



## **Insights from Theory of Reason Action to Determine the Faculty Turn-Over Intentions in HEI's of Southern Punjab: Mediating and Moderating Role of Perceived Organizational Justice and Organizational Climate**

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### **ABSTRACT**

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The act of bullying in Higher Education Institutes HEI,s is considered a neglected topic. The objective of this study was to analyze the impact of employee voice, innovate climate, workplace bullying on turnover intentions. Organizational justice was deemed to be a mediator while organizational climate a moderator. Data was collected from the employees of top universities of southern Punjab with a usable sample size of 289 respondents, both male and female. An online questionnaire by adopting simple random sampling was developed in consultation with experts to cover the objectives of the study. The collected data was analyzed through SPSS and Smart PLS. The results attained from the study revealed workplace bullying and innovative climate as major driving forces of turn-over intention. Moreover, perceived organizational justice does not mediate the relationship between workplace bullying, innovative climate, employee voice and turn-over Intention. While organizational climate significantly moderate between organizational justice and turn over intentions. Finally, the current study provides practical insights for practitioners, academic researchers as well as Higher Institutions to help reduce turnover due to bullying and increase a better diverse and effective environment in HEI's of southern Punjab.



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## **1. Introduction**

The academic system of the country plays a vital role in moral, cultural and economic perspectives as the higher education sector is believed to determine the potential global economic viability(Chankseliani et al., 2021) The higher education sector (Universities) major role is to equip their students with a number of characteristics such as societal values, nationalism, justice, tolerance and citizenship ethical behavior. Human resource practices and employee performance have been studied in the past, and the results show that Pakistan's low literacy rate is a result of the country's institutions, none of which are among the world's

top 100 universities. The higher education sector and government intended to take the initiatives to enhance the performance of academic staff of universities that reflect in the education quality and further consequences (Abdullahi et al., 2022).

The education sector is considered as basic and major sector of society as quality-based education sector is essential for society and its development because of its connection with success, progressiveness and growth (Khan et al., 2022). The organizational structure, duties and job roles has been altered due to involvement of technology, demography and transformation of economy also relates to the individuals' life and family too that has become much important for the employees working in higher education sector in academia (Minnotte et al., 2013; Javed & Irshad, 2020).

This has been evident from the various past and contemporary studies that workplace bullying and employee turnover intentions both are stressful and thought-provoking conditions for the organizations and creates negative outcomes. One of the most prominent negative outcomes of bullying is turnover intentions. Workplace bullying adversely affect the employee mental, physical and other job relevant problems and when it becomes more evident than it will resulted into to job layoffs and turnover intentions among employees. Importantly, workplace bullying in academia normally known as "academics bullying" is gaining rapid attention among academic researchers, practitioners and policy makers.

It is observed that in country like Pakistan, verbal abuse is another common form of workplace bullying. The employees who are prominent among colleagues and managers will without a doubt be bullied by others. The act of bullying in universities of HEI of southern Punjab is considered a neglected topic (Razzaghian & Ghani, 2014).

Our study was proposed to examine the major causes in the HEI, s of Southern Punjab with relation with few least considered constructs like perceived organizational justice, employee voice and innovative climate which results in turnover. The principal part of this paper relates to the comprehension of the center idea of harassing, and consolidating its consequences on the turnover intentions.

Past researches on workplace bullying in HEI,s were mainly conducted in the developed countries i.e, Israel (Manalo et al., 2022), Australia (Heffernan & Bosetti, 2021) , USA (Hollis, 2015; Keashly & Neuman, 2010), Check republics (Zabrodska & Kveton, 2013). However, there have been lack of studies conducted in the developing countries like Pakistan (Razzaghian & Ghani, 2014).more particularly in HEI, operating in southern Punjab.

Although workplace bullying has gained the foremost attention among academic researchers but apparently, review of past studies maintained that majority of the study are based on simple linear model where relationship between few antecedents is investigated. Therefore, further study on the complex model (blend of mediator and moderators) can fill up this gap. Consequently, current study will address the least considered constructs like, employee voice, organizational justice, organizational climate. This research on workplace harassment in HEI is in its initial steps. May be in no other time HEI is presented to be facing difficulties, including issues of financing, educational plan improvement, maintenance, responsibility of the senior manager, and competence of the board.

## **2. Literature Review**

As previously mentioned, our aim was to find the exact outcome that takes place due to the workplace bullying and its effect on turnover intentions. Turnover intention happens for some reasons. In order to avoid the sense of being bullied, workers have an inclination or want to flee the workplace. Employees' dissatisfaction with their current workplace or organization, or their yearning for better available opportunities, is the driving force behind these stimulants (Wang and Wang, 2020).

The turnover aim is comprised of the following five measurements: an increase in considerations to leave the company, the possibility of quitting a current place of employment, motivation to obtain alternative jobs, and the opportunity to acquire work outside the organization (Chen et al., 2021; Suyono et al., 2021). Despite of growing scholarly attention in bullying literature domain, studies pertaining to Higher Education

Institutions have gained little attention. With regards to Pakistan, the act of bullying in the Higher education is mounting rapidly (Imran, N., et al. 2010).

As indicated by Hall and Smith (2019), turnover is an action that will hurt the organization. In case this is a typical event, the organization should follow through an immense cost to think about it. Few studies have tried to react to this examination gap by stretching out the degree to Eastern societies, these studies have widely centered around the effect of workplace bullying on hierarchical results ignoring the unfriendly response for people. Bullying has brought about some quick ends referring to the working environment harassing as one of the drivers of worker implementation in some Eastern settings.

## **2.1. Employee Voice & Turn-over Intention**

One of the major predictors of employee work efficiency is employees' voice. A review of previous and current studies found a strong correlation between employee voice and the likelihood of resigning improved teamwork is a result of better vocal conduct. Employees' commitment to their jobs rises when they feel free to voice their thoughts and opinions (Holland, Cooper, and Sheehan, 2017). While this isn't always the case, it can have a negative impact on staff morale and productivity.

At the point when employees are considering to leaving the organization, they may "quit previously leaving," implying that they have intellectually segregated from their work and organization, making it unrealistic that they would shout out about hierarchical or work-related concerns. This finding suggests that once having goals of leaving, employees mentally separate themselves from their work and don't put forth much efforts to improve working climate conditions (Hunjra et al., 2010). Therefore, in view of above discussions the following hypothesis is purposed:

**H1:** Employee voice is negatively related with turn-over intention.

## **2.2. Workplace Bullying & Turn-over Intention**

Workplace bullying is related, particularly at higher rates, with turnover intentions (Coetzee and van Dyk, 2018; Hoel and Copper, 2000). Turnover intention is unique from genuine turnover. Turnover aim alludes to an emotional exaction of the worker, with respect to the probability of leaving the organization (Cho, 2009).

Review of historical and recent studies showed workplace bullying as one of the key determinants of turnover intention. Al Muharraq et al. (2022) conducted that there was a strong correlation between bullying in the workplace and employees' intentions to leave their jobs in Saudi Arabia's health sector. Additionally, recent research has shown that workplace bullying is a significant contributor to employee turnover (Coetzee & van Dyk, 2018; Öcel & Aydın, 2012). Importantly, Razzaghian and Ghani (2014) conducted a study in Peshawar, Pakistan. The findings demonstrated a substantial connection between bullying in the workplace and the intention of faculty members to leave their positions, and the data for this study came from 207 members of the teaching staff at private sector institutions. As a result, on the grounds of the information presented above, the following hypothesis is put up for consideration.

**H2:** Workplace bullying has a positive relationship with turn-over intention.

## **2.3. Innovative Climate & Turn-over Intention**

The concept of innovation is different from the innovative climate. The innovative climate as defined by Popa et al. (2017) refers to the "Practices that aim to create a suitable culture to facilitate knowledge and idea sharing, stimulate creativity and generate innovative ideas through open communications". Whereas, the concept of innovation is broad in nature. The innovative environment encourages employee involvement, highlights the creative potential of the workforce, and as a consequence, reduces the likelihood that employees will leave the company (Demircioglu & Berman, 2019).

(Demircioglu & Berman, 2019)), conducted a study in Australian public sector and the results of the study developed negative relationship between innovative climate and employee turnover intention in various public sector organizations operating in Austria. Despite of the close association between innovative climate and turn over intentions , lack of studies found on this significant relationship (Demircioglu & Berman, 2019). Researchers are motivated to explore the link between an innovative atmosphere and turnover intentions because of these phenomena. In place of the information presented above, the theory hypothesis below is proposed:

**H3:** Innovative climate is negatively related with turn-over intention.

## **2.4. Employee Voice & Perceived Organizational Justice**

Employee voice is considered to be a significant predictor of organizational wellbeing and therefore resulted in the positive outcome such as job satisfaction (Alfayad & Arif, 2017; Holland et al., 2011; Novanda et al., 2019), Employee Engagement (de Azevedo et al., 2020; Rees et al., 2013; Ruck et al., 2017). High performance work system (Harley, 2020; Mowbray et al., 2020). Organizational commitment (Farndale et al., 2011; Prasadika & Nishanthi, 2018). In contract an array of past and contemporary studies associated the employee voice with negative outcome such as turnover intentions (Lam et al., 2016; Thohiroh & Satrya, 2019).

Despite of the considerable importance of employee voice on both negative and positive outcome, lack of studies found on the relationship between employee voice and perceived organizational justice perception(Khaliq Alvi et al., 2019). Recently, Edezaró (2022) research in Nigeria discovered a strong link between employee voice and fairness in the workplace. It's important to note, however, that the study found a link between employee voice, work happiness, and organizational commitment. In the banking industry of Pakistan, employee voice was found to be a major predictor of perceptions of organizational fairness in a similar vein (Khaliq Alvi et al., 2019). In place of the information presented above, the theory hypothesis below is proposed:

**H4:** Employee voice has a positive association with POJ.

## **2.5. Workplace Bullying & Perceived Organizational Justice**

There has been a lot of research on workplace bullying, but much of it has focused on other issues including job satisfaction, burnout, mental health, and productivity in the workforce (Afful, 2010; Crothers et al., 2022; Giorgi et al., 2015; João et al., 2022; Rafi & Imtiaz, 2022; Valentine et al., 2015). Workplace buying link with the perceived organizational justice is still at infancy stage as the in-depth review of past and contemporary studies has highlighted few studies on the relationship between workplace bullying and perceived organizational justice such as Mourssi-Alfash (2014) conducted a study in higher education sector of USA and results of the study negate the relationship between workplace bullying and perceived organizational justice. In the similar vein , workplace bullying found to be negatively associated with perceived organizational justice in employees of various Turkish public sector organizations (Öztürk, 2011). In place of the information presented above, the theory hypothesis below is proposed:

**H5:** Workplace bullying is negatively related with POJ.

## **2.6. Innovative Climate & Perceived Organizational Justice**

From the last few decades, it has been evident that organization have modifying their modes of business and reshaping their job by promoting the innovative climate because of its proven association with employee motivation, productivity(Waheed et al., 2019). The rapid shift in competition and rapid shift in the technology has put forth the pressure on the organizations to promote the phenomenon of innovative climate in their organizations. Although innovative climate are of two types i-e internal and external innovative climate but internal innovative climate is more imperative for the organization because it promotes the free-style thinking among the employees (Waheed et al., 2019). In modern studies, the innovative environment has received a lot of attention, although much of the research has

focused on the domains of organizational innovation, innovation performance, and innovation management (Waheed et al., 2019), innovative behavior (Bos-Nehles & Veenendaal, 2019; Park & Jo, 2017). Despite of the considerable attention on innovative climate in relations to the above-mentioned emerging construct, the link of innovative climate with perceived organizational justice is still unexplored and this literature gap call for further imperial investigations in the domain of higher education instructions in particular. One of the most important contributions of HEI, s around the globe is to promote the research and development in the diverse filed and to do so installing and promoting the innovative climate is very imperative. Unfortunately, a clear discrepancy found with respect to facilities for promoting the innovation and providing the adequate resources to faculty and staff for incorporating the innovation into their project and research work and this phenomenon bring injustice perceptions among the employees. Therefore, in order to address these issues current study will investigate this missing link of literature.

The following hypothesis is being formulated in lieu with the above discussion

**H6:** Innovative climate is positively related with POJ.

## **2.7. Perceived Organizational Justice & Turn-over Intention.**

Organizational justice remains a focal point of concern for the organizations of all sizes (Al Rawashdeh, 2013). Perceived injustice decreases the employee motivation and lack of interest in their job affairs (Imani, 2009). In later investigations, the same tendency has been confirmed by correlating perceived justice to job satisfaction, commitment, job burnout, and turnover intentions (Dishon-Berkovits, 2018; Imani, 2009; Suifan et al., 2017; Totawar & Nambudiri, 2014).

This notation of signification association of organizational justice with turn over intentions was empirically proved in the subsequent studies (Aggarwal et al., 2022; DeConinck & Stilwell, 2004; Özkan, 2022; Suifan et al., 2017).

Therefore, in light with the above discussion we proposed the following hypothesis

**H7:** POJ has a relationship with turn-over intention.

## **2.8. Mediating role of Perceived Organizational Justice**

According to a review of previous studies, employees' attitudes and behaviors in the workplace can be predicted by the concept of social exchange. This is a mutually beneficial relationship based on trust and mutual respect. Employee under the social exchange relationships tends to have a positive job attitude and put forth the sincere efforts because of holding the fairness perceptions as a result his job performance tends to increase. Whereas, they tend to change their job attitudes when they observe unfairness which will urge the negative attitude like workplace bullying. On the other hand, when bullying takes place and as a result of it bullied effected employee observe an interactive perception of injustice. (Waheed et al., 2019) recommended the organizational justice as the significant predictor of bullying at work place which will affect the employee performance and attitude toward the job. Bracarense et al. (2022) also relate the organizational injustice with bullying experiences at workplace. We may conclude that if employee will feel justice, then as a return bullying tendencies will be decreased. Bullying most significant antecedents may be traced back to the voices of the employees themselves, both past and present. In the literature, there is no connection between employee vice and justice, but the current study will close this gap by looking at how organizational justice mediates the relationship between employee voice and turnover intentions. The research study also found that creative atmosphere was the most important predictor of employees' perceptions of fairness and their plans to leave their current positions. As a result of the information presented above, we came up with the following hypothesis.

**H8:** POJ mediates the relationship between employee voice and turn-over intention.

**H9:** POJ mediates the relationship between workplace bullying and turn-over intention.

**H10:** POJ mediates the relationship between innovative climate and turn-over intention.

## **2.9. Organizational Climate & Turn-over Intention**

Because of its closeness to employee positive work attitudes such as job satisfaction, dedication, work efficiency, and employee loyalty, organizational climate has garnered substantial attention from previous and present studies (Bahrami et al., 2016; Jyoti, 2013; Langi et al., 2022; Permarupan et al., 2013; Shanker et al., 2017). An array of past and contemporary studies associated the organizational climate with negative out comes such as intention to leave(Jyoti, 2013; Yousef et al., 2014), job burn out(Dinibutun et al., 2020; Seyyedmoharrami et al., 2019). Whereas , an array of past and contemporary researchers have associated the organizational climate with turnover intentions such as Bracarense et al. (2022) conducted in the health industry, a research indicated that organizational atmosphere predicted turnover intentions. Additionally, Subramanian and Shin (2013) found a strong correlation between a favorable work environment and higher levels of employee turnover at a Malaysian hotel with an Asian basis. According to the subsequent investigations, the positive correlation between organizational environment and turnover intentions was substantiated. (Ryu et al., 2020; Shbail & Shbail, 2020; Suliman & Al Obaidli, 2011). As a result of the information presented above, we came up with the following hypothesis.

**H11:** Organizational climate has a positive relationship turn-over intention.

## **2.10. Moderating role Organizational Climate**

Review of previous well-known studies have confirmed the positive asocial between the organizational climate and turn over intentions(Ryu et al., 2020; Shbail & Shbail, 2020; Suliman & Al Obaidli, 2011). Moreover, the relationship between perceived justice and organizational climate has also confirmed in several well-known studies (Haryono et al., 2019; Huang et al., 2019). However, the moderating role of organizational climate between organizational justice and employee turnover intentions is still not investigated yet. As a result of this lack of research, the present study will investigate the function of organizational environment at HEIs as a moderator between organizational justice and turnover intentions.

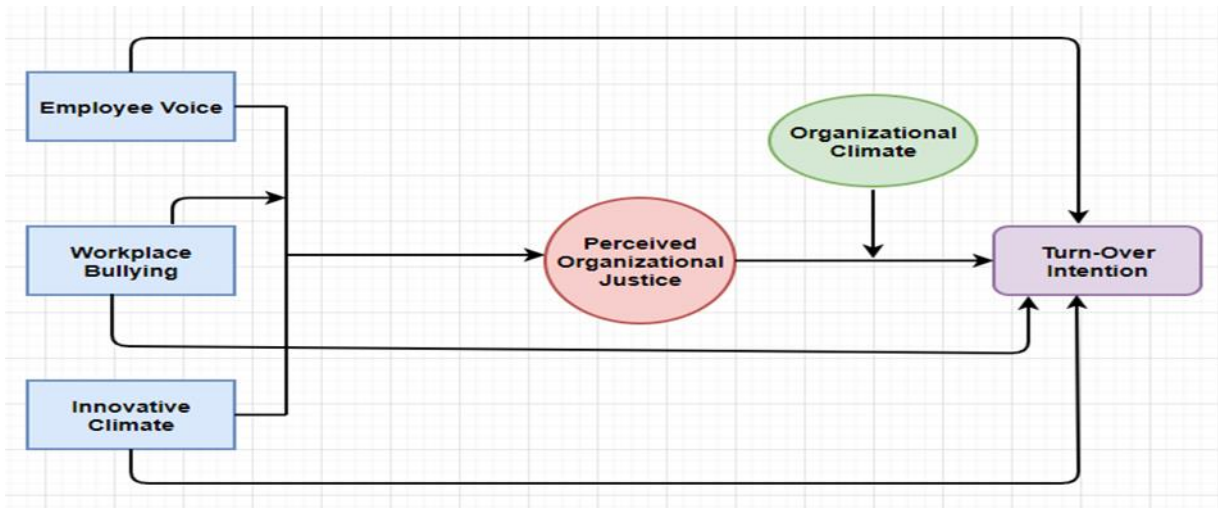
**H12:** Organizational climate moderates into the relationship between organizational justice and turnover intentions.

## **3. Research Methodology**

In the third chapter research methodology, we mainly focused on hypotheses that we had generated. In this chapter we describe the type of study, population that is selected and sampled. And focuses on how to collect data. (Rajasekar et al., 2013) has mentioned that research methodology is a systematic process to solve any issue. In this chapter we also linked our theory with constructs. In this research we describe the relationship between Employee Voice, Workplace Bullying, Innovative Climate, POJ and Turn-over Intention with the moderating role of Organizational Climate in HEI in southern Punjab.

### **3.1. Population and sample of study**

The population of current study is general universities of southern Punjab. The main aim was to focus on the factors causing turnover in universities of southern Punjab. The target population for the current study are the faculty members who had completed at least 3 years of employment and excluded those who has just joined the institutions or having less than three years `experience. Overall, we distributed 320 questionnaires with employees through online questionnaires.



**Figure 3.1 Theoretical model**

### 3.2. Measurement scales of variables

In this study we analyze six variables. Turn-over Intention as dependent variable, Employee Voice, Workplace Bullying and Innovative Climate as independent variable. Perceived Organizational Justice as mediating and Organizational Climate as a moderator. Operational definition of variables is explained in the below section. As per (Hair et al., 2011) the ideal reliability score of constructs should be 0.60.

**Table 1**  
**Summary of Constructs Items**

Construct	No. of Items	Cronbach's Alpha
Turn-over Intention	6	.665
Employee Voice	6	.617
Workplace Bullying	8	.648
Innovative Climate	6	.722
Perceived Organizational Justice	6	.654
Organizational Climate	8	.622

## 4. Data Analysis

### 4.1. Response Rate

Online questionnaires were distributed among 320 employees in the HEI of southern Punjab. Out of 320, only 300 online questionnaires were received from the employees which accounted for a composite response rate of 94%. , while 11 questionnaires/responses were dropped due to missing values, improper response Therefore, out of 300 responses, 289 complete questionnaires were used for the final data analysis.

### 4.2. Demographic Profile

In the next table, Table 1, you'll find an outline of the demographic characteristics of the study's respondents, including their gender, age, grade level, and department.

### 4.3. Hypothesis Testing

Through the bootstrapping method, confidence intervals for route coefficients were established. Using bootstrapping, you may acquire standard errors for hypothesis testing by repeatedly taking random samples and replacing them with new ones drawn from the original sample. Following the advice of earlier studies, bootstrapping was performed on 500 sample sizes. Table 2 shows that the hypotheses were formulated using a  $p < 0.01$  significance level.

**Table 2**

**Demographic Profiles of Respondents**

Demographic Profiles	Freq.	%Age
<b>Gender</b>		
Male	104	36
Female	185	64
Total	289	100
<b>Age</b>		
18-24	143	49.5
25-40	98	33.9
41-55	40	13.8
56-65	8	2.8
Total	289	100
<b>Department</b>		
Administration	78	27.0
Examination	22	7.6
Professor/ Lecturer	116	40.1
Information Technology	63	21.8
Security	10	3.5
Total	289	100
<b>Grade Level</b>		
1-5	34	11.8
6-10	62	21.5
11-16	173	59.9
17-21	20	6.9
Total	289	100

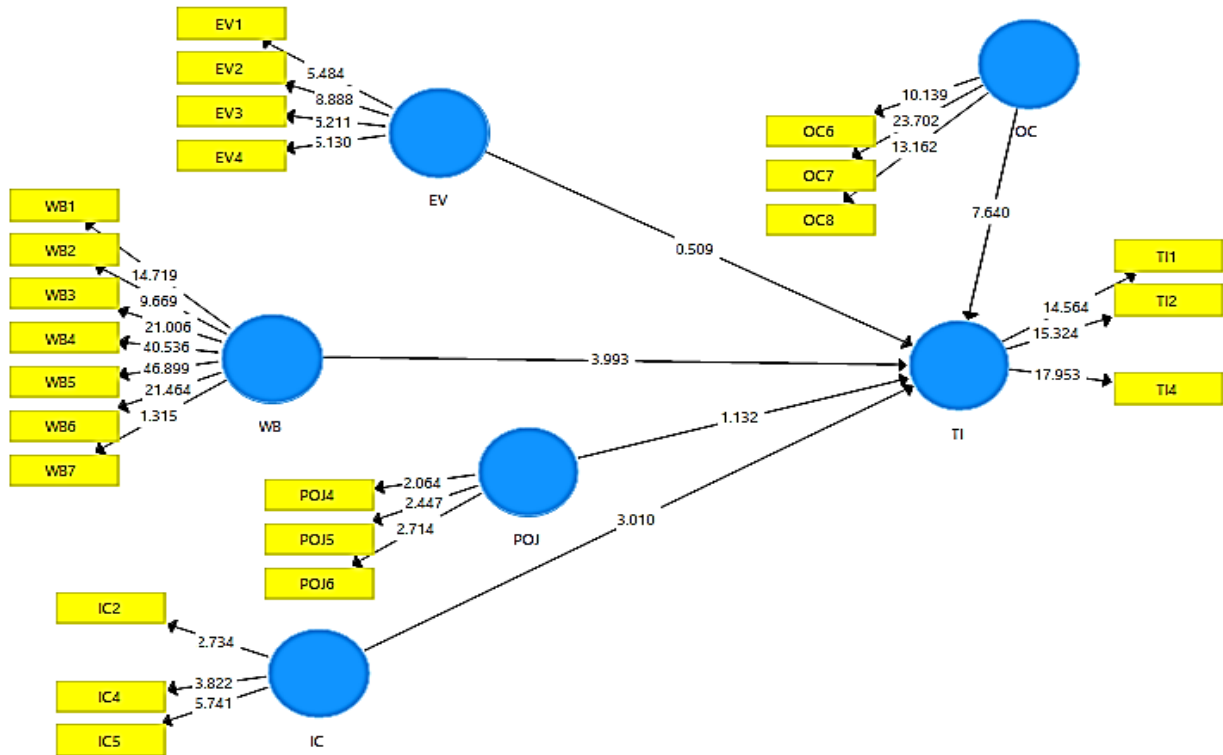
**Table 3**  
**Direct Relationship**

Hypothesis	Path	B	S. D	t-value	p-value	Results
H1	EV→TI	0.034	0.066	0.509	0.611	Not Supported
H2	WB→TI	0.203	0.051	3.993	0.000	Supported
H3	IC→TI	0.195	0.065	3.010	0.003	Supported
H4	EV→POJ	0.169	0.084	2.019	0.044	Supported
H5	WB→POJ	0.229	0.066	3.448	0.001	Supported
H6	IC→POJ	0.129	0.089	2.019	0.148	Not Supported
H7	POJ→TI	-0.128	0.056	2.284	0.023	Supported
H11	OC→TI	0.446	0.058	7.640	0.000	Supported

Table 2 is showing the hypothesis analysis under the direct relationship between the entire construct of this study. Hypothesis H1 was established to measure the negative association between employee voice and turn-over intention. Results available in table 4.2 have confirmed the significant negative relationship between employee voice and turn-over intention ( $\beta = 0.034$ ,  $t = 0.509$ ,  $p < 0.611$ ) not supporting H1. Whereas, H2 predicted that workplace bullying has a positive relation with turn-over intention i.e., ( $\beta = 0.203$ ,  $t = 3.993$ ,  $p < 0.000$ ). Hence, H2 was supported. Moreover, H3 was established to investigate the negative relationship between innovative climate and turn-over intention which was supported as shown in table 2.0, i.e. ( $\beta = 0.195$ ,  $t = 3.010$ ,  $p < 0.003$ ). Whereas, H4 predicted that employee voice has a positive relation with POJ ( $\beta = 0.169$ ,  $t = 2.019$ ,  $p < 2.019$ ). Hence, hypothesis 4 was Accepted. While, H5 was established to investigate the negative relationship between workplace bullying and POJ which was supported as results shown in table 2.0, i.e. ( $\beta = 0.229$ ,  $t = 3.448$ ,  $p < 0.001$ ). in addition to that, hypothesis 6 was about the positive relation of Innovative Climate and POJ, our results predicted that H6 was rejected.

Whereas, the relationship between POJ and turn-over intention confirmed a relationship through results ( $\beta = -0.128$ ,  $t = 2.284$ ,  $p < 0.023$ ) affirmed supporting H7. Aside from that, H11 in which we looked at the relationship between organizational environment and turnover intention, data shown in figure 1 confirmed that H11 ( $\beta = 0.446$ ,  $t = 7.640$ ,  $p < 0.000$ ) demonstrated a full support to hypothesis 11.





**Figure 2 Direct Relation**

#### 4.4. Measurement of Mediation

Mediation test is conducted to affirmed the intervening role between the independent variable and associated links (Ramayah et al., 2011). below table 4.2 and figure 4.1 are showing the results of mediation impact of organizational justice between Employee voice, workplace bullying, Innovative Climate to Turn-over Intention. Results of H8 (displayed in table 4.2) shows that there is no mediation of POJ between Employee Voice and Turn-over Intention (S. D= 0.016, t = 1.347, p <0.179), Similarly for POJ’s relationship between Workplace Bullying and Turn-over Intention (S. D= 0.016, t = 1.893, p <0.059) As H9, there is no mediation, same is for Innovation Climate and Turn-over Intention (S. D= 0.014, t = 1.181, p <0.238) as H10 was rejected too.

**Table 4**  
**Testing Mediation Effects**

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Stat	P- Values	Result
H8: IC -> POJ -> TI	-0.017	-0.017	0.014	1.181	0.238	N.S
H9: WB -> POJ -> TI	-0.029	-0.030	0.016	1.893	0.059	N.S
H10: EV -> POJ -> TI	-0.022	-0.022	0.016	1.347	0.179	N.S

#### 4.5. Analysis of Moderation Effect

As shown in the table 4.4, the relationship of organizational climate between perceived organizational Justice and Turn-over Intention (S. D= 0.054, t = 4.039, p <0.000) was accepted so H12 was supported. So, there is a moderation effect. Moreover, direct relationship between Organizational climate and turnover intentions was also confirmed (S. D= 0.60, t = 7.07, p<0.000), therefore, H11 was also supported.

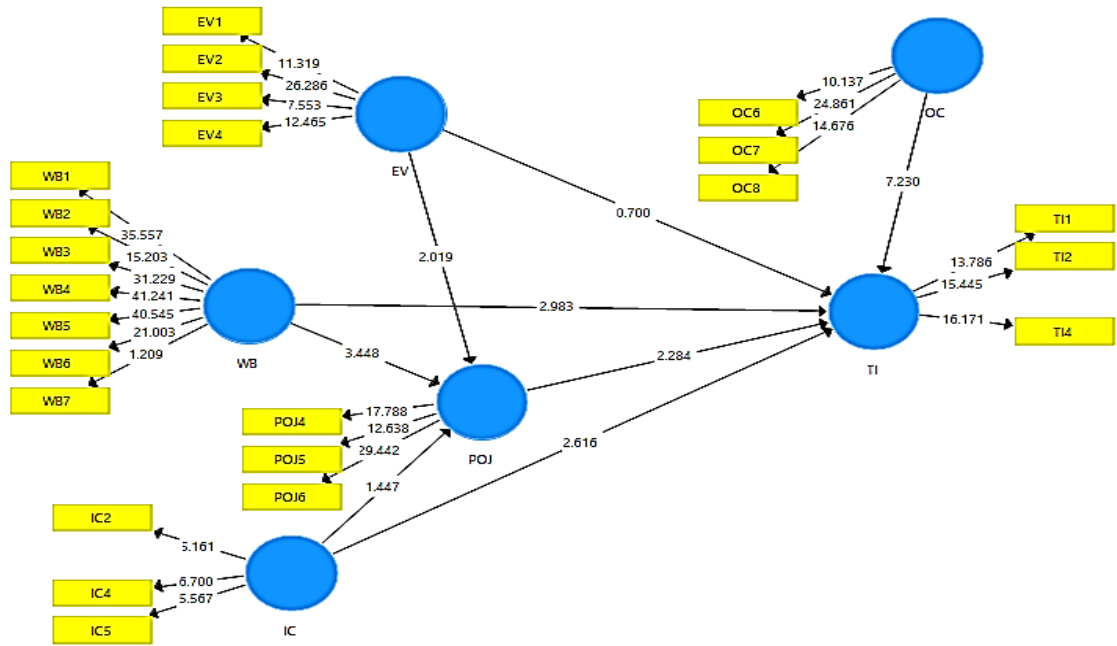


Figure 3: Indirect Relationship (Mediation)

Table 5  
Moderation Results

Constructs	Original Sample	Sample Mean	Standard Deviation	T Stat	P Value	Result
H11: OC -> TI	0.422	0.414	0.060	7.077	0.000	Supported
H12: POJ-OC-TI -> TI	-0.217	-0.234	0.054	4.039	0.000	Supported

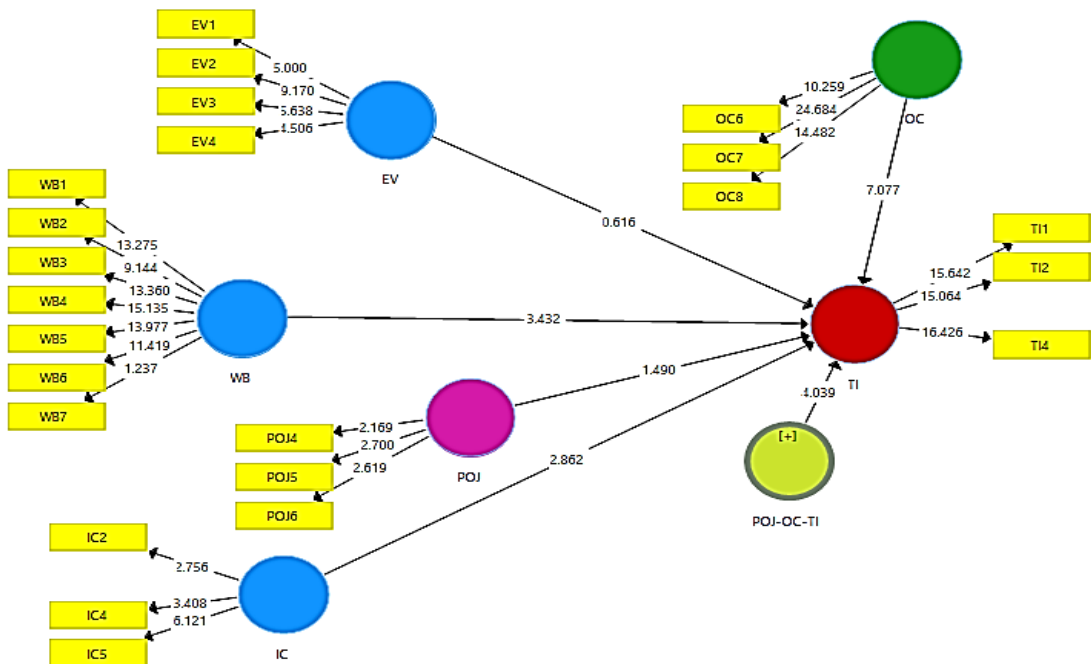


Figure 4: Indirect Relationship (Moderation)

## 5. Discussion and Conclusion

Turn-over Intention was the primary focus of this investigation, which began with a look at the association between eight different variables (EV, WB, IC, POJ, and OC). Research questions gathered from the literature evaluation of relevant studies (H1 to H7) and (H11) led to this hypothesis. When it came to Turn-over Intention, only six of the eight hypotheses were found to have any impact, while the other two were found to have no effect (H1 & H6). This means that the other two hypotheses are not supported.

In addition, we examine the mediating relationship between three independent variables i.e. (EV, WB and IC), POJ and Turn-over Intention. The results of the study shown no mediation among three independent variables i.e., H8, H9 & H10 with turn-over intention, which were not supported. Our research also aims to confirm the moderating effect of the company climate on the link between POJ and the desire to turn over staff. The results confirm that OC does have a moderating effect with POJ and turn-over intention. Therefore, hypothesis H12 was accepted. Importantly, out of the 12 hypotheses, 7 were accepted while 5 were rejected.

### 5.1. Contributions

As a consequence of this study, we will be able to examine the complicated link between many antecedents of turnover using mediation and moderation analysis in HEIs in the southern Punjab region. Workplace bullying and perceived organizational fairness, which have both direct and indirect effects on employee turnover due to the organization's environment, are among the most important but least explored predictors of turn-over in our present study. Incorporating the Theory of Reasoned Action with the help of Justice Theory and social exchange, the current study adds to the body of knowledge on workplace bullying and turnover in HEI of southern Punjab. Organizational climate and justice perceptions as key drivers of employee turnover at HEIs in southern Punjab have been reinforced by this study's findings, adding to the body of research on workplace bullying, employee voice, and innovative climate.

### 5.2. Limitation and Future Research Directions

Despite of the several notable theoretical and practical contributions this study has several limitations such as cross-sectional nature of the data, the scope of the study was limited to the HEI, s of Southern Punjab Pakistan, data was collected through online. In future longitudinal studies can be conducted. Researches can also perform the multigroup analysis between public and private institutions. Construct like job commitment, personality traits can also be used for the better generalizability of the results in upcoming studies. Future research can also be conducted to check the moderating effect of various types of personal intelligence level (emotional & Spiritual) among the relationship of workplace Bullying & employee turnover intention. The same model can be applied in any other sector or same sector in other geographical domains. Moreover, the constructs used in this research (workplace bullying, employee voice, and innovative climate) are of very personal nature which may lead the respondents towards social desirability bias under which respondents hide their actual feelings to portray their positive image. So, future research can be conducted using qualitative research design to get deeper understanding among the relationships of the constructs of the study. In future, some positive workplace behaviors can also be used as a moderator or mediator of the relationship under study like pro-social behavior, hope, optimism and courage. Furthermore, future study can also be conducted in the industrial sectors of Pakistan where turnover intension is more intense as compared to HEIs i.e., banking sector to assess the variable in more worst scenarios.

### 5.3. Conclusion

The main rationale of this study is to investigate the predictors of employee turn-over intention in HEI of southern Punjab. The findings have affirmed the positive association between workplace bullying, organizational climate, perceived organizational justice and turnover intentions of employees and staff working in HEI, s of southern Punjab. In addition to that, the moderating role of organizational climate has been confirmed between perceived

organizational justice and turnover intention. The current research has offered the rich guidelines to the academia administrators, deans, chairmen to discourage the turnover intentions so they can install the loyalty of teachers and staff working in various departments and levels. This is the responsibility of the policy makers to encourage the whistle blowing in the organization so problems can be addressed and overcome at the initial level. As per the results, employee voice was one of the significant reasons of turnover intentions in higher education institutions. Therefore, employee participation in various forums should be deemed mandatory. Above all, HEIs should make sure the innovative climate for facilitating the academia and staff as well as to promote the research and development in various societal, economic and business domains. There is an immediate need by the HEIs to conduct the awareness seminars/trainings to the employees about how to deal with workplace terrorization. Continuous professional development programs and trainings can work as a sigh of relief by creating the positivity among employees. These can guide employees about how to use their inner positive force to cope up with workplace intimidation which will ultimately reduce the turnover intentions by the employees of HEIs.

### Authors Contribution

Rana Muhammad Shahid Yaqub: Data analysis and write up.

Aneeta Rehman: Data collection.

Shakeela Kausar: Final proof reading and drafting

Zakariya Hassan Qureshi: Data collection and initial write up

### Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest w.r.t the research, authorship and/or publication of this article.

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