Perceived Organizational Justice And Turnover Intention Among Secondary School Teachers In Potiskum Metropolis: A Moderating Effect Of Perceived Job Alternative

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ABSTRACT
This study was examined the relationship between perceived organizational justice and turnover intention among public junior secondary school teachers. The sample consisted of 150 teachers working in 5 public junior secondary schools. Perceived organizational justice consists of three dimensions, namely, distributive, procedural and interactional justice which were used to determine the level of teachers’ performance; the study used POJ, TOI and PJA questionnaire. PPMC and regression analysis methods were used to find the relationship and the effect of PJA on TOI. The main findings of the study indicated that there is a positive and significant relationship between POJ dimensions and TOI; However, PJA was positively and significantly predicted POJ among secondary school teachers. The study provided some significant literature contributions on the POJ and TOI of secondary school teachers in Potiskum metropolis.

Keywords: Turnover intention, perceived organizational justice, perceived job alternative, secondary school and teachers.

1.0 INTRODUCTION
A successful business needs consistency in all aspects, employees involved. Having a high retention rate means keeping staff members long-term, resulting in less time and resources required for training new staff and having the loyalty needed to run a business. One of the major challenges facing organizations nowadays is employee retention (Kumar, 2015). According to Kumar, organizations in different industries seem to have a challenge in recruiting and retaining the right talents probably as a result of economic downturns or through voluntary turnover. Business operations are on the increase, much attention is directed to their employee’s needs and wants as they plays vital roles in the organization’s successes. To survive and achieve sustainable growth in the rapid business development and tight competition, employers must be responsive to the wants of employees. Prior to the COVID-19 pandemic, research found that nearly a third of workers sought out a new job because their current workplace didn't offer flexible work opportunities. After 2020, many workplaces have remote work and flexible scheduling options that have been put to the test. Employers can use this new flexibility to their advantage.

Yobe education system facing several challenges, years of insurgency and underinvestment in the state, has damaged what was once the region’s most exceptional education scheme, significantly curtailing state children access to value teaching. There are nearly 500 thousand young children out of the school (Maluri and Ebu, 2020; UNICEF, 2019). Children and educators encountered war trauma, displacement
and loved people’s loss. Such injury has a long-lasting psychological effect that can influence learning procedures and skills. Schools operate several “changes” in displacement or infrastructure affected. Moreover, high turnover among teachers, especially when good teachers quit, can have high costs and implications for the education system. This is because good quality teachers take with them their research, teaching skills, and experience. Other costs include the time involved in recruitment, selection, and training of new faculty; advertising expenses; and increased workloads for existing faculty. It is not necessary to be a management expert or an economist to understand that if the education managers are spending thousands of dollars and hours of their time to replace teachers, preventing brain drain in the first place might have saved some of the resources.

Some researches in the human resource area have identified organizational justice as a determinant of employee turnover intention; though Robbins and Judge (2019), revealed that studies linking organizational justice to turnover intention have found inconsistent result. Some studies (e.g., Pekurinen, Välimäki, Virtanen, Salo, Kivimäki & Vahtera, 2017) found a negative relationship between organizational justice and turnover intention. However, other results did not confirm past researches, but showed contrary findings. Employees who perceive fair treatment from the organization were more likely to leave (Sekiguchi and Gurunathan, 2017). Baron and Kenny (1986) maintained that where there is inconsistencies in literature, a moderator can be integrated in the model which may possibly clarifies this none consensus among findings.

Despite the level of employee complexity, the issue of alternative job opportunity has become very imperative. Employees may not like the job of their current organization but may grip on to their jobs if there are no alternative job offers. In a situation with high unemployment rate, the relationship between organizational justice and employee intention to leave will provide inconclusive findings unless the confounding effect of alternative job opportunity is observed. Onyishi, Ucho and Mkavga (2012) stated that organizations with high unemployment rate (i.e. limited job opportunities) are less likely to record high employee attrition behaviours such as turnover rates. It is on this note that the current study resolved to test the moderating effect of perceived job alternatives on the relationship between organizational justice and turnover intention among selected public junior secondary school teachers in Potiskum metropolis.

The study will be useful for the management in terms of retaining and managing talents, reduction of human capital investment, employee turnover circumstances, which will further ensure that management adjust to the present staff attrition issues and strategize way to improve it. The study has added to the body of knowledge by including a moderator in the model. Most previous related researchers studied the direct link between organizational justice and turnover intention, Hence by intervening perceived job alternatives as a moderating variable in the model. Subsequent researchers interesting to undertake a similar study might use this as a reference point. In addition, the study will further enhance the body of knowledge and will be a useful reading material.

The study has five sections, the next section reviewed related empirical studies including the underpinning theory and theoretical framework. The section is followed by research methodology where the research design, population of the study and sampling design are discussed. This was followed by data presentation and analysis and finally conclusion and recommendations.

2.0 Literature review and hypothesis development
2.1 Turnover Intention
The turnover intention is the intention of an employee or a tendency of an employee to quit the job or move to another workplace according to their own-will (Mobley, 2011). Robbins and Judge (2019) describe turnover intention as a degree of employee possibility to quit the company due to the low interest in the current job or the availability of another job alternative. According to Dharma (2020), the turnover intention is the tendency of the employee to find another new job or to quit the company in a short or long period. To Asriani and Riyanto (2020), the high turnover intention will cause losses in various aspects, especially in terms of time, finance, and effectiveness also the efficiency of company management because turnover intention will also have an impact on employees’ performance decline. Maska and
Riyanto (2020) also argued that turnover intention is the desire of employees to deliberately choose to quit the company shortly. If employees cannot accept and like their work, then the desire to do turnover will be major. Mobjley (2011) presented a concept explaining the stages of the process of turnover intention. The process begins with the individual’s feeling of dissatisfaction and desire to leave the organization. In the second stage, the individual determines the benefits of looking for a new job against the costs of exit. The next step involves the individual starting to look for a new job and comparing the job offers available with his current job. In the last stage, the quitting behaviour is finally stimulated followed by the decision to leave the job. Lam, Lo, and Chan (2002) have also highlighted that the intention to quit creates negative behaviours in the organization such as increased absenteeism, low productivity, and poor loyalty.

2.2 Perceived organizational justice
Perceived organizational justice is defined as treating the employees by the organization according to the efforts they use in order to achieve the goals of the employees and the organization (Al-Awasa, 2018). Perceived organizational justice refers to employee’s perception of fairness within an organization. It reflects the extent, to which individuals perceive, that they are treated fairly at work. (Yadav & Yadav, 2016).

Perceived organizational justice has three distinct components, namely; distributive, procedural and interactional dimensions of justice. Distributive justice reflects the perceived fairness, with regard to how resources and rewards are distributed, and allocated in organizations. Procedural justice is defined as the perceived fairness of the process and procedures, used to make decisions. The last justice dimension is interactional justice which relates to the quality of the interpersonal treatment people receive, when procedures are implemented (Imran, Majeed & Ayub (2015).

Pekurinen et al. (2017) examined the influence of organizational justice in the intention to turnover in Indonesia. The study used a sample of 263 permanent employees working in Indonesia car industry. The results revealed that all variables of the study are significantly related with each other. Similarly, Imran, at el (2015) investigated the effect of organizational justice and turnover intention in China. The study adopted survey research and 121 samples, the regression result indicated that organizational justice is significantly associated with employee turnover intention. Also in china, the regression results of Asadullah and Imran (2017) were in line with the findings of other researchers mentioned above. However, other results did not support past researches, but showed contradicting results. According to Aamodt, (2016), organizational justice could be generated by the positive feeling of attachment with the organization.

Employee shows the intention to leave an organization when he perceives that his organization is treating him unfairly (Wan, 2011). Several literatures (e.g., Song et al., 2020; Putra, Yadnya, & Ratnadi, 2020; Mengstie, 2020) found a negative relationship between organizational justice and turnover intention. However, other results did not support past researches but showed contradicting results. Based on the studies above, the first hypothesis in this study is as follow:

H1: Organizational justice has no significant effect on turnover intention among secondary school teachers in Potiskum metropolis.

2.3 Perceived job alternative
Perceived job alternative is referred to as the perception of a person regarding the availability of outside alternative jobs (Josephson, Lindberg, Voss, Alfredsson, Vingård & Eva, 2008). The consideration made in this study is mostly based on the concept of perceived effortlessness of drive from current job to another job or to a job alternative. It must be noted that the other the alternative job is perceived to be outside of the organization. Perceived availability refers to the how easy it is to move from one job to another job. This is derived from their perception about the jobs or job alternatives being available or attainable to them. Thus, the perceived available job alternatives are based on employee perceptions of their own profitability and perceptions of available opportunities in the labor market.

Another possible predictor of turnover intentions is perception of alternative job opportunities among the employees. perceived alternative job refers to an individual’s perception of the availability of alternative jobs in the organization’s environment (Price & Mueller, 1986). Employees perceive more alternative job
opportunities when the job market is tight and less alternative job opportunities when there is unemployment. If organizations fail to provide substantial growth opportunities, the employees actively start searching for an alternative job and their search is based upon the perceived opportunities in external market (Negrin & Tzafrir, 2004).

The study results of Hwang and. Kuo (2006) revealed a significant positive connection between perceived alternative job opportunities and turnover intention in the public sector organizations. Similarly, Lambert, Hogan and Barton (2001) examined the impact of job satisfaction on turnover intent. It was revealed that job satisfaction had the largest impact on turnover intentions and perceived availability of alternate jobs had positive relationship with turnover intentions of the employees. Also, Thatcher, Stepinia and Boyle (2003) have conducted a research on turnover of information technology workers and found a strong positive correlation between perceived alternative job opportunities and turnover intention. Based on the arguments and studies above, the second hypothesis in this study is:

H2: perceived job alternative has no significant effect on turnover intention among public junior secondary school teachers in Potiskum metropolis.

2.4 Perceived job alternative as a moderator

In addition to the hypothesized organizational justice to turnover relationship, available of alternative job opportunities may also act as a moderating variable to the relationship. Moderator usually alters the strength or direction, either negatively or positively, of a bivariate causal relationship. To Baron and Kenny (1986), within a correlation framework, a moderator is a third variable that affects the zero-order correlation between two other variables.

Hootegem; Witte and Cuyper (2018) observed the relationship between job insecurity and the willingness to undertake training: the moderating role of perceived alternative job opportunities. Hypotheses were tested among 400 employees using structural equation modeling. The results revealed that perceived alternative job opportunities moderate the relationship between job insecurity and the willingness to undertake training to strengthen the position inside the organization.

Similarly, Subramaniam, Shamsudin, Umar and Johari (2015) observed that globally the issue of actual voluntary turnover is a phenomenon that hinders organizations from accomplishing objectives. To them, previous studies have identified several factors that cause why employees voluntarily quit their jobs, however, only a minority have made efforts to link job embeddedness and pay satisfaction. In fact the few, if any reported conflicting results. They proposed a framework that explored the relationship between job embeddedness, pay satisfaction and actual voluntary turnover with a moderating role of perceived alternative job opportunities among former faculty members in Nigeria. The result showed that perceived job alternative is moderated the relationships.

Some studies that have used perceived job alternative includes a study by Velinor, Parboteeah and Addae (2008) who investigated that perceived alternative employment moderated the association between continuance justice and employee turnover. Others literatures, Hwang and Kuo (2006) reported that perceived job alternative moderated the linkage between job reactions, job acceptance and perceived alternative job opportunities. Design upon these results of prior studies, this study hypothesized that:

H3: Perceived job alternative moderates the relationship between organizational justice and turnover intention among public junior secondary school teachers in Potiskum metropolis.
2.5 **Theoretical framework**

![Research Framework of the Study](image)

The model above shows the relationship between the independent variable which is organizational justice and the dependent variable, turnover intention as well as perceived job alternative (3rd variable) as moderator. According to Mengstie (2020) organizational justice has significant relationship on turnover intention. This implies that organizational justice influences individual to engage on the job. More so, a perceived job alternative is introduced to moderate the relationship between IV and DV of the study.

3.0 **RESEARCH METHODOLOGY**

3.1 **Research design**

A survey research design is used for the purpose of this study because the researcher used a structure questionnaire which was administered to the participants. The use of questionnaires is meritorious because questionnaires are economical, speedy, there is no bias (as in interviews), and the possibility of privacy encourages candidates to be willing to respond on sensitive issues, and do so honestly.

3.2 **Population and Sample size**

There are five selected public junior secondary schools in Potiskum metropolis under this study with a total of 150 teachers as obtained from Yobe State Universal Basic Education Board (SUBEB) Damaturu. Due to the fewer members of the population, the study considered the entire population as sample size.

Table 3.1

Population of the study

<table>
<thead>
<tr>
<th>S/No</th>
<th>Schools</th>
<th>Number of Teachers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Government Day Junior Secondary School, Mai-Umar</td>
<td>40</td>
</tr>
<tr>
<td>2</td>
<td>Government Day Junior Secondary School, Arkime</td>
<td>35</td>
</tr>
<tr>
<td>3</td>
<td>Government Day Junior Secondary School, Mai-Abali</td>
<td>32</td>
</tr>
<tr>
<td>4</td>
<td>Government Day Junior Secondary School, Mai-Adiko</td>
<td>25</td>
</tr>
<tr>
<td>5</td>
<td>Government Day Junior Secondary School, Damboa</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
</tr>
</tbody>
</table>

3.3 **Measurement and Instruments**

The study is quantitative in nature and primary data were used. Instruments from past studies were adapted to measure the constructs of the study. For turnover intention, the instrument consists of three items adapted from Cammann, Fichman, Jenkins and Klesh (1979) with a reported Cronbach alpha coefficient of 0.85. The study used nineteen (19) items perceived organizational justice developed by Njehoff and Mooman (1993) and adopted from Abu Tayeh (2012). The items were divided into three dimensions as follow: distributive justice (5 items), procedural justice (5 items) and interactional justice (9 items). Newman et’al (2011) reported Cronbach alpha of .92. Employee's perceptions about alternative employment opportunities were assessed with three items, on 5-point Likert scale. This scale was adopted from (Mowday et al., 1979). The Cronbach’s alpha of items was found to be 0.73.
3.4 Data analysis technique
The study utilized SmartPLS 3 in order to compute the two basic model of PLS path modeling which includes measurement model and structural model. Some of the reasons for the use of PLS were its superiority over others in terms of flexible restriction in respect of distribution and population of the study as noted by Haenlein and Kaplan (2004) and it has the possibility of providing a more reliable and accurate computations of mediating effect because its accounts for error that is capable of reducing the possible relationship as well as the improvement of the validation of the theory (Henseler, 2018).

4.0 RESULTS AND DISCUSSIONS
In using PLS-SEM, Sarstedt (2019) identified two models that must be examined, the measurement (outer) model and the structural (inner) model.

4.1 Measurement model
In the measurement model, we examined the items loadings, internal consistency and average variance extracted. However, the study excluded test of collinearity since the number of predictor variables is below three (Babin, Anderson, Hair, Black & Tatham, 2013). The items loadings were examined and only items that loaded above 0.70 were retained (Fornell & Larcker, 1981). The internal consistency was measured by composite reliability and has reached the satisfied criteria, as the lowest is 0.78 and the highest is 0.93. Also, Average Variance Extracted (AVE) was examined and have all met the criteria provided by Fornell at el (1981). In other words, the values of AVE were greater than 0.5, as it ranges between .65 and .93. These are presented in table 4.1.

Perceived organizational justice was measured by the POJQ contains 3 items tapping three areas: (1) a strong belief in and acceptance of the organization’s goals and values, (2) a willingness to exert considerable effort on behalf of the organization, and (3) a strong desire to maintain membership in the organization.

Each item used scales to indicate the level of agreement or disagreement with each statement as follows: 1=strongly disagree, 2=disagree, 3=undecided, 4=agree and 5=strongly agree. The average of the 15 items was used as the total scale score for each respondent. The coefficient alpha of this sample was 0.82.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Indicators</th>
<th>Loadings</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover intention</td>
<td>TOI1</td>
<td>0.792</td>
<td>0.944</td>
<td>0.709</td>
</tr>
<tr>
<td></td>
<td>TOI3</td>
<td>0.856</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived organizational justice</td>
<td>POJ2</td>
<td>0.971</td>
<td>0.784</td>
<td>0.935</td>
</tr>
<tr>
<td></td>
<td>POJ4</td>
<td>0.834</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>POJ6</td>
<td>0.803</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived job alternative</td>
<td>PJA1</td>
<td>0.923</td>
<td>0.939</td>
<td>0.654</td>
</tr>
<tr>
<td></td>
<td>PJA2</td>
<td>0.864</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PJA3</td>
<td>0.827</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

To confirm the discriminant validity of the construct, the study adopted the Fornel et al (1981) criteria. The square root of the AVE of each construct must be greater than the correlations between construct. The values of the square root of AVE exceed that of the inter-correlation among the constructs in the model. The square roots of AVEs are represented with the bolded value on the diagonal in Table 4.2.
Table 4.2 Discriminant Validity

<table>
<thead>
<tr>
<th>Construct</th>
<th>TOI</th>
<th>POJ</th>
<th>PJA</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOI</td>
<td>0.856</td>
<td></td>
<td></td>
</tr>
<tr>
<td>POJ</td>
<td>-0.654</td>
<td>0.966</td>
<td></td>
</tr>
<tr>
<td>PJA</td>
<td>0.058</td>
<td>-0.104</td>
<td>0.809</td>
</tr>
</tbody>
</table>

4.2 Structural model

The structural model was assessed to test the hypotheses of the study. A total 5000 bootstrapping were carried out to the hypothesis for both the direct and moderated relationship. The effect size was also assessed and blind folding to determine the predictive relevance was carried out.

![Figure 1: Structural model and moderating effect](image)

4.2.1 Test of Hypotheses

From table 4.3, it can be seen that POJ has negative relationship with TOI with beta value of -0.141 and PJA is positively related to TOI with a beta value of 0.497. The results presented in table 4.3 revealed that POJ has a significant adverse effect on TOI (t-value = 4.434 & p value = 0.000). The table also showed that PJA significantly affects TOI (t- value = 19.000& p-value = 0.000). The moderation is represented by the interaction terms (POJ*PJA) and from the table, it can be seen that a significant moderation on the relationship between training and turnover intention has occurred (t value = 16.590 & p-value = 0.000). Also, the graph from figure one above showed the moderating (interaction) effect of PJA on the relationship between POJ and TOI. At higher believe of availability of job alternative, the strength of POJ on TOI reduces than at a lower perception of available alternative job.
Thus, the first hypothesis (H^1) that state that POJ has no significant negative effect on TOI is rejected. Also, hypothesis two (H^2) that states that PJA has significant positive effect on TOI is accepted. Also, the third hypothesis which states that PJA significantly moderates the relationship between POJ and TOI is accepted. The r squared stood at 0.812 which was acceptable as it is above the recommended 10% by Falk (2019).

4.2.3 Effect size and predictive relevance

The study assessed the effect size of the exogenous variable on endogenous variable using the F^2. Cohen (1988) recommended that f^2 values of 0.02, 0.15, and 0.35, to represents small, medium, and large effects respectively. Q^2 was used to determine the predictive relevance of the exogenous variable. According to Sarstedt (2019), Q^2 value of 0 or negative showed that the model is irrelevant in predictive the endogenous variable the results are presented in table 4.4 below

<table>
<thead>
<tr>
<th>Construct</th>
<th>R2 included</th>
<th>R2 excluded</th>
<th>F^2</th>
<th>Effect size</th>
</tr>
</thead>
<tbody>
<tr>
<td>POJ</td>
<td>0.813</td>
<td>0.807</td>
<td>1.47</td>
<td>Large</td>
</tr>
<tr>
<td>PJA</td>
<td>0.813</td>
<td>0.420</td>
<td>2.10</td>
<td>Large</td>
</tr>
<tr>
<td>POJ *PJA</td>
<td>0.813</td>
<td>0.612</td>
<td>1.07</td>
<td>Large</td>
</tr>
</tbody>
</table>

Q^2 0.450

The f^2 value of perceived organizational justice is 0.1.470 indicating a large effect size while that of PJA is 2.10 which also implied large effect size. Also the Q^2 of the model stood at 0.450 which is greater than zero, this implies that the model has 45.0% predictive relevance

5.0 CONCLUSION AND RECOMMENDATIONS

The study examined the moderating effect of PJA on the relationship between POJ and TOI. The study first hypothesized the relationship between POJ and TOI was rejected and PJA and TOI was also rejected. The level of significance was determined by the t-values and p-values obtained from the analysis. For hypothesis one, the relationship between POJ and TOI was rejected (t-value= 4.434, p=0.000). This implies that as the level of POJ increases, employees’ intent to quit their job decreases. This finding is consistent with Benson (2006), Kesen (2016) and Tariq and Ahmed (2014). This might be because POJ is properly applied by organization. As a result, most employees may wish to be committed to the work and less thought of quitting the job. This is also in line with the social exchange theory.

While, the second hypothesis was found that PJA has significant positive effect on TOI. Thus, the hypothesis is accepted (t-value = 19.000 & p-value = 0.000). This finding is consistent with that of Ing-San Hwang and Jyh-Huei Kuo (2006) and Lambert, Hogan and Barton (2001).

Finally, it was found that perceived job alternative significantly moderates the relationship between perceived organizational justice and turnover intention (t-value = 16.590 & p-value = 0.000), thus the third hypothesis is also accepted. This implies that higher perception of job alternative the lower the strength of the relationship between POJ and TOI. The more the employees believe that there are available alternative jobs the more the thought of quitting their jobs.
Based on the findings, the study recommended that Yobe State Universal Basic Education Board (SUBEB) should pay attention towards teachers’ fairness in job and innovative programs for the employees that will improve their productivity make employee job a more attractive and beneficial for them. This will discourage absenteeism, TOI and improves employees’ loyalty towards organization. Further studies on this area can consider other possible intervening variables such as perceived job satisfaction and types of perceived organizational justice attached. A mediating test can also be involved in the model.

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