

Factors Affecting Turnover Intention among Academician in the Malaysian Higher Educational Institution

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ABSTRACT

The aim of this study is to investigate the effect of organizational citizenship behaviour (OCB), organizational commitment (OC) and organizational justice (OJ) on academicians' turnover intention. The data was gathered through survey (questionnaire) method from 175 respondents in one of the Malaysian Higher Educational Institution. Hypotheses for direct effect were tested using regression analysis. OC was the only factor that negatively associated with academicians's turnover intention.

Keywords: Turnover intention, organizational citizenship behaviour, organizational commitment, organizational justice

1. INTRODUCTION

Turnover is a hidden cost to the organizations. The causes of turnover may affect the cycling systems in placing another to sit in the vacant position. While the process of finding the right one for the right place offered in the organization, many of the human resource planners tend to focus on the basic aspects of knowledge and skills that the jobseekers have rather than their internal determinants to stay and to contribute longer in the organization. The intention to leave the organization can be perceived as an attempt of employees to move to the other organization that fit the individual's demand. There can be many factors that lead towards this intention which the research on it is still running frequently. Thus, this study would like to focus on several aspects of employees' internal determinants such as OCB, OC and OJ as the predictors of turnover intention within an organization.

Academicians are the most important asset for the university in producing the high capable and holistic graduates. Given that, an effort to solve the epic of academicians' turnover should be investigated. The university managements are at odds over whether the main focus should be on recruiting more people to join this profession or helping the university keeps the most effective academicians they already have. Given that, the process of recruiting the new academicians will engage with more budgetary implication, hence it is essential to keep the academicians that are already appointed. Therefore, an empirical investigation should be conducted to

reveal the possible factors that may drive academicians for leaving the university. It is the interest of this research to shed some light on the framework model that academicians exhibiting a certain level of turnover intention.

Turnover intention continues to be a topic of interest among management researchers. Empirical evidences shown that most of turnover intention studies prefer to focus on employees from the hotel industry, pharmaceutical industry, health and hospitals institution, professionals from public and private institutions as well as academicians from the private institution. However, there is still lack of evidence regarding the determinant factors of employees' turnover intention among academicians from the public educational institution. Even though they are public employees, still the institution needs to consider the significant role of academicians in improving the image of institution. In a longer term it will assist the institution to achieve its mission towards upgrading the institution among the top universities in the world, particularly in the developing country such as Malaysia.

Academicians become the important assets to the nation in order to produce the high capable and holistic graduates. Hence, academicians are very essential to the Malaysian Higher Educational Institution in realizing the government agenda, especially towards the development of human capital with the acceptable level of knowledge, skills and good values. Thus, the determinants to avoid academicians' intention to leave are deemed important to be revealed especially in public educational institution. For example, record of turnover data as given by the Registrar Department in one public educational institution in the North Region of Malaysia increased from 2008 to 2014. 17 cases of academicians who quit from the institution were reported in 2008 and 2009, 24 cases in 2010, and 25 cases each in 2011 and 2012. Although the figure was a bit decreased to 24 cases in 2013; however, 37 cases of academicians quit from the institution were reported in 2014. Hence, this issue may not be seemed as a positive scenario to the institution.

According to Tanova and Holtom (2008), employees with better skills and abilities will be those who are able to leave whereas those who remain will be those who cannot find other jobs. In the public educational institution, one of the most critical intangible costs is the loss of morale for employees who prefer to stay with the organization. As a result, this can affect the level of service provided to the clients which are students. What makes an employee leaves or intend to leaves is a major question for any company (Mahdi, Zin, Nor, Skat & Naim, 2012). When an employee leaves an organization, there is a loss to the institution both economically and in terms of time as all the effort invested in the employee is lost forever. Examples of turnover costs include opportunity costs, retraining costs, reselection cost and decreased morale among other employees (Cho, Johanson & Guchait, 2009). Thus, in order to reduce the number of academicians in public educational institution who are having the intention to quit, the framework that underlying behind the determinant among them should be revealed.

Intention to quit is formed if the alternatives are more desired which is followed by actual withdrawal (Nadira & Tanova, 2010). Empirical works reveals different factors of turnover intention such as OCB (Nadira & Tanova, 2010; Pare & Tremblay, 2007), OC (Rai, 2013; Thomas & Nagalingappa, 2012) and OJ (Owolabi, 2012; Rai, 2013). Although previous studies confirmed the link between OCB, OC and OJ to turnover intention; however lack of efforts had been done to combine these factors in one particular study. Thus, there is limited knowledge based on the existing literature on how this combination of determinants may create any impact on

individuals' turnover intention, particularly in the context of public educational institution.

A few empirical investigations addressing turnover intention have been reported. However, most of the turnover intention studies prefer to focus on employees from the hotel industry (Nadira & Tanova, 2010), pharmaceutical industry (Nazim & Shahid, 2012), health and hospital institutions (Owolabi, 2012; Rai, 2013), professionals from public and private institutions (Ahmadi, Daraei, Rabiei & Takallo, 2012) as well as academicians from the private educational institution (Kumar & Gupta, 2009). Thus, there is still lack of evidence regarding a set of determinant factors towards turnover intention especially in the context of public educational institution. Hence, the determinant factors of academicians' turnover intention such as OCB, OC and OJ have been investigated in this research. Given that, the specific objectives of this study are as follows:

1. To determine the relationship between OCB and turnover intention among academicians.
2. To investigate the relationship between OC and turnover intention among academicians.
3. To explore the relationship between OJ and turnover intention among academicians.

2. LITERATURE REVIEW

2.1 Turnover Intention

The topic of employee turnover is an issue that organizations have dealt with for a long time. Employee turnover is commonly defined as the combined number of employees that leave an organization in a certain time period and the turnover rate is the total number of employees that leave the organization to the total number of employees within the organization, often measured over one year (Hausknecht & Trevor, 2011). There is a reason to make a distinction between whether the turnover is initiated by the organization or the employee. Involuntary turnover is initiated by the organization and often includes low performers and therefore the organization may generate better organizational performance after the dismissal. A high ratio of involuntary turnover can be an indication that the quality of the workforce is problematic (Hausknecht & Trevor, 2011).

Turnover is defined as the number of employees where employees enter and quit in a company in a given period (Mondy, 2012). Employee turnover often becomes a major concern in the preparation of the organization's strategy. Voluntary turnover especially would cost the organization in the form of employee replacement cost for advertising for a new employee search. In addition to the loss in the form of fee, the organization can also get other losses, such as pressure or heavier burden on other employees (Perez, 2008). The conceptual definition for turnover intention is the relative strength of an individual's intent to leave the organization. It is the dependent variable in this study.

Some researchers do not see employee turnover to be dysfunctional. However, according to Jha (2014) employee turnover has always been a matter of concern for all type of organizations. High percentage of employee turnover may be detrimental to both the organization as well as the employees. Jha (2014) says that turnover has an impact over the organization's costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. Additionally, it results in

understaffing which in turn lead to decrease effectiveness and productivity of the remaining staff (Hussain & Asif, 2012).

Turnover may have a negative impact on the employee as well. The individual may lose non-vested benefits and may be a victim of the 'grass looks greener' phenomenon. Most often, turnover intention is consequential to actual quitting behaviour (Jha, 2014). Hence, it is imperative to understand the determinants of turnover intention so as to arrest the outflow of key personnel and retain competitive edge.

2.2 Organizational Citizenship Behaviour (OCB)

OCB is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the institution. Typically, employees who frequently engage in OCB may not always be the top performers but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required.

Unlike task performance, OCB activities may not be formally recognized as part of the job, but are nonetheless relevant in that they contribute to increase the organizational effectiveness (Saraih, 2015). OCB quite synonym with most of academicians because they need to engage with more voluntary works (eg. consultation, supervision) when they need to entertain students out of their official working hours. However, are those voluntary works become a burden that may create their intention to leave the institution? Thus, OCB engagement and its relationship with academicians' turnover intention, particularly in the context of Malaysian Higher Education Institution should be revealed. This is due to the importance of the institution to ensure that academicians with high level of OCB should be remained in order to increase the institutions' effectiveness.

OCB behaviour comes in many distinct shapes and forms. It can also be the employee who takes the initiative and always offers to lend a hand; the knowledgeable, helpful and cooperative colleague; the senior staff member who is able to roll with the punches; or the friendly, approachable manager who shows the new employees around the office and introduces them to other staff. OCB refers to voluntary behaviour that is not explains in formal job descriptions, but improve the efficiency and effectiveness of the organization. Organization will benefit from encouraging employees to engage in OCB, because it has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsakoff & Blume, 2009).

OCB is defined as individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, but in the aggregate promotes the effective functioning of the organization. Previous research also reviewed OCB by using different kind of terminology such as model of soldier effectiveness, pro-social behaviours, organizational spontaneity and Extra Role Behaviours (ERB). In this study, OCB is operationalized by adopting 5-items as measured by Podsakoff and Mackenzie (1994).

In accordance to the above literature, the authors developed first hypothesis;
H₁: OCB is significantly related to turnover intention.

2.3 Organizational Commitment (OC)

OC is an attempt of employee to define and involve himself in the organization and there is no desire to left (Sari, 2013). As stated by Kreitner and

Kinicki (2012), OC reflects the degree to which a person recognizes organization and tied to its goals. Kreitner and Kinicki (2012) divided OC into three components including affective commitment, normative commitment, and continuance commitment. As presented by Meyer, Stanley, Herscovitch and Topolnysky (2002), this model has been used by researchers to predict important employee outcomes, such as turnover. According to them, affective commitment is an emotionally based psychological state that drives employees to stay with a particular organization out of love or affection. This could be the result of positive past work-related behaviours (Meyer et al., 2002) and is the preferred form of commitment for companies (Velickovic, Visnjic, Jovic, Radulovic, Sargic, Mihajlovic & Mladenovic, 2014). Thus previous authors (Lumley, Coetzee, Tladinyane, & Ferreira, 2011) suggest that employees will stay with the employer because of their harmonious relationship with the company and their positive attitude towards the goals and values of the organization for which they are currently working. Therefore, employees remain to stay with the organization based on their emotional ties to it.

As stated by Meyer et al. (2002), continuance commitment refers to a person's decision to stay with an organization based on weighing the cost associated with leaving the company. The primary antecedents of continuance commitment are a perceived lack of alternatives or an inability to transfer skills and education to another organization. This appears to be the least beneficial form of commitment as it represents lose-lose situation for both the employee and the organization, with the employee remaining in an uncomfortable position out of need or lack of alternatives. Therefore as recommended by McMahon (2007), employees who stay based on continuance commitment can potentially contaminate the work group.

The third type of OC model is called normative commitment. It happens when an employee stays with an organization out of a sense of obligation and responsibility and they feel that retaining membership of a particular organization is the right thing to do (Meyer et al., 2002). The feeling of indebtedness is an example of normative commitment. Normative commitment can be developed when an organization offers special treatment such as advance payments, paying for child tuition and special needs and training. Thus, employees tend to develop the sense that they ought to stay with the organization. However, this study will utilize the scale of OC as developed by Allen and Meyer (1990).

Thus the second hypothesis is, H_2 : *OC is significantly related to turnover intention.*

2.4 Organizational Justice (OJ)

Byrne and Cropanzano (2001) stated that at its most general level, OJ is an area of psychological inquiry that focuses on perceptions of fairness in the workplace. Researchers on OJ have concluded that the focus on direct relationships between OJ perceptions and employees' work outcomes is receding (Ambrose, Schminke & Mayer, 2013). Instead, different processes through which OJ perceptions are related to work outcomes are of more interest. However, there are factors at work that differ for individuals within the same organization. One of these is the work environment, which may refer to the psychological work environment. The psychological work environment is an important predictor for employees' workplace attitudes, behaviours, and their well-being in general (Häusser, Mojzisch, Niesel, & Schulz-Hardt, 2010).

It is therefore important to understand to what extent OJ interacts with factors in the work environment in shaping individuals' attitude and behaviour such as

turnover intention (Thomas & Nagalingappa, 2012). This can be achieved by examining whether the fairness perceptions of an organization have the same effect on individuals' well-being regardless of how the work environment is perceived. Thus, it seems likely that individuals differ in their appraisals of what happened to them and in their reactions towards perceived fairness.

As stated by Sunday, Mfon and Gomiluk (2015), OJ is one's perception of justice based on the practices in the organization (university). It represents academicians' beliefs about how fair they are treated. Given that, further research is also needed to increase our understanding towards the extent of academicians' belief about how fair they are treated in the local context. Hence, in the context of Malaysia how far does academicians' belief about fair treatment relates with their intention to leave, particularly for those who experiencing the under estimation of fairness level.

As described by the previous researchers (Robbins & Judge 2009), justice notion about what is considered fair in the workplace distributed with three facets including distributive justice, procedural justice and interactional justice. Today, many researchers choose to examine one or more of the justice facets (Colquitt, 2001). In this study, the authors utilize the two facets of justice, namely distributive and procedural justice as measured by Price and Muller (1986). Distributive justice refers to employee's perception towards the rewards that he or she receives including promotion and incentives. Meanwhile, procedural justice refers to the perceptions of employees regarding the procedures and process of gathering rewards.

Thus the third hypothesis is developed as, *H₃: OJ is significantly related to turnover intention.*

In general, this study is conducted to examine the impact of OCB, OC and OJ on academicians' turnover intention as conceptualized in Figure 1.

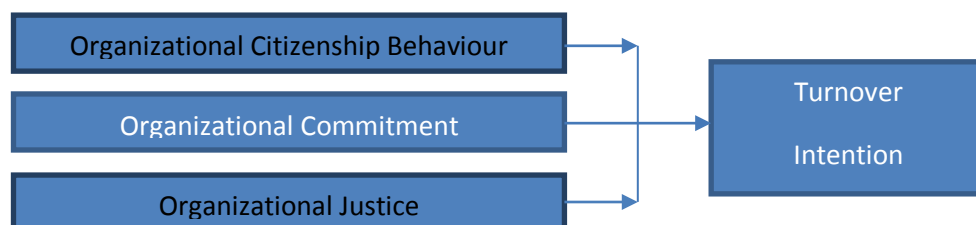


Figure 1: Conceptual Framework of the Study

3. METHODOLOGY

3.1 Sample and Data Collection

Population of this study included all academicians from one public educational institution in the North Region of Peninsular Malaysia. 175 academicians from various schools participated in this study. This study utilized the individual unit of analysis which aimed at academician as the respondent in obtaining the data. The questionnaires were distributed personally to the representatives from each schools. Quantitative research design was the systematic empirical approach to investigate the social phenomena analyzed by using statistical or mathematically based methods (Aris, 2015). Thus, this study employed this type of research design. The study is cross-sectional, where the data was collected at one point of time. The strength of cross-sectional studies was that the results can be generalized to the population from the base of representative sample (Aris, 2015). Thus, it was reliable and valid to make conclusions of the issue in the study and indirectly being one of references to the others.

Data for respondents' demographic have been obtained based on six questions such as gender, age, marital status, grade of position, monthly salary and number of years with the present institution. Respondents' grade of position have been asked into five categories according to the academicians' rank as govern in the Malaysian public educational institution (e.g. DS45, DS51/DS52, DS53/DS54, VK5/VK6/VK7, others). Respondents' monthly salaries are categorized into five scales (e.g. below RM 2,800, RM 2,800 to RM 3,999, RM 4,000 to RM 5,999, RM 6,000 to RM 6,999, RM 7,000 and above). Respondents' tenure are divided into five categories (e.g. less than a year, 1 to 3 years, 4 to 7 years, 8 to 10 years, more than 10 years). Respondents' perception towards their involvement in OCB and OC together with the perceived level of OJ becomes the basis for understanding of their turnover intention in the public educational institution. All data collected have been analyzed by using SPSS (version 20) program for Windows.

3.2 Instrumentations

3.2.1 Turnover Intention

Turnover intention is the dependent variable in this study. Turnover is signifies as quitting the job around the job market, through many organizations, occupation, and among states of employment and unemployment (Abassi & Hollman, 2000). Turnover intention is measured by 8-items (Viator, 2001). These items have shown to be both reliable and valid for measuring turnover intention. Several studies reported that this scale has adequate internal consistency where the Cronbach Alpha is at .86 of reliability coefficients (Viator, 2001; Olusegun, 2013). Based on a five-point scale with 1=strongly disagree, and 5=strongly agree. Participants rated their degree of agreement towards turnover intention.

3.2.2 Organizational Citizenship Behaviour (OCB)

There are three independent variables in this study including OCB. OCB is operationalized as helping others voluntarily and encompasses sets of behaviour like peacemaking, courtesy and cheerleading (Paille', 2012). It is refers to cooperative and spontaneous behaviours which include the assistance given to others or attempting to prevent the work-related problems so that the organization could experience the interpersonal harmony among workers (Cirka, 2005). OCB is measured by 5-items as adapted from Podsakoff and Mackenzie (1994). This scale has adequate internal consistency of the Cronbach Alphas ranging from .87 (Paille', 2012; Podsakoff & Mackenzie, 1994). Participants rated their degree of agreement with OCB toward turnover intention statements based on five-point scale with 1=strongly disagree, and 5=strongly agree.

3.2.3 Organizational Commitment (OC)

OC is the second independent variable. OC is operationalized as employee's voluntary involvement towards the organizational activities and their aim to sustain with the organization for a long period of time (Uludag, Khan & Guden, 2011). It is also can be interpret as loyalty, concern for the organization, active involvement, having a supportive and willingness to work in the expectation of the organization (Uludag et al., 2011). OC was measured by 8-items scale developed by Allen and Meyer (1990). Based on the previous study (Uludag et al., 2011), the internal consistency of Cronbach Alpha is reported at .77. In this study, participants rated their degree of agreement towards OC statements based on five-point scale whereby, 1=strongly disagree, and 5=strongly agree.

3.2.4 Organizational Justice (OJ)

OJ is the third independent variable in this study. OJ is operationalized as employee's concerned on how they are being treated fairly in their works (Moorman, 1991). Pioneer justice researchers divided OJ into procedural justice and distributive justice. Procedural justice is the degree for the workers to be affected by the decisions made that perceived to have fair method and guidelines (Folger & Konovsky, 1989). While distributive justice is the degree to which the rewards are appointed equally to the workers (Niehoff & Moorman, 1993). This independent variable is measured by 10-items scale as developed by Price and Muller (1986). There were five items each for procedural justice and distributive justice. The scales have adequate internal consistency where the Cronbach Alphas are ranging at .95 and .97 respectively (Price & Muller, 1986; Loi, Hang-yue & Foley, 2006). Participants rated their degree of agreement with justice statements based on five-point scale whereby, 1=strongly disagree, and 5=strongly agree.

3.3 Findings Analyses

3.3.1 Descriptive Statistics

It is noted that 51.4% of the participants in this survey were females. 78.3% from the total respondents' were already married. Most of the respondents (55.4%) were aged between 31 and 40 years old. Out of 175 participants, 47.4% are from grade position of DS51/DS52, and 37.1% who earned salary between RM 6,000 to RM 6,999. Most of the participants (32.6%) had served this institution between 1 to 3 years.

3.3.2 Means, Standard Deviation, Minimum and Maximum Values

As presented in Table I, the academicians have the low level of turnover intention with the mean score at 2.66. Therefore, it confirmed that all respondents have the lower level of turnover intention in this public educational institution. Meanwhile, there were high levels of OCB, OC and perceived OJ among academicians based on the presented results with the mean scores at 3.89, 3.50 and 3.72 each. Thus, it showed that academicians in this institution displayed a high role of voluntary behaviour, high level of commitment and high level of perceived OJ within the organization.

Table I

Mean, Standard Deviation, Minimum and Maximum

Variables	Mean	Standard Deviation	Minimum	Maximum
Turnover Intention	2.66	.81	1.00	4.5
OCB	3.90	.48	3.00	5.0
OC	3.50	.34	2.50	4.5
OJ	3.72	.69	1.00	5.0

* $n = 175$

The maximum scores of 5.00 for OCB and OJ also showed that some academicians perceived that they were fully committed with the maximum roles in such OCB activities. At the same time, some academicians also perceived that the appearance of justice was being practice at the maximum expectation as they desired. However, the minimum value of 1.0 for both OC and turnover intention showed that

some of the academicians perceived that they were not fully committed with their works in the institution; and some of them perceived that the appearance of justice was not in a good condition.

3.3.3 Correlation Analyses

Table II presented the correlation analyses between all variables for the 175 participants in the study. OCB was found not correlated with turnover intention ($r=.01$). However, there was negatively correlation between OC and turnover intention, with correlation coefficients $r=-.46$, $p < .01$. There was also a negative correlation between OJ and turnover intention ($r=-.18$, $p < .05$).

Table II
Inter-correlation between Variables

Variables	N	1	2	3	4
1. OCB	175	(.71)			
2. OC	175	.37**	(.58)		
3. OJ	175	.36**	.54**	(.89)	
4. Turnover Intention	175	-.01	-.46**	-.18*	(.86)

Note: ** Correlation is significant at the level 0.01 level (2-tailed), * Correlation is significant at the 0.05 level (2-tailed).

3.3.4 Regression Analyses

Result presented that OCB ($\beta=.169$, $p=.022$) was not significantly related to turnover intention. Similarly, result presented that OJ ($\beta=.055^*$, $p=.496$) was not significantly related to turnover intention. However, OC was the only variable that significantly correlated with turnover intention ($\beta=-.550^{**}$, $p=.000$). Therefore, only H_2 was supported inversely.

As presented in Table III, 24% ($R^2 = 0.24$, $F = 17.96$) of the variance in turnover intention was explained by OCB, OC and OJ.

Table III
Regression Results of OCB, OC and OJ on Turnover Intention

	Dependent variable (Turnover Intention) (Standardized Beta)	Significant (p)	Tolerance	VIF
Independent variables				
OCB	.169	.022	.829	1.206
OC	-.550**	.000	.674	1.484
OJ	.055*	.496	.677	1.476
F value	17.96			
R^2	.24			
Adjusted R^2	.23			
Durbin Watson	1.65			

** $p < 0.05$; * $p < 0.01$

4. DISCUSSIONS AND CONCLUSIONS

As stated by Fang (2001), intention to leave or turnover intention can safely be used as a substitute for turnover behaviour. Past studies had explained that turnover intention is one of the biggest predictors and an immediate sign of employees' turnover (Griffeth, Hom & Gaertner, 2000; Rizwan, Jaskani, Ameen, Hussain, Farooq & Omair, 2013). Since it was tough to get the sampling frame of academicians who already leave the institution in Malaysia, thus the study of the intention among the remaining academicians towards turnover is necessary in order to obtain at least the immediate sign from them. With many instances, researchers have examined turnover intent rather than actual turnover (Mahmut, Ozgur & Tugba, 2015).

As presented, there was a low level of the turnover intention among the academicians in this institution. This may be due to the tenure of them which most of the academicians already have the stability towards their career advancement. For example, most of the respondents were in the position grade of DS51/DS52 (i.e. Senior Lecturers) and they earned their salary between RM 6,000 to RM 6,999. Moreover, most of the respondents are in the category of 1 to 3 years in servicing the institution; hence, they may just join the institution. Thus, they do not have any intention to leave the institution within this category of tenure. Due to that reason, the record of the increment of turnover rate among academicians as presented earlier in this institution may be due to the different categories of employees' profiles such as having a longer tenure. Hence, they may leave the institution for a better career advancement (eg. higher position grade of DS53/DS54, VK5, VK6 and /or VK7).

The high levels of OCB, OC and perceived OJ among academicians were presented in this study. Thus, it confirmed that academicians in this educational institution do play a high role of voluntary behaviour which is very essential to be displayed among them. Voluntary behaviour is very essential to be practiced in the nature of academicians who need to deal with teaching and learning, publication, research, supervision and so forth.

High level of commitment as presented by academicians in this study also showed that they may be interpreted as loyal, concerned with the organization, actively involved in the organization, had a supportive and willingness to work in the expectation of the institution.

Meanwhile, the high level of distributive justice showed that academicians in this institution perceived the degree to which the distribution of rewards are equaled with the allocation of tasks. Also, the high level of procedural justice among academicians in this institution suggested that the degree for them to be affected by the decisions made by the management have fair method and guidelines.

To date, the main objective of this study is to investigate factors that might influence turnover intention among academicians in one public educational institution in Malaysia. Specifically, the study was interested to test the relationships between OCB, OC, OJ and turnover intention. The hypotheses are tested using regression analysis in this study. Multiple regression analysis is used to test hypotheses 1 to 3. Results indicated that OC is the only variable that negatively associated with turnover intention. The other variables such as OCB and OJ are not associated with turnover intention.

Given that, there may be other potential variables such as human resource practices (eg. training, rewards), organizational culture and organizational politic which may predict academicians' turnover intention within the public educational institution in Malaysia. Moreover, significant links have been presented among training and rewards (Wayne et al., 1997), organizational culture (David, 2013) and organizational politic (Lasun & Nwosu, 2011) with turnover intention in the previous studies. Thus, future researchers may consider to investigate these potential variables as predictors of turnover intention among academicians to enhance the knowledge of this domain.

Apart from that, results indicated that OC is negatively associated with turnover intention. This implied that the more committed the academicians have towards the institution, the lower the academicians' intent to leave the institution. This finding is not surprising since previous authors (Tarigan & Ariani, 2015) also presented the similar relationship between those two variables. Logically, those who have high commitment to the institution will demonstrate less intention to leave from the current institution. Similarly, if individuals feel that it is worth to commit with the institution that serves them for years, they will be more likely to remain in the current institution.

As suggested academicians with high level of OCB and OJ may imply the lower rate of their intention to leave from the institution. However, in this study OCB is not associated with turnover intention among academicians although there are high level of OCB has been presented. Thus, the high level of OCB which displayed by academicians in this institution can be interpreted as secure to the management. However, necessary action is still needed to take into consideration to retain this level of voluntary behaviour among the academicians. Even though previous authors (Ali & Jan, 2012) presented that the higher the OJ received by the employees, the lower the turnover intention; however OJ is found not correlated with turnover intention among academicians in this study. Thus, it confirms that OJ does not affect the desire of academicians to leave the institutions. One possible explanation for this result might be because the high OJ level may imply that academicians in this institution are fully satisfied with existence of justice norms as practiced by the managerial side. OJ acts as a driver for them to keep their loyalty and remain with the current institution. Apart from that, management practices such as fair decision making will also speed up the process to encourage individuals to be remained in the institution for long term.

The future researchers should conduct a longitudinal study since this study was conducted at one point in time. Perhaps over the period of time, the level of turnover intention might be changed among the academicians in this institution. Moreover, the respondents of the present study might turn the results in the favorable of the researchers because as academicians they might know well about this topic. Hence, in future data should be obtained from different groups of academicians from other public educational institutions. Furthermore, future researchers should also investigate any possible role of mediator or moderator between the set of predictors such as OCB, OC, OJ towards turnover intention.

APPENDIX

Sample of questionnaire is available from the authors.

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