

**A Study of Organizational Justice as a Mediator of the Relationships among
Leader-Member Exchange and Turnover Intentions in the Financial sector in
Sri Lanka**

By

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(ABSTRACT)

The purpose of this study was to identify the impact of interpersonal working relationships on employees' justice perceptions and the effects of those perceptions on employees' work-related attitudes and behavior in the financial sector organizations in Sri Lanka. This study examined the mediating role played by distributive justice, procedural justice and interactional justice in linking leader-member exchange and turnover intentions in the financial sector organizations in Sri Lanka.

The results indicated that organizational justice had a significantly positive relationship between LMX and Organizational justice and was significant negatively related between organizational justice and turnover intentions.

This study also indicated empirical evidence of the impact of interpersonal working relationships on employees' justice perceptions. That is, the quality of interpersonal working relationships promoted employees' perceptions of fairness. Therefore, distributive, procedural and interactional justice played a vital mediating role in the relationships among LMX, and turnover intentions.

This study provides guidelines to help managers better understand how to reduce employee turnover, increase relationship among the supervisor and subordinate, and make better decisions about outcomes and procedures for their employees.