

Effect Of Organizational Justice On Job Satisfaction And Turnover Intention Among Teacher Educators In Public Universities Of The Punjab

Muhammad Sajid Akhtar¹, Dr. Ijaz Ahmad Tatlah²

¹Ph.D Scholar, University of Education, Lahore, Pakistan.

²Associate Professor, University of Education, Lahore, Pakistan.

Abstract

This paper focuses on teacher education regarding relationship among three variables of the study i.e., Organizational Justice, Job Satisfaction, and Turnover Intention. This study aims at exploring the effect of organizational justice on job satisfaction and turnover intention among teacher educators of public universities in the Punjab province of Pakistan.

It is an ex post facto study. A quantitative survey was used for collection of data for the study from 46 teacher educators serving in public universities which offer BS, M.Phil. and/or Ph.D. in the subject of education.

It is evident from the results of this study that organizational justice significantly and positively affects job satisfaction among teacher educators. Furthermore, organizational justice has an inverse relationship with turnover intention among teacher educators although the effect is not significant.

This study, to a large extent, confirms the results of certain similar studies about the three constructs i.e., organizational justice, job satisfaction and turnover intention. The specific situation in the field of teacher education of public sector may be compared with the earlier research work about other organizations/professions in general.

The results regarding turnover intention among teacher educators being less similar to the previous ones about turnover intention suggest to explore the factors responsible for this dissimilarity. This may open new lines for researchers. Furthermore, the literature gap about teacher education has also been addressed through this study as no similar research about Teacher Education has been conducted in Pakistan yet according to knowledge of the researcher.

This may also help the policy makers to review their line of action and to make informed decisions for improvement of teacher education.

Keywords Organizational justice, job satisfaction, turnover intention, teacher educators

Introduction

Teacher education is a normal process to prepare teachers for our next generations. High quality of teacher education is a prerequisite for high quality teachers to effectively partake in the process of education (Ell et al., 2019). This may lead to the proposition that better teacher educators are *raison d'être* for ensuring high quality teachers.

Organizational Justice Theory explains how significant role is played by organizational justice regarding performance of workers in an organization. Organizational justice is concerned more about fairness in an organization (Barling et al., 2008).

Job Satisfaction is another significant factor regarding employees' performance (Chuadhry & Niazi, 2017). It may be described as contentment among employees about their job (Okoye, 2011) or pleasing sense of employees for their job (Fajarto et al., 2019). Satisfied workers show better performance which results in increased productivity of the organization (Ali & Anwar, 2021). Another important factor regarding performance of employees is turnover intention. Turnover intention may be expressed as an employee's wish to be in search of other jobs to leave the current one. A number of studies have claimed positive correlation of organizational justice with job satisfaction, while negative correlation of organizational justice with turnover intention of employees (Herminingsih, 2017; and Magfuroh & Herminingsih, 2021). Thus, organizational justice may predict job satisfaction and turnover intention among employees of an organization (Choi et al., 2014). Therefore, it may be proposed that ensuring high degree of organizational justice in public universities may lead to higher level of job satisfaction and less degree of turnover intention among teacher educators. This eventually may help ensure better performance of teacher educators (Chuadhry & Niazi, 2017) and consequently higher quality product of teacher educators i.e., teachers who are to decide the future stature of Pakistan among other nations in the world. This study is focused on teacher education to fill the literature gap as no such studies have specifically addressed the area of teacher education in Pakistan by now according to the knowledge of the researcher. This study will help to explore the problematic areas in teacher education and to suggest certain measures to improve the prevalent situation.

Literature review

A number of previous studies available in the existing literature have been consulted to review the earlier research works on related topics. The following literature has been found the most relevant to this study.

Organizational justice

This term also encompassing the previous literature about this concept was introduced by Greenberg in 1987 (Colquitt et al., 2012). Various experts have considered the concept of organizational justice as a whole and some have subdivided this concept into two, three and even

four types (Miles, 2012). Usmani & Jamal (2013) have endorsed the idea of Barling, Clegg, Cooper and certain other researchers about considering organizational justice as composition of three factors in the name of distributive, procedural, and interactional facets. The distributive facet is about the degree of fairness regarding outcomes of the decisions perceived by employees in an organization. Procedural justice means the processes used in an organization to make decisions. Furthermore, interactional justice is about interpersonal treatment to execute decisions in an organization (Nyunt et al., 2022).

Job satisfaction

The term of job satisfaction describes how do employees of an organization feel about their job. This is the measure of how happy they are with their work in an organization (Spector, 1997). Satisfied workers result into increased performance and productivity of an organization (Ali & Anwar, 2021). It has significant relation with organizational justice. Increasing the level of organizational justice significantly enhances the degree of job satisfaction among employees (Nadiri and Tanova, 2010; Nojani et al., 2012; Sembiring et al., 2020; and Zainalipour et al., 2010).

Turnover intention

Turnover Intention of an employee may be described as her/his wish for finding out alternative job options and leaving the present current job (Magfuroh & Herminingsih, 2021).

As good performing employees are necessarily required for achievement of objectives of an organization, their retention is very important for success of the organization (George, 2015). Retention of professional employees has become more significant nowadays (Sahi & Mahajan, 2014). Furthermore, retention of better performers is essential for achieving objectives of an organization (George, 2015; Sahi & Mahajan, 2014). The employees of an organization having high turnover intention causes negative effect on their performance (Wicaksono et al., 2021). It has always been a concern for researchers to know the reasons which make people leave their organizations (Lee et al., 2017).

Relationship among Organizational Justice, Job Satisfaction, and Turnover Intention

A number of research studies have shown significantly positive effect of organizational justice on job satisfaction of employees (Arab and Atan, 2018; Herminingsih, 2017; Nadiri and Tanova, 2010; and Zagladi et al, 2015). It may act as a predictor for job satisfaction of employees in an organization (Abekah-Nkrumah and Atinga, 2013). Moreover, it is said to significantly affect turnover intention of employees in a negative way (Magfuroh & Herminingsih, 2021). Organizational justice has to be seriously considered to lessen the degree of turnover intention among workers (Wicaksono et al., 2021). It performs significant role for prediction of certain organizational behaviours of workers including job satisfaction and turnover intention among employees (Choi et al., 2014).

Afridi (2018) has analyzed the relationship of organizational justice with job satisfaction and turnover intention taking universities in Khyber Pakhtunkhwa province of Pakistan as target population. However, according to information of the researcher, no such research work

considering universities in other provinces of Pakistan has been done yet. This gap has also to be filled for addressing the specific needs of the teacher educators.

Methodology

This ex post facto study observing the Positivistic paradigm included population of 305 teacher educators working in 49 public universities in the Punjab according to the information available on official websites of Higher Education Commission of Pakistan and of the public universities as accessed on 24th March, 2022. Furthermore, only those public universities were included in the study which offered programmes in Education at BS, MPhil and/or PhD level. A sample of 46 teacher educators was selected through random sampling to collect the data. Already developed questionnaires used in previous certain studies for the three variables - organizational justice, job satisfaction & turnover intention – were adapted as an instrument for this study to collect data from the respondents, i.e., teacher educators in public universities in the Punjab. The data was statistically analyzed applying Pearson correlation coefficient and linear regression.

An adapted questionnaire used for this study included three already used research questionnaires for Organizational Justice, Job Satisfaction and Turnover Intention. Job Satisfaction Survey which was constructed by Spector (1985) including nine constructs of Job Satisfaction has been used during this study. The nine constructs measured by Spector (1985) include, “Pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication”.

Distributive, Procedural, and Interactive Justice developed by Niehoff & Moorman (1993) was used for Organizational Justice. Moreover, the Demographic Information, Job Satisfaction and Turnover Intentions questionnaire (DIJSTI) scale developed by Olusegun (2013) was utilized to measure Turnover Intention for this study.

The instrument was found to be quite reliable as shown by the value of Cronbach’s alpha (0.93).

Results and Conclusion of the Study

Results of the study according to the order of research questions have been presented below:

RQ1: Is there any significant effect of organizational justice on job satisfaction of teacher educators of public universities in the Punjab?

The null hypothesis formulated in accordance with the above research question is:

H₀1: There is no significant effect of organizational justice on job satisfaction among teacher educators. Initially, Pearson correlation coefficient was measured for this purpose. It has been presented below in Table 1.

Table 1 Pearson coefficient correlation between organizational justice and job satisfaction

Variables	N	M	SD	r
-----------	---	---	----	---

Organizational Justice	46	5.1848	.98893	
Job Satisfaction	46	3.6787	.27979	.313*

*. $P < 0.05$

Table 1 shows that Pearson Coefficient Correlation $r = 0.313$, is significant at $p < 0.05$. This advocates for rejection of the null hypothesis because of significant and positive relation of organizational justice with job satisfaction.

Furthermore, when the dependent variable, job satisfaction, was regressed on predicting variable, i.e., organizational justice. The results are given below in Table 2.

Table 2 Regression, Effect of organizational justice on job satisfaction

Beta Coefficient	R	R ²	Sig.
.134	.333	.111	.024

It is evident from the Table 2 that there is significant and positive relationship ($B = .134$) between organizational justice and turnover intention. This means that every 1point increase in the value of organizational justice, there will be variation of .134 in the value of job satisfaction. Furthermore, the value of coefficient of determination ($R^2 = .111$) shows that organizational justice causes 11.1% variation in the dependent variable (job satisfaction).

Resultantly, on the basis of the results given in Table 1 and Table 2 above, it may be concluded that organizational justice significantly and positively affects job satisfaction. This means that higher the value of organizational justice will cause more job satisfaction among teacher educators of public universities.

RQ2: Is there any significant effect of organizational justice on turnover intention of teacher educators of public universities in the Punjab?

The null hypothesis formulated for the above research question is:

H₀2: There is no significant effect of organizational justice on turnover intention among teacher educators of public universities in the Punjab. Initially, Pearson correlation was measured for this purpose. It has been presented below in Table 3.

Table 3 Pearson coefficient correlation between organizational justice and turnover intention

Variables	N	M	SD	r
Organizational Justice	46	5.1848	.98893	
Turnover Intention	46	2.6806	1.02267	-.237

*. P< 0.05

Table 3 shows that Pearson Coefficient Correlation $r = -.237$, is not significant at the level of 5%.

Furthermore, to see the effect of organizational justice on turnover intention, the dependent variable, turnover intention, was regressed on predicting variable, i.e., organizational justice.

Table 4 Regression, Effect of organizational justice on turnover intention

Beta Coefficient	R	R²	Sig.
-.101	.220	.048	.142

The results in Table 4 show that there is insignificant and inverse effect ($B = -.101$) of organizational justice on turnover intention of teacher educators in public universities of the Punjab. Moreover, the value of coefficient of determination ($R^2 = .048$) shows that organizational justice causes 4.8% variation in the dependent variable (turnover intention). Resultantly, as per data of the Table 4, the null hypothesis (H_0) may not be rejected.

Therefore, on the basis of the results shown in Table 3 & Table 4 above, it may be concluded that organizational justice is not significantly correlated with turnover intention. Moreover, although insignificant, but there is inverse effect of organizational justice on turnover intention

Discussion

This study was focused on teacher educators of public universities in the Punjab province of Pakistan. It was aimed at analyzing the effect of organizational justice on job satisfaction and turnover intention among teacher educators. This study shows that organizational justice has significant and positive effect on job satisfaction. This result is in agreement with certain previous studies expressing the similar findings (Nadiri and Tanova, 2010; Nojani et al., 2012; Sembiring et al., 2020; and Zainalipour et al., 2010). However, neither any significant correlation has been observed between organizational justice and turnover intention nor any significant effect of

organizational justice has been noticed on turnover intention during this study. Although the presence of inverse effect is according to certain previous studies, but, insignificant effect of organizational justice on turnover intention of teacher educators does not confirm the results of earlier such studies about employees of various organizations/professions other than that of teacher educators (Magfuroh & Herminingsih, 2021; and Wicaksono et al., 2021). This anomaly in the case of turnover intention among teacher educators may be considered as a distinct feature of teacher educators working in public universities. It is suggested that further studies may be conducted to explore the factors responsible for this special trait of teacher education not found among employees of other professions as has been claimed by a number of previous studies about organizational justice and turnover intention.

References

- Abekah-Nkrumah, G., & Atinga, R. A. (2013). Exploring the link between organisational justice and job satisfaction and performance in Ghanaian hospitals: Do demographic factors play a mediating role?. *International Journal of Workplace Health Management*.
- Afridi, A. A. (2018). *The Role of Organizational Justice in Job Satisfaction and Turnover Intention: A Mediating Role of Trust* (Doctoral dissertation, Iqra National University, Peshawar).
- Ali, B. J., & Anwar, G. (2021). Employee Turnover Intention and Job Satisfaction. *International Journal of Advanced Engineering, Management and Science*, 7(6), 22-30.
- Arab, H. R., & Atan, T. (2018). Organizational justice and work outcomes in the Kurdistan Region of Iraq. *Management Decision*.
- Barling, J., Clegg, S. R., & Cooper, C. L. (Eds.). (2008). *The SAGE Handbook of Organizational Behavior: Volume Two: Macro Approaches* (Vol. 2). Sage.
- Choi, B. K., Moon, H. K., Ko, W., & Kim, K. M. (2014). A cross-sectional study of the relationships between organizational justices and OCB: Roles of organizational identification and psychological contracts. *Leadership & Organization Development Journal*.
- Chuadhry, M. A., & Niazi, H. K. (2017). Job Stress of academia and its effect on their performance in public sector universities of Punjab. *Pakistan Journal of Education*, 34(2), 101-118.
- Colquitt, J. A., LePine, J. A., Piccolo, R. F., Zapata, C. P., & Rich, B. L. (2012). Explaining the justice–performance relationship: Trust as exchange deepener or trust as uncertainty reducer?. *Journal of applied psychology*, 97(1), 1.
- Ell, F., Simpson, A., Mayer, D., McLean Davies, L., Clinton, J., & Dawson, G. (2019). Conceptualising the impact of initial teacher education. *The Australian Educational Researcher*, 46(1), 177-200.

Fajarto, S. P., Aima, M. H., & Karsono, B. (2019). The Effect of Compensation and Job Satisfaction on Increasing Productivity of Asuransi Jasindo Head Office Employees Mediated by Motivation Variable. *International Journal of Innovative Science and Research Technology*, 4(7), 100-113.

George, C. (2015). Retaining professional workers: what makes them stay?. *Employee relations*.

Herminingsih, A. (2017). The influence of the organizational justice and trust to the leaders on employee engagement with job satisfaction as intervening variable. *Archives of Business Research*, 5(2).

Lee, T.W., Mitchell, T.R., Sablinski, C.J., Burton, J.P. and Holtom, B.C. (2004), "The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover", *Academy of Management Journal*, Vol. 47 No. 5, pp. 711-722.

Magfuroh, K., & Herminingsih, A. (2021). THE ROLE OF ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL JUSTICE IN INFLUENCING TURNOVER INTENTION THROUGH JOB SATISFACTION AS ITS MEDIATES VARIABLE. *Dinasti International Journal of Education Management And Social Science*, 2(4), 596-605.

Miles, J. A. (2012). *Management and organization theory: A Jossey-Bass reader* (Vol. 9). John Wiley & Sons.

Nadiri, H., & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behavior in hospitality industry. *International journal of hospitality management*, 29(1), 33-41.

Niehoff, B. P., & Moorman, R. H. (1993). Justice as a mediator of the relationship between methods of monitoring and organizational citizenship behavior. *Academy of Management journal*, 36(3), 527-556.

Nojani, M. I., Arjmandnia, A. A., Afrooz, G. A., & Rajabi, M. (2012). The study on relationship between organizational justice and job satisfaction in teachers working in general, special and gifted education systems. *Procedia-Social and Behavioral Sciences*, 46, 2900-2905.

Nyunt, G., O'Meara, K., Bach, L., & LaFave, A. (2022). Tenure Undone: Faculty Experiences of Organizational Justice When Tenure Seems or Becomes Unattainable. *Equity & Excellence in Education*, 1-15.

Okoye, A. U. (2011). Attitudes of primary school teachers toward introduction of career guidance in primary schools. *A journal that cuts across all behavioural issues*, 3(2), 177-190.

Olusegun, S. O. (2013). Influence of job satisfaction on turnover intentions of library personnel in selected universities in South West Nigeria. *Library Philosophy and Practice*, 914, 1-22.

Sahi, G. K., & Mahajan, R. (2014). Employees' organisational commitment and its impact on their actual turnover behaviour through behavioural intentions. *Asia Pacific Journal of Marketing and Logistics*.

Sembiring, N., Nimran, U., Astuti, E. S., & Utami, H. N. (2020). The effects of emotional intelligence and organizational justice on job satisfaction, caring climate, and criminal investigation officers' performance. *International Journal of Organizational Analysis*.

Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey. *American journal of community psychology*, 13(6), 693.

Usmani, S., & Jamal, S. (2013). Impact of distributive justice, procedural justice, interactional justice, temporal justice, spatial justice on job satisfaction of banking employees. *Review of integrative business and economics research*, 2(1), 351-383.

Wicaksono, A. R., Amin, S., & Solihin, A. (2021). THE ROLE OF MEDIATING JOB SATISFACTION TO IMPROVE ORGANIZATIONAL JUSTICE AND TURNOVER INTENTIONS. *Journal of Business Studies and Management Review*, 5(1), 1-9.

Zagladi, A. N., Hadiwidjojo, D., & Rahayu, M. (2015). The Role of job satisfaction and power distance in determining the influence of organizational justice toward the turnover intention. *Procedia-Social and Behavioral Sciences*, 211, 42-48.

Zainalipour, H., Fini, A. A. S., & Mirkamali, S. M. (2010). A study of relationship between organizational justice and job satisfaction among teachers in Bandar Abbas middle school. *Procedia-Social and Behavioral Sciences*, 5, 1986-1990.