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The Impact of Organisational Justice on Employee Turnover Intentions: Examining Workplace Cyberbullying and Leadership Style through a Moderated Mediation Framework

Tamer Hamdy Ayad*, Nadia A. Abdelmegeed Abdelwahed

Department of Management, College of Business Administration, King Faisal University, Al-Ahsa, Saudi Arabia

*Corresponding author: Tamer Hamdy Ayad, tayad@kfu.edu.sa

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Abstract: The paper tests a model of how perceived organisational justice affects intent to leave, with workplace cyberbullying as the mediating variable, within the context of leadership style. This is grounded in three main theoretical streams: social exchange theory, organisational justice theory, and social learning theory. A moderated mediation model is proposed, in which workplace cyberbullying mediates the indirect relationship between perceived organisational justice and intention to leave, with this mediation further strengthened by leadership behaviour as a contextual moderator. Data were collected from 462 employees working within licensed tour operators across Saudi Arabia using surveys, and then analysed through the PLS-SEM approach. Findings reveal significant negative direct effects of organisational justice on both workers' perceptions of being bullied at work and turnover intentions, while a positive path coefficient links workers' perceptions of being bullied at work with their turnover intentions. Moreover, leadership style strongly moderates the justice-cyberbullying relationship and enhances the indirect effect of organisational justice on turnover intentions through workplace cyberbullying. The fairness, exchange, and learning perspectives taken in this study help advance understanding of digitally mediated behaviour at work while ensuring that justice and leadership reduce cyberbullying and support employee retention in service-oriented organisations.

Keywords: organizational justice; workplace cyberbullying; turnover intention; leadership style; moderated mediation.

1. Introduction

Tourism is a new industry in Saudi Arabia. This increases competition and raises the quality of service standards, besides making tourism organisations more dependent on efforts to retain their employees, particularly tour operators, who depend simultaneously on front-line and back-office workers responsible for coordination of services, customer interaction at various touchpoints, and operational continuity. Meanwhile, workplace relations are becoming increasingly dependent on digital communication technologies. Yes, this technology has made processes more efficient and connected, but it has also introduced interpersonal risks, such as workplace cyber-bullying (Farley et al., 2016; Einarsen et al., 2020).

Workplace cyberbullying is defined as hostile, exclusionary or insulting behaviour repeated through electronic communication, including emails and messages on internal digital systems (Farley et al., 2016). Electronic means of bullying remove physical constraints on normal working hours, allowing harmful exposure beyond working hours with little possibility of avoidance, making it more damaging to targets in sectors where communication intensity between co-workers is high. Empirical studies have found that workplace cyberbullying

results in negative outcomes for employees, psychologically draining them, lowering job satisfaction, and increasing the intention to quit, eventually leading to quitting the job (Park & Choi, 2019; Vranjes et al., 2023). However, there is limited research on organisational conditions that foster or constrain workplace cyberbullying in the tourism context in emerging economies.

A key organisational factor in the development of experiences of cyberbullying is the perception of justice. Organisational justice reflects employees' perceptions of fairness across four dimensions: outcomes, procedures, interpersonal treatment, and the adequacy of explanations provided by authorities (Colquitt, 2001). Decades of research demonstrate that perceptions of justice are fundamental to employees' trust and commitment towards their organisation, with high levels fostering feelings of being valued and respected, while injustice breeds frustration, eventually leading to disengagement and, ultimately, intentions to leave the organisation (Cohen-Charash & Spector, 2001; Colquitt et al., 2013).

According to theories of fairness and reciprocity, perceptions of fairness can signal the quality of an employee's relationship with the organisation (Blau, 1964; Cropanzano & Mitchell, 2005). Fair treatment fosters and strengthens reciprocal exchange relationships, whereas unfair treatment triggers negative reciprocity, undermining them. A growing body of literature provides evidence that organisational justice is negatively related to turnover intention across sectors and cultural contexts (Mustafa, 2023; Zhao et al., 2024). Theoretically, what remains underexplored is how digitally mediated work environments shape perceptions of justice in relation to turnover intentions.

In contemporary workplaces, where most day-to-day interactions increasingly occur through electronic communication channels, perceptions of organisational justice shape the social conditions that either enable or discourage harmful behaviour (Colquitt, 2001; Colquitt et al., 2013). Weak accountability mechanisms, often reflected in perceptions of injustice and tolerance for misconduct, create an environment in which workplace cyberbullying can emerge and persist (Greenberg, 1990; Einarsen et al., 2020). By contrast, clear communication about fair procedures and respectful interpersonal treatment reduces ambiguity about acceptable conduct and signals that hostile digital behaviours will not be tolerated, thereby lowering the likelihood of cyber aggression and exclusion (Farley et al., 2016; Vranjes et al., 2023). Despite these theoretical and empirical insights, research has rarely examined workplace cyberbullying as a mechanism linking organisational justice to employee turnover intentions, leaving an important gap at the intersection of the justice and cyberbullying literatures.

Leaders are central to how justice is enacted. Their roles in norm-setting, modelling appropriate behaviour, and responding to misconduct are vital. From a social learning perspective, employees closely observe their leaders' behaviour and emulate it, especially in ambiguous situations or when formal controls are weak (Bandura, 1977). Ethical/supportive leadership styles reinforce norms of respect and fairness by reducing harmful acts and negative employee outcomes (Lambert et al., 2024; Brown et al., 2005). Digitally mediated work settings may thus strengthen or weaken organisational capacity to address workplace cyberbullying through leadership style. However, scant empirical research integrates the justice–cyberbullying–turnover relationships. Therefore, this study intends to empirically test a moderated-mediation model to explain how organisational justice influences employee turnover intention through workplace cyberbullying and to examine the conditional effect of leadership style. The sample comprises employees working with licensed tour operators in Saudi Arabia. This paper responds to recent calls for research grounded more firmly in theories of the antecedents to workplace bullying via cyberspace, as well

as contextual factors shaping its consequences (Vranjes et al., 2023). Both organisational justice theory and social exchange theory are integrated herein, together with social learning theory, to provide an understanding of fairness perceptions and digitally mediated mistreatment in rapidly growing tourism sectors.

Rather than treating these theories as separate lenses, this study integrates them into a unified explanatory framework in which justice defines the fairness context, social exchange explains behavioural responses to it, and social learning clarifies how leadership shapes the effectiveness of these processes.

Furthermore, existing justice–bullying models are largely rooted in assumptions about face-to-face interaction, where visibility, immediacy, and physical presence shape accountability and behavioural regulation (Greenberg, 1990; Einarsen et al., 2020). By contrast, digitally mediated work alters visibility, weakens temporal boundaries, obscures accountability, and amplifies the role of leader signalling, thereby requiring a re-examination of how justice perceptions translate into mistreatment and employee withdrawal (Farley et al., 2016; Vranjes et al., 2023).

This study makes three theoretical contributions that go beyond placing established variables in a single model. First, it extends organisational justice theory from conventional attitudinal outcomes to digitally mediated interpersonal behaviour by specifying workplace cyberbullying as a mechanism through which fairness perceptions become withdrawal cognitions. Second, it connects organisational justice and social exchange theory at the process level: justice establishes the fairness context, cyberbullying represents a negative relational experience through which that context is translated into turnover intention, and mediation therefore explains how rather than merely whether justice matters. Third, social learning theory is used to establish a boundary condition. Leadership is modelled as a contextual amplifier of justice signals, showing when the justice–cyberbullying mechanism becomes stronger or weaker. This conditional-process explanation is especially relevant to digitally connected service work, where leader signalling and accountability can compensate for the reduced visibility and blurred boundaries of electronic interaction.

The following section reviews the theoretical and empirical literature on organisational justice, workplace cyberbullying, employee turnover intentions, and leadership style. The hypotheses are systematically presented at the end of each relevant subsection.

2. Literature Review and Theoretical Framework

This section develops a theoretical framework by integrating organisational justice theory, social exchange theory, and social learning theory. These theories explain perceptions of workplace fairness in relation to cyberbullying and how such bullying leads employees to intend to quit, with leadership style as a moderator of these relationships. Recent empirical evidence strongly supports the hypotheses guiding the present study, thereby grounding the assumptions articulated through a combination of theoretical lenses.

2.1 Organisational justice as a foundational organisational signal

Organisational justice refers to employees' perceptions of fairness within their organisation and encompasses distributive justice (i.e., fairness of outcomes), procedural justice (i.e., fairness of decision-making processes), interpersonal justice (i.e., respectful treatment), and informational justice (i.e., adequacy and honesty of explanations) (Colquitt, 2001). These perceptions serve as powerful organisational signals, communicating values, expectations and the legitimacy of authority systems (Greenberg, 1990). When employees perceive high levels of justice, they infer that the organisation values fairness, respect and accountability;

when justice is perceived as low, employees may interpret this as tolerance for mistreatment and inconsistency.

There is substantial empirical support for the view that organisational justice is a core predictor of employee attitudes and behaviour. Across most meta-analyses and large-sample studies, perceptions of justice are positively associated with trust, commitment and satisfaction, as well as with withdrawal-related outcomes, including absenteeism and turnover intentions (Cohen-Charash & Spector, 2001; Colquitt et al., 2013). Recent studies again validate these relationships across sectors and cultural contexts, underscoring the relevance of justice in contemporary workplaces (Mustafa, 2023; Zhao et al., 2024).

As workplaces become increasingly digitalised, perceptions of justice remain salient. In a digitally mediated workplace, where most interactions occur on electronic communication platforms and behavioural norms are difficult to discern, justice signals help employees determine whether the organisation expects respectful behaviour and whether management enforces it. Justice provides the baseline context within which interpersonal behaviours, including harmful digital behaviours, develop or are constrained.

2.2 Social exchange theory and the behavioural consequences of justice

Organisational justice theory concerns how employees judge fairness, while social exchange theory examines employees' responses to these judgements. The concept of reciprocal exchanges at work - that positive actions create obligations to reciprocate and that negative reciprocity or withdrawal occurs when treatment is perceived as unfair - underpins the view that justice perceptions are important in the employee-organisation relationship (Blau, 1964).

Perceptions of fairness build trust in organisational intentions, enhance feelings of respect, and prompt employees to reciprocate with loyalty and positive behaviour. Perceptions of injustice weaken exchange relationships, violate psychological contracts, and increase feelings of resentment and disengagement (Cropanzano & Mitchell, 2005). Recent empirical findings by Mustafa (2023) and Zhao et al. (2024) support the proposition that mutual obligation enforces commitment; hence, high-quality exchanges lead to low turnover intention.

Of equal importance, negative reciprocity does not always manifest as direct confrontation or overt deviance. In contemporary workplaces characterised by digital communication and hierarchical constraints, responses to injustice are often indirect. One such form is workplace cyberbullying, in which frustration and perceived disrespect may be expressed through hostile or exclusionary digital behaviour. Therefore, social exchange theory provides the much-needed link between justice perceptions and interpersonal mistreatment in digitally mediated work settings.

2.3 Workplace cyberbullying as a mechanism linking justice to turnover intentions

Workplace cyberbullying involves repeated negative acts carried out through electronic communication technologies, including email, messaging apps, and internal digital platforms (Farley et al., 2016). The main dimensions of workplace cyberbullying are cyber aggression, cyber exclusion, cyber harassment, and cyber denigration. Workplace bullying mainly occurs within the physical boundaries of workplaces during working hours; however, workplace cyberbullying can occur outside any defined physical workspace or working hours and persist long after an initial incident and any attempted intervention, making it a particularly severe form of workplace stressor.

A recent systematic review finds that the literature on workplace cyberbullying is rapidly expanding, yet remains fragmented regarding antecedents

and explanatory models (Vranjes et al., 2023). Empirical studies have consistently linked cyberbullying to psychological strain or emotional exhaustion, reduced job satisfaction, and intention to leave (Park & Choi, 2019; Einarsen et al., 2020). More recent meta-analytic evidence further shows that workplace bullying is associated with increased turnover intentions over time, including evidence from prospective studies (Sun et al., 2025). This longitudinal evidence strengthens the temporal rationale for viewing workplace mistreatment as an antecedent of employee withdrawal.

Despite these developments, most cyberbullying literature remains fixated on outcomes rather than on organisational conditions that can be conceptualised as ‘upstream’. Drawing on an integrated perspective on organisational justice and social exchange, perceptions of justice may serve as a significant antecedent to workplace cyberbullying. In unjust environments, employees perceive weak organisational accountability for online acts and greater tolerance among co-workers for various forms of mistreatment; as a result, such behaviours are likely to manifest. Fair procedures and respectful treatment reduce ambiguity. Organisational justice is expected to reduce workplace cyberbullying within the organisation. In turn, workplace cyberbullying increases employee turnover intentions by destroying psychological safety and social belonging.

H1. Organisational Justice (OJ) has a negative effect on Workplace Cyberbullying (WPCB).

H2. Organisational Justice (OJ) has a negative effect on Employee Turnover Intentions (ETI).

H3. Workplace Cyberbullying (WPCB) has a positive effect on Employee Turnover Intentions (ETI).

2.4 The mediating role of workplace cyberbullying

A synthesis of organisational justice theory and social exchange theory suggests that justice affects turnover intentions both directly and indirectly via workplace cyberbullying. Just and fair environments leave little room for bullying behaviour, which further strains employees psychologically and prompts thoughts of withdrawal from work. This process-based explanation of how retention outcomes are achieved through justice provides a practical account for mediation models that are more theory-based within organisational research (Hayes, 2018).

Workplace cyberbullying as a mediator advances both the justice and cyberbullying literatures by explaining how organisational conditions shape digital mistreatment and how such digitally rooted workplace bullying contributes to turnover intentions.

H4. Workplace Cyberbullying (WPCB) mediates the relationship between Organisational Justice (OJ) and Employee Turnover Intentions (ETI).

2.5 Leadership style and social learning theory

Where justice and exchange processes leave room for the emergence of cyberbullying, leadership behaviour either reinforces or constrains this opportunity in practice. According to social learning theory, appropriate behaviour is acquired by observing role models, particularly authority figures whose actions carry both symbolic and practical weight (Bandura, 1977). Leaders provide most behavioural cues within organisations, thereby setting norms by modelling, rewarding desirable acts, and punishing undesirable ones.

Findings from recent leadership research indicate that harmful behaviour and negative outcomes among employees are minimised when respect and fairness are reinforced, with ethical and supportive leaders establishing norms (Brown et al., 2005; Lambert et al., 2024). In a digitally mediated workplace, clear cues from the top are essential because the rules that normally govern conduct in such

environments may be ambiguous or poorly enforced.

Accordingly, leadership style is expected to strengthen the negative relationship between organisational justice and workplace cyberbullying by amplifying justice signals and discouraging mistreatment. In other words, an ethical leader promotes fairness in decision-making, appropriate rewards for employees' contributions, equal allocation of resources among team members, and a lack of favouritism or bias. This will eventually reduce instances and opportunities for workplace bullying, whether traditional or virtual (cyber).

H5. Leadership Style (LS) moderates the direct relationship between Organisational Justice (OJ) and Workplace Cyberbullying (WPCB).

2.6 Moderated mediation framework

A combination of social exchange theory and social learning theory would predict a conditional indirect effect: leadership style not only moderates the justice–cyberbullying relationship but also strengthens the indirect effect of organisational justice on turnover intentions via workplace cyberbullying. Moderated mediation models are most appropriate for such analyses, as they allow contextual factors to enter the model as determinants of the strength of mediating mechanisms (Preacher et al., 2007; Hayes, 2018).

Moderated mediation approaches have recently been increasingly adopted to explain complex organisational dynamics involving leadership and mistreatment (Lambert et al., 2024). In this study, the contextual amplifier is leadership style, which amplifies the protective role of organisational justice against workplace cyberbullying and its trickle-down effects on employees' intentions to leave.

H6. Leadership Style (LS) moderates the indirect effect of Organisational Justice (OJ) on Employee Turnover Intentions (ETI) through Workplace Cyberbullying (WPCB) (Moderated mediation).

Collectively, the reviewed literature indicates that organisational justice is a foundational contextual signal shaping employee experiences and behaviours. Social exchange processes explain how fairness perceptions translate into positive or negative responses, and social learning mechanisms clarify the role of leadership in reinforcing or weakening these processes. In digitally mediated workplaces, workplace cyberbullying is a critical mechanism through which justice perceptions influence employee withdrawal, while leadership style is an important boundary condition shaping the strength of these relationships. Building on this integrated theoretical perspective, the present study proposes a moderated mediation model in which organisational justice influences employee turnover intentions directly and indirectly through workplace cyberbullying, with leadership style moderating both the direct justice–cyberbullying relationship and the resulting indirect effect on turnover intentions. The proposed conceptual model is presented in **Figure 1**.

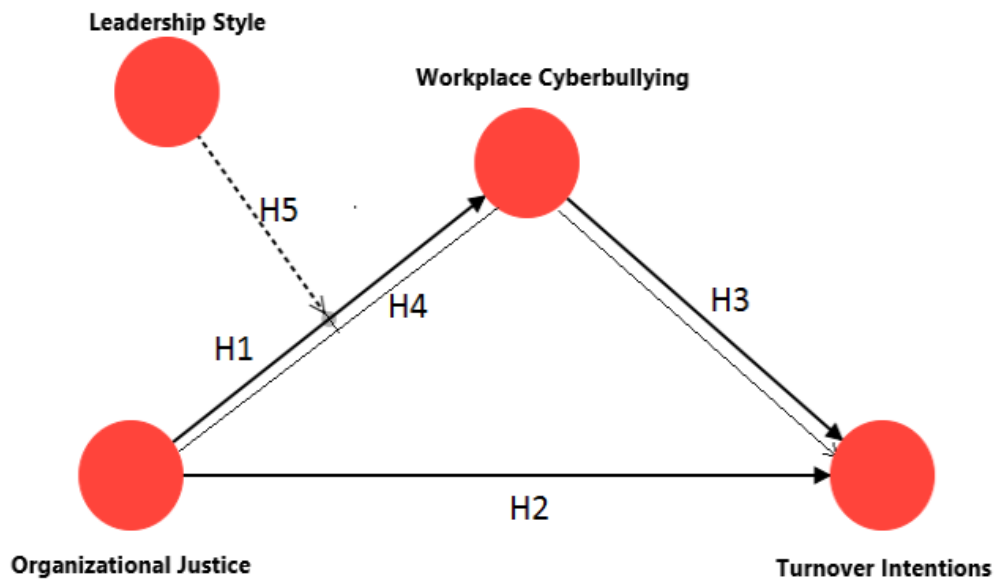


Figure 1. Theoretical framework of the study

The proposed theoretical model is an integrated application of organisational justice theory, social exchange theory, and social learning theory. Organisational justice theory supports treating justice as a critical antecedent that shapes employees' perceptions of fairness and appropriate workplace behaviour. Social exchange theory provides an understanding of how these perceptions translate into employee responses by proposing that unfair treatment toward employees weakens exchange relationships and increases vulnerability to negative interpersonal experiences, such as workplace cyberbullying, which, in turn, further enhances withdrawal cognitions and increases the intention to leave. Social learning theory further justifies the inclusion of leadership style as a contextual moderator, as leaders shape behavioural norms by modelling and reinforcing appropriate conduct, particularly in digitally mediated work environments. Together, these theories support the proposed moderated mediation framework by explaining why organisational justice reduces workplace cyberbullying, how cyberbullying functions as a mechanism linking justice to turnover intentions, and when leadership style strengthens or weakens these relationships.

3. Materials and methods

3.1. Measurement Constructs

Organisational justice (OJ) was operationalised with four items, one representing each of the four established dimensions of distributive, procedural, interpersonal, and informational justice identified by Colquitt (2001). The four items were: "The results I receive from my work are fair considering my contributions and effort"; "The procedures followed in decision-making within my organisation are consistent and fair"; "I am treated with dignity and respect by decision-makers who affect my daily work"; and "I receive clear and thorough explanations regarding decisions that affect me and my work." This parsimonious operationalisation was used to retain content coverage across all four dimensions while limiting questionnaire length. Content validity was additionally reviewed by the academic and tourism-industry expert panel described in Section 3.4. Employee turnover intentions (ETI) were measured with four items adapted from Mobley et al. (1978) and Cammann et al. (1979), covering cognitive withdrawal and behavioural intention to search for alternative employment. Workplace cyberbullying (WPCB) was measured with four items reflecting cyber aggression, cyber exclusion, cyber denigration, and cyber harassment, based on Farley et al. (2016). Leadership style (LS) was operationalised as a broad composite indicator

of constructive versus passive leadership behaviour rather than as a measure of one discrete leadership theory. The four items capture inspirational leadership, contingent recognition, passive/avoidant leadership, and fair/supportive leadership, drawing primarily on Avolio and Bass (2004) and the ethical/supportive leadership literature. The passive/avoidant item was reverse-scored so that higher LS scores consistently represent more active, constructive, and supportive leadership. We therefore interpret LS cautiously as an overall leadership-behaviour context that can amplify or weaken organisational justice signals, rather than claiming that transformational, transactional, laissez-faire, and ethical leadership are interchangeable constructs. This broader operationalisation is consistent with the study's use of leadership as a contextual moderator, but it remains a limitation and future research should test the model with separate validated leadership-style scales.

3.2. Description of study Population

The target population of this study is employees working at licensed tour operators in Saudi Arabia. While recent official statistics on the exact number of tour operators authorised to bring foreign tourist groups into the Kingdom are not available, the Saudi Minister of Tourism announced during the main dialogue session at the World Economic Forum Annual Meeting 2025 that the number of licensed tour operators had reached 2,853 by the end of 2024. In the absence of precise employment data, international tourism industry benchmarks were consulted to estimate the workforce size. According to best practices in the tourism industry, and based on the opinion of tourism industry experts in the Saudi market, small and medium-sized tourism companies usually employ between 10 and 50 employees, while large companies employ more than 50 employees, depending on the size of the company, its geographical scope and its strategic partnerships. In line with the objective of this study, the hypothesis of 50 employees per tourism company was adopted as a conservative and logical estimate. Accordingly, the total number of employees in tourism companies in the Saudi market is estimated at 142,650 employees. This estimate is methodologically justified to ensure the sample framework remains strong and comprehensive enough to support the study's analytical objectives, while accounting for the current limitations of official statistical data on the study population.

3.3. Sample Selection Method

To ensure representation of different geographical regions in Saudi Arabia in this study, to monitor diversity among employees of various tour operators, to minimise the bias, and to strengthen external validity of the findings to the entire tourism sector, stratified random sampling was used as the data collection technique. The sample size calculation formula was adopted based on Israel's (1992) formula for determining the appropriate sample size in a finite population, determined based on William Gemmell Cochran's sampling formula.

$$\begin{aligned}
 n_0 &= \frac{Z^2 * p * (1-p)}{e^2} \text{ and } n = \frac{n_0}{1 + (n_0 - 1) / N} \\
 n_0 &= \frac{(1.96)^2 * 0.5 * (1 - 0.5)}{(0.05)^2} \\
 n_0 &= \frac{3.481 * 0.25}{0.0025^2} \quad n_0 = \frac{3.481 * 0.25}{0.0025} \quad n_0 = \frac{0.9604}{0.0025} \\
 n_0 &= 384.16 \\
 n &= \frac{n_0}{1 + (n_0 - 1) / N} \\
 n &= \frac{384.2}{1 + (384.2 - 1) / 142650} \\
 \text{So } n &= 383.2
 \end{aligned}$$

Consequently, the proper study sample size is 383 individuals to be surveyed from a population of 142,650 employees at tour operators.

3.4. Data Collection Procedures and Analysis Techniques

A quantitative research methodology was employed, utilising self-administered questionnaires to collect primary data. To enhance the questionnaire's credibility and ensure its suitability for the tourism sector, it underwent multiple reviews and evaluations by a panel of academics and tourism industry experts to verify its reliability and usability in achieving the study's objectives. Furthermore, the confidentiality of the collected data was emphasised, with its use limited solely to scientific research. Respondents were free to discontinue participation at any time. Data were collected in two stages, during September and October, 2025 and January, 2026; questionnaires were distributed to 504 employees working for tour operators across Saudi Arabia. Eventually, 462 completed responses were received and statistically analysed, with a response rate of 91.7%. For the purpose of achieving the study objectives, the survey instrument consisted of clearly defined five sections. The initial section was for obtaining demographic data from participants, while the other parts were addressed to obtain data about the primary constructs, which are organisational justice (OJ), employee turnover intentions (ETI), workplace cyberbullying (WPCB), and leadership style (LS). A five-point Likert scale was employed to examine items related to the four predictors and outcomes. Concerning the data analysis methods, descriptive statistical analyses were performed using SPSS statistics version 29 (2022) and Microsoft Excel version 15 (2013). Additionally, path analysis using SEM (SmartPLS Software version 4.1.1.6) was performed to test the proposed hypotheses. To reduce common method variance procedurally, respondents were assured that their responses were confidential, participation was voluntary, and there were no right or wrong answers. The questionnaire separated the focal constructs into clearly defined sections and used concise, construct-specific wording. Because all substantive variables were nevertheless collected from the same respondents using a self-report questionnaire, common method variance cannot be eliminated by procedural safeguards alone. A statistical common-method-bias diagnostic should therefore accompany the final analysis where the raw item-level dataset is available; this limitation is explicitly acknowledged in Section 6.

3.5. Common Method Bias Considerations

Because the data were collected using a single self-report questionnaire, procedural and statistical measures were considered to minimize potential common method bias (CMB). Procedurally, respondents were assured of confidentiality and voluntary participation, the questionnaire was organized into distinct sections for the study constructs, and items were formulated using concise and clear wording to reduce evaluation apprehension and item-context effects.

In addition, collinearity diagnostics were examined using SmartPLS. The outer-model variance inflation factor (VIF) values ranged from 1.692 to 2.088, while the inner-model VIF values ranged from 1.006 to 1.303. All values were below the conservative threshold of 3.3, indicating that problematic collinearity was not evident in the measurement or structural models. Although these results provide additional reassurance regarding potential collinearity-related concerns, they should not be interpreted as definitive evidence that common method bias is entirely absent. Accordingly, the reliance on self-reported, cross-sectional data is acknowledged as a methodological limitation.

4. Results

4.1. The Outer Measurement Model

4.1.1. Constructs Validation

To evaluate the extent to which items designed to measure a certain concept were associated with other items measuring the identical underlying concept, convergent validity was investigated. Since all normalized factorial loading

coefficients fulfilled the criteria proposed by Hair et al. (2022), with all values exceeding the established minimum standard of 0.50 and most exceeding the optimal limit of 0.70, the results indicated satisfactory concept validity. Scale Reliability for all measurement in the study was also examined, and all results fulfilled the recommended cut-off point (0.70) established by Bryman and Cramer (2011) and Hair et al. (2022), supporting the reliability of the fitting for all concepts. Moreover, the average variance extracted (AVE) was estimated to determine convergent validity of the measurement model. All results exceeded the established criterion of 0.50 suggested by Fornell and Larcker (1981). Details in **Table 1**.

Table 1. Validity Assessment Results

Constructs	Items	Convergent Validity		Scale Reliability	
		“ λ ”	“AVE”	“ α ”	“rho_a”
Organizational Justice “OJ”	OJ1	0.814	0.664	0.831	0.833
	OJ2	0.837			
	OJ3	0.814			
	OJ4	0.793			
Employee Turnover Intentions “ETI”	ETI1	0.839	0.701	0.858	0.859
	ETI2	0.852			
	ETI3	0.831			
	ETI4	0.825			
Workplace Cyberbullying “WPCB”	WPCB1	0.842	0.705	0.860	0.861
	WPCB2	0.846			
	WPCB3	0.832			
	WPCB4	0.837			
Leadership Style “LS”	LS1	0.813	0.682	0.847	0.870
	LS2	0.853			
	LS3	0.830			
	LS4	0.805			

The statistical results in **Table 1**, indicate that all standardised factor loadings were greater than the established cut-off point (0.70) proposed by Hair et al. (2022), indicating a good level of reliability. Additionally, the average extracted variance score is high, ranging from 0.664 to 0.705, which exceeds the established criterion (0.50) of Fornell and Larcker (1981), indicating an adequate level of convergent validity. Moreover, all Cronbach’s alpha values were high scores, ranging from 0.831 to 0.860, and the composite reliability values ranged from 0.833 to 0.870; all values exceeded the cut-off point (0.70) recommended by Bryman and Cramer (2011) and Hair et al. (2022), confirming strong scale reliability among the model’s constructs. Overall, these results confirm that the measurement model confirms acceptable convergence and reliability, serving a strong foundation for subsequent structural model analysis.

4.1.2. Assessment of Discriminant Validity

This assessment was employed to verify the variables distinctiveness of each model construct. This validity assumes the independence of the constructs, or in other words, the absence of statistically significant correlations between them. Following the procedures outlined by Kock (2020), the cross-loading method and the Fornell-Larcker (1981) criteria were utilized to evaluate the model constructs’ discriminatory validity. Results validated the discriminability of the model variables, showing that each variable differs sufficiently from the others.

Further details are provided in **Table 2** and **Figure 2**.

Table 2. Construct Differentiation Assessment Results

Constructs	LS	OJ	ETI	WPCB
LS	0.826			
OJ	0.257	0.815		
ETI	-0.310	-0.542	0.837	
WPCB	-0.312	-0.482	0.590	0.840

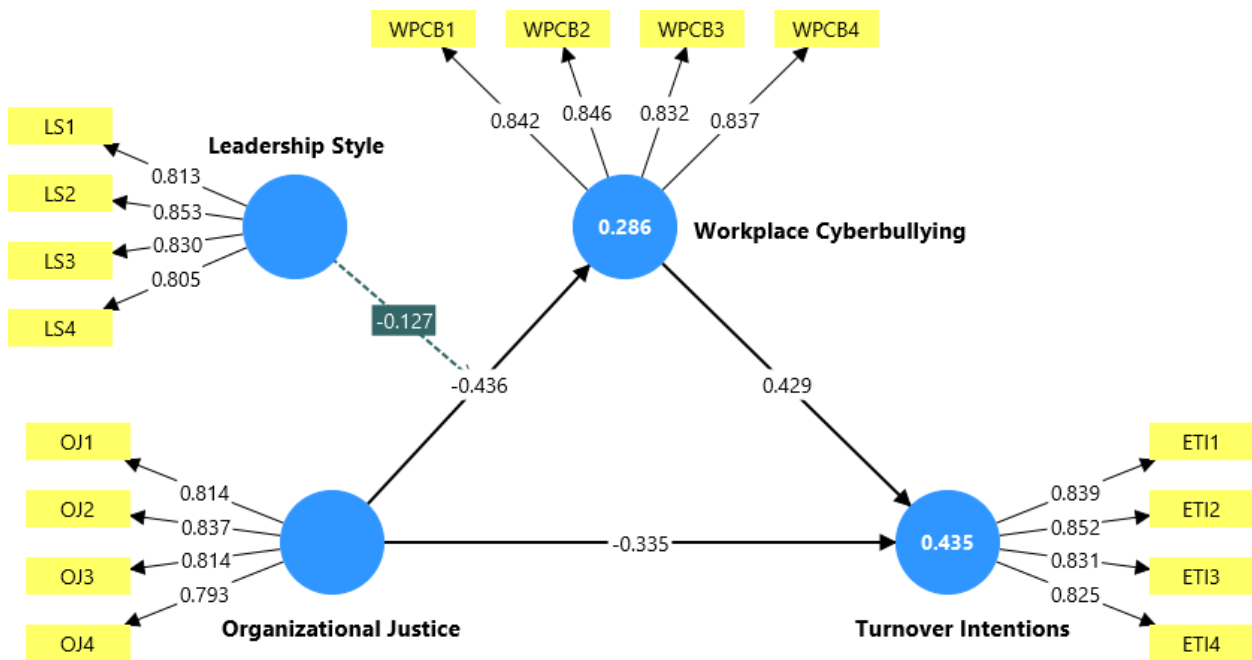


Figure 2. Structural Equation Measurement Model

The statistical results presented in **Table 2** indicate that the constructs in the model are empirically distinguishable from one another. The values along the diagonal, representing the square root of the AVE (LS = 0.826; OJ = 0.815; ETI = 0.837; WPCB = 0.840), exceed the corresponding inter-construct correlations, thereby supporting discriminant validity according to the criteria established by Fornell and Larcker (1981), Chin (1998), and Hair et al. (2022). The correlation results also indicate a positive relationship between workplace cyberbullying and employee turnover intention (WPCB–ETI = 0.590), suggesting that higher levels of workplace cyberbullying are associated with higher turnover intention. In contrast, the negative relationships between organisational justice and employee turnover intention, and between organisational justice and workplace cyberbullying, are consistent with justice theory, indicating that greater perceptions of organisational justice are associated with lower turnover intention and lower workplace cyberbullying. Similarly, the observed negative relationships between leadership style and workplace cyberbullying and employee turnover intention suggest that effective leadership may be associated with reduced harmful workplace behaviours and turnover intention. However, these bivariate correlations are presented only as part of the discriminant-validity assessment and should not be interpreted as evidence of mediation or moderation. The mediating and moderating effects are assessed separately through the relevant structural model and hypothesis-testing procedures. Furthermore, discriminant validity was additionally assessed using the heterotrait–monotrait (HTMT) ratio. Further details are provided in **Table 3**.

Table 3. HTMT Matrix Results

Constructs	LS	OJ	ETI	WPCB
OJ	0.299			
ETI	0.362	0.639		
WPCB	0.355	0.569	0.686	
LS × OJ	0.066	0.062	0.162	0.096

In line with the threshold recommended by Henseler et al. (2015) for HTMT ratios of 0.90, and as presented in **Table 3**, all HTMT values fell below the recommended threshold, ranging from 0.062 to 0.686, reflecting that all constructs are clearly distinct, empirically different, and not measuring overlapping concepts. Additionally, the interaction relationship (LS x OJ) shows excellent discriminant validity, confirming that there is no multiple linear correlation or conceptual overlap, no duplication between the interaction construct (LS x OJ) and its main effects, and that leadership style is a valid moderating construct. Consequently, the HTMT ratios values reveal that structures in the model show acceptable discriminant validity and are empirically distinguishable, which support the appropriateness of the measurement model.

4.1.3. Explanatory Power of the Model (R^2)

The coefficient of determination (R^2) was performed to examine model's explanatory power by measuring the proportion of variance in the dependent variables attributable to independent variables. This number ranges from 0 to 1, with 1 indicating perfect predictive accuracy and 0 indicating a lack of explanatory capability. In line with established criterion set by Chin (1998), the R^2 values in **Table 4** indicate that the independent variables significantly predict the dependent variables, with moderate predictive power. These statistical results support that model has enough explanatory power.

Table 4. Coefficient of Determination Results

Constructs	R^2 Value	Level of explanatory power
ETI	0.435	Moderate Level
WPCB	0.286	Moderate Level

The results in **Table 4** indicate that the predictors explained 43.5% of the variance in “ETI” ($R^2 = 0.435$), and 28.6% of the variance in “WPCB” ($R^2 = 0.286$), which confirm that the models show moderate explanatory power, and is consistent with expectations in empirical research in the social sciences (Hair et al., 2022), and indicating that organizational justice, leadership style and their interaction significantly contribute to explaining both employee turnover intentions and cyberbullying in the workplace. Overall, according to Chin (1998) and Hair et al. (2022), the model has satisfactory explanatory power and is well-suited for hypothesis testing.

4.1.4. Variance Explained (f^2)

An effect size analysis (f^2) was conducted to assess the magnitude of the impact exerted by each predictor variable on the outcome variable within the proposed model. In line with Cohen's (1988) standards, results in **Table 5** indicate that the magnitude of effect of predictor variables on outcome variables vary between negligible, small and medium effect. These findings offer a deeper

insight into the relative impact and practical significance of each predictor within the model.

Table 5. Effect Size (f^2) Assessment Results

Constructs	ETI	WPCB
LS		0.056
OJ	0.152	0.249
WPCB	0.249	
LS $\times$ OJ		0.022

As shown in **Table 5**, the effect sizes were interpreted according to the conventional guidelines proposed by Cohen (1988) and Hair et al. (2022), where f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. The results indicate that LS has a small effect on WPCB ($f^2 = 0.056$). OJ has a medium effect on ETI ($f^2 = 0.152$) and a medium effect on WPCB ($f^2 = 0.249$). Similarly, WPCB has a medium effect on ETI ($f^2 = 0.249$). The interaction effect of LS $\times$ OJ on WPCB demonstrates a small effect ($f^2 = 0.022$), indicating a small practical contribution of the moderating effect. Overall, the f^2 results suggest that the predictors make varying degrees of contribution to the explained variance of the endogenous constructs, with the effects ranging from small to medium.

4.1.5. Assessment of Model Fit

A goodness-of-fit validation was conducted to examine the adequacy and suitability of the proposed model. Further details are provided in **Table 6**.

Table 6. Overall Model fit Results

	Saturated model	Estimated model
SRMR	0.051	0.055
d_ULS	0.347	0.408
d_G	0.143	0.146
Chi-square	397.319	403.279
NFI	0.889	0.887

As shown in **Table 6**, the SRMR values for both the saturated (0.051) and estimated (0.055) models are below the recommended cut-off value of 0.10, indicating an acceptable level of model fit (Henseler et al., 2015). The d_ULS and d_G values are slightly higher for the estimated model than for the saturated model, while the Chi-square value also increases slightly in the estimated model. These differences should be interpreted with caution, as these indices are influenced by model complexity and sample characteristics. Regarding the NFI, the values for the saturated (0.889) and estimated (0.887) models are close to, but slightly below, the conventional threshold of 0.90 suggested by Hooper et al. (2008). Therefore, the NFI results indicate a relatively acceptable comparative fit, although they do not fully meet the 0.90 threshold. Taken together, the model-fit indices provide generally acceptable evidence of model fit, while the NFI values should be interpreted with appropriate caution. Overall, all values support the conclusion that the model is well-defined and is suitable for testing the validity of the study's hypotheses.

4.2. Structural Path Analysis and Hypotheses Testing

The significance of the path coefficients was examined to assess the extent to which the theoretical model is aligned with the original empirical data. The results of each hypothesis test are reported in **Tables 7, 8 and 9**.

Table 7. Direct Path coefficient Estimates

Structural Paths	Beta coefficient	σ	Reported t-statistic	Sig. Level	Decision
H-1: OJ $\rightarrow$ WPCB	-0.436	0.039	11.074	0.000	✓**
H-2: OJ $\rightarrow$ ETI	-0.522	0.034	15.141	0.000	✓**
H-3: WPCB $\rightarrow$ ETI	0.429	0.040	10.613	0.000	✓**

Note: “**” Statistically Significant at $P < 0.001$

The results of the study’s hypothesis testing, reported in **Table 7** and **Figure 3**, reveal that “OJ” has a strong negative direct influence on “WPCB” ($\beta = -0.436$, $f^2 = 0.249$, $p = 0.000$), supporting that more favorable perceptions of justice will significantly reduce harmful cyberbullying behaviours among employees. Similarly, “OJ” presents a strong, significant, direct negative influence on “ETI” ($\beta = -0.522$, $f^2 = 0.152$, $p = 0.000$), supporting that greater levels of organisational justice are associated with less consideration of leaving the organisation among employees. Furthermore, “WPCB” reflects a direct strong positive significant effect on the “ETI” ($\beta = 0.429$, $f^2 = 0.249$, $p = 0.000$), confirming that any increase in cyberbullying behaviours among employees leads to a significant increase in employees' intention to leave their jobs. Overall, the significance of these direct effects indicates strong practical relevance, and accordingly, hypotheses H1, H2, and H3 were supported.

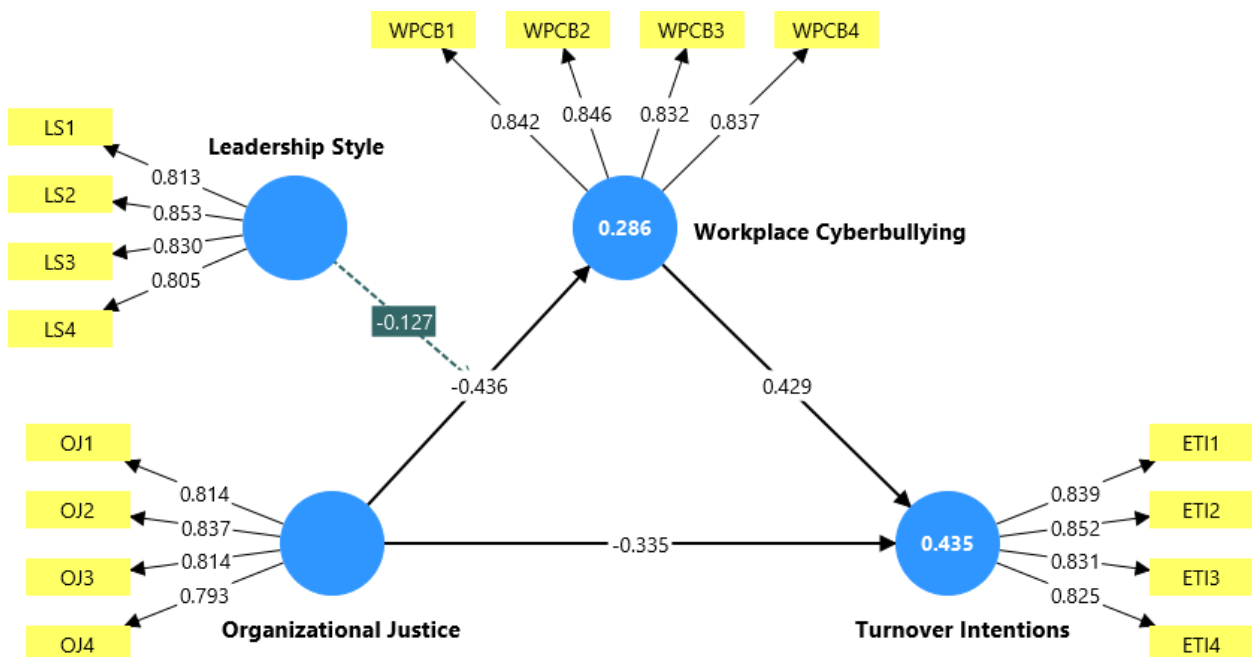


Figure 3. Final Structural Equation Model

Table 8. Indirect Path Coefficient Estimates

Structural Paths	Beta coefficient	σ	Reported t-statistic	Sig. Level	Decision
H-4: OJ $\rightarrow$ WPCB $\rightarrow$ ETI	-0.187	0.025	7.520	0.000	✓**
H-5: LS $\times$ OJ $\rightarrow$ WPCB	-0.127	0.040	3.189	0.001	✓

Note: “**” Statistically Significant at $P < 0.001$

According to the results presented in **Table 8**, the examination of the indirect relationships among the study variables revealed that “WPCB” has a significant negative mediating effect on the relationship between “OJ” and “ETI” ($\beta = -0.187$, $t = 7.520$, $p = 0.000$), which indicates that higher organizational justice reduces cyberbullying behaviors, which in turn lowers employees' intentions to leave the organization. Additionally, “LS” significantly moderates the relationship between “OJ” and “WPCB” ($\beta = -0.127$, $t = 3.189$, $p = 0.001$), indicating that an effective leadership style strengthens the negative effect of organisational justice on workplace cyberbullying behaviours. Accordingly, hypotheses H4 and H5 were supported.

Table 9. PLS-SEM Conditional Indirect Effect Estimates

Structural Paths	Beta coefficient	σ	Reported t-statistic	Sig. Level	Decision
H6: $LS \times OJ \rightarrow WPCB \rightarrow ETI$	-0.054	0.019	2.878	0.004	✓

In line with the statistical results in **Table 9**, the moderated mediation analysis indicates that “LS” significantly moderates the indirect relationship between “OJ” and “ETI” through “WPCB” ($\beta = -0.054$, $t = 2.878$, $p = 0.004$), indicating that higher quality leadership style strengthens the indirect negative effect of organizational justice on the employees' turnover intentions via workplace cyberbullying behaviors, meaning that strong leadership style will increase the power of organizational justice to reduce workplace cyberbullying actions, and this reduction in cyberbullying will lead to lower employee turnover intentions. See **Figure 4** for all hypothesis testing results.

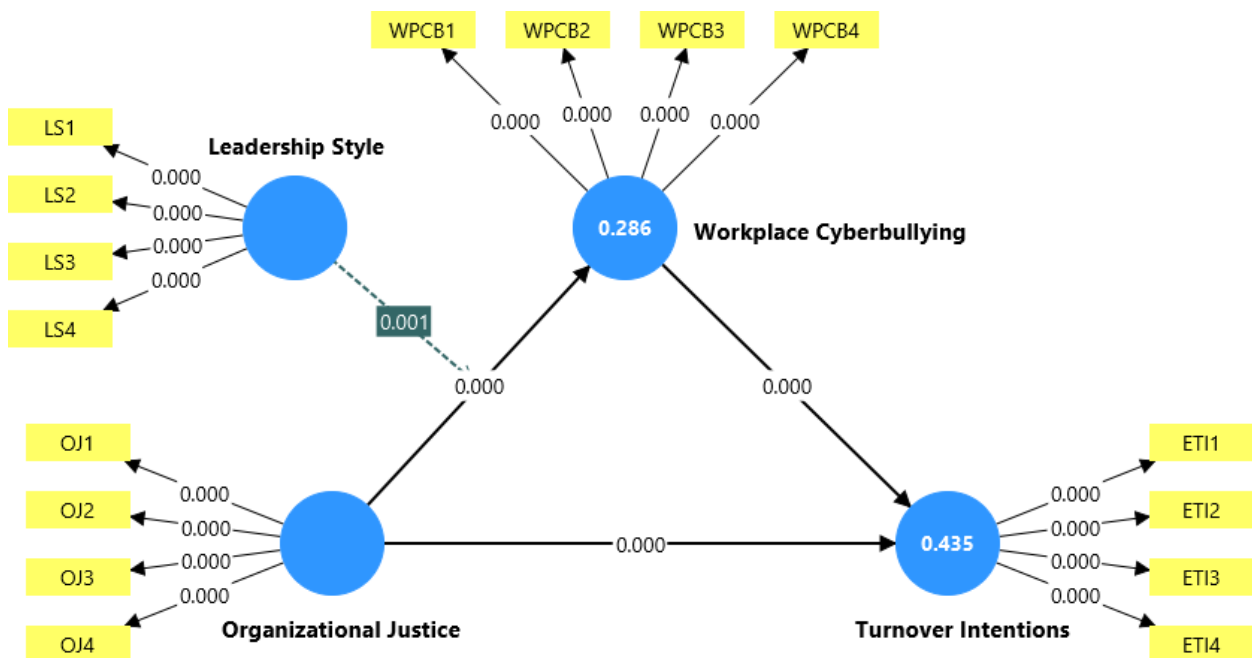


Figure 4. Structural Model- Significance of Hypothesised Paths

4.3 Simple Slope and Conditional Indirect-Effect Analyses

To further investigate the moderating role of leadership style (LS), a simple-slope analysis was conducted to examine the first-stage interaction between organisational justice (OJ) and LS in predicting workplace cyberbullying (WPCB). Specifically, the conditional effects of OJ on WPCB were examined at different levels of LS. The results of the simple-slope analysis are presented graphically in **Figure 5**.



Figure 5. Simple Slopes of the Organisational Justice $\times$ Leadership Style Interaction Predicting Workplace Cyberbullying

In addition, a conditional indirect-effect analysis was conducted to examine whether the indirect effect of OJ on employee turnover intentions (ETI) through WPCB varied across different levels of LS. Thus, the simple-slope analysis focuses on the OJ $\times$ LS interaction predicting WPCB, whereas the conditional indirect-effect analysis examines the indirect effect of OJ on ETI through WPCB at different levels of LS. The conditional indirect effects are reported in **Table 10**. These analyses were conducted following the procedures recommended by Aiken and West (1991), Dawson (2014), and Hayes (2018).

Table 10. Conditional Indirect Effects of Organisational Justice on Employee Turnover Intentions Through Workplace Cyberbullying at Different Levels of Leadership Style

Levels of "LS"	Conditional Indirect Effect (OJ $\rightarrow$ WPCB $\rightarrow$ ETI)
Leadership Style at +1 Standard Deviation	-0.241
Leadership Style at -1 Standard Deviation	-0.133
Leadership Style at the Mean	-0.187

The results in **Table 10** indicate that the indirect effect of OJ on ETI through WPCB was negative across all levels of LS but differed in magnitude. Specifically, the conditional indirect effect was strongest when LS was high ($\beta = -0.241$), followed by the mean level of LS ($\beta = -0.187$), and weakest when LS was low ($\beta = -0.133$). This finding indicates that the magnitude of the indirect relationship between OJ and ETI through WPCB varies according to the level of LS.

In contrast, **Figure 5** illustrates the simple slopes of the OJ $\times$ LS interaction in predicting WPCB. Therefore, **Figure 5** demonstrates how the relationship between OJ and WPCB changes across different levels of LS, whereas **Table 10** demonstrates how the resulting indirect effect of OJ on ETI through WPCB varies across levels of LS. Taken together, these findings provide evidence for the proposed

moderated-mediation relationship, consistent with the procedures described by Preacher et al. (2007) and Hayes (2018), Einarsen et al. (2020), and Hair et al. (2022).

5. Discussion

The study explains how organisational justice influences employee turnover intentions through workplace cyberbullying, with leadership as a contextual boundary condition. The contribution is not simply confirmation of separate direct relationships. The findings support a conditional process in which justice establishes the fairness context, cyberbullying represents a digitally mediated relational mechanism, and leadership determines the strength with which fairness signals constrain harmful behaviour. This integrates organisational justice theory, social exchange theory, and social learning theory into one explanatory sequence for employee retention in digitally connected service work.

Within organisational justice, fairness is widely perceived as playing a fundamental role in workplace dynamics. A strong negative relationship between aspects of organisational justice and workplace cyberbullying suggests that fair outcomes, consistent procedures, respectful treatment, and transparent communication undermine the social conditions that allow digitally mediated mistreatment to thrive. Justice theorists have posited that fairness signals both organisational values and behavioural expectations (Greenberg, 1990; Colquitt, 2001). High perceptions of justice among employees signal an environment of accountability and respect, with intolerance for any form of mistreatment; hence, such mistreatment is less likely to manifest as attitudinal outcomes such as workplace bullying in cyberspace.

The negative association between organisational justice and turnover intention is particularly consequential for Saudi tour operators. Tourism service delivery depends heavily on coordinated front-line and back-office employees, frequent customer contact, and operational continuity. In such settings, perceived inconsistency or disrespect can quickly affect both employee attachment and service reliability. Saudi Arabia's rapidly expanding tourism sector also places pressure on organisations to recruit, socialise, and retain employees while organisational routines and digital coordination practices are still developing. Fair procedures, respectful treatment, and transparent explanations can therefore function not only as general HR practices but also as stabilising signals during sectoral growth.

From the perspective of social exchange theory, workplace cyberbullying offers useful explanations of the behavioural processes linking justice and intention to leave. The basic assumption of social exchange theory is that employees will reciprocate fair treatment with positive responses and, in response to unfair treatment, engage in negative reciprocity or withdrawal (Blau, 1964; Cropanzano & Mitchell, 2005). This means that organisational justice leaves no room for workplace cyberbullying, which eventually lowers intention to leave. Hence, workplace cyberbullying is another mechanism through which negative exchange relationships develop withdrawal cognitions. In an unjust environment, the employee becomes frustrated and develops resentment, disengages, and manifests tolerance for or exposure to acts of workplace cyberbullying behaviour. However, such negative exchanges are reduced in a fair environment; therefore, emerging acts of workplace cyberbullying and its downstream consequences are limited.

The positive relationship between workplace cyberbullying and turnover intention also has sector-specific meaning. Tour-operator employees increasingly coordinate work through electronic channels across locations, functions, and irregular service periods. Digital mistreatment can therefore extend beyond a single physical workplace and remain visible or repeatable through messages and group communication. In a service setting where collaboration and rapid

coordination are essential, exclusion, denigration, or hostile digital communication may simultaneously weaken belonging and obstruct task coordination. This helps explain why cyberbullying is not merely an interpersonal problem but a plausible pathway from perceived organisational conditions to withdrawal intentions.

According to social learning theory, the crucial factor in transforming perceptions of justice into actual workplace behaviours is leadership behaviour. Employees observe and imitate their leaders' conduct, especially in situations lacking clarity (Bandura, 1977). Results show a strong negative association between organisational justice and workplace cyberbullying when leadership is effective. Thus, effective leadership sends clear, strong, and just signals within an organisation, supported by norms for proper digital conduct. Fair leaders who stand against any form of maltreatment, in addition to practising ethical behaviour, reduce both the incidence and the tolerance of workplace cyberbullying.

The moderated mediation result adds a boundary-condition insight. Leadership does not merely add another direct predictor of turnover; it changes how effectively justice is translated into lower cyberbullying and, consequently, lower turnover intention. This role may be especially salient in the Saudi tourism context because a rapidly developing service sector requires leaders to communicate behavioural expectations clearly across expanding and digitally connected work arrangements. Where formal routines are evolving, visible leader responses to unfairness and digital mistreatment can provide strong social-learning cues about what conduct is acceptable. The finding therefore positions leadership as an amplifier of the organisational justice signal rather than as a substitute for fair systems.

The results fit into a coherent theoretical narrative. Organisational justice defines the fairness climate; social exchange processes convert fairness perceptions into behavioural responses; and, through a social learning mechanism, determine, at the leadership level, whether leadership reinforces or undermines those processes in digitally mediated work environments. This provides a detailed explanation of how employee retention in the tourism sector is shaped by justice, leadership, and cyberbullying.

6. Conclusion

This study examined how organisational justice influences employee turnover intentions, with workplace cyberbullying serving as a mediating mechanism and leadership style functioning as a contextual boundary condition among Saudi Arabian tour operators. By integrating organisational justice theory, social exchange theory, and social learning theory, the study provides a comprehensive account of how perceptions of fairness shape digitally mediated workplace behaviour and employee retention outcomes. The findings indicate that organisational justice reduces workplace cyberbullying and turnover intentions, while workplace cyberbullying increases employees' intentions to leave. The findings also suggest that leadership style strengthens the relationship between organisational justice and workplace cyberbullying and enhances the indirect effect of organisational justice on turnover intentions through workplace cyberbullying.

Theoretically, the study provides three interrelated insights. First, it extends organisational justice theory to digitally mediated interpersonal behaviour by identifying workplace cyberbullying as a mechanism through which justice perceptions influence employee withdrawal. Second, social exchange theory helps explain how unfair treatment and harmful digital interactions can weaken the employee–organisation relationship and contribute to turnover intentions. Third, social learning theory highlights leadership as a contextual boundary condition that can influence the behavioural effects of justice perceptions. Taken together, the model moves beyond examining direct relationships by incorporating both a mediating mechanism and a contextual condition, thereby providing a

process-oriented explanation of employee retention in digitally connected service workplaces.

The findings also provide three practical recommendations for tourism organisations and service-oriented workplaces. First, managers and decision-makers at all organisational levels should promote fair organisational systems by ensuring consistency in decision-making, providing clear explanations for organisational decisions, and maintaining respectful interpersonal treatment. Such practices can help reduce employees' perceptions of unfairness and, consequently, their intentions to leave.

Second, tourism organisations should establish clear policies and procedures for preventing and addressing workplace cyberbullying. These measures should include explicit digital-conduct policies, confidential reporting channels, and employee awareness programmes addressing the risks associated with cyberbullying in technology-mediated work environments. Organisations should also provide appropriate mechanisms for blocking, muting, or removing abusive content; establish clear procedures for reporting and responding to online abuse; and regularly review the digital work environment. Training on online safety, appropriate use of internet platforms and communication technologies, and strategies for dealing with difficult online interactions can further strengthen employees' ability to manage cyberbullying. At the organisational level, promoting a respectful workplace culture and identifying the underlying causes of abusive behaviour are also essential for creating a safer digital work environment.

Third, tourism organisations should invest in leadership development programmes that emphasise ethical, supportive, and engaged leadership behaviours. Effective leaders can reinforce perceptions of organisational justice, discourage workplace cyberbullying, and contribute to workforce stability and employee retention. Leadership development should therefore extend beyond financial and operational objectives to include fairness, respectful treatment, employee well-being, and the creation of safe work environments. Such investments can contribute to workforce stability, service quality, and the long-term sustainability of the rapidly expanding Saudi tourism sector.

This study has several limitations that provide avenues for future research. First, the cross-sectional research design limits the ability to establish causal relationships among the study constructs. Future research could employ time-lagged, longitudinal, or experimental designs to provide stronger evidence regarding the temporal and causal relationships proposed in the model.

Second, all substantive variables were measured using self-reported data collected from the same respondents, which may introduce common method bias. Although procedural safeguards were implemented during questionnaire administration and the collinearity diagnostics did not indicate problematic collinearity, these measures cannot completely rule out the possibility of common method variance. Future research could further address this concern by adopting multi-source or time-lagged designs, such as combining employee self-reports with supervisor ratings or objective organisational records.

Third, leadership was operationalised as a broad composite leadership-behaviour context using a limited set of indicators drawn from different leadership traditions. Although this operationalisation is consistent with the contextual role assigned to leadership in the proposed model, the findings should not be interpreted as suggesting that distinct leadership styles are interchangeable. Future studies could examine transformational, transactional, laissez-faire, ethical, or supportive leadership separately using established full scales and compare their respective moderating effects.

Finally, the generalisability of the findings should be considered in light of the

specific empirical context of the study. Future research could replicate and extend the proposed model across different industries, countries, and cultural settings. Such comparative investigations would help determine whether the observed relationships remain consistent across organisational and cultural contexts and thereby strengthen the external validity of the findings.

In conclusion, this study highlights the interconnected roles of organisational justice, leadership, and workplace cyberbullying in shaping employee turnover intentions within digitally mediated workplaces. By identifying workplace cyberbullying as a mediating mechanism and leadership style as a contextual boundary condition, the study provides both theoretical insight and practical guidance for organisations seeking to develop fair, respectful, and sustainable work environments amid increasing digitalisation. These findings are particularly relevant to the Saudi tourism sector, where maintaining a stable, engaged, and service-oriented workforce is essential for supporting the sector's continued growth and long-term sustainability.

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Ethical approval: The study was conducted according to the guidelines of the Declaration of Helsinki and approved by the deanship of the scientific research ethical committee, King Faisal University. Ethical Approval No. KFU-ETHICS3816 - Date: 04/05/2025.

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