

Effect Of Organizational Justice On Turnover Intention Through Job Satisfaction Among Teacher Educators In Public Universities

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Abstract

This paper focuses teacher education to explore organizational justice effects towards employee's turnover intention while considering employee's job satisfaction as a mediator. Only teacher educators who belonged to the public universities of Punjab, Pakistan were taken for this study. It is an ex post facto study. For holistic analysis, census was applied to collect data through quantitative survey involving all the teacher educators working in public universities. For this purpose, a questionnaire was used after adapting three previously established questionnaires to measure organizational justice, turnover intention and job satisfaction. In this study Structural Equality Modelling (SEM), a multivariate analytical technique, was applied on the data to analyze it through inferential statistics as well as descriptive. Results reveals that dimensions of organizational justice i.e. procedural, distributive & interactive has directly affect turnover intention among teacher educators. However, job satisfaction is found a significant mediator between organizational justice and employee's turnover intention. Such study may also be conducted to compare the situation among public and private universities in the Punjab and other provinces of Pakistan. This study is a valuable contribution to understand teacher education in Pakistan.

Keywords: Turnover Intention, Organizational Justice, Job satisfaction, Teacher Educator

Introduction

Teacher education has integrative role with entire education system. In educational institutions, it established an extremely significant prestige for teachers. Due to this, not only involvement of students is enlarged in educational institutions, but also consultancy during development of curriculum, national policy experts, ministerial management, professional experts and societies. (Eil et al., 2019). Towards globalization, Rehmani (2006) and Pristiwiyanto (2022) have concluded that absorbing its impact needs agents

who should be professional and well equipped with all skills for bringing changes in the society professionally. By them, those professional agents would be the teachers. In the current scenario, teacher education is necessary to meet the needs.

Going further, The quality education for all can be a key to determined towards society development. However, quality teachers are significant link to maintain the quality of education, and quality of education can be key to success for development of the nation in future.

(Darling-Hammond, 2010). Society has expectations from teacher education institutions for their infinitely significant role for their success. Considering importance of teacher educators in educational institutions, dire need is to analyze the factors affecting the teacher educators in their performance. For generating intellectually and socially vibrant teachers, teacher educators are the main resource (Loughran, 2013).

Turnover intention of employees for seeking other relevant jobs by leaving their institutions is one of such factors, (Magfuroh & Herminingsih, 2021). To determine the performance of teachers, role of turnover intention has importance. (Sahi & Mahajan, 2014; Wicaksono et al., 2021). Engaging such competent professionals are the need of the organizations to achieve their objectives successfully (Sahi & Mahajan, 2014). However, as stated by Abbas et al. (2021), in organizations retaining professional and expert teachers it the most challenging task. As per study of (Wicaksono et al., 2021 Al-Suraihi et al., 2021;) reveals that in organization, high turnover intention of an employee leads some negatively effects on organizations progress.

Research of (Ali & Anwar, 2021; Chuadhry & Niazi, 2017;) & (Kalist & Okoye, 2011; Moazzezi et al., 2014) added another significant factor in organization is job satisfaction that has influence on employees towards their performance. By his study Okoye (2011) included that, it is entire satisfaction of employees for their performance. If employees are feeling emotional pleasant during their performance, it is job satisfaction Fajarto et al (2019).

On the basis of the above description, the researcher was inspired towards conduct this study to analyze if organizational justice has effects towards employee's turnover intention. However, researcher was also concerned to

explore organizational justice's indirectly effects towards employee's turnover intention on teacher education in educational institutions in the province of Pakistan "Punjab" through job satisfaction. Only public universities were focused, further only teacher educators, non-teaching staff was excluded due to comparatively analyze more significant role of teacher educators (Amin, 2021).

Literature review

Certain studies available in the current literature have been consulted to review the earlier research works on the topics related to this study. The most relevant studies have been discussed below.

Organizational Justice

In the times of Socrates & Plato (Colquitt, 2001), construct of justice was also of the interest. They (Folger & Cropanzano, 2001; Cropanzano & Greenberg, 1997; Greenberg, 1990; & Folger et al., 1983) conduct study in many organizations, for analyze organizational justice, worker's perceptions about their managers and judgments about their work have also been considered. It can be considered subjectively because it is based on individual's perceptions. A per views of (Bies, 1987; Lind & Tyler, 1988;) & (Tyler & Lind, 1992), however common concept is established about organizational justice in workers during social construction.

These conceptions of employees are based on their individual context, different contexts may be leads conflicts with different groups especially (Poole, 2007). Many relevant studies reveals impact of organizational justice towards the behavior of workers, hoe they behave in presence or absence of fairness (Ambrose, 2002; Cropanzano & Greenberg, 1997). However, for prediction towards effective performance of the workers organizational justice has its impact. In organizations, frequency of injustice leads to

negative impact on worker's performance. (George, 2015).

To find the backgrounds of organizational justice, Equity Theory of Adams (1965) must be considered which reveals transactional relationship among workers with their organizations. organizational justice was considered as givers and receivers as well as performance of workers; workers were awarded with their salaries in the result of their potentials and skills, however work are produced from workers to the organizations and in return salaries to employees awarded by organizations. Moreover, as per theory benefits to employees should be impartial as per their performance.

Three dimensional model (distributive, interactive and procedural dimensions) of the organizational justice were adopted in recent studies, (Usmani & Jamal, 2013; Beugr, 2002; Colquitt et al., 2001; Martínez-Tur et al., 2006). As per views of (Poole, 2007), these dimensions have logically developed by distributive justice, procedural justice and interactive justice is included in literature in connection with organizational justice.

First construct of organizational justice which was introduced to the literature can be described as distributive justice (Blau, 1968). This belonged to theory of Equity (Adams, 1965). By comparing the inputs and outputs ratio by individuals with their colleagues may be cause of distress and imbalance in them. Imbalance should be addressed properly for maintaining of the balance between all (Mowday & Colwell, 2003). Fair awarding and respect from manager as per performance by the efforts made by the employees in organization is the distributive justice (Tyler, 1989). This effect the outcomes rather than manager and organization. (Cropanzano et al., 2002).

(Barling et al., 2008) In the result of distributive justice, attitude of workers leads to conflict, and these outcomes of these conflict

leads to procedural justice. It has effects in decision making by the workforce voice (Cropanzano et al., 2002). Fair procedures and fair work distribution leads to incensement in output of employees, also indicates paradigm shift. (Cropanzano & Greenberg, 1997; Folger & Cropanzano, 1998, 2001; Folger & Martin, 1986; Folger et al., 1983; Greenberg, 1990) added that workers will deliberately accept the decisions when they realized that they are considered in making decision, they think that they are the part of decision making and think that making decisions is fair.

By their research Folger and Cropanzano (1998) confirm the procedural justice theory, and in organizational justice it was considered as an addition "interactive justice". Roots of interactive justice can be seen in their work, he extended procedural justice theory and introduced dimension of organizational justice. By the interpersonal treatment of the employees get before the decision and after the decision, influence of described interactive justice can be judged and maintained.

Nyunt et al., (2022) included that, interpersonal treatment for execution of decisions in the organization is about interactive justice. It can also be considered as interpersonal interaction with all individuals within an organization. If individuals will treated with dignity and involve them in the execution of decisions (Cropanzano et al., 2002).

Further interpersonal treatments are two. Interpersonal sensitivity means the maintenance of treatment towards explanations and civil values, it for decisions proper justification must be given (Folger and Cropanzano 1998).

Turnover Intention

Term turnover intention can be used for the condition when a worker tend to leave his/her current employer and wish for an alternative job

(Magfuroh & Herminingsih, 2021). There are two classification we used for turnover of workers; voluntary and involuntary turnover (Wiley, 1993). when workers leave their organizations by their own decisions by their own reasons, is called voluntary turnover. However, involuntary turnover means when workers decided to left their organizations not due to their own wish, but due to some reasons that must unavoidable for them. (Noe et al., 2006).

Organization who are suffering from high turnover of employees, also suffering with poor organizational performance. (Al-Suraihi et al., 2021; Wicaksono et al., 2021). Many organizations have to manage approximately 90% to 200% of per annum salary for expenses due to turnover intention and to search talent and retain it (Boushey & Glynn, 2012; Cascio, 2015; Reina et al., 2018).

Researcher consider their main concern for study the reasons of the turn over intention of the workers from their job places (Lee et al., 2017). According to (Abbas et al., 2021) in Asian countries, it increased drastically in, However existing literature is not enough on backgrounds of the turnover intention in developing countries also in Pakistan.

Organizational justice always have negative affects towards turnover intention of the employees (Mulang, 2022). (Knezović & Neimarlija, 2022; Riley, 2006; Vaamonde et al., 2018) included that, it has been found that job satisfaction is a mediator between turnover intention & organizational justice. There are various levels proved by studies, where job satisfaction is acting like a mediator.

Job satisfaction

Bolin (2007) and Worrell (2004) included that, in 1935 classic theory of Hoppock is the reason for beginning of job satisfaction. Bolin (2007) also stated that, synchronization worker's needs and structures of job leads to job satisfaction of

employees. Conditionally if job is fulfilling their needs, their level of job satisfaction may be good, but if job failed to fulfil their needs the level of unsatisfied with the job will be increased.

Study of Hoppock (1935) was wide enough to explore the factors who are determining the worker's job satisfaction level. He was of the view that job satisfaction can be determined by collective construct which have three factors; environmental, physiological and psychological. Job satisfaction of the employees can be defined with these three factors. Job satisfaction is easy to define as per the feelings for workers as job. (Smith et al. (1969)

We can check employee's Job satisfaction in a psychological state by employee's feelings in an organization about various aspects and how they are happy in their work (Spector, 1997). Happiness is also a useful term used in organizations about employees towards job satisfaction (Okoye, 2011) and it may be pleasing sense for workers on their work (Fajarto et al., 2019). Akinwale & George (2020) were of the view that liking and disliking degree about job among is job satisfaction.

Different studies reveals different facts regarding employee's job satisfaction, however, main factor that is influencing on employee's job satisfaction are monetary benefits (Demaki, 2012). Different researchers have different opinion on job satisfaction. As per Porter & Steers (1973) there are many features, a worker expect from their employer for their satisfaction, i.e., pay, promotion & autonomy are three features as example. Opportunities for promotion of employees and productive work are very important factors towards employee's job satisfaction and it also facilitate the employees for their intention to leave or stay in organizations (Wright & Bonett, 1992).

Turnover intention

Researchers are much concerned to investigate about turnover, in 1925 the first empirical study

was conducted (Ngo-Henha 2018). Harkins (1998) and Arokiasamy (2013) stated that turnover is a situation that have been created in organization when existing employees leave and new employees join. On the other hand, Kaur & Mohindru (2013) defined turnover as a change in numbers of employees in the organization in a time. Rahman & Nas (2013) were of the view that it is a continuous improvement by employees beyond an organization.

There are two classification we used for turnover of workers; voluntary and involuntary turnover (Wiley, 1993). when workers leave their organizations by their own decisions by their own reasons, is called voluntary turnover. However, involuntary turnover means when workers decided to left their organizations not due to their own wish, but due to some reasons that must unavoidable for them. (Noe et al., 2006).

Some scholars added that it would be more effective to study and find out reasons for the turnover intention towards employee turnover, and may be there we will find some solutions (Oluwafemi, 2013; Park, 2015; Zhang & Feng, 2011). Leaving the existing job is not easy for individuals, keeping in view the alternative job, worker leave their job after necessary procedure. (Jeswani & Dave, 2012). There is more complication for turnover intention than turnover. Attitude of employees as individuals are more complex which indicated in turnover intention (Robbins and Judge, 2019). As stated by(Ngo-Henha, 2018) In literature many terms are used for turnover, intention to leave, turnover intention and quit intention are mostly used terms in literature. Inclination from workers for discontinue from his current work opportunities can also be described as turnover intention (Bedeian & Armenakis, 1981).

Likewise, research by Addai et al., (2018) reveals that teacher's turnover intention has negative correlation with organizational justice in Ghana. However, there is need to

consideration of organizational justice seriously to minimize turnover intention degree of employees. Wicaksono et al. (2021) stated during research on employees of Indonesian company. Afridi (2018) indicated a positive significant relationship among employee's turnover intention and organizational justice.

Research by many researchers revealed many similar findings on effect of organizational justice on three dimensions i.e. procedural, distributive and interactive towards turnover intention in workers.

Relationship between Distributive Justice and Turnover Intention

Many studies clarified relationship among turnover intention and distributive justice i.e. Karavardar (2015) concluded that there is negative effects of distributive justice towards turnover intention of workers, same was in another research on employees of a school in Karachi, Ashraf et al. (2016) is also of the view, that distributive justice have significant negative effect towards turnover intention in a business school among employees. Research of Bayarçelik and Findikli (2016) reveals that there is negative effects of distributive justice towards turnover intention of workers. Likewise, research by Addai et al., (2018) reveals that teacher's turnover intention has negative correlation with organizational justice in Ghana. Many other studies also suggest that distributive justice has a significant negative affects towards turnover intention in workers of an organizations (Al-Kilani, 2017; Azami et al., 2020). Same results were revealed by research of Batool and Shah (2017).

However, research by Thomas and Nagalingappa (2012) reveals negative significant correlation between organizational justice and employee's turnover intention. However, they also state that for prediction of turnover, distributive justice can be used, but there is also a

claim for not consider it to use for perfect prediction as compared with interactive justice. The study of Ölçer (2015) which is about distributive dimension of organizational justice as an exclusive effect, reveals that only there is significant negative effect towards turnover intention of workers were only due to distributive justice. There is no help from interactive justice and procedural justice for prediction of turnover intention in employees. Likewise, another research that was conducted by Tourani et al. (2016) reveals nil relation among turnover intention and distributive justice.

Relationship between Procedural Justice and Turnover Intention

A study by Thomas & Nagalingappa (2012) found negative significant correlation among procedural justice and employee's turnover intention. However, prediction can be made for turnover intention, but no strong evidence is for this predictor is good as compared with interactive justice. Research of Tourani et al. (2016) also reveals procedural justice's significant negative effect on turnover intention. There is not only procedural a factor for controlling employee's turnover intention in banking sector of Tunis (Gharbi et al. 2022). They take this factor has influennicial but with another factor. Research of Ölçer (2015) negated that procedural justice has no predictive role in employee's turnover intention in any organization.

Research by Bayarçelik & Findikli (2016) reveals that there is significant impact of procedural justice towards employee's turnover intention. Likewise, research by Addai et al., (2018) reveals that teacher's turnover intention has negative correlation with organizational justice among organizations in Ghana.

Mengstie (2020) reveals that procedural justice has negative significant effect towards employee's turnover intention, this study was

conducted in health department of Ethiopia. Many other studies also reveals that procedural justice have significant negative effects of towards employee's turnover intention (Azami et al., 2020). Research of (Al-Kilani (2017) in Jordan, revealed same conclusions when government employees were involved to provide the data. Same results were revealed by research of Batool and Shah (2017) that procedural justice indicated negative significant effects towards turnover intention of employees.

Relationship between Interactive Justice and Turnover Intention

Research of Thomas & Nagalingappa (2012) reveals that it can be strongly predict through interactive facet of organizational justice towards employee's turnover intention instead of distributive and procedural facets. A research was conducted on employees of an Turkish insurance company in Turkia by Karavardar (2015), reveals that there are negative effects of interactive justice towards employee's turnover intention.

A different study was conducted on staff of hospitals in the Islamic Republic of Iran by Tourani et al. (2016) reveals that there are negative effects of interactive justice towards employee's turnover intention in the organization. . Ölçer (2015) reveals we cannot take interactive justice as a predictor towards turnover intention of employees. There is no evidence that interactive justice is influencing the employee's turnover intention (Bayarçelik & Findikli 2016).

Many employees form different pharmaceutical companies were taken in a study in Peshawar, Pakistan by Younas et al. (2015) and no significant impact was found for interactive justice towards employee's turnover intention. Findings of the study on employees of pharmaceutical industry in Peshawar (Pakistan) were also the same. Same research lead to Batool and Shah (2017) to investigate impact of interactive justice in organizations. It was found

that interactive justice has no effects towards employee's turnover intention.

Likewise, research by Addai et al., (2018) reveals that teacher's turnover intention has negative correlation with interactive justice in Ghana. There is need to consideration of interactive justice to minimize turnover intention degree of employees. Research of Mengstie (2020 in Ethiopia), about health profession reveals that by organizational justice dimensions's significant effect towards employee's turnover intention was conducted. distributive justice was found as most significant predictor towards employee's turnover intention. Research of (Al-Kilani, 2017 & Azami et al., 2020) reveals that the three dimensions have logically developed i.e. distributive, procedural and interactive justice have negative significant affect towards employee's turnover intention

Relationship between Organizational Justice and Job Satisfaction

In many researches, where organizational justice was taken as important factor, has significant influences on employees' attitudes in an organizational. After a research on employees of banking sector of Pakistan, Arif (2018) added the same. There is positive significant effect of organizational justice towards employee's job satisfaction (Herminingsih (2017) by his research in Indonesia. Research on employees of logistic sector reveals same finding by Al-Douri (2020).

Organizational justice facets can be considered for prediction towards employee's job satisfaction in any organization. Abekah-Nkrumah and Atinga (2013) added this after research on in seven hospitals in Ghana. In a research Fernandes and Awamleh (2006) involved nationals and expatriates from UAE reveals similar results about organizational justice's effects on job satisfaction of employees. 29 different organizations were engaged for worker's data collection in UAE by led Suliman (2007) to find conclusion, if organizational

justice can consider for significant prediction towards worker's job satisfaction. Similarly research was conducted by Karavardar (2015) and employees working an insurance company of Istanbul were focused. Research revealed that organizational justice facets have significant effects towards employee's job satisfaction. Findings of the research by Azami et al. (2020) were also the same that was conducted on workers of in PTPN VI, all dimensions distributive, procedural and interactive justice have positive significant effect towards employee's job satisfaction.

A research was conducted by Phayoonpun and Mat (2014) in Thailand on IT professionals revealed the positive significant relationship among procedural justice & distributive justice towards worker's job satisfaction. In Nigeria Emeji (2018) conducted a study on security officials and revealed the same results. Results reveals distributive and procedural dimensions of organizational justice have significant relationship towards job satisfaction. However, same research didn't reveal the significant relationship towards job satisfaction and interactive justice. On other hand, in Bangalore white-collar employees were engaged to get the data by Thomas and Nagalingappa (2012) and added that interactive organizational justice's facet can be use as strong prediction of employee's job satisfaction as compared with others i.e. distributive and procedural facets.

However, Study of Bayarçelik and Findikli (2016) added that in an organization there is no significant effect of interactive justice towards employee's job satisfaction. So and so, facets of organizational justice that have different impact are concerned. Research of Al-Douri (2020) reveals no significant effect by distributive justice towards job satisfaction; however procedural justice has high effect on job satisfaction of workers; but, there is impact with highest degree of interactive justice towards job

satisfaction of workers, on the basis study he conducted in Jordan on the employees of the logistic sector. Kim (2017) engaged different sports referees in Hong Kong in his study and revealed distributive justice has no direct effect towards employee's job satisfaction.

In Malaysia (Abd Razak, & Ali, 2021) conducted a research recently on employees of courier service and results shows that organizational justice employee's job have significant relationship. This research further shows significantly effect of procedural and interactive facets of organizational justice towards job satisfaction of employees.

Job Satisfaction as a Mediator regarding Effect of Organizational Justice on Turnover Intention

By the research of (Choi et al., 2014 on employees those were belonged to many different companies in South Korea reveals that there is significant role of organizational justice about to predict in organizational with employee's behaviors, employee's job satisfaction and turnover intention. Riley (2006) involved different employees from health department from New Zealand, has added that all facets of organizational justice have effective impact on turnover intention when job satisfaction act as a mediator. In Thailand, (Phayoonpun and Mat 2014) conducted a research on IT professionals, and added there is negative significant effect of procedural and distributive justice towards employee's turnover intention.

In Indonesia a research was conducted by Zagladi et al. (2015) in which he explored involvement of organizational justice in institutional lecturers, they stated there is a significant factor of organizational justice which has negative influences towards employee's turnover intention with job satisfaction. Another research by (Suifan et al., 2017) in which data was collected from employees belonged to airline industry in Jordan also revealed that there is

mediator role of Job satisfaction when organizational justice may studied by determining turnover intention. Job satisfaction as complete mediation has observed in this study. In Istanbul, research on public and private banks employees reveals distributive and procedural justice have significant effect towards employee's turnover intention through their job satisfaction Bayarçelik and Findikli 2016). However, research also reveals no significant impact of interactive justice towards job satisfaction and turnover intention of employees. In Jordan, research was conducted in departments under their government employees by Al-Kilani, (2017) and revealed job satisfaction partially act as mediator and effect dimensions in organizational justice as turnover intention of employee.

Teacher educators are focused in this study belonged to public universities in the Punjab, Pakistan who offered programs on teacher education. Purpose of study was to judge and Explore organizational justice effects towards turnover intention of employees related to job satisfaction. Many researches claims that there is positive significant relationship of organizational justice and employee's satisfaction of job, however there is negative significant relationship towards employee's turnover intention (Herminingsih, 2017; Zagladi et al., 2015).

Above literature discussed to wake the interaction of variables in current study, developed a conceptual framework. Considering previous researches claiming organizational justice as predictor towards turnover intention of the employees, direct relationship of organizational justice has included in the framework of current study. However, employee's job satisfaction having organizational justice declared as predictor, and this relationship was also part of the framework of this study.

Many research studies included that interactive justice has a significant role in dimensions of organizational justice, the current study also consider interactive justice to determine effects of organizational justice between three dimensions and turnover intention in teacher education field. Job satisfaction as a mediator is introduced in current research study framework. It is addition to existing literature on relationship between the variables of the study solely convey the infinitely essential importance profession of teacher education.

Methodology

This ex post facto study observing the Positivistic paradigm included population of 305 teacher educators belonged to 49 public sector universities of 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 PhD level. Census was adopted for data collection and consequently all the teacher educators who belonged to public universities of the Punjab were contacted. As a result, 275 teacher educators participated in the research to provide data through the adapted questionnaire. 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 teacher educators.

An adapted questionnaire used for this study included three already used research questionnaires for Organizational Justice, Turnover Intention and Job Satisfaction. Job

Satisfaction Survey which was constructed by Spector (1985) including nine constructs of Job Satisfaction has been used during current study. Spector (1985) was used to measure nine constructs including, “Supervision, pay of teachers, given benefits, given contingent rewards, promotion policies, operational procedures, co-workers cooperation, communication and nature of work”.

Distributive, Procedural, and Interactive Justice established by Niehoff & Moorman (1993) is used for organizational Justice. Moreover, scale developed by Olusegun (2013) was used to measure demographic data, turnover intentions and for job satisfaction questionnaire (DIJSTI). The instrument was found more reliable as value of Cronbach’s alpha indicates which is more than 0.75 in all subscales. Both descriptive and inferential statistics were used for data analysis. Structural equation modelling (SEM) a Multivariate analytical technique was used to analysis statistics.

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 effect of distributive justice towards teacher educators’ turnover intention belonged to public universities of the Punjab due to job satisfaction?

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

H₀₁: There is no significant mediating effect of job satisfaction between turnover intention and distributive justice among teacher educators belonged to the public universities of the Punjab.

Table 1.1 Analysis regarding Effect of Organizational Justice towards the Turnover Intention via Job Satisfaction

Relationship (Indirectly Effect)	Estimate	SE	p
TI<---JS<---DJ	-.075	.042	.057
TI<---JS<---PJ	-.178	.058	.015
TI<---JS<---OJII	-.116	.049	.046

Table 1.1 reveals that, with coefficient estimate is of -0.075 and p-value is 0.057, it showed indirectly effect with full mediation between distributive justice (DJ) & Turnover Intention (TOIN) among teachers through Job Satisfaction (JS). Results from indirectly effect reveals negative effect and p-value is larger than 0.05, it is also insignificant to accept hypothesis H₀₁ and reject position of the job satisfaction as mediator.

RQ2: Is procedural justice effects towards turnover intention of teacher educators who belongs to public universities of the Punjab due to Job Satisfaction?

The null hypothesis formulated to answer the above research question is H₀₂ given below.

H₀₂: There is no significant effect of job satisfaction as mediating between turnover intention and procedural justice among teacher educators belonged to the public universities of the Punjab.

Results in Table 1.1 also reveals full mediation has been found between procedural justice (PJ) and turnover intention (TI) through Job Satisfaction (JS), p-value of data is 0.015 and coefficient figure is -0.178. As p- values is less considerably than the standard p value i.e. 0.05, statistically this significant relationship enable

the researcher for rejection of H₀₂ and considering that possible mediating variable is job satisfaction.

RQ3: Is Interactive Justice has any effect towards turnover intention of the teacher educators who belonged to the public universities of the Punjab due to Job Satisfaction?

H₀₃: There is no significant effect of job satisfaction as mediating between turnover intention and interactive justice among teacher educators belonged to the public universities of the Punjab.

Table 1.1 results shows indirect effect of the interactive injustice (IJ) towards turnover intention of the teacher educators due to Job Satisfaction (JS), coefficient estimate is -0.116 & p-value is 0.046, enough to meets the criteria $\alpha = 0.05$ indirectly effect of interactive justice towards turnover intention due to job satisfaction is negative & indirectly link is also significant statistically as p- value is less than ratio 0.05. On the basis of these results Null Hypothesis H₀₃ is rejected.

Findings revealed the indirectly effects those are also manifested through figure 1 of relationship diagram.

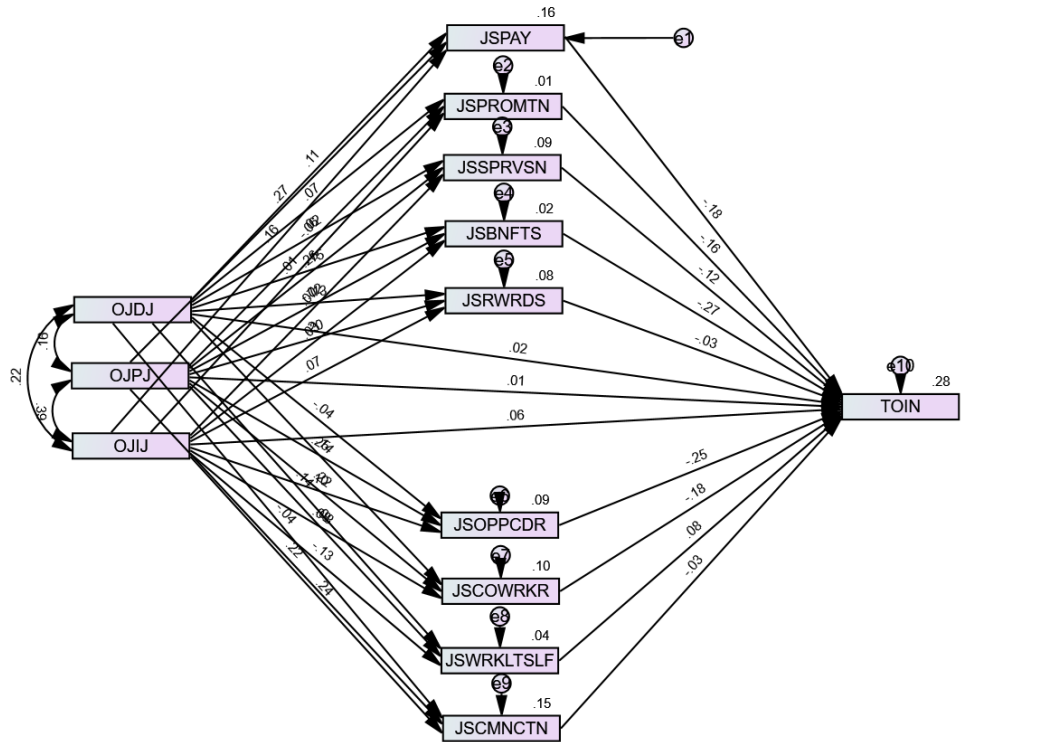


Figure 1 SEM Model

Discussion

Study data led towards acceptance of H_{01} hypothesis, job satisfaction has no significant mediating effect for turnover intention and distributive justice (Table 1.1). These findings are not according to the study results of (Al-Kilani, 2017), (Findikli, 2016), Knezović and Neimarlija (2022), Phayoonpun and Mat (2014), Suifan et al. (2017), and Vaamonde et al. (2018). So, study results reveals distributive justice has no significant effect towards turnover intention via job satisfaction of the teacher educators.

Study data advocated to reject the H_{02} hypothesis that there is no mediating effect of job satisfaction between turnover intention and procedural justice in organization, (Table 1.1). Study results were similar with the findings of Bayarçelik and Findikli (2016), Vaamonde et al. (2018), Al-Kilani, (2017), Suifan et al. (2017), and Phayoonpun and Mat (2014). Results of current study are not similar with study results of Knezović and Neimarlija (2022) as they reveals there is no mediating effect of job satisfaction

towards employee's turnover and intention procedural justice. This study results confirms that procedural justice has significant effect on turnover intention via teacher educators' job satisfaction.

Job satisfaction is relating to mediating effect between interactive justice and teacher educators' turnover intention belonged to public universities of the Punjab, rejected the H_{03} hypothesis as per study data (Table 1.1) and this is relevant to the research results of Vaamonde et al. (2018), Suifan et al. (2017), Knezović and Neimarlija (2022), and Al-Kilani, (2017). Adversely, the findings of this study have not similarity with research results of Phayoonpun and Mat (2014) & Bayarçelik and Findikli (2016), So it is concluded by study results that the job satisfaction has significant mediating effect towards interactive justice in organizations and teacher educators' turnover intention.

It is suggested to conduct such study also on teacher educators in private universities to compare the situation in both sectors. Moreover,

this study may be repeated for other provinces of Pakistan to help the competent authorities make informed decisions to develop teacher education in Pakistan.

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