts employee turnover intentions.
- H2. Perceived organizational justice negatively impacts employee turnover intentions.
- H3. Perceived organizational support is positively related to perceived organizational justice.

III. METHODS

Sample and Procedure

In order to test the hypothesis framed, a survey was conducted among employees of hospitals in the state of Karnataka, India. There are about 309 private hospitals in Karnataka. However, about 32 hospitals gave their consent to participate in this study. The respondents in the hospitals include ward nurses, deputy nursing superintendent, nursing superintendent, staff nurses and physiotherapists. Questionnaire were distributed to the employees and, thereafter, we gave a description of the study and requested their cooperation. After 30 days of distributing 1150 questionnaire to respondents, 549 questionnaire were returned. Accordingly, the response rate was 47.73 percent. Out of the total 549 respondents, 483 were female and 66 were male respondents, which implies that 88 % of respondents were female. The experience of the respondents was categorized into four in which respondents who had less than 1 year of experience were 154, 2 to 4 year of experience were 229, 5 to 7 years of experience were 77, and 89 respondents had an experience of more than 7 years. Majority of respondents had a work experience of 2 to 4 years.

Measurement and Validation of variables

Employee turnover intentions is one of the important research variable in the fields of organization behavior (Wanous, 1980). Bringing down employee turnover leads to reduction in costs (Cotton et al, 1986; Pettman, 1973). The present study considers perceived organizational support (POS) and perceived organizational justice (POJ) as the antecedents of employee turnover intentions (ETI). All the items of these variables were administered by using 5 point likert scale (5=strongly agree; 1= strongly disagree).

The perceived organization support was measured by using a 16-item scale developed by Eisenberger et al. (1986). Some of the items are as follows: 1. The organization values employee's contribution to its well-being. 2. If the organization could hire someone to replace employee at a lower salary it would do so. 3. The organization fails to appreciate any extra effort from individual employee. 4. The organization strongly considers employee goals and values. 5. The organization would ignore any complaint from employees etc. The reliability coefficient of this scale was 0.860 (Chronbach Alpha).

The perceived organizational justice was measured by using the 20-item scale developed by Niehoff and Moormans (1993). The 20-item scale is a comprehensive measure of perceived organizational justice because it contains all the three dimensions of the perceived organizational justice i.e. distributive justice, procedural justice and interactional justice. Some of the items are as follows: 1. Fair rewards with regard to responsibilities. 2. Fair rewards with regard to education level. 3. Fair rewards with regard to the efforts. 4. Giving additional information when necessary. 5. Decisions are implemented to everyone consistently. 6. Implications of the decisions about my job is told to me. 7. Explanation for the decisions related to my job. 8. Logic explanations for decisions taken about my job etc. The reliability coefficient of this scale was 0.820 (Chronbach Alpha).

The employee turnover intentions were measured by using 6 items of Colarelli (1984), Mobley et al., (1978) and Seashore et al.,(1982). They are as follows: 1. There is lot to gain by continuing employee service in his organization indefinitely. 2. Employee planning to search for a new job during the next few months. 3. Employees often think about quitting his present job. 4. Deciding to work for this organization was a correct decision that he has taken. 5. Employee actively searching for an alternative to his present job. 6. As soon as employee gets an opportunity he will leave this organization. The reliability coefficient of 6 items of this scale was 0.886 (Chronbach Alpha).

IV. RESULTS

The mean and standard deviation were calculated for the sample of healthcare employees with respect to all the variables identified for the study.

| Descriptive Statistics | | |
|------------------------|------|--------------------|
| Variable | Mean | Standard Deviation |
| POS | 2.30 | 0.560 |
| POJ | 1.80 | 0.520 |
| ETI | 4.16 | 0.755 |

The perceived organizational support had the mean score of 2.30 with a standard deviation of 0.560. This indicates that 68% of the respondent’s perception towards POS ranges between 2.30 ± 0.560 . It can be inferred from this result that majority of respondents perceive that there is lack of organizational support and low standard deviation indicates that the perception across the respondents has negligible variability. Further, the POJ has the mean score of 1.80 which indicates that majority of respondents perceive that there is no organizational justice. The result also indicates that majority of respondents’ perception towards ETI ranges between 4.16 ± 0.755 which shows that the perception of employees towards their intention to leave the organization is very high and low standard deviation also indicates that the perception across the respondents has negligible variability.

Relationship among perceived organizational support (POS), perceived organizational justice (POJ) and employee turnover intentions (ETI).

A regression model was developed for capturing the turnover intentions of healthcare employees by using perceived organizational support and perceived organizational justice as the predictors. Table below shows the estimated regression values and coefficients of independent variables with their significance values.

Table 2: Regressions predicting turnover intentions.

| REGRESSION ESTIMATES | | | | | | | |
|------------------------|--------|----------------|--------|--------|--------|-------|------|
| Variable Relationships | R | R ² | F | Beta | t | sig | |
| POS-ETI (H1) | -0.738 | 0.544 | 653.37 | -0.738 | -25.56 | .000 | |
| POJ-ETI (H2) | -0.338 | 0.114 | 70.58 | -0.338 | -8.40 | .000 | |
| | | | | DJ-ETI | -0.416 | 10.52 | .000 |
| | | | | PJ-ETI | -0.011 | 0.255 | .799 |
| | | | | IJ-ETI | -0.113 | 2.62 | .009 |
| POS-POJ (H3) | 0.410 | 0.168 | 110.47 | 0.410 | 10.51 | .000 | |

Notes: N=549. Independent variable-POS & POJ: Dependent variable - ETI

The empirical model demonstrates, an inverse relationship between perceived organizational support and employee turnover intentions ($R=-0.738$). The adjusted R-Square of 0.544 indicates that 54.4 percent of the variation of employee turnover intentions is explained by perceived organizational support. From the ANOVA table it was observed that the f value is 653.37 which is statistically significant at 5 % level of significance. The beta coefficient value (-0.738) also indicates the negative relationship between perceived organizational support and employee turnover intentions. Hence H1 is supported. Further, the regression estimates also resulted in inverse relationship between perceived organizational justice and employee turnover intentions ($R=-0.338$). The R-square (0.114) value implies that 11.4 percent of variance is attributable to perceived organizational justice while explaining employee turnover intentions. This implies that 11.4 percent variation in the employee turnover intentions is explained by the independent variable i.e. perceived organizational justice. The model is empirically supported because of the f value 70.58 which is significant at 5 % level of significance. The beta coefficient (-0.338) and t statistics (-8.40) values also infer that there is a negative and statistically significant relationship between perceived organizational justice and employee turnover intentions, which supports H2. The relationship was also sought among distributive justice (DJ), procedural justice (PJ), interactional justice (IJ) and employee turnover intentions (ETI). It was found from the t value that the distributive justice ($t=10.52$) and interactional justice ($t=2.62$) were the important predictors of employee turnover intentions. It was found that procedural justice ($t=0.255$) was not the statistically significant predictor of employee turnover intentions and there is no relationship between these two variables ($P\geq 0.05$).

The inter-relationship between perceived organizational support and perceived organizational justice was also measured, which resulted in positive relationship ($R=0.410$) between these two variable. The adjusted R-square value (0.168) implies that 16.8 percent of variables of perceived organizational support is attributable to the impact of perceived organizational justice. The theoretical relationship between these two variables is also endorsed by the F value 110.47, which is significant at 5 % level of significance. The beta coefficient (0.410) and t statistics (10.51) values also infer that there is a positive and statistically significant relationship between perceived organizational justice and perceived organizational justice which supports H3.

V. DISCUSSION

The present study contributes to the existing knowledge on the role of POS & POJ on employee turnover intentions in many ways. This study demonstrates the negative relationship between POS & ETI, which implies that employee who feel that their contributions are recognized by the organization are less likely to leave their organization. It is also found that there is an inverse relationship between POJ & ETI, which implies that employees who perceive that distribution of outcome and procedure involved in distribution of outcomes is not fair and just would leave the organization. The findings of this study are aligned with the previous studies that build linkages among POS, POJ and ETI (Maertz Jr, Griffeth, Campbell, & Allen, 2007; Aghaei, Moshiri, & Shahrbanian, 2012). Therefore, the key theoretical implication of the findings of this study is that organizations need to focus on enhancing the perceptions of employees with respect to their support and justice to their employees, which will help them reduce the employee turnover intentions (Aghaei et al 2012).

It can also be observed from the previous studies that the perceptions of employees about the absence of distributive justice and procedural justice are likely to predict employee turnover intentions (Cropanano and Randall, 1993; Folger & Konovsky, 1989). Contrary to this, the findings of the present study show that it is the absence of distributive justice and interactional justice which predict employee turnover intentions while the perceived absence of procedural justice does not predict employee turnover intentions. It can be inferred from these findings that healthcare employees are more concerned about fairness in the distribution of outcomes than the procedure involved in the distribution of outcomes. The findings of this study are consistent with the Mc Farlin & Sweeney (1992) who have found that distributive justice is a stronger predictor of employee intention to stay with one's organization than the procedural justice. It means that the perceptions of injustice in the process of execution of distributive justice will lead to the emergence of the sense of injustice among individuals which are relatively less productive and it would make them cultivate stronger turnover intentions (Greenberg, 1987). Therefore, perception of fairness in the outcomes exercises greater impact on employee turnover intentions than the perception of fairness in the organizational procedure (Nadiri & Tanova, 2010). The findings of the present study reveal, accordingly, that the managers of the healthcare organization are required to concentrate more on equity and fairness in the distribution of outcomes and they must interact with the employees with respect to the ways in which they distribute the outcome (Rastgar Abbas Ali and Pourebrahimi Nina, 2013). Thus, this study also aimed to measure the relationship between POS & POJ which resulted in positive and direct association between these two variables. This study is consistent with the findings of the previous study (Hajrasouliha & Torfeh, 2017).

There are a few more noteworthy theoretical implications, in this context. First, though there exists procedural justice in performance appraisal, the amount of compensation that employees get may not meet their effort-

reward expectancies. This will have detrimental effect if the compensation is not commensurate with their efforts though the performance evaluation process is imbued with the mandatory requirement of procedural justice. Second, human resource management practices relating to employee compensation serve the purpose of operationalizing equity among employees while rewarding their efforts. The 'effort-reward' equilibrium that an employer is able to achieve while deciding upon an amount of compensation that is commensurate with employees' efforts and position will bring about the sense of fairness among employees. Therefore, it brings about the sense of equity among employees as it is always relative in nature and, therefore, difficult to realize. However, the 'effort-reward expectancy' decides the valence of employee efforts. Therefore, HRM practices on compensation are crucial to ensure the presence of equity and the resultant motivation and commitment among employees.

VI. MANAGERIAL IMPLICATIONS

The results of this study show that POS & POJ are two important predictors of employee turnover intentions. In order to reduce the turnover intentions of the employees in the healthcare sector, the organizations must focus on enhancing perceptions of employees with respect to the organizational support and organizational justice. When employees feel that organization care about their wellbeing and distribution of outcome is fair, they are less likely to leave their organization. Increasing the organizational support is less expensive compared to paying more compensation or redesigning jobs in order to reduce turnover intentions of employees (McEvoy & Cascio, 1985). It is advisable to all managers of healthcare organization to pay more attention to avoid personal prejudice, give reason for the decision taken, provide timely feedback and engage in purposeful interaction with their employees so that employees perceive that there is organizational justice. Further, this also reduces employee's intentions to quit. Support from the managers increases employees' attachment towards them. As a result, they will be more attached to their organization which results in reduction in turnover intentions (Maertz & Griffeth, 2004). Interestingly, it was observed from the previous studies that if employees are more attached to the managers or superiors, turnover intentions may be high when loyalty-inspiring managers leave the organization (Maertz et al., 2003).

Do employees seek only the monetary compensation from their jobs? Human beings attempt to go beyond their deficiency needs so as to satisfy their growth needs. In this connection, the organizational human resources management practices on the rewards structure serves the function of providing much needed employee recognition. These practices are likely to increase the perceived organizational justice among employees. Further, appropriate reward structure becomes an act of providing individualized consideration to employees, a transformational leadership behavior that acts as a motivational mechanism, in itself. The recognition that the rewards carry with them would become a source of intrinsic motivation for employees. In this connection, meta-analysis of prior research on intrinsic motivation has shown that intrinsic motivation becomes important if it rewards are indirectly related to performance (Cerasoli, Niklin, & Ford, 2014). However, the prior research on the interactive effect of importance of intrinsic motivation remains intact even while extrinsic motivation in the form of incentives is provided and is, therefore, considered to be important in contributing to quality of work performance (Ibid, 2014) while extrinsic motivation is found to be a significant contributing factor that influences quantity of work performance. Further, the meta-analytic findings of laboratory experiments on cognitive evaluation theory (Deci et al., 1999) have confirmed that employee recognition expressed in the form of positive feedback increases intrinsic motivation and tangible rewards decrease the same (Gange & Deci, 2005). Therefore, the reward structure and the implicit employee recognition that emanates from the same are likely to bring about autonomous motivation among employees, albeit through what the self-determination theory of motivation (Gagne & Deci, 2005) has called as integrated regulation (Ibid, 2005) that represents congruence between employee goals and values with organizationally dictated, extrinsic job regulations. This will create the same degree of autonomous motivation in employees even in those jobs that are not intrinsically motivating due to otherwise uninteresting activities as do the intrinsically interesting and, therefore, intrinsically motivating jobs create. Therefore, though the reward structure is externally regulated and controlled, it can still lead to willing exercise of autonomy in employees in their job performance provided the reward structure for each employee is perceived to be contributing to his or her goals and values. In these cases, though the reward structure is an extrinsic motivator, it will still provide the same degree of autonomy in job performance that employees perceive if their jobs were to be intrinsically motivating. Therefore, designing a reward structure that provides autonomous motivation to employees becomes important for organizations to produce a motivated job performance on the part of their employees.

How should the construct of rewards structure be operationalized? Supervisor's praise for the well-performed jobs, coming across challenging work in the wake of demonstration of efficient work performance, administering monetary rewards for having met the performance objectives, according public recognition for having put up the outstanding work performance, due recognition of one's work within the organization

especially from those people who are considered to be significant others in the context of one's work are the constituent elements with which the construct of rewards structure could be operationalized.

VII. LIMITATION, FUTURE SCOPE AND CONCLUSION

In the present study, the study considered two variables i.e. perceived organizational support and perceived organizational justice as antecedents of employee turnover intentions. However, there may be many other organizational or work variables which are likely to influence employee turnover intentions. Future research may take up other variables in their models to test their influence on turnover intentions of employees. This research is limited to the nursing staff of hospitals and it has not considered other clinical and non-clinical employees. The future research can study the application of the research model of this study in the context of doctors, lab technicians, people who are working in the pharmacy, and other administrative staff. The future research can also take larger samples to explore new findings by using modern statistical techniques such as structural equation model (SEM) or Analysis of moment structures (AMOS). Further, this model can be tested in the other organizational and industrial settings. Despite these limitations, the present study has filled a research gap by examining the relationships among perceived organizational support, perceived organizational justice and employee turnover intentions in the healthcare sector. This research confirms the negative relationship between perceived organizational support, perceived organizational justice and employee turnover intentions. Further, this was the first study to test the inter-relationship between perceived organizational support and perceived organizational justice in the Indian context. It has, accordingly, established that perceived organizational support is positively associated with the perceived organizational justice.

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