

The Dynamics of Organizational Justice: Analyzing the Role of Job Embeddedness in Achieving Organizational Effectiveness

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Abstract

The purpose of this research is to investigate the role of organizational justice in achieving organizational effectiveness. Depiction on the Adam's equity theory and social exchange theory study bring together a mediating role of job embeddedness in achieving organizational effectiveness. A cross sectional study was conducted. The data was collected from 460 employees from 4 telecom companies in Pakistan using simple random technique. Data was analyzed using correlation and regression analysis, whereas the mediation was computed using Barron and Kenny four steps and Sobel-test. The results have confirmed that there is a positive and significant relationship exists between organizational effectiveness and organizational justice; furthermore the mediating role of job embeddedness was also confirmed. Forthcoming research can be carried out to check the mediating impact of organizational trust in enhancing the organizational effectiveness by improvising organizational justice. Moreover it will also be useful to assess the generalizability of the outcomes of the study by replicating indifferent countries and other parts of an economy.

Keywords: Organizational Justice, Organizational Effectiveness and Job Embeddedness.

Introduction and Background of Study

Human capital is an essential fragment of achieving effectiveness inside an organization. An impulsive behavior is observed when employees are seeking their rights. One of such rights includes provision of justice and equity at all levels of an organization (Dineen & Allen, 2016). Human psychology has a very intricate pattern of genome linking justice with an intention to work with same organization for many years to come (Zoogah, Peng & Woldu, 2015). Hence if an employee gets the feeling that organizational justice exist they happen to stay in a comfort zone to render service at their optima level.

Organizational effectiveness has a crucial significance in the current business scenario no association can be prosperous in achieving its goals and objectives if it fails to have fair rules and regulations in terms of procedures and is implementation. Organization and employee can benefit a lot if the processes are fair and employees are treated with interpersonal dignity (Goldman, 2003). Job embeddedness is relatively new and not much research

has been conducted on it. But it is one of the crucial elements for enhancement of the effectiveness of the organization. In Pakistan, many organizations are suffering with same issues related to ineffectiveness and inefficiency. It seems that top leadership need to work on the role of job embeddedness as by addressing these issues will lead to organizational effectiveness. Therefore, on the background, procedural, interactional and distributive justice is key role players. Thus in order to enhance organizational effectiveness, it is the need of the hour to work on job embeddedness. Job embeddedness has different level which predicts the reason of an individual attachment towards his organization and desire to remain attached or leave the organization (Allen *et al.*, 2012).

Work embeddedness is a construct that depicts the way in which representatives can be enmeshed in their employments, lessening their turnover aims. It is an impression which a person has on another person or on an association to continue their existing work. According to social exchange theory if employees feel that their organization will not leave them alone while encountering problems and they will always be looked after then in return their quality and quantity of work will be enhanced (Safari & Kalani, 2016). Job embeddedness is considered a novel idea in the structure of organizations where teams and groups join together to work in order to achieve organizational objectives. Research studies also suggest further the role of job embeddedness in the perspective of organizational effectiveness. In current research, job embeddedness has been taken as mediator to check their role towards organizational effectiveness. The emphasis of job embeddedness is to forecast organizational effectiveness which is possible if there will be a positive relationship between employees and their organization.

In the age of globalization individual's execution and fulfillment are thought to be the significant components that will influence the performance of the organizations. Globally organizations must make an effort to recognize those variables that will affect the performance and professional satisfaction of the employees. One such factor is the organizational justice; which portrays the personality's imprint of the conventionality of treatment got from an organization and their behavioral reactions to such acknowledgments. If employees are treated fairly then they feel motivated and they will continue to work for the same organization rather than switching their job from one organization to another. Organizational justice helps the individuals to retain themselves in the organizations and to deliver their best towards achieving the organizational effectiveness (Al- Zu'bi, 2010).

For associations to be productive and complete sustainability it is decisive to embrace zealous and solemnly committed workforces on panel. To attain the competitive edge in the market organizations should have to retain

their work force asset by treating them fairly and providing the equal opportunities of self-development. (Dick, 2004; Eisenberger & Rhoades, 2002). There has been comprehensive investigation on organizational justice and on organizational effectiveness. In any case, the cosmic mainstream of the investigation was directed on western philosophy and categorized settings there. It is usual learning that south Asian philosophy identical to western. Subsequently this is the ultimate hole amongst the academic works. Next to no observational research has been driven in association with these elements in Pakistan. Along these lines, the essential explanation behind existence is to examine the affiliation among variables then to exhibit whether or they have unclear results from already coordinated investigation in the field, yet in diverse communal scenarios. This study assists us in finding the solution of the following research query: What impact does organizational justice has on job embeddedness and how they will influence the effectiveness of the organization?

Objectives of the study

Organizational justice plays an imperative role towards the job embeddedness and consequently the job embeddedness is vivacious to a firm's effectiveness. To create this study a worthwhile investigation, a few research objectives should be recollected:

To analyze the role of organizational justice in achieving organizational effectiveness.

To analyze the impact of job embeddedness in enhancing the organizational justice.

To analyze how job embeddedness contributes towards enhancement of organizational effectiveness.

To analyze how the correlation among the organizational effectiveness and organizational justice will be affected by the mediating role of job embeddedness.

Scope of the study

This research outcome may provide assistance to the organization's management for effectively managing their personnel. This study may also suggest a considerate of the significance of sustaining a finest level of organizational justice in an organization for the wellbeing of the firm's effectiveness and advances the association between organizational justice and job embeddedness. The findings of this study will be valuable for policy makers of the organization as to introduce those systems and procedures which will enhance motivation level and attachment of employees to the organization. Furthermore it will also contribute to the literature as an attempt of useful investigation openings that might spur the concern for the forthcoming exploration.

The rest of this study is prearranged thus: section 2 signifies the existing scholarly works on analyzing the role of organizational justice; section 3 explains the research variables and the data collection process; section 4 debates findings of the research, and section 5 focuses on the outcomes of the research and also delivers recommendations for the forthcoming research.

Literature Review

This section identifies the gap by reviewing the literature. Main focus is on Organizational justice and its dimensions and how important it is for organizations in order to achieve effectiveness. Furthermore, it also explores the role of job embeddedness in achieving the organizational effectiveness.

Organizations are communal arrangements where human capitals are the utmost vital aspects for success and competence. Organizations require viable directors and work force to achieve their goals. They can't succeed without their workers support and commitment (Rad & Yarmohammadian, 2006). For more than a century, scholars, academicians and management thinkers have been inquiring how to make organizations effective (Ashraf & Khan, 2013). Effectiveness has been central of focus for firms and organizational theories have been a source to recognize the differences between productive and unproductive workers performance. According to scholars the factor behind employee performance depends on the quality of relationship between employees and organizational justice (Safari & Kalani, 2016)

Recent researches have shown that bosses who infringe organizational justice procedures prompt attendants to pursuit for causes why their managers are bullying them, instigating assistants to be more agreed to managers' discrete characteristics and therefore not likely to use typecasts when assessing them. Sub-ordinates feel less secure about their job, which instigates the feeling distress among them which ultimately results in less job embeddedness and organizational effectiveness (Carton, Liu & Zapata, 2016).

According to Greenberg (1987) Organizational justice means that how an employee perceives the actions of the organization and therefore as a result it shapes up their behavior towards the organization, furthermore Organizational justice is all about employees perceptions of treating fair in the organization (Adam, 1965). Adam smith was the first one who discussed distributive dimension of the organizational justice in his theory. According to the equity theory an equation was established which helps in measuring the amount of reward getting for the amount of work done by the employee. This ratio was meaningful only when if it is compared with some bench mark and then helps organization and employee to find out that weather he has been treated fairly or not. Justice is observed when the actual and experiential ratios are same and vice versa. Distributive, interactional and procedural justice is

the three dimensions of organizational justice (Yalmaz & Tasdan, 2009). The emphasis of organizational effectiveness is to accomplish its goals and objectives set by the top management. In other words it can also be defined as step by step approach to constantly improve an entire organization. According to McCann (2004) “*it is the criterion of the organization’s successful fulfillment of their purposes through core strategies*”.

Researchers are of the view that if employees are not dealt fairly it can distress the efficiency of the business; hence organizations need to find out those factors which can help them to in achieving employee job embeddedness (Ayub, Imran & Majeed, 2015). Mitchell *et al.* (2001) presented a theory of job embeddedness to explain the forces that influence the employee’s stay in their organizations. Job embeddedness can also be described as it is a “network” of confined forces which articulates an individual’s attitude to get involved in organizational culture of retention. The intention of job embeddedness explore to explain that how various factors in life play an important role in developing individual’s behavior at work place (Mitchell *et al.*, 2001). Job embeddedness variable has 9 dimensions Links, fit, and sacrifice with reference to organization, community and family. The theory of social exchange and the theory of job embeddedness help in developing the strategies to enhance the organizational justice and organizational effectiveness and to enhance the job embeddedness (Shahriari, 2013). There is no general consensus exists on who invented the social exchange theory but most of the research study support that Homans (1958, 1961) is the main contributor to explore and come up with the social exchange theory. According to Homans (1961) social exchange is defined “as the exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons”. Social exchange theory says, if employees are treated fairly in their organization then in return they pay back their organization through high commitment of job embeddedness. According to Cropanzano & Mitchell (2005) interactions and relations among the individuals in organizations develops with time. Also the emphasis of equity theory is on the organizational justice and equality among the employees. Effort to reward ratio should be same for all the employees means the reward an individual get should be directly linked with the amount of effort he’s delivering while performing his task. There should be a balance between the employees input and in an output. Disturbance in this balance leads to many problems such as it will lead to an organizational injustice which will ultimately affect the employee job embeddedness (Adam, 1965).

The absence of justice in organizations can lead to the elements of distress among employees (Greenberg, 2004). Especially if employees are insecure regarding the monetary rewards in comparison with their coworkers then this will lead to organization ineffectiveness (Burton, Holtom, Lee,

Mitchell, & Sablinski, 2010). Contrary to this, if justice culture is prevailed in organizations it repay to organization with an enhancement in the work embeddedness among work force, as they are having the positive attitude about the organizational justice. Employees come across that organizations management is fair in terms of treatment and have fair policies in the organization and furthermore their forthcoming plans are in line with those of the association's goals and objectives.

Job embeddedness is a novel paradigm established to capture an inclusive analysis of the employee and employer connection than is stereotypically replicated by behavioral actions such as gratification or obligation. It associates to job satisfaction and for organization to be effective, which is the replication of the organization's aptitude to accomplish its goals and objectives (Nafei, 2015). Literature divulges that organizational prosperity and sustainability is predicted through the employee concern for an organization, his retention in an organization and the amount of effort he's putting into his work. Researchers are of the view that the more the employee is engaged and indulge in his work the more effort he will going to put in his work resultantly increasing the organizational effectiveness. It is important for the organizations to maintain an atmosphere in which employees feel engaged with each other, enhance the retention of employees in an organization so that they can perform well and add in more towards the prosperity and sustainability of the organization (Albrecht, Bakker, Gruman, Macey & Saks, 2015).

Both the parties' employees and employers should put up with the policies and strategies of an organization (Cropanzano & Mitchell, 2005). Substitute strategies are said to be taken place if reimbursement exists (Saks, 2006). Job embeddedness helps in the withholding of the employees. If employees are satisfied with the fair policies of the organization then the job retention in an organization increases and as a result organizational effectiveness also gets enhanced. As if employees have a trust and conducive environment relationships with their employer then it will help to enhance the effectiveness of organization.

The following hypotheses are developed to fulfill the objectives of the study:

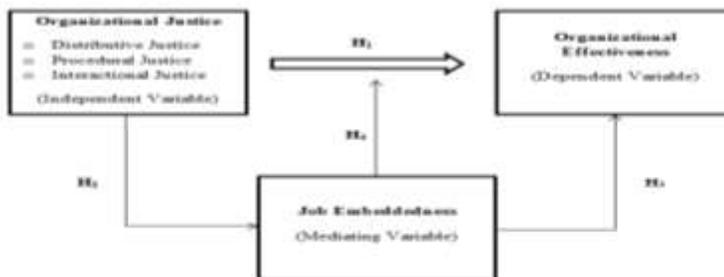
H1: Organizational justice has a positive impact on organizational effectiveness.

H2: Organizational justice has a positive impact on job embeddedness.

H3: Job embeddedness has a positive impact on organizational effectiveness.

H4: Job embeddedness mediates the relationship of organizational justice and organizational effectiveness.

Conceptual Framework



Research Methodology

This research methodology is of four sections, which are research design, population and study sample, research instrument and proposed data analysis. The first section provides a detail of the research variables used for research study. The second section discusses the sampling method, while the third section will focus on the questionnaire design. Finally, the detail of the data analysis is provided in section four.

Research Design

In present study analytical approach is used which is also called hypothesis testing research and using quantitative method. In adopting quantitative method for a research, survey in a form of questionnaire is adopted based on review of previous literature in a different geographical setting and then send to the respondents to gather their experiences and feelings about the study phenomena or a problem. This research involves collecting primary data by adopting a structured questionnaire from individuals. The purpose of adopting a Quantitative method was to increase the generalizability of the population at large.

Research Instruments

For measuring Organizational Justice, Jason & Colquitt (2001) scale was used consisting of 20 questions, for job embeddedness Crossley *et al.* (2007) seven items scale is used and organizational effectiveness is measured by using scale of Mott(1972) having 8 items.

Sample Design

The population of present study is telecom sector of Pakistan. The volatile nature of telecom sector makes it a room to analyze the mediating role of job embeddedness on employee productivity and organizational justice. There are five main players in the telecom sector of Pakistan named Pakistan Mobile Communications Limited (PMCL)–Mobilink, CMPAK Limited. (Zong), Warid Telecom (Pvt.) Limited, Telenor Pakistan (Pvt.) Ltd and Pak

Telecom Mobile Limited (PTML) - Ufone. All of them were contacted through proper channel to be a part of the study. However four of them showed their willingness to participate in the research. Simple random technique was adopted to gather the data. In each organization a resource person was contacted at their head office. The list of middle and lower managers working in different cities of Pakistan along with their email addresses was collected on the assurance of severe compliances to the confidentiality of the information. The list comprises of 1200 middle and lower managers employees from selected four companies. Therefore, we can assume that on average there will be 1500 middle managers working in telecom sector. On the basis of this stance sample of more than 291 is considered as appropriate (Sekaran & Bougie, 2008). The random selection of employees was done manually where every second person from the list was selected. The selected employees were contacted using online version of questionnaire on Google Doc. The emails were sent to almost 600 employees randomly selected, however only 460 questionnaires were returned. The response rate was 77% thus the final sample of 460 is used for quantitative analysis.

Data Analysis

The data analysis was done in two steps. First data normality missing values and outliers were screened before proceeding to multivariate analysis. The used of Google Doc helped the researcher to deal with the issue of missing values. There were no missing values as Google Doc was restricted to upload only completed questionnaires. The data was then treated for outliers and normality. The data was in the specific range of ± 2 for skeweness and ± 3 for kurtosis assures normality. Further, all cases fall in the limit (Q1 - 1.5 IQR, Q1 + 1.5 IQR) thus there were no outliers. In second part reliability and validity of the measures were generated. The supreme extensively recognized and used degree for internal consistency of a scale is Cronbach's alpha (Sekaran, 2000). It is pragmatic to check whether the mechanism is consistent and effective. Cronbach's values provide the degree to which a mechanism is reliably measuring what it is supposed to. The tolerable value for Cronbach alpha is 0.6 although values above 0.9 are treated to be unique (Sekaran, 2000). While Hayes (1994) suggested that for Cronbach's alpha's value to be important and tolerable it must be equal to or above 0.80.

The hypothesized relationship was studied by using regression analysis and correlation analysis. This analysis is conducted in order to determine the correlations and the impact of each variable upon each other. According to Sekran (2001), coefficient value can range from -1 to +1. For a perfect positive correlation the value should be equal to 1 and for a perfectly negative correlation the value should be equal to -1, whereas if the value is

equivalent to 0, then there will be no relationship exists among the variables under study.

Linear regression in SPSS is used to exactly determine the direct relationships of Organizational justice on organizational effectiveness, job embeddedness and furthermore direct relationships of JE on OE. A significant positive relationship between variables the beta value should be positive, while for a negative relationship between variables the value of beta should be significantly negative. Whereas if the beta value is insignificant, it means that there is no relationship between the variables under study. Furthermore, four condition approach test was applied by using Baron & Kenny (1986). In addition to this, mediation was testing by applying Sobel test (Preacher & Hayes, 2004; Preacher & Leonardelli, 2003).

Reliability Statistics

Refer to Table-1 the organizational effectiveness is a dependent variable having eight items with the value of Cronbach's alpha of 0.855. The independent variable is organizational justice that includes fifteen items and indicates the value of Cronbach's Alpha as 0.859. The reliability of the mediating variable that is job embeddedness has a value of Cronbach's Alpha as 0.828. The research instrument comprising of twenty nine (29) items has a reliability of 0.847 percent (84%) which is a good indication for a reliability measurement.

Table 1: *Reliability of Instruments*

Variables	No. of Items	Cronbach's Alpha
Organizational Justice	15	.859
Job Embeddedness	6	.828
Organizational Effectiveness	8	.855
Total	29	.847

Results and Discussion

Several statistical approaches have been applied to check the impact of organizational justice on organizational effectiveness and also the impact of job embeddedness on them. In this respect Pearson correlation matrix (Refer Table-2) shows that the organizational justice is positively correlated with the Job embeddedness ($r = .459$, $P < 0.01$) and organizational effectiveness ($r = .376$, $P < 0.01$). Furthermore, there is a significant positive correlation between Job embeddedness and Organizational effectiveness ($r = .403$, $p < 0.01$). The above table also displays the values of mean and standard deviation of the variables which conveys indication that the data collected is normally distributed.

Table 2: *Inter scale Correlation Matrix - all Variables (n = 460)*

Variable	Mean	Standard Deviation	I	II	III
I OJ	3.496	.512	-		
II JE	3.270	.642	.459**	-	
III OE	3.371	.612	.376**	.403**	-

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

Linear Regressions for Direct Relations

The table 3 provide the results of direct association between the organizational justice and organizational effectiveness (IV and DV direct relationship); organizational effectiveness and job embeddedness (IV and mediator) and job embeddedness and organizational effectiveness (mediator and DV relationship). Initially the demographic variables are taken into account while analyzing the outcomes of the research. The relationship present between all the variables under study are highly significant which means that their value of $p < 0.005$, model 1 indicates 26.3 % of variation in the Organizational effectiveness is explained by Organizational justice out of the total variation.

Furthermore, the value of Standardized Coefficients Beta ($\beta = .378$, $t=8.847$) shows the significant and positive association between organizational justice and organizational effectiveness. According to the findings of model 2 there is 27.6% variation in JE because of OJ with a beta value ($\beta = .396$, $t=9.138$, $p = .000$). In addition to this model 3 explains 25.6% variation in OE because of JE having a beta value ($\beta = .376$, $t=8.572$, $p = .000$).

Therefore, the findings given in Table 3 support a significant and direct relationship between the a) Organizational Justice and organizational effectiveness b) organizational justice and job embeddedness and c) job embeddedness and organizational effectiveness through linear regression in SPSS and are in accordance with the findings in Table 3 therefore hypothesis 1, 2, and 3 are accepted.

Table 3: *Direct Relationship between the Organizational justice, Organizational effectiveness and Job embeddedness*

Model	R ²	Adj R ²	Standardized Beta Coefficients	t-values	Sig.
1 OJ – OE	.274	.263	.378	8.847	.000
2 OJ – JE	.288	.276	.396	9.138	.000
3 JE – OE	.267	.256	.376	8.572	.000

Barron and Kenny Mediation Analysis

Results have proved the mediating role of job embeddedness between organizational justice and organizational effectiveness. The results support all three condition of Baron and Kenny meditating test as shown in Table -4,

condition four revealed that when organizational justice job embeddedness both regressed on organizational effectiveness, the coefficient of organizational justice ($\beta = 0.37, p < 0.01$) the significance level of organizational justice fell down ($\beta = 0.37, p < 0.05$). Therefore partial mediation has taken place (Preacher & Hayes, 2004). Sobel-test statistics has also shown significant result ($z = 2.93, p < 0.01$).

The overall findings of this study are consistent with the results of prior literature. The positive impact of the organizational justice on the effectiveness of the organization assures that the organizations will prosper and will achieve their objectives if they successfully maintain the justice in an organization. Also the job embeddedness acts as a catalyst in influencing the firm's effectiveness.

Table 4: *Test of Mediation*

X	Condition 1 $X \rightarrow Y$	Condition 2 $X \rightarrow M$	Condition 3 $M \rightarrow Y$	Condition 4 $XM \rightarrow Y$	Sobel-Test Z
Organizational Justice	0.37**	0.369**	0.267**	OE = 0.258** OJ = 0.34*	= 2.93*

Y=Organization Effectiveness; M= Job Embeddedness; * $p < 0.05$, ** $p < 0.01$ (N=460)

Conclusion

The core objective of this research was to find out the influence and patterns of Organizational justice and job embeddedness in achieving organizational effectiveness. The objectives of the study have been achieved by empirically testing a comprehensive theoretical framework model based on theory of social exchange, Adam smith equity theory and theory of job embeddedness. The study has endeavored to test the model and came up with findings that for organizations to achieve effectiveness, justice and job embeddedness should be emphasized; only then employee will feel more attached to organization and hence will work with more motivation and hard work. There were few previous studies done on impact of job embeddedness in relationship with organizational justice and organizational effectiveness.

The results of the study has shown that in Pakistani data set organizational justice had an immediate effect on the organizational effectiveness and by means of intervening variable of job embeddedness had encouraging their connection. In research a conceptual model was considered in the support of writing and information gathered which looks at the job embeddedness that influences and enhances the impact of the organizational justice dimensions on the capability of the people. These connections were tried by gathering information from a specimen of lower and middle level administration of telecom sector in Pakistan.

Data collected for the study is cross sectional which diminish the latent risk of common method bias. The outcomes demonstrate that distributive, procedural, and interactional justice is impressively and completely connected with job embeddedness and organizational effectiveness. Those employees who have a better feeling of organizational justice do have an encouraging atmosphere in the association that leads towards vigorous job performance.

Some use full upshots of this study are apparent. According to the Adams equity theory and theory of social exchange it has proved that distributive, procedural, and interactional justice increases organizational effectiveness. If association representatives have an inclination and environment of hierarchical equity then they pay back to their association by giving their best exertion those results in enhancing the organization's viability. Employee retention policies should be devised so that they remain connected to their jobs in their respective organizations and which in turn increases the effectiveness of an organization. Also systems ought to be contrived which pay particular thought towards the fairness, uprightness and representative needs which enhances the effectiveness and justice in an organization. These reasonable strategies and treatment among representatives in an association diminishes worker's intention to leave the organization. In other words if workers in an association have a feeling that they are dealt with on equivalent basis in terms of rewards and other benefits then they are more faithful to organization and henceforth hierarchical productivity can be accomplished.

This study is an important piece of work for academicians, managers and practitioners to ensure corporate effectiveness to be exercised within the premises of organization. The results of study indicates that it is important for organizational growth to achieve its goals and objectives that it should develop those policies and systems which enhances job embeddedness and organizational justice as these are key to success.

For future investigation studies can be carried out by captivating unalike outcomes (dependent variables) such as turnover intention or its outcomes such as and its career satisfaction, absentees etc. Further in prospect investigation can be carried out by taking organizational trust as a mediating variable instead of job embeddedness. Finally, replication of study in other sectors and different part of the world would be useful for the generalizability of the outcomes of the research.

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