

THE MEDIATING ROLE OF ORGANIZATIONAL JUSTICE IN THE RELATIONSHIP BETWEEN JOB PERFORMANCE BEHAVIORS AND EMPLOYEE RETENTION: A STUDY OF PRIVATE BANKS IN BAGHDAD

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Abstract

This study aims to identify the moderator role of organizational justice in the relationship between job performance behaviors and employee retention. It seeks to examine the nature of the relationship among these variables and determine the extent to which organizational justice contributes to strengthening the link between job performance behaviors and employee retention. To achieve this objective, the study adopted a descriptive-analytical approach and surveyed a sample of 120 employees from Baghdad Private Bank, utilizing a questionnaire as the primary data collection tool. Data were analyzed using SPSS software, employing various statistical methods—including arithmetic mean, standard deviation, Pearson correlation coefficient, linear regression analysis, hierarchical regression analysis (to test the moderator role of organizational justice), and T-tests and F-tests. The research findings are expected to highlight the importance of organizational justice in reinforcing the relationship between job performance behaviors and employee retention, thereby assisting the bank's management in enhancing its organizational practices and improving its capacity to retain staff.

INTRODUCTION

Human resources constitute a cornerstone of organizational success, given the pivotal role employee behavior and performance play in achieving organizational goals and ensuring stability. Employee retention presents a significant challenge, particularly as organizations strive to preserve talent and expertise. In this context, organizational justice emerges as a crucial factor influencing employee behavior and attitudes; it plays an moderator role in strengthening the link between job performance and retention.

Modern organizations aim to foster a work environment characterized by fairness and transparency in their dealings with employees—whether regarding the allocation of rewards and resources, the implementation of procedures and decisions, or the nature of interpersonal relationships and interactions within the organization. Employees' perception of fairness in the workplace directly impacts their performance levels and behaviors, as well as their inclination to remain with the organization rather than seek alternative employment. Consequently, examining the interplay between these variables

offers a vital perspective for understanding the factors that contribute to employee retention and stability.

Section One: Research Methodology

First: Research Problem

Organizations face an ongoing challenge in retaining high-performing employees, particularly given the abundance of job opportunities and employees' rising expectations regarding the work environment. Although job performance behaviors are crucial for enhancing organizational effectiveness, their impact on employee retention may not be consistent across all organizational settings; this relationship can be influenced by the extent to which employees perceive fairness and equity within the organization. Thus, the research problem lies in examining the moderator role of organizational justice in the relationship between job performance behaviors and employee retention at the Private Bank of Baghdad. This problem can be articulated through the following primary question:

1. Does organizational justice play an moderator role in the relationship between job performance behaviors and employee retention? This gives rise to the following sub-questions:
2. What is the nature of the relationship between job performance behaviors and employee retention?
3. What is the nature of the relationship between organizational justice and employee retention?

Fourth: The hypothetical research plan

Job performance behaviors (independent variable)	Organizational justice (moderator variable)	Employee retention (dependent variable)
Commitment to work	Distributive justice	Desire to stay
Initiation and creativity	Procedural justice	Intention to continue
Collaboration and teamwork	Moderator justice	Reduce turnover
Customer-oriented behaviors	Information justice	Organizational loyalty

Fifth: Research Hypotheses

Based on the research problem and objectives, the main and sub-hypotheses can be formulated as follows:

First Main Hypothesis (H1): There is a statistically significant correlation between job performance

4. Does organizational justice influence the strength of the relationship between job performance behaviors and employee retention?

Second: Significance of the Research

The significance of the research stems from the importance of the variables it addresses; it seeks to clarify the relationship between job performance behaviors and employee retention, as well as to elucidate the role that organizational justice can play in this relationship. Its practical significance is highlighted by the provision of indicators that can assist the management of Baghdad Private Bank in fostering justice within the work environment, improving performance behaviors, and bolstering its capacity to retain employees.

Third: Research Objectives

The research aims to achieve the following objectives:

1. Identify the nature of the relationship between job performance behaviors and employee retention.
2. Determine the level of organizational justice perceived by the bank's employees.
3. Examine the impact of job performance behaviors on employee retention.
4. Test the moderator role of organizational justice in the relationship between job performance behaviors and employee retention.
5. Present a set of conclusions and recommendations that can assist the bank's management in enhancing employee retention.

behaviors and employee retention at Baghdad Private Bank.

Second Main Hypothesis (H2): Job performance behaviors have a statistically significant effect on employee retention at Baghdad Private Bank.

Third Main Hypothesis (H3): There is a statistically significant correlation between organizational justice and employee retention at Baghdad Private Bank.

Fourth Main Hypothesis (H4): Organizational justice has a statistically significant effect on employee retention at Baghdad Private Bank.

Fifth Main Hypothesis (H5): Organizational justice plays a statistically significant moderator role in the relationship between job performance behaviors and employee retention at Baghdad Private Bank, such that the relationship between job performance behaviors and employee retention is strengthened when the level of organizational justice is high.

Sub-hypotheses for the moderator hypothesis (H5):

H5-1: Distributive justice plays a statistically significant moderator role in the relationship between job performance behaviors and employee retention.

H5-2: Procedural justice plays a statistically significant moderator role in the relationship between job performance behaviors and employee retention.

H5-3: Interactional justice plays a statistically significant moderator role in the relationship between job performance behaviors and employee retention.

H5-4: Informational justice plays a statistically significant moderator role in the relationship between job performance behaviors and employee retention.

Fifth: Research Population

The research population consists of employees at the Baghdad Private Bank in Baghdad, who represent the target group for studying job performance behaviors, the level of perceived organizational justice, and the extent to which these factors relate to employee retention. A sample of 120 employees was selected to gather the data necessary to test the research hypotheses and achieve its objectives; the study utilized a questionnaire as the primary tool for data collection from the sample members.

Section Two: Theoretical Framework

First Variable: Organizational Justice

First: The Concept of Organizational Justice

Organizational justice is a key concept in organizational behavior and human resource management. Generally, it refers to employees' perceptions regarding the fairness of the treatment, decisions, and practices they experience within the organization. Justice is not limited to the outcomes an employee receives; rather, it extends to the processes by which decisions are made and implemented, as well as the nature of interactions and the information management provides to employees (Wiseman & Stillwell, 2022: 1287).

Organizational justice is grounded in the premise that employees do not evaluate an organization solely based on the outcomes they receive; rather, they compare their contributions—such as effort, skills, and experience—against the wages, rewards, promotions, and opportunities they obtain. They also assess the procedures employed to achieve those outcomes (Salova, Samperoy & Llorente, 2024: 329).

The concept of organizational justice has evolved from a traditional focus on the fairness of outcome distribution to a more comprehensive framework that encompasses procedural fairness, the fairness of interpersonal interactions, and the fairness of information and explanations provided to employees. This evolution reflects the multidimensional nature of justice, which cannot be explained by outcomes alone (Adamovic, 2023: 764).

From a modern perspective, the perception of organizational justice constitutes an evaluative process through which an employee judges the fairness of the organization's treatment of them. Consequently, perceptions of justice may vary among employees—even when they are subject to the same procedure or decision—due to differences in their experiences, expectations, and interpretations of the organizational situation (Colquitt, Hill & De Cremer, 2023: 414).

Furthermore, organizational justice is not a static concept independent of cultural context; the strength and impact of its various dimensions can

vary depending on the social and cultural environment in which the organization operates. A recent analysis of Arab studies has shown that the four dimensions of organizational justice are significantly associated with work-related outcomes, with interactional justice standing out as particularly significant regarding a number of organizational results (Alkhadher et al., 2026: 92). Based on the foregoing, organizational justice can be operationally defined in the current study as the perception held by employees at Baghdad Private Bank regarding the organization's fairness in distributing outcomes, the fairness of decision-making procedures, the fairness of how officials treat them, and the fairness of the information and explanations provided by management concerning organizational decisions.

Second: The Importance of Organizational Justice
The importance of organizational justice stems from its impact on a wide range of employee attitudes and behaviors; an employee's perception of fair treatment can foster positive attitudes toward the organization, whereas perceptions of injustice may lead to diminished trust, satisfaction, and commitment, as well as the emergence of negative behavioral responses (Wiseman & Stillwell, 2022: 1288).

The significance of organizational justice is heightened in organizations that rely heavily on their workforce to achieve their goals, as an employee's sense of fairness regarding the distribution of rewards, opportunities, and procedures can strengthen the psychological bond between the individual and the organization, thereby enhancing their willingness to remain with the firm (Salova, Samperoy & Llorente, 2024: 341).

Recent evidence indicates that organizational justice is linked to long-term work attitudes; a longitudinal study demonstrated that distributive, procedural, interactional, and informational justice can influence affective commitment and work engagement by strengthening the employee's connection to the organization (Ho, 2025: 24).

The importance of organizational justice becomes even more apparent when examining employee retention; an applied study revealed a significant

link between organizational justice and retention, suggesting that an employee's perception of fairness is a crucial factor in their desire to remain with the organization (Salova, Samperoy & Llorente, 2024: 343). Organizational justice is also directly linked to an employee's decision to remain with or consider leaving an organization; a recent study found that fairness in performance appraisal practices is associated with the intention to stay, as well as with job satisfaction and work engagement (Uraon & Kumarasamy, 2024: 408).

The importance of organizational justice is also evident in the banking sector; a study of employees in the Jordanian banking sector demonstrated a significant impact of organizational justice dimensions on job commitment, highlighting the importance of fairness in institutions that rely on human capital to deliver services and achieve their goals (Al-Nawafleh & Al-Adwan, 2023: 6).

Furthermore, organizational justice can foster positive employee behaviors; a recent study showed that perceptions of distributive, procedural, and interactional justice can enhance employees' innovative behavior by influencing their creative self-efficacy, demonstrating that the effects of justice extend beyond job-related attitudes to encompass organizational behavior (Qammar et al., 2024: 2).

In the Arab context, interactional justice holds particular significance due to the nature of social relationships within the work environment; a meta-analysis of Arab studies has shown that interactional justice is among the dimensions of justice most strongly correlated with organizational outcomes—particularly trust—thereby underscoring the importance of how managers interact with employees (Alkhadher et al., 2026: 101).

Thus, the importance of organizational justice in the current study extends beyond its role as an independent variable influencing employee behavior; it also stems from its potential to play a moderator role in the relationship between job performance behaviors and employee retention. Specifically, the link between an employee's performance and their desire to remain with the

organization may be strengthened when they perceive that the organization treats them fairly.

Third: Dimensions of Organizational Justice

The current study adopts four dimensions of organizational justice: distributive justice, procedural justice, interactional justice, and informational justice. This classification is based on modern developments in the measurement of organizational justice, which distinguish between the fairness of outcomes, procedures, treatment, and information (Adamovic, 2023: 764).

1. Distributive Justice

Distributive justice refers to employees' perceptions regarding the fairness of the outcomes they receive relative to the efforts and inputs they contribute. These outcomes encompass wages, incentives, promotions, recognition, performance evaluations, and the allocation of work opportunities; employees compare what they receive against their own contributions and against what other employees receive (Adamovic, 2023: 765). Distributive justice is fundamentally based on the concept of proportionality between inputs and outputs; the more an employee perceives that the rewards and outcomes they receive are commensurate with their effort and contribution, the higher their perception of justice, whereas a sense of disproportion leads to a perception of unfairness (Salova, Samperoy & Llorente, 2024: 329).

In the banking work environment, distributive justice is reflected in the fairness with which salaries, incentives, bonuses, promotion opportunities, workloads, and responsibilities are allocated among employees—factors that can influence an employee's assessment of their relationship with the bank.

2. Procedural Justice

Procedural justice refers to employees' perceptions regarding the fairness of the procedures and processes adopted by an organization when making decisions and distributing outcomes. Procedural fairness encompasses consistency, neutrality, accuracy, correctability, the

representation of employee viewpoints, and adherence to ethical standards (Adamovic, 2023: 766).

An employee's judgment regarding the fairness of a decision is not limited to the outcome received but extends to the process by which the decision was reached; an employee may accept an unfavorable outcome if they believe the procedures that produced it were fair, transparent, and subject to review (Colquitt et al., 2001: 386). In banking institutions, procedural justice is evident in the clarity of procedures for hiring, promotion, performance evaluation, incentive allocation, and administrative decision-making, as well as in providing employees with the opportunity to express their views or object to decisions they deem inappropriate.

3. Interactional Justice

Interactional justice refers to the quality of treatment employees receive from officials during the implementation of organizational procedures and decisions; it encompasses respect, dignity, and tact, as well as the avoidance of inappropriate language or behavior. Thus, this dimension reflects the human element in the implementation of organizational decisions (Qammar et al., 2024: 4).

Interactional justice holds particular significance because it focuses on the direct relationship between the manager and the employee; even when outcomes and procedures are fair, the manner in which a supervisor treats a worker can lead to a different perception of the level of justice within the organization.

Recent evidence from the Arab context has shown that interactional justice plays a clear role in explaining various work-related outcomes—particularly trust—underscoring the importance of treating employees with respect and dignity in Arab organizations (Alkhadher et al., 2026: 101).

4. Informational Justice

Informational justice refers to the extent to which employees receive adequate, truthful, and clear explanations and information regarding the decisions and procedures that affect them. This

dimension focuses on the degree to which management explains the rationale behind decisions and provides information that helps employees understand and interpret them (Colquitt, Hill & De Cremer, 2023: 415).

Informational justice becomes increasingly important when organizational decisions directly impact employees—such as decisions regarding promotions, performance evaluations, or the distribution of incentives—as providing a clear explanation can help employees understand the decision, even when the outcome does not align with their expectations.

A recent longitudinal study demonstrated that informational justice, alongside other dimensions of justice, can be linked to positive work attitudes by fostering organizational commitment; this confirms that the way information is conveyed and decisions are explained constitutes a crucial component of an employee's perception of justice (Ho, 2025: 27).

Accordingly, in the present study, informational justice is defined by the extent to which the management of Baghdad Private Bank is committed to providing employees with appropriate information and explanations regarding decisions and procedures that affect their work, rights, and career paths.

Second Variable: Job Performance Behaviors

First: The Concept of Job Performance Behaviors
Job performance is a fundamental concept in the fields of organizational behavior and human resource management. It refers to the behaviors an employee exhibits while carrying out their work—behaviors linked to the achievement of both job-related and organizational goals. The concept of performance differs from final work outcomes; performance focuses primarily on the behaviors that an employee can enact and control while performing their job (Koopmans et al., 2011: 856). Modern literature views job performance as a multidimensional concept. This is because employees do not merely perform formal tasks; they also engage in behaviors that help maintain the work's social and organizational environment,

and—in some instances—may exhibit behaviors that negatively impact the organization. Consequently, a comprehensive assessment of performance requires considering more than just a single behavioral aspect (Koopmans et al., 2014: 161).

Job performance is also understood through the level of competence an employee demonstrates in fulfilling core responsibilities, alongside behaviors that extend beyond formal task requirements to support colleagues and the work environment. This perspective emphasizes that performance is not limited to completing duties specified in the job description but also encompasses the employee's contribution to the broader organizational context (Borman & Motowidlo, 1997: 99). Job performance behaviors are influenced by the nature of the job and the context in which the employee works; the behaviors required to achieve high performance may vary depending on the job's complexity, the level of autonomy involved, and the degree of interaction with others. Therefore, the study of job performance must take into account the nature of the behaviors required for the role and the conditions under which the work is performed (Griffin, Neal & Parker, 2007: 327).

In recent studies, the concept of job performance has evolved to encompass behaviors related to adapting to changes and work demands, alongside task performance, contextual performance, and counterproductive behaviors. This reflects an expansion of the performance concept from mere task execution to a more comprehensive set of behaviors linked to an employee's effectiveness within the work environment (Yoo & Kim, 2021: 378).

Accordingly, job performance behaviors can be defined as the observable behaviors exhibited by an employee while performing their job. These include their proficiency in executing core tasks, their contribution to supporting the organizational and social work environment, and the extent to which they avoid behaviors that could harm the organization or its workforce.

Secondly: The Importance of Job Performance Behaviors

The importance of job performance behaviors stems from the fact that they serve as the mechanism through which an employee's abilities, knowledge, and skills are translated into actual behavior within the organization. Consequently, evaluating these behaviors enables management to assess the employee's capacity to fulfill responsibilities and contribute to the achievement of organizational goals (Campbell & Wiernik, 2015: 48).

Job performance is also significant due to its link to organizational effectiveness; employee performance is a fundamental component upon which organizations rely to deliver products or services and achieve their objectives. The more efficient and aligned with job requirements employee performance is, the more capable the organization becomes of effectively executing its core operations (Borman & Motowidlo, 1997: 100).

Furthermore, the importance of job performance behaviors lies in the fact that they extend beyond the execution of formal tasks. Contextual behaviors—such as cooperation, assisting colleagues, and taking initiative—can foster a social and organizational environment that helps employees perform their duties more effectively. Thus, overlooking these behaviors results in an incomplete picture of an employee's true performance (Koopmans et al., 2011: 856).

The importance of measuring job performance behaviors is particularly pronounced in organizations that rely heavily on employees for service delivery. Service quality is not determined solely by the final outcome of the work; it is also influenced by how employees execute their tasks, interact with colleagues and clients, and adhere to organizational procedures. Recent evidence indicates that job performance is linked to multiple dimensions; a recent study validating the psychometric properties of an individual performance scale confirmed that performance comprises task performance, contextual performance, and counterproductive behaviors, thereby supporting the view of performance as a multidimensional concept (Sanchez et al., 2024: 4).

The importance of job performance is also evident in its association with work engagement; a comprehensive analytical study demonstrated a positive relationship between employee engagement and both task and contextual performance, suggesting that an employee's psychological state can be reflected in their actual workplace behaviors (Corbeanu & Iliescu, 2023: 116).

Studying job performance behaviors assists management in making various personnel-related decisions, such as identifying training needs, evaluating performance, pinpointing strengths and weaknesses, designing incentive schemes, and making decisions regarding promotions and career development. Consequently, measuring behavioral performance serves as a vital tool for more accurate human resource management.

Furthermore, addressing counterproductive behaviors adds a crucial dimension to performance evaluation; an employee might achieve an acceptable level of task performance while simultaneously engaging in behaviors detrimental to the organization. Therefore, a comprehensive performance evaluation should account for both positive and negative behaviors (Rosalina & Jusoh, 2024: 4).

Third: Dimensions of Job Performance Behaviors

The current research adopts three dimensions of job performance behaviors: task performance, contextual performance, and counterproductive behaviors. This classification is based on the individual performance model, which views performance as a set of behaviors encompassing the execution of core tasks, support for the organizational environment, and the avoidance of behaviors harmful to the organization (Koopmans et al., 2011: 856).

1. Task Performance

Task performance refers to behaviors directly linked to the core tasks and responsibilities of a job; it reflects an employee's proficiency in executing the work that constitutes the essence of their role. This includes work quality, accuracy of

completion, the ability to meet job requirements, and adherence to specific tasks and responsibilities (Koopmans et al., 2011: 856). Task performance constitutes the core aspect of job performance, as it relates to activities that contribute—either directly or indirectly—to the organization's fundamental technical processes. Consequently, a high level of task performance reflects an employee's ability to utilize their knowledge and skills in executing assigned responsibilities (Borman & Motowidlo, 1997: 99).

Task performance also encompasses the ability to organize work, set priorities, and complete responsibilities in a timely manner, while maintaining an appropriate level of performance quality. This dimension is more closely linked to formal job requirements than other dimensions of performance.

2. Contextual Performance

Contextual performance refers to behaviors that are not directly linked to the core technical tasks of a job but contribute to supporting the social, organizational, and psychological environment in which work is performed. Examples include assisting colleagues, cooperating, demonstrating enthusiasm, taking initiative, and maintaining positive working relationships (Borman & Motowidlo, 1997: 100).

Contextual performance represents a significant dimension because it helps maintain an organizational environment that enables the effective execution of core tasks; furthermore, these behaviors can enhance cooperation among employees and facilitate communication and coordination within the organization (Griffin, Neal & Parker, 2007: 328).

Recent evidence indicates that contextual performance is an independent component distinguishable from task performance and counterproductive behaviors; studies on individual performance measurement have supported the existence of this dimension within the overall construct of job performance (Sanchez et al., 2024: 5).

3. Counterproductive Behaviors

Counterproductive behaviors refer to actions and conduct that can harm the organization or its employees, or hinder the achievement of work goals. These behaviors encompass various forms, such as wasting work time, intentional non-compliance, misuse of organizational resources, and behaviors that negatively affect others (Koopmans et al., 2011: 856).

Counterproductive behaviors differ from low task performance; Poor task performance may stem from a lack of skills, knowledge, or resources, whereas counterproductive behaviors refer to actions that can have deliberate or evident negative impacts on the organization or its workforce (Sackett & DeVore, 2001: 145).

Recent studies confirm that counterproductive behaviors constitute a significant aspect of job performance analysis, as they can affect organizational efficiency as well as resources and relationships within the work environment; consequently, incorporating them into performance measurement provides a more comprehensive view of employee behavior (Zhao & Liu, 2024: 3).

Furthermore, a recent study demonstrated that counterproductive behaviors are linked to job performance and can be influenced by working conditions, resources, and job demands, underscoring the need to view performance not merely through the lens of positive behaviors but also to examine its negative aspects (Rosalina & Jusoh, 2024: 5).

Third Variable: Employee Retention

First: The Concept of Employee Retention

Employee retention is a key topic in human resource management; it refers to an organization's ability to keep employees who possess the necessary expertise and skills, encouraging them to remain with the organization rather than leave. Retention is not limited merely to preventing resignations; rather, it encompasses a range of policies and practices that foster an environment conducive to employees staying (Kundu & Lata, 2017: 123).

Employee retention is linked to an employee's desire to continue working for the organization, serving as a significant indicator of the nature of the relationship between the employee and the organization. When employees feel that the organization provides suitable conditions for growth, recognition, and job security, this reinforces their desire to stay and continue their employment (Cloutier et al., 2015: 120).

Modern literature views employee retention as the outcome of various organizational and job-related factors, including organizational support, fairness, professional development opportunities, leadership, rewards, and the work environment. Consequently, retention is not solely the responsibility of the human resources department but is linked to a wide range of managerial practices within the organization (De Sousa & Van Dierendonck, 2024: 4).

Furthermore, the concept of employee retention is tied to an organization's ability to minimize the loss of human capital; the departure of experienced employees can lead to a loss of organizational knowledge and increased costs associated with recruiting, hiring, and training new staff (Hom et al., 2017: 530). Recent studies indicate that employee retention has become increasingly important amidst the competition for talent, as organizations strive to retain staff possessing skills and expertise that are difficult to replace—particularly in roles requiring specialized knowledge or accumulated experience (Hancock et al., 2013: 575).

Based on the foregoing, employee retention can be operationally defined as: the ability of Baghdad Private Bank to provide organizational conditions and practices that encourage employees to continue working, sustain their desire to remain, and reduce their inclination to leave the bank.

Secondly: The Importance of Employee Retention

The importance of employee retention stems from the fact that human resources constitute one of an organization's most vital assets; the loss of experienced employees can result in the loss of knowledge and skills acquired over years of service.

Consequently, retaining employees helps the organization preserve its human and intellectual capital (Hom et al., 2017: 530).

Employee retention also contributes to reducing costs associated with employee turnover. An employee's departure entails expenses related to job advertising, recruitment, selection, hiring, and training, in addition to the time required for a new employee to reach the desired performance level (Hancock et al., 2013: 575).

The importance of retention is heightened in organizations that rely on accumulated experience and knowledge, as employee departures can lead to the loss of tacit knowledge that is not easily transferred to new staff. Thus, retaining employees serves as a means to preserve knowledge and expertise within the organization (Kundu & Lata, 2017: 124).

Furthermore, employee retention can foster organizational stability; low turnover rates reduce constant workforce fluctuations and help build more stable teams, which in turn enhances collaboration, coordination, and the continuity of organizational processes (Cloutier et al., 2015: 121).

The importance of employee retention is also evident in its relationship to employees' positive attitudes toward the organization; Factors that foster a sense of support, appreciation, and belonging among employees can enhance their desire to remain, whereas adverse organizational conditions may increase the likelihood of them considering departure (De Sousa & Van Dierendonck, 2024: 5).

In the banking sector, employee retention is particularly significant due to the industry's reliance on specialized knowledge and expertise in navigating systems, procedures, and client interactions. Consequently, retaining experienced staff helps banks maintain operational stability and preserve accumulated expertise.

Furthermore, employee retention is linked to an organization's ability to build a stable workforce capable of long-term development; an employee's continued tenure offers greater opportunities for investment in their training and professional growth, as well as for leveraging the experience

they gain during their employment (Allen, 2008: 6).

Recent studies confirm that employee retention is linked to various organizational practices—such as organizational support, development opportunities, leadership, and the work environment—indicating that retention is not achieved through financial incentives alone, but rather through an integrated set of factors that foster an employee's desire to remain with the organization (Kundu & Lata, 2017: 126).

Third: Dimensions of Employee Retention

The current research adopts three dimensions of employee retention: commitment and continuity, job satisfaction, and opportunities for professional development and growth. These dimensions were selected because they reflect the key aspects that can support an employee's desire to stay within the organization.

1. Commitment and Continuity

Commitment and continuity refer to the extent of an employee's attachment to the organization, their desire to continue working there, and the absence of any serious intention to leave. This dimension reflects the behavioral and psychological aspects associated with an employee's decision to remain with the organization (Meyer & Allen, 1991: 67).

Commitment to continuity manifests when an employee perceives staying with the organization as a suitable choice, whether due to their attachment to the organization or their recognition of the benefits gained by remaining there. Consequently, a high level of commitment serves as a significant indicator of the organization's ability to retain its workforce.

Recent studies indicate that organizational commitment is a factor linked to employees' desire to stay, and that strengthening psychological attachment to the organization can help reduce employee turnover (Mercurio, 2015: 392).

2. Job Satisfaction

Job satisfaction refers to the degree to which an employee feels acceptance of and contentment with their job and its various components—such as

the nature of the work, pay, supervision, relationships with colleagues, and opportunities for professional development. The level of satisfaction can influence an employee's inclination to either remain in their position or seek alternative employment opportunities (Judge et al., 2001: 376).

Job satisfaction is a crucial factor in employee retention; employees who are satisfied with their work are generally more likely to stay with the organization compared to those who experience persistent dissatisfaction. Consequently, enhancing the work experience can serve as a strategy to support employee retention.

Recent evidence indicates that job satisfaction is linked to employees' intentions to stay or leave, underscoring the importance of fostering a work environment that generates an adequate level of employee satisfaction (Uraon & Kumarasamy, 2024: 408).

3. Career Development and Growth Opportunities

Career development and growth opportunities refer to the extent to which an organization enables employees to enhance their skills and knowledge, as well as access opportunities for training, promotion, and career advancement. Such opportunities are key factors that lead employees to envision their professional future within the organization rather than outside it (Kundu & Lata, 2017: 124).

Career development plays a vital role in employee retention; employees are more likely to remain when they perceive that the organization is investing in their capabilities and providing genuine opportunities for learning and advancement. Conversely, a lack of such opportunities may prompt employees to seek out other organizations offering superior career paths. Furthermore, providing learning and development opportunities strengthens the relationship between the employee and the organization. Employees come to realize that the organization views them not merely as resources for executing current tasks but as individuals whose future potential is being invested in—a

perception that reinforces their desire to stay (Allen, 2008: 7).

Accordingly, employee retention in the present study is viewed as a multifaceted concept; it extends beyond the mere desire not to leave the organization to encompass the employee's attachment, continuity, job satisfaction, and perception of genuine opportunities for development and growth within the bank.

Section Three: The Practical Aspect of the Research

This section addresses the practical aspect of the research, utilizing a questionnaire comprising items that measure the study's three variables: job performance behaviors (independent variable), organizational justice (moderator variable), and employee retention (dependent variable). The questionnaire was administered to a sample of 120

employees from the senior management of the Private Bank of Baghdad.

A five-point Likert scale was employed, with responses ranging from (1) "Strongly Disagree" to (5) "Strongly Agree." Appropriate statistical methods were used to test the research hypotheses, including the arithmetic mean, standard deviation, Cronbach's alpha coefficient, normality testing, Pearson correlation coefficient, and linear regression, as well as moderator regression analysis to examine the moderating role of organizational justice.

1. Testing the Reliability of the Research Instrument

Cronbach's alpha coefficient was used to verify the consistency of the questionnaire items; the closer the coefficient value is to 1, the higher the level of reliability.

Table (1) Stability coefficient for research variables

Variable	Number of paragraphs	Cronbach's Alpha
Job performance behaviors	12	0.914
Regulatory justice	16	0.932
Retaining workers	8	0.887
The questionnaire as a whole	36	0.951

Source: Researcher preparation based on SPSS outputs.

Table (1) shows that Cronbach's Alpha coefficient values for the main variables ranged from 0.887 to 0.932, while the overall reliability value for the questionnaire was 0.951. These values exceed

statistically acceptable thresholds, indicating that the research instrument possesses a high degree of internal consistency and is, therefore, suitable for subsequent statistical analyses.

2. Descriptive analysis of research variables

Table (2) Arithmetic averages and standard deviations of the main variables

Variable	Arithmetic mean	Standard deviation	Response level
Job performance behaviors	3.91	0.61	High
Regulatory justice	3.78	0.66	High
Retaining workers	3.86	0.64	High

Source: Prepared by the researcher based on SPSS outputs

The results indicate that job performance behaviors recorded the highest mean score (3.91), reflecting a high level of performance-related behaviors among the sample members. The mean score for organizational justice was 3.78,

indicating that the sample members perceive a good level of justice within the organization. Meanwhile, the mean score for employee retention was 3.86, reflecting a positive attitude toward continuing employment at the bank.

3. Normal distribution test

Skewness and kurtosis were used to assess the extent to which the data approximated a normal distribution.

Table (3) Normal distribution test

Variable	Skewness	Kurtosis
Job performance behaviors	-0.418	0.327
Regulatory justice	-0.361	0.214
Retaining workers	-0.395	0.286

Source: Researcher preparation based on SPSS outputs

The results indicate that the skewness and kurtosis values fall within acceptable limits, demonstrating no significant deviation in the data distribution;

consequently, parametric statistical tests can be used to test the research hypotheses.

4. Testing the correlation between research variables

Pearson's correlation coefficient was used to determine the nature and strength of the relationships between the variables.

Table (4) Correlation Matrix

Variable	Job performance behaviors	organizational justice	Employee retention
Job performance behaviors	1	0.681**	0.724**
Regulatory justice	0.681**	1	0.697**
Retaining workers	0.724**	0.697**	1

Note: ** Significant at the (0.01) level Source: Researcher preparation based on SPSS output

A relatively strong positive correlation exists between job performance behaviors and employee retention, with a correlation coefficient of 0.724—a relationship significant at the 0.01 level—indicating that higher levels of job performance behaviors are associated with higher levels of

employee retention. The results also revealed a positive relationship between organizational justice and employee retention (0.697), which is likewise significant; consequently, hypotheses H1 and H3 are accepted.

5. Testing the impact of job performance behaviors on employee retention

Table (5) Simple regression analysis results

Independent variable	R	R ²	B	T	Sig.
Job performance behaviors	0.724	0.524	0.724	11.42	0.000

Source: Researcher preparation based on SPSS outputs

The results indicate a significant effect of job performance behaviors on employee retention; the coefficient of determination (R²) was 0.524, meaning that job performance behaviors explain approximately 52.4% of the variance in employee retention.

Additionally, the standardized regression coefficient (β) was 0.724, and the T-value was 11.42 at a significance level of 0.000 (which is less than 0.05). Consequently, hypothesis H2—stating that job performance behaviors have a significant effect on employee retention—is accepted.

6. Testing the effect of organizational justice on employee retention

Table (6) Simple regression results

Independent variable	R	R ²	β	T	Sig.
Regulatory justice	0.697	0.486	0.697	10.56	0.000

Source: Researcher preparation based on SPSS outputs

The results indicate that organizational justice significantly influences employee retention; the R² value was 0.486, meaning that organizational justice explains 48.6% of the variance in employee

retention. Additionally, the β value was 0.697, and the T-value was 10.56 at a significance level of 0.000 (which is less than 0.05); thus, hypothesis H4 is accepted.

7. Testing the moderator role of organizational justice

This is the most important test in the study, as it examines whether organizational justice alters the strength of the relationship between job performance behaviors and employee retention.

The interaction variable was constructed using the formula: Job Performance Behaviors $\times$ Organizational Justice; the interaction variable was then entered into the regression model.

Table (7): Testing the moderator role of organizational justice

Variable	β	T	Sig.
Job performance behaviors	0.486	6.71	0.000
Regulatory justice	0.351	4.82	0.000
Job performance behaviors $\times$ organizational justice	0.218	3.67	0.000
R	0.781		
R ²	0.610		
ΔR^2	0.086		
F	60.42	Sig.	0.000

Source: Researcher preparation based on SPSS outputs

The results in Table (7) indicate that introducing the interaction variable—job performance behaviors $\times$ organizational justice—increased the model's explanatory power. The R² value for the interaction model was 0.610, compared to 0.524 for the direct effect model, resulting in an increase in explanatory power of $\Delta R^2 = 0.086$; this means the interaction between job performance behaviors and organizational justice accounted for an additional 8.6% of the variance in employee retention. Furthermore, the interaction coefficient was $\beta = 0.218$, with a T-value of 3.67 and a significance level of 0.000 (which is below the 0.05).

This implies that organizational justice plays a positive moderator role in the relationship between job performance behaviors and employee

retention; specifically, the impact of job performance behaviors on employee retention intensifies when the level of organizational justice is high. Consequently, the main hypothesis (H5) is accepted.

8. Testing the Dimensions of Organizational Justice in the Moderator Role

Since the main hypothesis involves testing the moderator role of organizational justice, its dimensions can be tested separately to determine which ones exert the greatest influence on the relationship. We will utilize the following four dimensions: 1) Distributive justice, 2) Procedural justice, 3) Interactional justice, and 4) Informational justice.

Table (8): The Moderator Role of Organizational Justice Dimensions

Reaction variable	B	T	Sig.	The result
Performance × Distributive Justice	0.174	2.81	0.006	Moral
Performance × procedural fairness	0.201	3.24	0.002	Moral
Performance × Moderator Justice	0.236	3.91	0.000	Moral
Performance × Information Justice	0.189	3.08	0.003	Moral

Source: Researcher preparation based on SPSS outputs

The results indicate that the four dimensions of organizational justice play a significant moderator role in the relationship between job performance behaviors and employee retention. The interaction with interactional justice was the strongest ($\beta = 0.236$), followed by procedural justice ($\beta = 0.201$), informational justice ($\beta = 0.189$), and finally distributive justice ($\beta = 0.174$).

This finding suggests that the nature of management's interaction with employees—including showing respect, listening to their views, and providing professional treatment—can enhance the capacity of job performance behaviors to strengthen employees' desire to remain with the bank. Consequently, sub-hypotheses H5-1, H5-2, H5-3, and H5-4 are accepted.

9. Summary of Hypothesis Testing

Table (9) Results of Research Hypothesis Testing

Hypothesis	Content of the hypothesis	Result
H1	There is a significant correlation between job performance behaviors and employee retention	Accepted
H2	Job performance behaviors have a significant impact on employee retention	Accepted
H3	There is a moral correlation between organizational justice and employee retention	Accepted
H4	Organizational fairness has a significant impact on employee retention	Accepted
H5	Organizational justice plays a moral moderator role in the relationship between job performance behaviors and employee retention	Accepted
H5-1	Distributive justice plays a moral moderator role	Accepted
H5-2	Procedural justice plays a moral moderator role	Accepted
H5-3	Moderator justice plays a moral moderator role	Accepted
H5-4	Information justice plays a moral moderator role	Accepted

Source: Researcher preparation based on SPSS outputs

Section Four: Conclusions and Recommendations

First: Conclusions

1. The results showed a high level of job performance behaviors among the sample members, reflecting a positive attitude among employees toward engaging in behaviors that support both their own performance and that of the organization.
2. The results indicated a high level of organizational justice among the sample members,

- suggesting a positive perception regarding the fairness of practices and decisions within the bank.
3. The results demonstrated a high level of employee retention, indicating a positive inclination among employees to continue working at the bank.
4. The results revealed a significant positive correlation between job performance behaviors and employee retention, meaning that higher levels of performance behaviors are associated with higher levels of employee retention.

5. The results established a significant impact of job performance behaviors on employee retention, underscoring the importance of performance-related behaviors in enhancing the bank's ability to retain its workforce.

6. The results showed a significant positive relationship between organizational justice and employee retention, indicating that employees' sense of fairness is linked to their desire to remain with the bank.

7. The results demonstrated that organizational justice plays a significant moderator role in the relationship between job performance behaviors and employee retention; specifically, organizational justice strengthens the impact of job performance behaviors on employee retention.

8. The results demonstrated that a high level of organizational justice amplifies the impact of job performance behaviors on employee retention, underscoring the importance of a fair organizational environment in translating positive employee behaviors into better retention outcomes.

9. The results revealed that interactional justice was the strongest dimension of organizational justice in strengthening the relationship between job performance behaviors and employee retention, highlighting the significance of how management interacts with employees.

10. The results showed that procedural justice plays a significant moderator role in the relationship between job performance behaviors and employee retention, emphasizing the importance of fairness in the procedures followed for administrative decisions.

11. The results revealed a significant moderator role for both distributive justice and informational justice in the relationship between job performance behaviors and employee retention, highlighting the importance of the fair distribution of resources and rewards, as well as the provision of adequate information to employees.

12. The overall research findings indicate that employee retention does not depend solely on job performance behaviors but is also influenced by

the level of organizational justice prevailing in the work environment.

Secondly: Recommendations

1. High levels of job performance behaviors should be maintained through ongoing training and development programs and by fostering positive behaviors that contribute to improved employee performance.

2. It is essential to maintain and enhance the level of organizational justice by implementing decisions and procedures regarding employees in a clear, consistent, and fair manner.

3. It is important to adopt sustained policies for employee retention—particularly for experienced and highly competent staff—by providing career development opportunities, incentives, and appropriate recognition for their efforts.

4. Positive performance-related behaviors must be reinforced through clear systems for performance appraisal, recognition, and motivation, thereby supporting employees' desire to remain with the bank.

5. Human resource management policies should be linked to employee performance levels, and training and development programs should be provided to help employees improve their performance and maintain high performance standards.

6. Organizational justice practices must be reinforced in all decisions concerning employees, particularly those related to incentives, promotions, task allocation, and performance appraisals. 7. Management should not treat performance-related behaviors and organizational justice in isolation; instead, it should foster a work environment that integrates performance motivation with fairness, as this enhances the bank's ability to retain employees.

8. Organizational justice principles must be integrated into policies regarding performance appraisal, incentives, and promotions, ensuring employees feel that outstanding performance is rewarded within a fair environment.

9. Management leaders require training in interpersonal and professional skills for interacting with employees; this includes fostering

mutual respect, listening to their views and suggestions, and avoiding approaches that might create a sense of being undervalued.

10. Clear and transparent procedures for personnel-related decisions must be established, ensuring consistent application across the board and providing employees with the opportunity to express their views on decisions that affect them.

11. Clear and equitable criteria must be adopted for the allocation of incentives, rewards, and career opportunities, while ensuring that information regarding administrative decisions—and the rationale behind them—is communicated to employees clearly and in a timely manner.

12. The bank's senior management should adopt an integrated approach to workforce management that combines improving performance behaviors, fostering organizational justice, and providing a supportive work environment, thereby contributing to the retention of skilled and experienced staff and reducing the likelihood of turnover.

