

## FAIRNESS PERCEPTION AMONG TEACHING PROFESSIONALS: TOWARDS A BETTER UNDERSTANDING OF RETENTION STRATEGIES

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**ABSTRACT:** *With the purpose to determine the level of fairness perception or perception of organisational justice and its impact on turnover intentions, an empirical study was undertaken among 155 teachers from private schools teaching Higher secondary levels at Thiruvallur District, using non-random sampling method. Perceptions of organisational justice and turnover intention was measured using arithmetic mean; Non parametric Karl Pearson's Correlation analysis was performed for examining the relationship between these two variables; Regression analysis for determining the effect of organisational justice on turnover intentions. Analysis shows that the level of overall justice perception and its all three dimensions were low whereas, the level of turnover intention was high. Negative relation was found between the two constructs; All the dimensions of OJ predicts Turnover intentions. The findings of the study might give insights to the authorities of educational institutions to formulate policies and simplify procedures facilitating a friendly work environment, which are antecedents of talent retention. This paper also contributes to the existing literature on organisational justice and turnover intentions and bridges the gap in Human resource Management literature by exploring the vital antecedents of turnover intentions.*

**Key words:** *Fairness perception, Organisational Justice, Turnover Intentions, Private School Teachers.*

### Introduction

Fair treatment in workplace is expected by every employee and discrimination in any form regardless of gender, age, designation and years of experience etches unpleasantness in the overall perception of the employee towards the organisation. Employees tend to make comparisons with co-workers. Their perception is influenced by the contemplation on Inputs Vs Outputs. Whether the benefits or remuneration for the efforts put in for the organisation is equal to the rewards of other employees who contribute similarly? If the answer is positive, the perception of organisational justice or fair treatment is positive and if otherwise, it isn't. This perception of unfairness in treatment might result in poor engagement at work resulting in negative outcomes such as low productivity, absenteeism or intent to quit the organisation. Aslam and Sadaqat (2011) while assessing the impact of organizational justice on organizational citizenship behavior among 150 teachers from 5 faculties of University found significant and positive relationship between organizational justice and OCB. In yet another recent study Jameel, Mahmood and Jwmaa (2020) have established a positive and significant relationship established these two variables. When employees perceive unjust treatment they look out for opportunities to prove their potential elsewhere. Numerous literature, from decades ago and the current ones as well hold ample evidence for this behaviour. Contributing to the plethora of data on factors influencing turnover intentions, Rubenstein, Eberly, Lee, and Mitchell (2017) organized 57 predictors of turnover in their meta-analyses. The factors were further grouped into a few types of predictors which are individual attributes, job-related factors, traditional job attitudes, organizational factors, person context

interface, external job market, withdrawal cognitions, and employee behaviours. They also identified a few other factors that received greater attention currently in turnover research such as stress, engagement, and coping that have been grouped as newer personal condition factors. Tendency towards job deviance, poaching job market and changing lifestyle of employees, who predominantly hail from the current new age has further complicated the task of retaining hired talent. Here is where organizational justice perception assumes its significance from the perspective of the management of any organization.

## **Review of Literature**

### **Fairness Perception**

Rego and Cunha (2010) in order to determine the prediction power of Organizational Justice and its dimensions on citizenship behaviour in the Portuguese Cultural Context, conducted a study among 269 employees in Portugal. It was reported that perceptions of distributive, Procedural and Interactional justice positively correlated with the overall OCB. Interactional justice has stronger relations than procedural and distributive justice. Among the interactional dimensions, the interpersonal dimension was more predictive of some OCB dimensions than the informational dimension.

Ince (2011), in order to analyze the effects of organizational justice perceptions of public sector employees on the organizational citizenship behavior surveyed 83 employees from different public sectors. Results showed positive relations between procedural justice, distributive justice and their contribution to organizational development.

Golparvar and Javadian (2012) investigated the extent to which equity sensitivity moderates the relationship between perceived organizational justice and OCBs. The study which was conducted among 123 employees of a petrochemical company in Iran proved that all dimensions of OJ and equity sensitivity were positively related to all dimensions of OCB. Procedural justice was negatively and significantly correlated with equity sensitivity. This study has contributed some interesting implications such as, Dimensions of organizational justice might not have a direct effect on OCB dimensions, but it is likely to interact with dispositional construct such as equity sensitivity in predicting behavioral outcomes.

Rahimi and Noruzi (2012) in order to investigate the relationships between OJ and OCB among supervisors, managers and staff of Islamic Azad University Collected data from 194 employees of the University and found that OJ had a positive effect on OCB among all categories invariable of the positions held.

Ahmadi, Ahmadi and Tavreh (2011) analyzed relationship between OJ & OCB of food product firms in kurdestan province among 73 employers of productive food firms. Significant relationships were found between dimensions of OJ with OCB except informational justice.

Batool (2012) investigated the relationships among Performance Monitoring, justice, and OCB. The prognostic strength of Performance Monitoring and Organizational Justice was also analysed. 174 employees from six government institutions in Pakistan were chosen for the study. Findings threw light on certain interesting aspects such as Informal discussions, formal meetings had a direct and positive relationship with altruism, courtesy and conscientiousness, conflicting with the overall negative relationship. Similarly, distributive justice had a significant, negative relationship with the four out of five OCB dimensions, instead of the hypothesized positive relationships. Procedural & distributive justice equally adds in the direction of justifying variance in OCB.

Ghran, Jameel and Ahmad (2019) to find the effect of organizational justice on job satisfaction among 98 secondary schools teachers working in 8 secondary schools in Heet city province of Anbar, Iraq. Findings showed that distributive justice and interactional

justice positively influenced job satisfaction. Furthermore, distributive justice found a high effect on Job satisfaction. While, Procedural justice found non-significant effect on job satisfaction might be because of the environment and policy of public schools in Iraq which is directly related to government policy in case of, promotions, salary and employment etc.

Kayalvizhi, Maniraja and Nesakumar (2021) investigated the relationship between demographic variables and organisational justice among 112 teachers working in reputed private schools in Vellore District, South India. Analysis revealed negative relationships between gender of the respondents and their perceptions of distributive, procedural, interactional and overall organisational justice. The results also affirmed that as years of teaching experience increased, the perception of organisational justice declined.

In the study conducted by Okon and Okechukwu (2021) examining the relationship between affective, normative, continuance commitment and Distributive justice among 390 Nigerian Policemen in the Port Harcourt Area Command, a significant relationship was found between organizational justice and all the three dimensions of commitment.

### **Turnover Intentions**

Alarcon and Edwards (2011) explored engagement as a predictor of job satisfaction and turnover intentions controlling for burnout. Findings showed that engagement and its dimensions were significant predictors of job satisfaction and turnover intentions controlling for burnout.

Saks (2006) tested a model of the antecedents and consequences of job and organization engagements based on social exchange theory. There is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement partially mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior.

Namasaka et al. (2013) studied the effects of staff turnover on the employee performance of work at Masinde Muliro University of Science and Technology. The study indicated that staff turnover had negative financial effects on the organization and staff turnover negatively affected the social set up of an organization. It also indicated that employee turnover increased the work for remaining staff, affected customer satisfaction, decreased income due to reduced productivity, lowers productivity in the organization, increased liability to practice and lower the morale of the employees.

Shukla and Sinha (2013) studied employee turnover in banking sector which indicated that work environment, job stress, compensation, employee relationship with management, career growth had significantly influenced the employee turnover in the banking sector. The result of the study proved that job satisfaction and work environment were the prime factors for employee turnover and high turnover rate had a negative impact on an organization's performance.

Chamchan and Kittisuksathit (2019) investigated and compared factors underlying intent to stay and intent to leave the current employer by Generation Y (Gen Y) employees in Thailand with a sample of 4,100 Gen Y employees aged 20–29 years old. Findings proved that perceived satisfaction on a job promotion, organizational support and (feeling of) ownership, and work/personal-life balance significantly increased the intent to stay and lowered the intent to leave the current employer. Compensation satisfaction did not influence the intent to stay but significantly reduced the intent to leave.

Jahya, Azlin, Othman and Romaiha (2020) in an effort to investigate factors that may influence turnover intention among generation Y employees studied a sample of 321 Generation Y employees in a financial institution found that training and development,

compensation and organizational culture had a significant negative relationship with turnover intention.

### **Fairness Perception and Turnover Intentions**

This Malaysian research holds its uniqueness and significance to the existing TI literature as the sample was chosen from a heterogeneous population ranging from senior management, middle management, supervisory/ executive and others while the organizations ranging from banking and finance, education, energy/utilities, transportation, manufacturing, health care, construction, professional services, trading, tourism, communications and others wherein Ponnu and Chuah (2010) tested the relationship between the constructs of organizational justice and employees' turnover intention among 172 employees working across organisations in Malaysia mostly from Klang Valley area in Malaysia. Findings showed that both procedural and distributive justice perceptions were significant contributors in explaining organizational commitment and turnover intention.

Owolabi (2012) investigated the effect of organizational justice and organizational environment on turn-over intention of health workers in Ekiti State, Nigeria among 200 health workers working in 3 health organisations. Results indicated that OJ has a significant effect on TI while organizational environment has no significant effect on TI. There were no sex differences in justice perception, organizational environment and TI but there was a significant difference in justice perception and TI among the various categories of health workers. i.e. Nurses have highest OJ perception & TI than other categories.

Bassar and Sigri (2015) tried to discover the effects of teachers' organizational justice perceptions on intention to quit using a sample of 292 teachers working at primary and secondary public schools in the Çankaya district of Ankara, Turkey. Findings showed that Teachers' procedural, distributive, interpersonal, and informational justice perceptions had a positive predictive effect on organizational identification. Distributive and interpersonal justice perceptions coupled with organizational identification had a negative predictive effect on teachers' intention to quit. Organizational identification fully mediated the predictive effect of distributive justice perception on intention to quit; however, it partially mediates the predictive effect of interpersonal justice perception on their intention to quit.

Whereas while Lee, Kim and Kim (2016) investigated the influence of perceived organizational justice on empowerment, organizational commitment and turnover intentions among the 100 hospital nurses in Korea, findings showed Organizational justice had only an indirect effect on organizational commitment and turnover intention. Organizational justice, followed by organizational commitment, had the most overall effect on turnover intention and both had negative effects.

Maniraja and Kayalvizhi (2022) conducted an empirical study among 126 private Higher secondary school teachers at Kanchipuram District, TamilNadu in which, all three dimensions of OJ and overall justice level were found low; turnover intention was high. Negative relationship was found between OJ and TI.

Esther, Hezron and Evans (2021) assessed the factors for high employee turnover rate on organizational performance in Ndala Mission hospital in Tabora Municipality. 60 Healthcare Professionals were studied. Ndala Mission Hospital was facing the challenges of a high employee turnover rate. The major factors for high employee turnover rate included salary scale level to cost of living, poor management skills of manager poor working environment and extensive workload. The study concluded that a high rate of employees' turnover affected organizational performance negatively.

The following objectives for this study were designed based on the extensive review of literature undertaken in this regard: 1. To assess the level of Organisational Justice and Turnover Intentions of teachers serving Private Schools at Thiruvallur District. 2. To

determine whether Organisational Justice influenced the Turnover Intentions of the respondents.

## Methodology

An empirical study was taken up among 155 private school teachers of Thiruvallur District, Tamil Nadu, who handle higher secondary classes. Primary and Secondary sources of data were used for the study. Non-random sampling method was used. The data collected through Questionnaire which was based on five-point Likert scale was analysed using SPSS 20.0. Organisational Justice perceptions of the respondents was measured using the threedimensional scales, Distributive Justice (DJ) Procedural Justice (PJ) and Interactional Justice (IJ) developed by Neihoff& Moorman (1993); For Turnover Intentions, self-administered scales exclusively designed for the study purpose was used. A total of 20 items were used for OJ. Turnover Intentions had 3 items administered for the study. The perception of organisational Justice and turnover intention was measured using arithmetic mean; Non parametric Karl Pearson's Correlation analysis was performed for examining the relationship between all the constructs; Regression analysis was used to determine the effect of organisational justice on turnover intentions.

## Analysis

### Descriptive Statistics

	Mean	Std. Deviation	N
Distributive Justice	2.4981	.42479	155
Procedural Justice	2.6022	.41845	155
Interactional Justice	2.6796	.59647	155
Organisational Justice	2.5877	.44311	155
Turnover Intentions	3.6667	.81029	155

The levels of all the dimensions of perceived justice and overall justice were low as their means are lesser than middle point of 3.00. The mean value of perceived distributive justice was comparatively lower than the other two dimensions of justice. The turnover intentions of school teachers were higher as its mean value 3.666 is greater than the mid-value.

### Correlations

	Distributive Justice	Procedural Justice	Interactional Justice	Organisational Justice
Pearson Correlation	-.411**	-.552**	-.477**	-.405**
Sig. (2-tailed)	.000	.000	.000	.000
N	155	155	155	155

Significant negative relationship existed between all dimensions of justice and turnover intentions of school teachers at 5 per cent significance level. Perceived procedural justice has the strongest inverse relationship with turnover intentions as the Karl Pearson's correlation coefficient for it is greater than other dimensions of justice. This implies that if the level of justice increased, the turnover intentions would come down significantly.

## Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. Change
1	.596 <sup>a</sup>	.355	.338	.65949	.355	20.620	4	150	.000

a. Predictors: (Constant), Organisational Justice, Distributive Justice, Procedural Justice, Interactional Justice

The regression model was valid and accepted as the significance value is 0.000 which is much lesser than the bench mark value of 0.05. Since the adjusted R-square value is 0.338, the independent variables, i.e. all the dimensions of organisational justice, predicted 33.8 per cent variation in turnover intentions.

#### ANOVA<sup>a</sup>

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	35.872	4	8.968	20.620	.000 <sup>b</sup>
Residual	65.239	150	.435		
Total	101.111	154			

a. Dependent Variable: Turnover Intentions

b. Predictors: (Constant), Organisational Justice, Distributive Justice, Procedural Justice, Interactional Justice

ANOVA results also confirm the validity of the model as the significance value is 0.000.

#### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.808	.399		14.572	.000
1 Distributive Justice	-.178	.216	-.093	-.825	.411
Procedural Justice	-1.132	.255	-.585	-4.435	.000
Interactional Justice	-.827	.279	-.609	-2.966	.004
Organisational Justice	1.340	.399	.733	3.358	.001

a. Dependent Variable: Turnover Intentions

The Beta value revealed that if all other dimensions of OJ remained constant, 100 % increase in distributive justice brought out 17.8 % of decrease in turnover intentions, procedural justice brought out 113.2 % and interactional justice brought out 82.7 % of turnover intentions of the respondent school teachers.

### Discussion and Implications

Earlier research studies give ample evidence that the employees' perception about organisational justice influence their intent to quit. Kuriya and Ondigi (2012) assessed the internal and external causes of labour turnover in three and five star rated hotels in Nairobi city, Kenya with a sample of 133 permanent employees of these star rated hotels by simple random sampling method. The study found job dissatisfaction, unfavourable working conditions, long working hours with minimal pay and poor training programs were the causes

of turnover. The uncondusive work conditions resulted to the employees developing work related stress and reduced employees' organizational commitment. The employees were not involved in decision making process even those decisions which affected their jobs. This was the main cause of resignation in the hotels under the study.

Batool (2012) Although employees do understand the need for monitoring in the workplace they may not appreciate being monitored and may exhibit behaviour that indicate they do not. If a manager frequently initiates informal discussions and formal meetings about work problems, the employees might perceive such discussions and meetings as demonstrating the manager's personal interest.

Phayoonpun and Mat (2014) examined the relationship between the facets of organizational justice namely; distributive justice and procedural justice on turnover intention and determining the mediating role of job satisfaction among 550 IT professionals from the ICT industry in Thailand. A statistically significant relationship was found between distributive justice, procedural justice and employee turnover intention through the mediating effect of job satisfaction of IT professionals in Thailand.

Ali and Nageeb (2015) assessed relationship between multiple dimensions of organizational justice and turnover intention among 265 staff nurses in the medical and critical care units of the Benha university hospital, Egypt and found that more than four fifths of the studied nurses (89%) had low perception of procedural justice, more than two third of the studied nurses (68%) had high level of turnover intention.

The fairness perception of employees influences the level of commitment they have towards the organisations they serve. If the perception is positive, the commitment level might be high and vice versa. Based on the literature review and the analysis, this study suggests that it is high time that the private schools create a conducive working environment, demonstrate their concern for the employees through rational treatment, which would in turn lead to high retention levels.

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