

PRIMARY RESEARCH

# Impact of Distributive Justice on Trust in Leader and Employee Turnover Intention: Moderating Role of Islamic Work Ethics and Organizational Culture

Muhammad Ali Raza <sup>1\*</sup>, Amir Gulzar <sup>2</sup>, Rubina Jabeen <sup>3</sup>

<sup>1</sup> PhD Scholar at Foundation University, Islamabad, Pakistan

<sup>2</sup> Associate Professor at Faculty of Management Sciences, Foundation University, Islamabad, Pakistan

<sup>3</sup> Assistant Professor at Faculty of Management Sciences, Foundation University, Islamabad, Pakistan

## Keywords

Distributive Justice  
Trust in Leader  
Employee Turnover Intention  
Islamic Work Ethics  
Organizational Culture

**Received:** 18 January 2017

**Accepted:** 15 November 2017

**Abstract.** The study investigates the impact of Distributive Justice (DJ) on trust in leader and employee turnover intention in organisations. The paper also tests Islamic Work Ethics (IWE) and organizational culture as moderators. Data were collected from 176 respondents working in telecom sector. Self-administered questionnaire was used for the purpose of data collection. Results show that DJ is positively correlated with trust in leader, but negatively correlated with employee turnover intention. IWE act as a moderator between DJ and trust in leader. DJ trust in leader relationship was strong when IWE were high. It also acts as a moderator between DJ and employee turnover intention. DJ-employee turnover intention relationship weak when IWE were high. Organizational culture acts as a moderator between DJ and trust in leader. DJ-trust in leader relationship was strong when organizational culture was high. However, contrary to our hypothesis, organizational culture does not act as a moderator between DJ and employee turnover intention. Managerial implication and research limitations are also discussed.

**KAUJIE Classification:** H23, H54, M84

**JEL Classification:** M12, M14, M5

© 2017 JIBM. All rights reserved.

## INTRODUCTION

Human history from the very start has focused on understanding the importance of remuneration given to individuals for their efforts (Moran & Gareis, 2015). Greenberg (1987) identified the importance of justice from different perspectives. Whether or not employees are going to stay with the organization depends on how much organization focuses on creating justice (Prajogo & McDermott, 2011). Out of the aspects of organizational justice, DJ

\*Corresponding author: Muhammad Ali Raza

†Email: [muhammadaliraza\\_87@hotmail.com](mailto:muhammadaliraza_87@hotmail.com)



holds a unique and distinct position (Choudhury, 2011). Even before the employees join an organization, one of the few important things that they focus on is the level of DJ that exists in the organization (Karp, 2012). To hire and retain best talent, it is important that an organization not only adds DJ in its mission and vision, but also communicates it meticulously (Ismaeel & Blaim, 2012).

Researchers have tested the impact of DJ on various outcomes (Colquitt, Conlon, Wesson, Porter, & Ng, 2001; Khan, Abbas, Gul, & Raja, 2015). DJ helps to increase the trust that employees have in their leaders. As employees' performance evaluation depends on how they are rated by leaders, trust of employees in distributive system increases when they are rewarded properly for their performance. In addition to this, employees tend to stay longer in organizations that ensure DJ. This shows that DJ has a negative correlation with employee turnover intention (Khan et al., 2015).

When we talk about justice, IWE play an important role in formulating and implementing strategy based on justice (El-Kot & Burke, 2014). Kumar and Rose (2010) proved that IWE put emphasis on following instructions given by leaders. So, Policies based on IWE lead to increased leader's acceptance by employees (Yiing & Ahmad, 2009). Employees inspired by IWE try to be more constructive and obedient (Ali, 1988). Employees high on IWE have trust in leaders (Aldulaimi, 2016). Moreover, when employees are high on IWE, their turnover intention is low (Khan et al., 2015).

In addition to IWE, people working in an organization share values, beliefs and culture. These values, beliefs and culture have a strong impact (Cao, Huo, Li, & Zhao, 2015). OC if built properly helps to create and reinforce equity (Prajogo & McDermott, 2011). OC supports the notion of pay for performance. It also encourages adherence to instructions given by leaders (Berson, Oreg, & Dvir, 2008). OC promotes cohesiveness and trust. Employees who have faith in OC show trust in their leaders and continue to work for the organization (Louis & Murphy, 2017). Employees high on OC tend to show more trust in their leader and have low employee turnover intention (Rahman & Nas, 2013).

No study has so far been conducted to test impact of DJ on both trust in leader and employee turnover intention in a single construct with IWE and OC as moderators. It is important to understand these relationships in countries such as Pakistan that tend to follow Islamic ideology. Developing and understanding these links can help to evaluate the relative importance of OC and IWE (Rahman & Nas, 2013).

This study would broaden the literature available on IWE and trust in leader. Moreover, it would help to understand the importance of IWE in a Muslim dominant society. The study also contributes to linking the concepts of contemporary management with the ideology of Islamic rules and policies. The study is a step towards exploring distributive justice-outcomes relationship. Most of the research done up till now has focused on the Western economies. They follow Protestant work ethics which are more suitable for Western cultures. This study would help to broaden work on IWE which are more suitable for Eastern cultures that emphasize on Islam.

## LITERATURE REVIEW

Concept of organizational justice rose to prominence after it was highlighted by Greenberg (1987). One of the important factors highlighted in Greenberg's (1987) study was DJ (Aldulaimi, 2016; Powell, 2006). Organizations should be able to make sure that they create and promote the concept of equity in their employees (Gupta, 2011). This helps to develop and nurture the concept of pay for performance and performance-based management (McHale, 2012). When employees feel that the organization is just and puts emphasis on remunerating employees as per the efforts being put by them, it creates sense of ownership and positive competitiveness (Gupta & Kumar, 2012; Vijayakumar & Padma, 2014). Perception also plays an important role in shaping employees' efforts. Even if DJ does exist, but employees perceive its absence, it creates a negative impact (Li & Zhou, 2013). Ultimately, employees feel that they are not being rewarded as per their efforts (Briody, Pester, & Trotter, 2012; Sabatier, 2014).

Organizations should have the ability to focus on not only promoting DJ, but also communicating it with the employees working in the organization (Nana, Jackson, & Burch, 2010).

### **DJ and Trust in Leader**

Azanza, Moriano, Molero, and Mangin (2015) focused on the importance of leadership and its impact on employee retention. Leaders act as a face for the organization and help to build confidence and trust of employees in organization. They have to make sure that employees have faith in policies of the organization (Nana et al., 2010). Several researches have shown the positive impact of leader's relationship with employees (Naranjo-Valencia, Jiménez-Jiménez, & Sanz-Valle, 2011; Yin, Lu, Yang, & Jing, 2014). However, it is not the only responsibility of leaders to positively reinforce and motivate employees for their organization (Mohamed, Karim, & Hussein, 2012). Organization must also show from its actions that it wants to help leaders in managing and taking their teams forward (Sabatier, 2014).

One of the ways in which organizations help leaders to obtain acceptance is by developing and implementing a proper distributive system. Nasurdin and Khuan (2011) and Silva and Caetano (2014) have focused on the positive impact of DJ on employees' trust in their leaders. Leaders help in communicating a positive image of organization with employees (Naqshbandi, Kaur, Sehgal, & Subramaniam, 2015). Same goes for organizations that make sure support their leaders. What is being said by leaders, organizations vet those notions (Fujimoto, Härtel, & Azmat, 2013). It gives a true sense of representation to leaders for the organization. Consequently, employees believe in every word being said by leaders and consider it as a policy of the organization coming to them via leaders (Erkutlu & Chafra, 2013).

Organizations make sure that they explicitly communicate and follow DJ when it comes to remunerating employees (Sparrow, 2013). Remuneration system is supposed to be based on equity and openness (Nasurdin & Khuan, 2011). Organizations that openly share their policies for rewarding employees based on their performance have reduced risk of litigation

(Tuan, 2012). Moreover, it is easier for leaders to obtain employees' acceptance (Hyllengren et al., 2011). Employees know that their leader's pay mechanisms are in line with the pay policy of the organization (Silva & Caetano, 2014).

Consequently, employees put more effort, for which they are rewarded (Sendjaya & Pekerti, 2010). Sabatier (2014) and Ahmad (2011) have shown in their studies that organization's remuneration system based on transparency and flexibility helps to increase employees' trust in leaders (Syed & Ali, 2010). They know that their leaders take all the necessary actions to reward them for the efforts that they put in (Biron & Boon, 2013; Nikbin et al., 2012). Thus, we hypothesize as:

**H1:** DJ has a significant positive impact on employees trust in leader.

### **DJ and Employee Turnover Intention**

How employees judge an organization depends on the pay mechanism of that organization (Rahman & Nas, 2013). Distributive system based on marginality motivates employees to work with the organization (Sendjaya & Pekerti, 2010; Wei, 2015). It also positively reinforces them to develop their career in line with the skills and abilities that organization values (Johansson, Miller, & Hamrin, 2014). Employees assured of rewards for their efforts have a positive sense of competition (Zimmerman & Darnold, 2009). Every organization has employees with different mindset working in it. Some employees focus on giving their best output to the organization (Avanzi et al., 2014). Some others may not be competent enough to work their way up the ladder (Slåtten, Svensson, & Svaeri, 2011). For them, the only way left is to put motivated and hardworking people down (Wei, 2015). Employees sometimes engage in lobbying and propagandizing to show hardworking employees in a bad light. It helps them to highlight their own performance (Azanza et al., 2015).

Rahman and Nas (2013) have proved that organizations stop employees from exaggerating their performance and negatively influencing other employees by implementing DJ in the organization. Good performance management and appraisal system differentiates between real and inflated performance (Yuan, Yu, Li, & Ning, 2014). A just compensation system has twofold benefits. It not only encourages hard working people to put in more efforts but also discourages non-hardworking employees from politicizing (Hyllengren et al., 2011).

However, when the organization fails to acknowledge efforts being put by employees, it promotes a negative sense of action (Johansson, Miller, & Hamrin, 2014). Dysvik and Kuvaas (2010) made it clear that organizations that fail to reciprocate the efforts of employees have increased employee turnover intention. Employees dissatisfied and disheartened by the ineffective appraisal system decide to leave the organization (Rebelo & Gomes, 2011). Performance appraisal and management system should be devised to capture the essence of DJ (Yahyagil, 2015). Organizations also take input from their employees to develop a system based on DJ (Auvinen, Aaltio, & Blomqvist, 2013). Organizations not having appraisal systems based on justice have a higher probability of employee turnover intention (Harhara, Singh, & Hussain, 2015).

**H2:** DJ has a significant negative impact on employee turnover intention.

### **IWE as a Moderator between DJ and Trust in Leader**

Gilani (2015) has established IWE as an important factor in organizational functioning. Apart from the distributive policy of organization, it also depends on values as to how employees should be compensated (Gilani, 2015). Researchers such as Weber (1958) have linked success of a business to the religious belief. Islam is based on the teachings of Prophet Muhammad (PBUH). Islam teaches that no illegal means should be used to acquire resources (Yousef, 2001). It also emphasizes on learning skills that can lead to improved lifestyle (Marri, Sadozai, Zaman, & Ramay, 2012). Islam not only provides religious guidance, but also focuses on social and professional responsibilities.

Islam teaches individuals to show certain characteristics at work. Among these characteristics are loyalty, persistence, morality, generosity, etc. Islam teaches individuals how to act in different roles that they play in life (Yousef, 2000). Further, when a normal employee sees a lack of DJ in the organization, his trust in the leader might decrease. Such person might think that the leader has failed to protect and safeguard his right. A person high on IWE, on the other hand, might not lose trust in his leader. As per Islamic teachings, he would continue to provide his expertise and work under the supervision of his leader. It is because he considers it as his obligation. Since, IWE have an impact on intrinsic belief, a person high on IWE would continue to show trust in leader even in the absence of DJ (Marri et al., 2012). So, our third hypothesis is:

**H3:** IWE moderate a positive relationship between DJ and trust in leader in such a way that the relationship will be stronger when the moderator is high.

### **IWE as a Moderator between DJ and Employee Turnover Intention**

Alhyasat (2012) and Kumar and Rose (2010) have focused on the importance of IWE as a governing factor in an individual's life. Distributive policy plays a very pivotal role in whether employees decide to stay with the organization or not. Islamic teachings, on the other hand, tend to promote loyalty and optimum effort at work. Work dedication is considered as a virtue in Islam (Ahmad, 2011).

As already discussed, Islam teaches sincerity with all. People should not cut corners and should ethically fulfill their responsibilities as employees. Efforts and intentions are held in the highest regard in Islam (Ali & Owaihan, 2008). Employees must, with all good intentions, try to serve organizations and should strive to be a part of them. If an organization fails to remunerate employees for their efforts, intent of the employee to leave the organization might increase (Abu-Saad, 1998). Employees become de-motivated to work for organizations that lack justice. However, employee high on IWE thinks otherwise. For him, the target is success in the Hereafter. So, we hypothesize that intent to leave the organization of employee, high on IWE, would not increase even in the absence of DJ (Abu-Saad, 1998).

**H4:** IWE moderate the negative relationship between DJ and employee turnover intention in such a way that relationship will be weaker when the moderator is high.

### **OC as a Moderator Between DJ and Trust in Leader**

OC has pivotal importance (Erkutlu & Chafra, 2013; Zheng & Muir, 2015). Different orga-

nizations have different types of culture (Wouters & Maesschalck, 2014). Some organizations are driven by openness and transparency while others have tightly controlled culture (Pakdil & Leonard, 2015). Erkutlu (2011) showed that OC helps strengthen supervisor-subordinate relationship. OC has also been found to have impact in studies conducted by Cao et al. (2015) and Gupta (2011). Target of developing an OC is to provide employees with common values and beliefs. Different employees from different cultures have different values (Yeganeh, 2014). OC provides a common foundation to employees.

Ismaeel and Blaim (2012) and Adjei (2013) have shown that OC also impacts the behavior of employees. OC helps to build a sense of trust and mutual support among employees. We argue that in organizations that lack DJ, employees are able to buffer against them if they are high on OC. It is because OC promotes the concept of trust and dependence among employees (Karp, 2012). Employees believe that organization’s culture is so conducive for work that even if it lacks DJ, still they should have faith in their leaders (Dalakoura, 2010). Employees believe that, the pay system of the organization might evolve to incorporate DJ over time (Kilchrist & Block, 2006; Leung, 2014; Wei, 2015). So, we postulate that employees high on OC have trust in their leaders even in the absence of DJ.

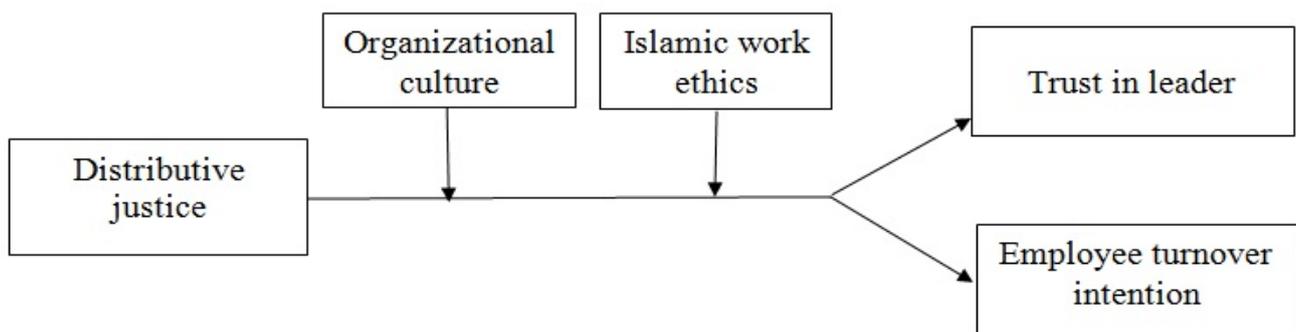
**H5:** Organizational culture moderates a positive relationship between DJ and trust in leader in such a way that the relationship will be stronger when the moderator is high.

**OC as a Moderator between DJ and Employee Turnover Intention**

Avanzi et al. (2014) and Zimmerman and Darnold (2009) have shown a positive impact of OC on employee retention. It includes values and beliefs being followed in that organization (Rahman & Nas, 2013). Misfit between OC and employees’ cultural attribution can increase employee turnover intention (Yusuf, 2010). However, if OC is in coherence with the personal value system of employee, they prefer to be a part of it even if it lacks DJ (Al-dulaimi, 2016). So, we hypothesize that employees high on OC would not intend to leave the organization even if DJ is low.

**H6:** OC moderates a negative relationship between DJ and employee turnover intention in such a way that the relationship will be weaker when the moderator is high.

Based on the above, our final model is



**FIGURE 1.** Final model

## METHODOLOGY

### Sample

The questionnaire was floated to 250 respondents. The data were collected from individuals working in the telecom sector employees working in Officer Grade (OG) who report to officially assigned leaders. In addition, they also have proper appraisal systems which is important for measuring DJ. The questionnaire was self-administered. Cross-sectional data were collected.

Convenience sampling was used for the purpose of data collection. Out of the 250 respondents who received the questionnaire, 197 responded to the questionnaire, giving a response rate of 78%. Out of these questionnaires, 21 were discarded because of incomplete responses. So, a total of 176 questionnaires were available for analysis. The data were collected on a 5-point Likert scale. Demographic bifurcations are as follows:

**TABLE 1**  
**Demographic bifurcations**

Age	Gender		Education					
	<i>n</i>	%	<i>n</i>	%				
25 or under	32	18.2	Male	120	61.2	Bachelors	40	22.7
25 to 40	104	59.1	Female	56	31.8	Masters	80	45.5
41 to 55	32	18.2				Above	56	31.8
56 or above	8	4.5						
Total	176	100	Total	176	100	Total	176	100

### Instruments

*DJ*: For DJ, Colquitt et al. (2001) was used. It contained 4 items. For example “Does your outcome reflect the effort you have put into your work”? All the variables were measured on five-point Likert scale. The reliability was 0.65.

*Trust in leader*: Trust in leader was measured by Podsakoff, MacKenzie, Moorman, and Fetter (1990). It contained six items; for example, “I feel quite confident that my leader will treat me fairly”. The reliability value was .85.

*Turnover intention*: Turnover intention was measured by Rokhman (2010). It contained 3 items; for example, “I often think about quitting”. The reliability was .86.

*IWE*: For measuring IWE, Abbas’s (1992) model with 17 items was used; for example “Laziness is a vice”. The reliability of the scale was .76.

*OC*: OC was measured using Organizational Culture Assessment Instrument (OCAI) given by Cameron and Quinn (2011). It has six dimensions for measuring OC. Dominant characteristics, “Organization is a very personal place”; organization leadership “The leadership in the organization is generally considered to exemplify mentoring”; management of employees “the management style in the organization is characterized by team work”; organi-

zational glue, “the glue that holds the organization together is trust”; strategic emphasis “the organization emphasizes human development”; and criteria of success, “the organization defines success on the basis of uniqueness”. Each dimension is measured using 4 items. All six of these dimensions were used. In a traditional OCAI, 100 points are given and these points are divided among the 4 items of each dimension. In this research, these dimensions were measured on a five-point Likert scale. The reliability was .90.

Statistical Package for Social Sciences (SPSS) was used for data analysis. Bivariate correlation was used to analyze the strength and direction of relationship between variables. Baron and Kenny (1986) regression analysis was used to test moderation through interaction term.

### RESULTS

Results were considered to be significant at  $p \leq .05$ . Table 2 provides a bivariate correlation analysis.

**TABLE 2**  
**Bivariate correlations**

	Mean	S.D	$\alpha$	1	2	3	4	5	6	7	8
1. Age	2.09	.735		1							
2. Gender	1.31	.467		.048	1						
3. Education	4.09	.735		.323**	-.085	1					
4. DJ	4.01	.118	.65	.380**	-.271**	.119	1				
5. Trust in leader	3.74	.648	.85	.449**	-.206**	-.094	.162*	1			
6. Turn over intention	1.93	.810	.86	-.272**	-.109*	-.144	-.151*	-.469**	1		
7. IWE	3.30	.840	.76	.104	.000	.046	.005	.563**	.248**	1	
8. OC	3.88	.337	.90	.277**	.071	-.444**	.081	.643**	-.142	.643**	1

\*\*  $p < 0.05$  \*\*  $p < 0.01$

The Table 2 shows that DJ is positively and significantly correlated with trust in leader ( $r = .162 p < .05$ ). Moreover, DJ is significantly and negatively correlated with turnover intention ( $r = -.151 p < .05$ ). Trust in leader is significantly and negatively correlated with turnover intention ( $r = -.469 p < .01$ ). Moreover, Trust in leader is significantly and positively correlated with IWE ( $r = .563 p < .01$ ) and OC ( $r = .643 p < .01$ ). Lastly, IWE were positively and significantly correlated with OC ( $r = .643 p < .01$ ).

Table 3 shows the hierarchal regression

**TABLE 3**  
**Hierarchal regression**

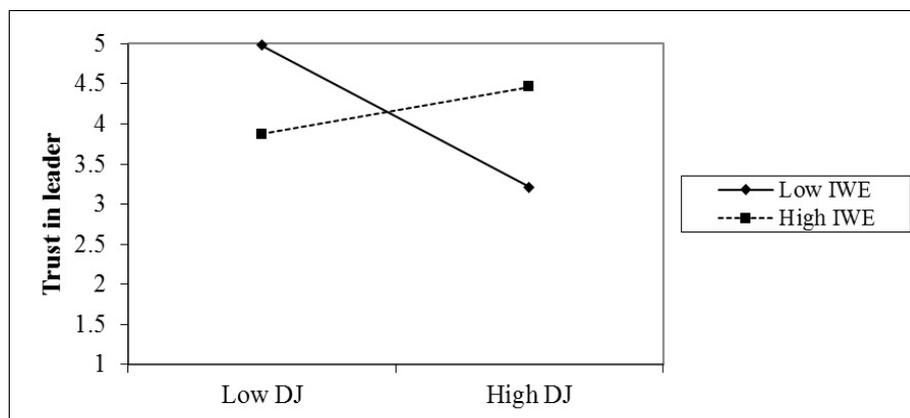
DV: Trust in leader							
Predictor	$\beta$	$R^2$	$\Delta R^2$	Predictor	$\beta$	$R^2$	$\Delta R^2$
Step I				Step I			
Age	.492**			Age	.492*		
Gender	-.358**			Gender	-.358**		
Education	-.261**	.331		Education	-.261**	.331	
Step II				Step II			
DJ	0.590**			DJ	0.481**		
IWE	1.165**	0.471	0.140	OC	1.210*	.569	.238
Step III				Step III			
DJ $\times$ IWE	.398**	.610	.139	DJ $\times$ OC	.547**	.721	.152

**TABLE 4**  
**Hierarchal regression**

DV: Turn over intention							
Predictor	$\beta$	$R^2$	$\Delta R^2$	Predictor	$\beta$	$R^2$	$\Delta R^2$
Step I				Step I			
Age	-.260**			Age	-.260**		
Gender	-.323**			Gender	-.323**		
Education	-.092	.112		Education	-.092		
Step II				Step II			
DJ	-.334**			DJ	-.940		
IWE	1.094*	.199	.087	OC	-.422	.143	.031
Step III				Step III			
DJ $\times$ IWE	.286**	.349	.15	DJ $\times$ OC	-.219	.149	.06

Table 3 shows the moderation effect of IWE on trust in leader. The results were accepted to be significant at  $p < .05$ . Table 2 depicts DJ ( $\beta = .590$   $p < .001$ ) which supported our first hypothesis. The results showed significant moderation effect ( $\Delta R^2 = .139$   $p < .001$ ). Thus, the results supported third hypothesis. Table 2 also shows the moderation effect of OC on the relationship of DJ and trust in leader. The result showed significant moderation ( $\Delta R^2 = .152$   $p < .001$ ), leading to accept our fourth hypothesis.

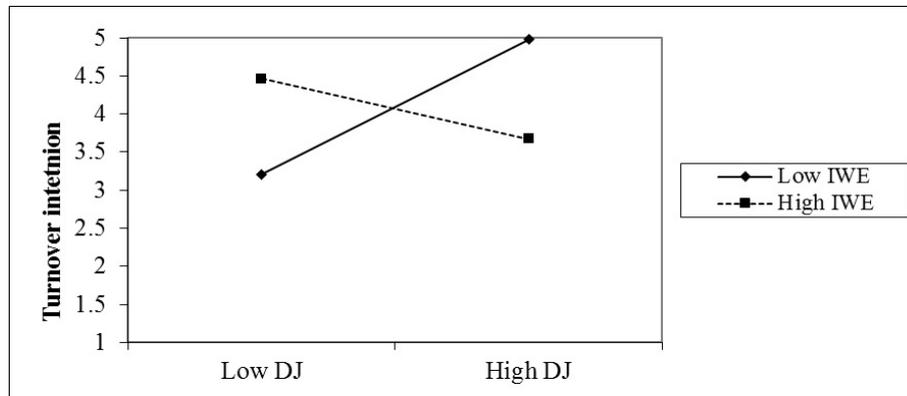
Table 4 shows the moderation effect of IWE on employee turnover intention. The values of DJ on turnover intentions ( $\beta = -.334$   $p < .001$ ) supported the second hypothesis. The result showed significant moderation ( $\Delta R^2 = .15$   $p < .001$ ) thereby supporting hypothesis number five. Table 3 shows an insignificant moderation effect of OC ( $\Delta R^2 = .06$   $p > .05$ ). This leads to the rejection of hypothesis number six. In order to further substantiate our results, we constructed plots for significant interactions.



**FIGURE 2.** Interactive effects of DJ and IWE on trust in leader

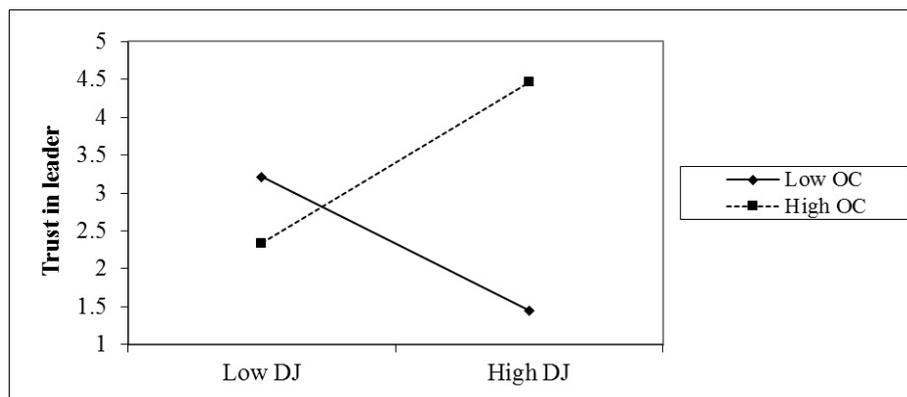
Figures for significant interactions were plotted for high and low values of moderators. Figure 2 shows that DJ-trust in leader relationship was positive when IWE were high, and the relationship was negative when IWE were low. Simple slope test was also conducted. It showed that positive slope for high level of IWE was significant ( $\beta = 0.56$ ,  $p < 0.05$ );

however, negative slope for low level of IWE was not significant ( $\beta = -.36, p > 0.05$ ). These findings support our hypothesis number 3 which suggests that employees high on IWE are favorably affected when DJ is high in the organization.



**FIGURE 3.** Interactive effects of DJ and IWE on employee turnover intention

Figure 3 shows that DJ-employee turnover intention relationship was negative when IWE were high and the relationship was positive when IWE were low. Simple slot test was also conducted. It showed that negative slope for high level of IWE was significant ( $\beta = -.63, p < 0.05$ ). Findings also showed that positive slope for low level of IWE was not significant ( $\beta = .23, p > 0.05$ ). These results support our hypothesis 4. It suggests that employees with high IWE are positively affected even when DJ is low in the organization. It means that employees with high IWE would not think about leaving the organization even when DJ is low.



**FIGURE 4.** Interactive effects of DJ and OC on trust in leader

Figure 4 shows that DJ-trust in leader relationship was positive when OC was high. It also showed that DJ-trust in leader relationship was negative when OC was low. It showed that positive slope for high level of OC was significant ( $\beta = .45, p < 0.05$ ). On the other hand, negative slope for low level of OC was insignificant ( $\beta = -.24, p > 0.05$ ). It supports our hypothesis number 4 which states that when DJ is low in the organization, employees high on OC would have trust in their leaders.

## DISCUSSION

The study revealed that DJ has a strong positive impact on trust in leader. The result is consistent with previous studies (Biron & Boon, 2013; Erkutlu & Chafra, 2013; Sabatier, 2014). Employees should have full faith in the pay/package system of the organization. Trust of employees in the DJ of the organization leads them to be more loyal towards their leaders. It also means that leader's philosophy should be in line with the distributive philosophy of the organization. It helps to gain trust and acceptance from the employees. Contrary of that can not only create problems affecting leaders, but also the organizations in totality.

The result also showed that DJ has a strong negative impact on employee turnover intention. If employees trust the distributive system (pay/packages/reward policy) of the organization, their intention to switch is minimized. This is consistent with the findings of previous studies (Aladwan, Bhanugopan, & Fish, 2014; Aldulaimi, 2016). IWE were tested as a moderator between DJ and trust in leader. Results showed that employees high on IWE trust their leaders even if the organization lacks DJ.

Employees believe that it is their responsibility to make sure that they provide optimum efforts because hard work and loyalty are seen as virtues in Islam. Even if they are not rewarded for their efforts, their religious belief obligates them to follow the instructions being provided by their leaders. Employees with strong attribution of religious beliefs towards the work they perform tend to be more loyal to their leaders. They follow and accept their leader's guidance which is consistent with previous studies (Cebeci, 2012; Kilchrist & Block, 2006).

IWE also act as a moderator when it comes to the impact of DJ on employee turnover intention. Employees with stronger IWE feel more obligated towards the organization that they are part of. Therefore, their intention to leave the organization is lower even if DJ is low. It is because they feel obligated to the organization that is providing them bread and butter. Consequently, they tend to stay with the organization even if it lacks DJ. It is consistent with the arguments given by Harhara et al. (2015), Khan et al., (2015), Wang, (2014). OC was also tested as a moderator. Findings showed that OC has a moderating effect when it comes to trust in leader. So, even if the organization lacks DJ, employees show trust in their leaders because the culture of the organization is based on the pillar of trust and loyalty.

This is consistent with the research that has been conducted before (Agbejule, 2011; Briody et al., 2012). However, contrary to our hypothesis, OC was found to be an insignificant moderator when it comes to employee turnover intention. It is possible because no matter how strong the culture of an organization is in retaining employees, if organization is not fulfilling the needs of employees, they would think about switching. Needs of employees can be financial (e.g., Salary) social (e.g., Belongingness) self-evaluative (e.g., Authority) or can be another. Employees may feel that the financial reward that they get is much more important than the culture of the organization. They can easily shift from organization having one culture to an organization having a different culture for higher package. The main motivation lies in how much they are rewarded for their efforts.

## Managerial Implications

The study was conducted to understand the impact of DJ on trust in leader and employee turnover intention. IWE and OC were tested in moderating roles. The study proved that DJ impacts both trust in leader and employee turnover intention. It was also proved that IWE work as a moderator for both trust in leader and employee turnover intention. OC was found to act as a moderator in case of trust in leader. However, OC was found to be an insignificant moderator in case of employee turnover intention.

It is important for any organization to make sure that people acting as leaders in the organization not only understand but also communicate the distributive policy of the organization with employees working in the organization. This helps leaders to gain acceptance and trust of employees. IWE can be used to the advantage of the organization. Organizations can relate work ethics to the distributive policy. This can help to improve employees' trust in leaders. Moreover, IWE can also be used to decrease employee turnover intention. Employees with stronger work ethics would be more loyal to the organization. This would help to decrease the turnover intention of employees. OC can also be used to strengthen employees' trust in their leaders. OC characterized by loyalty and support can induce employees to trust their leaders. This would help to create an environment of trust and acceptance.

## Limitations and Future Research

The study has certain limitations. The reliability of DJ was slightly lower:  $\alpha = .65$ . The research can be carried out to explore the relationship of DJ with other outcomes. Cross-sectional data were collected. The research can be replicated using longitudinal data. The sampling technique used for data collection was convenience sampling. Other more sophisticated techniques can be used for the purpose of data collection. The only independent variable included was DJ; other parts of organizational justice, for example informational justice can be tested with the same variables. IWE and OC can be tested as mediators as well. Moreover, the role of the presence of Islamic practitioner vs no practitioner can also be explored as a moderator.

## REFERENCES

- Abu-Saad, I. (1998). Individualism and Islamic work beliefs. *Journal of Cross Cultural Psychology*, 29(2), 377-383. doi: <https://doi.org/10.1177/0022022198292007>
- Adjei, J. K. (2013). Towards a trusted national identities framework. *Info*, 15(1), 48-60. doi: <https://doi.org/10.1108/14636691311296200>
- Agbejule, A. (2011). Organizational culture and performance: The role of management accounting system. *Journal of Applied Accounting Research*, 12(1), 74-89. doi: <https://doi.org/10.1108/09675421111130621>
- Ahmad, M. S. (2011). Work ethics: An Islamic prospective. *International Journal of Human Sciences*, 8(1), 850-859.
- Aladwan, K., Bhanugopan, R., & Fish, A. (2014). Human resource management practices among frontline employees in the Jordanian organizations: Navigating through

- the crossroads of change and challenge. *International Journal of Commerce and Management*, 24(1), 6-24. doi: <https://doi.org/10.1108/IJCoMA-09-2011-0027>
- Aldulaimi, S. H. (2016). Fundamental Islamic perspective of work ethics. *Journal of Islamic Accounting and Business Research*, 7(1), 59-76.  
doi: <https://doi.org/10.1108/jiabr-02-2014-0006>
- Alhyasat, K. M. K. (2012). The role of Islamic work ethics in developing organizational citizenship behavior at the Jordanian Press Foundations. *Journal of Islamic Marketing*, 3(2), 139-154. <https://doi.org/10.1108/17590831211232555>
- Ali, A. (1988). Scaling an Islamic work ethic. *The Journal of Social Psychology*, 128(5), 575-583. doi: <https://doi.org/10.1080/00224545.1988.9922911>
- Ali, A. J., & Al-Owaihian, A. (2008). Islamic work ethic: A critical review. *Cross Cultural Management: An International Journal*, 15(1), 5-19.
- Auvinen, T., Aaltio, I., & Blomqvist, K. (2013). Constructing leadership by storytelling: The meaning of trust and narratives. *Leadership & Organization Development Journal*, 34(6), 496-514. doi: <https://doi.org/10.1108/LODJ-10-2011-0102>
- Avanzi, L., Fraccaroli, F., Sarchielli, G., Ullrich, J., & Dick, R. van. (2014). Staying or leaving: A combined social identity and social exchange approach to predicting employee turnover intentions. *International Journal of Productivity and Performance Management*, 63(3), 272-289. doi: <https://doi.org/10.1108/IJPPM-02-2013-0028>
- Azanza, G., Moriano, J. A., Molero, F., & Mangin, J. P. L. (2015). The effects of authentic leadership on turnover intention. *Leadership & Organization Development Journal*, 36(8), 955-971. doi: <https://doi.org/10.1108/LODJ-03-2014-0056>
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.  
doi: <https://doi.org/10.1037//0022-3514.51.6.1173>
- Berson, Y., Oreg, S., & Dvir, T. (2008). CEO values, organizational culture and firm outcomes. *Journal of Organizational Behavior*, 29(5), 615-633.  
doi: <https://doi.org/10.1002/job.499>
- Biron, M., & Boon, C. (2013). Performance and turnover intentions: A social exchange perspective. *Journal of Managerial Psychology*, 28(5), 511-531.  
doi: <https://doi.org/10.1108/JMP-09-2011-0054>
- Briody, E., Pester, T. M., & Trotter, R. (2012). A story's impact on organizational-culture change. *Journal of Organizational Change Management*, 25(1), 67-87.  
doi: <https://doi.org/10.1108/09534811211199600>
- Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework-3/E*. San Francisco, CA: Jossey-Bass.
- Cao, Z., Huo, B., Li, Y., & Zhao, X. (2015). The impact of organizational culture on supply chain integration: A contingency and configuration approach. *Supply Chain Management: An International Journal*, 20(1), 24-41.  
doi: <https://doi.org/10.1108/SCM-11-2013-0426>

- Cebeci, I. (2012). Integrating the social maslaha into Islamic finance. *Accounting Research Journal*, 25(3), 166-184. doi: <https://doi.org/10.1108/10309611211290158>
- Choudhury, A. M. (2011). Endogeneity of ethics: The Islamic economic and finance system. In B. H. Baltagi & E. Sadka (Eds.), *Contributions to economic analysis* (pp. 145-169). Bradford, UK: Emerald Group Publishing Limited.
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425-445. doi: <https://doi.org/10.1037/0021-9010.86.3.425>
- Dalakoura, A. (2010). Differentiating leader and leadership development: A collective framework for leadership development. *Journal of Management Development*, 29(5), 432-441. doi: <https://doi.org/10.1108/02621711011039204>
- Dysvik, A., & Kuvaas, B. (2010). Exploring the relative and combined influence of mastery-approach goals and work intrinsic motivation on employee turnover intention. *Personnel Review*, 39(5), 622-638. doi: <https://doi.org/10.1108/00483481011064172>
- El-Kot, G. A., & Burke, R. J. (2014). The Islamic work ethic among employees in Egypt. *International Journal of Islamic and Middle Eastern Finance and Management*, 7(2), 228-235. doi: <https://doi.org/10.1108/IMEFM-09-2013-0103>
- Erkutlu, H. (2011). The moderating role of organizational culture in the relationship between organizational justice and organizational citizenship behaviors. *Leadership & Organization Development Journal*, 32(6), 532-554. doi: <https://doi.org/10.1108/01437731111161058>
- Erkutlu, H., & Chafra, J. (2013). Effects of trust and psychological contract violation on authentic leadership and organizational deviance. *Management Research Review*, 36(9), 828-848. doi: <https://doi.org/10.1108/MRR-06-2012-0136>
- Fujimoto, Y., Härtel, C. E. J., & Azmat, F. (2013). Towards a diversity justice management model: Integrating organizational justice and diversity management. *Social Responsibility Journal*, 9(1), 148-166. doi: <https://doi.org/10.1108/17471111311307877>
- Gilani, H. (2015). Exploring the ethical aspects of Islamic banking. *International Journal of Islamic and Middle Eastern Finance and Management*, 8(1), 85-98. doi: <https://doi.org/10.1108/IMEFM-09-2012-0087>
- Greenberg, J. (1987). A taxonomy of organizational justice theories. *Academy of Management Review*, 12(1), 9-22. doi: <https://doi.org/10.5465/amr.1987.4306437>
- Gupta, B. (2011). A comparative study of organizational strategy and culture across industry. *Benchmarking: An International Journal*, 18(4), 510-528. doi: <https://doi.org/10.1108/14635771111147614>
- Gupta, V., & Kumar, S. (2012). Impact of performance appraisal justice on employee engagement: A study of Indian professionals. *Employee Relations*, 35(1), 61-78. doi: <https://doi.org/10.1108/01425451311279410>
- Harhara, A. S., Singh, S. K., & Hussain, M. (2015). Correlates of employee turnover intentions in oil and gas industry in the UAE. *International Journal of Organizational Analysis*, 23(3), 493-504. doi: <https://doi.org/10.1108/IJOA-11-2014-0821>

- Hyllengren, P., Larsson, G., Fors, M., Sjöberg, M., Eid, J., & Olsen, O. K. (2011). Swift trust in leaders in temporary military groups. *Team Performance Management: An International Journal*, 17(7/8), 354-368. doi: <https://doi.org/10.1108/13527591111182625>
- Ismaeel, M., & Blaim, K. (2012). Toward applied Islamic business ethics: Responsible halal business. *Journal of Management Development*, 31(10), 1090-1100. doi: <https://doi.org/10.1108/02621711211281889>
- Johansson, C., Miller, V. D., & Hamrin, S. (2014). Conceptualizing communicative leadership: A framework for analysing and developing leaders' communication competence. *Corporate Communications: An International Journal*, 19(2), 147-165. doi: <https://doi.org/10.1108/CCIJ-02-2013-0007>
- Karp, T. (2012). Developing oneself as a leader. *Journal of Management Development*, 32(1), 127-140. doi: <https://doi.org/10.1108/02621711311287080>
- Khan, K., Abbas, M., Gul, A., & Raja, U. (2015). Organizational justice and job outcomes: Moderating role of Islamic work ethic. *Journal of Business Ethics*, 126(2), 235-246.
- Kilchrist, E., & Block, W. (2006). Distributive justice. *International Journal of Social Economics*, 33(2), 102-110. doi: <https://doi.org/10.1108/03068290610642201>
- Kumar, N., & Rose, R. C. (2010). Examining the link between Islamic work ethic and innovation capability. *Journal of Management Development*, 29(1), 79-93. doi: <https://doi.org/10.1108/02621711011009081>
- Leung, K. (2014). Distributive justice and interpersonal interaction across cultures in the context of expatriate pay disparity in multinationals. In J. J. Boddewyn (Ed.), *Multi-disciplinary insights from new AIB fellows* (pp. 29-55). Bingley, UK: Emerald Group Publishing Limited.
- Li, X., & Zhou, E. (2013). Influence of customer verbal aggression on employee turnover intention. *Management Decision*, 51(4), 890-912. doi: <https://doi.org/10.1108/00251741311326635>
- Louis, K. S., & Murphy, J. (2017). Trust, caring and organizational learning: The leader's role. *Journal of Educational Administration*, 55(1), 103-126. doi: <https://doi.org/10.1108/JEA-07-2016-0077>
- Marri, M. Y. K., Sadozai, A. M., Zaman, H. M. F., & Ramay, M. I. (2012). The impact of Islamic work ethics on job satisfaction and organizational commitment: A study of agriculture sector of Pakistan. *International Journal of Business and Behavioral Sciences*, 2(12), 32-45. doi: <https://doi.org/10.1016/j.sbspro.2014.05.149>
- McHale, N. (2012). Great leaders lead great teams. *Human Resource Management International Digest*, 20(4), 3-5. doi: <https://doi.org/10.1108/09670731211233258>
- Mohamed, N., Karim, N. S. A., & Hussein, R. (2012). Computer use ethics among university students and staffs: The influence of gender, religious work value and organizational level. *Campus-Wide Information Systems*, 29(5), 328-343. doi: <https://doi.org/10.1108/10650741211275099>
- Nana, E., Jackson, B., & Burch, G. S. J. (2010). Attributing leadership personality and effectiveness from the leader's face: An exploratory study. *Leadership & Organization Development Journal*, 31(8), 720-742. doi: <https://doi.org/10.1108/01437731011094775>

- Naqshbandi, M. M., Kaur, S., Sehgal, R., & Subramaniam, I. D. (2015). Organizational culture profile of Malaysian high-tech industries. *Asia-Pacific Journal of Business Administration*, 7(1), 2-19. doi: <https://doi.org/10.1108/APJBA-08-2013-0088>
- Naranjo-Valencia, J. C., Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation or imitation? The role of organizational culture. *Management Decision*, 49(1), 55-72. doi: <https://doi.org/10.1108/00251741111094437>
- Nasurdin, A. M., & Khuan, S. L. (2011). Organizational justice, age, and performance connection in Malaysia. *International Journal of Commerce and Management*, 21(3), 273-290. doi: <https://doi.org/10.1108/10569211111165316>
- Nikbin, D., Ismail, I., Marimuthu, M., & Armesh, H. (2012). Perceived justice in service recovery and switching intention: Evidence from Malaysian mobile telecommunication industry. *Management Research Review*, 35(4), 309-325. doi: <https://doi.org/10.1108/01409171211210181>
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.
- Powell, I. S. (2006). Geert Hofstede: Challenges of cultural diversity. *Human Resource Management International Digest*, 14(3), 12-15. doi: <https://doi.org/10.1108/09670730610663187>
- Prajogo, D. I., & McDermott, C. M. (2011). The relationship between multidimensional organizational culture and performance. *International Journal of Operations & Production Management*, 31(7), 712-735. doi: <https://doi.org/10.1108/01443571111144823>
- Rahman, W., & Nas, Z. (2013). Employee development and turnover intention: Theory validation. *European Journal of Training and Development*, 37(6), 564-579. doi: <https://doi.org/10.1108/EJTD-May-2012-0015>
- Rebelo, T. M., & Gomes, A. D. (2011). Conditioning factors of an organizational learning culture. *Journal of Workplace Learning*, 23(3), 173-194. doi: <https://doi.org/10.1108/13665621111117215>
- Rokhman, W. (2010). The effect of Islamic work ethics on work outcomes. *JBO-Electronic Journal of Business Ethics and Organization Studies*, 15(1), 21-27.
- Sabatier, M. (2014). As a leader are you trustworthy? Building trust to transform team working. *Development and Learning in Organizations: An International Journal*, 28(5), 3-5. doi: <https://doi.org/10.1108/DLO-05-2014-0044>
- Sendjaya, S., & Pekerti, A. (2010). Servant leadership as antecedent of trust in organizations. *Leadership & Organization Development Journal*, 31(7), 643-663. doi: <https://doi.org/10.1108/01437731011079673>
- Silva, M. R., & Caetano, A. (2014). Organizational justice: What changes, what remains the same? *Journal of Organizational Change Management*, 27(1), 23-40. doi: <https://doi.org/10.1108/JOCM-06-2013-0092>
- Slåtten, T., Svensson, G., & Svaeri, S. (2011). Service quality and turnover intentions as perceived by employees: Antecedents and consequences. *Personnel Review*, 40(2), 205-221. doi: <https://doi.org/10.1108/00483481111106084>

- Sparrow, J. (2013). More than words: how leadership can build trust at a practical level. *Strategic HR Review*, 12(6), 313-316. doi: <https://doi.org/10.1108/SHR-06-2013-0059>
- Syed, J., & Ali, A. J. (2010). Principles of employment relations in Islam: A normative view. *Employee Relations*, 32(5), 454-469. doi: <https://doi.org/10.1108/01425451011061630>
- Moran, T. M., & Gareis, C. R. (2015). Faculty trust in the principal: An essential ingredient in high-performing schools. *Journal of Educational Administration*, 53(1), 66-92. doi: <https://doi.org/10.1108/JEA-02-2014-0024>
- Tuan, L. T. (2012). The linkages among leadership, trust, and business ethics. *Social Responsibility Journal*, 8(1), 133-148. doi: <https://doi.org/10.1108/17471111211196629>
- Vijayakumar, V. S. R., & Padma, R. N. (2014). Impact of perceived organizational culture and learning on organizational identification. *International Journal of Commerce and Management*, 24(1), 40-62. doi: <https://doi.org/10.1108/IJCoMA-01-2012-0003>
- Wang, E. S. T. (2014). The effects of relationship bonds on emotional exhaustion and turnover intentions in frontline employees. *Journal of Services Marketing*, 28(4), 319-330. doi: <https://doi.org/10.1108/JSM-11-2012-0217>
- Wei, Y. C. (2015). Do employees high in general human capital tend to have higher turnover intention? The moderating role of high-performance HR practices and P-O fit. *Personnel Review*, 44(5), 739-756. doi: <https://doi.org/10.1108/PR-07-2013-0137>
- Wouters, K., & Maesschalck, J. (2014). Surveying organizational culture to explore grid-group cultural theory: Instrument design and preliminary empirical results. *International Journal of Organizational Analysis*, 22(2), 224-246. doi: <https://doi.org/10.1108/IJOA-11-2011-0529>
- Yahyagil, M. Y. (2015). Constructing a typology of culture in organizational behavior. *International Journal of Organizational Analysis*, 23(4), 506-527. doi: <https://doi.org/10.1108/IJOA-03-2013-0650>
- Yeganeh, H. (2014). Culture and corruption: A concurrent application of Hofstede's, Schwartz's and Inglehart's frameworks. *International Journal of Development Issues*, 13(1), 2-24. doi: <https://doi.org/10.1108/IJDI-04-2013-0038>
- Yiing, L. H., & Ahmad, K. Z. B. (2009). The moderating effects of organizational culture on the relationships between leadership behaviour and organizational commitment and between organizational commitment and job satisfaction and performance. *Leadership & Organization Development Journal*, 30(1), 53-86. doi: <https://doi.org/10.1108/01437730910927106>
- Yin, S., Lu, F., Yang, Y., & Jing, R. (2014). Organizational culture evolution: An imprinting perspective. *Journal of Organizational Change Management*, 27(6), 973-994. doi: <https://doi.org/10.1108/JOCM-05-2013-0080>
- Yousef, D. A. (2000). Organizational commitment as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations*, 53(4), 513-537. doi: <https://doi.org/10.1177/0018726700534003>
- Yuan, L., Yu, Y., Li, J., & Ning, L. (2014). Occupational commitment, industrial relations and turnover intention: Empirical evidence from China. *Chinese Management Studies*, 8(1), 66-84. doi: <https://doi.org/10.1108/CMS-08-2011-0065>

- Yusuf, J. B. (2010). Ethical implications of sales promotion in Ghana: Islamic perspective. *Journal of Islamic Marketing*, 1(3), 220-230.  
doi: <https://doi.org/10.1108/17590831011082400>
- Zheng, W., & Muir, D. (2015). Embracing leadership: A multi-faceted model of leader identity development. *Leadership & Organization Development Journal*, 36(6), 630-656. doi: <https://doi.org/10.1108/LODJ-10-2013-0138>
- Zimmerman, R. D., & Darnold, T. C. (2009). The impact of job performance on employee turnover intentions and the voluntary turnover process: A meta-analysis and path model. *Personnel Review*, 38(2), 142-158.  
doi: <https://doi.org/10.1108/00483480910931316>

\*\*\*\*\*