

Assessing Turnover Antecedent Among Academics At Private Universities In Malaysia

Vijayan Ramasamy, Nor Hazana Abudullah

Abstract: Turnover among academics could weaken the competence, productivity and to a certain extent can even threaten the long-term survival of educational institutions. Initial interviews with HR staff of certain private higher education institution revealed a high turnover rate of 18%. A cross-sectional survey among private higher educations' academics was conducted to examine the influence of cyber bullying, employer brand, perceived job alternative, work overload, job security, perceived procedural justice and distributive justice on turnover intention. A total of 361 academics participated, where data were further analyzed with Structural Equation Modeling (SEM) using Smart PLS software version 3. Findings revealed that employer brand, perceived alternative job, job security and work overload influence turnover intention among academics. Although some findings could be linked to earlier literature, an emerging finding of employer brand deserves added examination. The study's results can support private universities in mapping relevant strategies to reduce turnover rates while enhancing the levels of academics retention. Moreover, this study offers some initial understanding of the role of the employer brand in turnover intention literature

Index Terms: Turnover, employer brand, cyber bullying, procedural justice, distributive justice, job security, work overload and perceived alternative job.

1 INTRODUCTION

Retaining quality academics are talent management issue and ascertaining why academics voluntarily leave is easier said than done. Individuals who are discontented with their work are more likely to leave but their sources of discontent are many and diverse. Losing staff during the early year of service is considered very costly due to the recruitment and training costs associated with the new staff [1]. Top performers were perhaps being among the very first staff to leave [2]. Hinkin and Tracey [3] concealed that staff expand their skills for positions quite fast but mastery might take much longer time. With the frequent turnover, obviously, there was little prospect for mastery of knowledge and skills. Contented and well-motivated academics can shape a national and international name for themselves and for their institutions [4] In Malaysia, the industries average annual turnover rate has risen from 12.3% in 2012 to 13.2% in 2013 [5] signifying that staff turnover will continue to be a problem for employers. Furthermore, the turnover rate for private universities in Malaysia is even higher. According to human resource personnel of certain private universities, turnover is 18%. A comprehensive study on why academics leave their respective employment needs to be carried out to comprehend the problem. High turnover brings detrimental concerns to the university, like low morale among academics or a drop in efficiency level [6]. Past decade has seen a fast growth of turnover intention research in several industries in Malaysia, [7] on state government IT employee, [8] on expatriate academics, [9] on public and private sector employees, [10] on private nursing homes. However, there is the dearth of research on academics in private universities. Moreover, academics turnover research done so far has been generally concentrated on the public universities [11], [8].

Very little efforts were made on academics in private universities. Moreover, past studies on turnover have focused on factors such as training and work commitment [12], person-organization fit, effective fellowship, job satisfaction [13] and people, process, program, compensation and job content [10]. Through the first phase of qualitative analysis at private universities, seven main constructs were recognized, such as cyber bullying, employer brand, perceived alternative job, work overload, job security, perceived and distributive justice [14]. Thus, this current study aims to examine the effects of these seven constructs with the turnover intention on a larger sample and to find the level of turnover intention among academics at these private universities in Malaysia. The following segments offer information about the outline of the research; a literature review of the key constructs, the method employed to collect and test the data and conclusions

2 LITERATURE REVIEW

For Mobley [15], employee turnover means "cessation of employment ties" consists of quits, layoffs, and discharges. Employee turnover also refers to the dissolution of formal and psychological agreement between worker and institute [16]. The meaning of this term has been extended to refer to voluntary and involuntary turnover. Involuntary turnover is started by the organization to dismiss the association with an employee (example, firing, layoffs, forced retirement) while voluntary turnover is mainly started by the employee itself [17]. There is a large volume of published studies describing various reasons that caused the turnover. Reference [9] quoted procedural justice and distributive justice as a reason for turnover intention in their research. Organizational commitment also was quoted as a reason for turnover intention as the committed employee has less intention to quit [18] [19] & [20]. Whereas [21] list salary, lack of career advancement, opportunity as the reason for employee turnover intention decision. Carmeli and Weisberg [22] quoted lack of organizational commitment as a reason for turnover. When employees foresee an imbalance on their effort versus reward being received, can also cause dissatisfaction and lead to turnover [23]. The following subsection provides detail information about the seven key constructs.

2.1 Cyber bullying

With the rise of the internet usage, there has been the emergence

- *Vijayan Ramasamy is currently pursuing doctoral degree program in Technology Management at Faculty of Technology Management and Business University Tun Hussien Onn Malaysia, Malaysia, E-mail: vjrama2003@yahoo.com*
- *Associate Professor Dr Nor Hazana Abudullah is Deputy Dean of Faculty of Technology Management and Business, University Tun Hussien Onn Malaysia, Malaysia E-mail: hazana@uthm.edu.my*

of the word “cyber bully”, defined as anyone who continually abuses technology to harass, intimidate, bully or frighten another person [24]. Cyber bullying is a new method of harassment that involves the use of electronic devices to harm individuals. Cyber bullying occurs on the internet when perpetrators send hate messages through “e-mails, cell phones, chat rooms, instant messaging, pagers, text messaging, and online voting booths” [25]. The growing use of cell phones and computers has permitted youth to use these venues for cyber bullying [26]. According to Rahmat Ghazali [27], the freedom of cyberspace has been misused by certain individuals to vent their frustration by using curses. The uses of negative and embarrassing words are rampant because perpetrators may conceal his identity. Cyber bullying is a new phenomenon and educators do not understand fully the dynamics of this form of bullying [28] and more research needs to be conducted to examine educators' perception of cyber bullying and the impact it has in the educational setting [29]. In the study at University Malaysia Terengganu, the researcher found that cyber bullying has started to become a new crime. It can bring negative implication if it is not contained seriously by all concern parties in Malaysia [30]. Bullied victims can experience a low sense of worth, nervousness, sadness, feel that they have nothing to live for and may feel communally abandoned or lonely [31]. Academic who has been bullied, try to overcome the bully situation by leaving the university [32]. Conversely, there is no evidence found in the literature which has acknowledged the impact of cyber bullying among academics at private universities. This is the gap that the current study is trying to fill, hence the hypothesis for the research is:

H1: There is a positive relationship between cyber bullying and turnover intention.

2.2 Employer brand

Ambler and Barrow [33], coined the word employer brand and defined it as a set of functional, psychological and economic benefits provided by the employing organizations. The key part of the employer brand is to offer a comprehensible structure for management to streamline and focus on priorities like increasing productivity and quality. Employer brand as a means of enticing new staff and retaining present staff is gaining fame, mainly in employment contexts where the sole talents and contributions of staff represent a unique competitive advantage for organizations [34]. Some branding features are influential. Subject to management control, certain features can freely converse (example, pay structure, salary versus commission, development opportunity) to employees. However, certain features are more intangible in nature, like assigning human traits to organizations [35]. These symbolic features are frequently articulated in terms of organizational cultures, such as affiliation in a family (denoting warmth and care) and a cooperative, like team based technique versus an individualistic, competitive one [36]. Kucherov and Zavyalova [37] study outcome, strongly support the view that the organization with a strong employer brand gain a number of economic advantages due to lower rates of staff turnover. Similarly, [38] suggest that organization use employer branding approach in their business, to attract and enhance their employees stay with the organization. Branding offers an employee a sense of pride and belonging to an organization [39]. Strong employer brand lowers turnover rate, lowers recruitment costs, and increases the retention of employees [40]. Hence, the hypothesis is outlined below;

H2: There is a negative relationship between employer brand

and turnover.

2.3 Perceived alternative job

Perceived alternative employment opportunities denote to an individual's view about the availability of alternative jobs in the current economic condition and especially in relation to labor market conditions [41]. Staff recognizes more alternative job openings when the labor market is buoyant and fewer job openings when the unemployment rate is high. Perceived alternative employment opportunity is not the same thing as the actual market conditions. How employees perceive the conditions will undoubtedly affect their intention to change jobs. Hwang and Kuo [42] concluded in their research, that perceived alternative employment opportunities are proven to have a positive consequence on turnover intention. Means when employees perceive high opportunity then their turnover intention is also high as well because they are confident of finding a new job soon. However, when alternative employment opportunities are low then they are likely to stay in the original organizations because they still need the job for a living. In the study conducted at Pakistan private universities, on academics turnover intention, the researcher discovered that alternative job opportunities and turnover intention have a significant positive relationship [43]. Likewise, [44] also found that perceptions of available alternative employment positively impact turnover intention. In Malaysia, higher educational institutions are undergoing significant growth as a result of government development strategy [45]. In the year 1957 there is only one university and by end of the year 2017, the number has raised to 73 private universities (including foreign branch campuses), 37 private university-colleges and 382 private colleges in Malaysia [46]. The growth is in line with Malaysia's intention to become an education hub. Hence, academics perceive more alternative job opportunities as the job market is buoyant. Thus, the following hypothesis is proposed.

H3: There is a positive relationship between perceived alternative job and turnover intention

2.4 Work overload

Workload can be defined as the number of duties assigned at the place of work and it is a source of strain for employee [47]. Workload is also specified as a job assignment or working time spent at the place of work [48]. The heavy workload at the place of work will require an employee to work strenuously or work overtime to complete it. Extreme levels of mental workload, whether high or low, are fairly connected with poor performance [49]. Heavy workload that needs to be completed within short period of time adds pressure onto employee as they have to work harder to complete the task [48]. In the study conducted by [50], found that work overload increases turnover intention and reduces organizational commitment. As for academic workload definition, Allen [51] defined it as the total amount of time an academic dedicates to events like teaching, administration, research and community services. In other words, an academic workload is also described as the full range of work obligations of an academic at higher education institutions. This encompasses work such as teaching & learning, publication, research, administration or counseling. The increased workload is further attributed to the online mode of teaching. Lack of recognition for the extra workload has created stress and dissatisfaction among

academics. Additionally, there are related concerns that increased workload due to this new type of environment lessens the opportunity of academics to focus on the research job that is more highly regarded by the institutions [52]. Thus the following hypothesis is proposed.

H4: There is a positive relationship between work overload and turnover intention

2.5 Job security

Meltz [53] describes job security generally as “an individual remains employed with the same organization with no diminution of seniority, pay, pension rights, etc.” Similarly, [54] states job security as the extent to which a company offers stable employment for workforces. However, job insecurity has been defined as personally perceived and the undesired possibility of losing the current job in the future, as well as the anxiety or concerns related to job loss possibility [55],[56],[57]. There are multiple sources of job insecurity [58], which could be prompted by objective or subjective triggers. The objective triggers are such as downsizings, mergers or the execution of new technologies [59] could happen due to the monetary or fiscal condition of the company or country. Subjective triggers are based on the employee’s understanding of the circumstances. Some situations may be insecure, but an employee can still sense secure. Vice versa, the situations may be stable according to some objective criteria but the employee feels doubtful as a result of his/her understanding of the circumstances [55]. Research carried out by [60] on the association among job insecurity, job satisfaction, and intention to quit, finding shows that job insecurity is linked to higher stress and intention to quit. Similarly, [61] also noted job security to be significantly influencing factor in employee retention at both private and public institutions. They specified that there is strong evidence of the relationship between job security and retention, hence it decreases employee turnover. Likewise, [62] in their study also found that there is a significant association between employment security and intention to leave. Currently, there are a lot of universities facing issues with the intake of new students. This is due to stiff competition among private universities and colleges. Moreover, the competition becomes even stiffer with the presence of foreign branch universities. The lack of student intake could seriously impact the business operation of the university thus indirectly gives impact to the job security of the academics. Hence, the following hypothesis is proposed:

H5: There is a negative relationship between job security and turnover intention.

2.6 Procedural justice

Procedural justice, recognized as justice in organizational decision-making procedures, is a vital element of employee supportive attitudes and conducts at the place of work [63],[64]. Perceptions of procedural justice are shaped by the essential features of decision-making procedures, as well as by the interpersonal treatment that individuals receive during the implementation of those processes [65], [66]. Konovsky [67] suggested that procedural justice experience can be best assumed in terms of its cognitive, affective, and behavioral aspects. The cognitive aspect of procedural justice experience refers to the mental calculations that individuals make about the justice of decision-making procedures. The effective and

behavioral aspects refer to individuals' positive or negative emotional and behavioral reactions to their procedural justice experience. Past studies also established that procedural justice negatively associated with a turnover since procedural justice reflects organizational norms of decision making [63], [68]. In addition, [9] in their research on public and private sector employee in Malaysia also established that procedural justice is significantly associated with affective commitment and negatively associated with turnover intention. It is contended that perceptions of fair treatment by university administration increases their academics' commitment thus display lower levels of turnover intentions. Hence, the following hypothesis is suggested:

H6: There is a negative relationship between procedural justice and turnover intention

2.7 Distributive justice

Distributive justice is associated with the notion of fairness and social exchange within the organization and linked to results, like rewards, in exchange for employee contributions [69]. Adams [70] social exchange theory, claims distributive justice is focused on personal gain. People do care, whether the outcomes they received are fair or not. People arrive at a sense of equity or fairness through the assessment of input (contributions) versus outputs (rewards) ratio, with others within an organization. When people perceive justice within the place of work, they are content otherwise they will be dissatisfied. In the study by [9] on employees of the public and private sector in Malaysia, found that when there is fairness in distributing rewards, employees are effectively committed to their organization. Hence, they are less likely to quit the organization. Research also has indicated that a variety of organizational outcomes influence employees' perceptions of distributive justice. These include pay, benefits, punishments, job security, and job complexity, rewards intrinsic of the job, job status and seniority benefits. Reaction to low distributive justice is workers choose to quit their job to end the inequity [68]. Research has indicated that a variety of organizational outcomes influence employees' perceptions of distributive justice. Hence, the next hypothesis is stated as follows:

H7: There is a negative relationship between distributive justice and turnover intention

3 RESEARCH METHODS

3.1 Questionnaire design

Questionnaires were prudently gathered from related studies. The questions used in the survey relating to cyber bullying were taken from [71], employer branding was derived from [72], work overload from [73], job security from [74], perceived alternative job from [75], procedural and distributive justice from [64]. Finally, the survey questions related to turnover intention were derived from [76]. In total there were 66 items

3.2 Data collection

Respondent for this study are those academics working in private universities that have achieved tier 5 ranking (SETARA'13 rating). This SETARA rating is a system used to measure the performance of teaching and learning at universities in Malaysia by Malaysian qualifying agency (MQA). There are 5560 academics in sixteen tier 5 private

universities and the sample size is 361 based on table developed by [77]. The researcher used proportionate stratified random sample to ensure enough representation since different universities have different number of academics. The number of academics at each university is divided with total number academics in all tier 5 private universities and then times with sample size. Once essential numbers are determined, questionnaires were disseminated randomly to academic at respective universities. In total 500 questionnaires were distributed, 365 valid responds were returned which represent 73 percent of response rate. Structural Equation Modeling (SEM) using Smart PLS software version 3 was used to test the hypotheses. The measurement model has to fulfill all requirements of validity and reliability before the structural model can be evaluated. According to Chin [78], convergent validity analysis has three dimensions the first is composite reliability (CR) of constructs, the second is discrete reliability of each indicator and the third is the average variance extracted (AVE) by the construct. Composite reliability above the 0.7 threshold is acceptable [79]. For discrete reliability, the loadings should be more than 0.7 so the squared loadings are about 0.5. While for the third dimension AVE, referred to [80], the average variance extracted (AVE) by construct has to be more than 0.5 to ensure the good fit between the construct and its indicators. The assessment of the strength of the inner model is measured based on the coefficient of determination which is also known as R. This value demonstrates the proportion of variance of endogenous constructs explained by the model [81]. Finally, the researcher obtained the t-value to test the stability and significance of the relationships among constructs; t-values greater than 1.96 are seen significant [78].

4 RESEARCH AND DISCUSSION

4.1 Assessment of the measurement model.

Table 1, presents the descriptive statistic of the sample. Majority of the respondent are female (62.3%) and the remaining (37.3%) are male. Moreover, majority of the respondent are young (47.6 %) falling within the age group of 31 to 40 years. The academic's length of service shows nearly 30% of the respondents have worked less than 3 years with the current university and they represent the dominant participants in this study. This is followed by those who had worked between 4 to 6 years (23.8%), between 7 to 9 years (19.1%), between 10 to 12 years (10.8%) and 13 years and more (16.3 %). Meanwhile, in terms of qualification, majority of them 241(66.8%) holds master degree, 90 (24.9 %) doctoral degree and the remaining (12) 3.3 % professional qualification. Finally, there were 126 (34.9%) academics changed job once in their working career, 94 (26%) changed job twice and 93 (25.8%) changed job thrice. The remaining 48 (13.3%) academics have changed job more than three times.

TABLE I. DEMOGRAPHIC DESCRIPTION

Measure	Item	Frequency	Percentage
Gender	Male	136	37.7
	Female	225	62.3
Age	21 -30 years	51	14.1

	31-40 years	172	47.6
	41-50 years	92	25.5
	51-60 years	34	9.4
	61-70 years	9	2.5
	71 years and above	3	0.8
Marital status	Single	105	29.1
	Married	256	70.9
	Others	0	0.0
Education level	Bachelor Degree	12	3.3
	Professional Qualification	18	5.0
	Master's Degree	241	66.8
	Doctoral Degree	90	24.9

The suggested threshold outer loading must be more than 0.7 [82]. Examining the outer loadings for each of the six first orders constructs show that all indicators have loadings of more than 0.7, except for two indicators which have value within 0.4 to 0.7 loading. The two indicators are not dropped because the AVEs are already above the recommended values of 0.5 [82]. Employer brand is a second order construct which has five dimensions link to this construct with 25 indicators. There is an exception about threshold value of indicator reliability for secondary construct as each indicator is capturing different issues [78]. Some authors recommend lower threshold values like 0.500 [83], 0.450 [84], or 0.300 [85]. Since this is exploratory research, the researcher adopted indicator reliability threshold of .300 for exogenous employer brand construct. Employer brand's outer loading shows 7 indicators have value more than 0.7, 17 indicators with loading within 0.4 to 0.7 and one indicator below than 0.4. An indicator which has a value less than 0.4 was deleted. Another four indicators which have value within 0.4 to 0.7 were also deleted as their indicators reliability value are less than the recommended value of .30. Removal of these indicators has improved the AVE values. The final measurement model consists of all indicators except for four indicators from employer brand, BApp5, Blnt4, Bsoc3 and Bsoc4 which was deleted. Convergent validity was calculated by the way of: First, by assessing the loadings of the individual measures to their respective constructs and second, by calculating the composite reliabilities. Table 2 shows the number of indicators in each construct, Cranach's alpha and the composite reliabilities for each construct. Chin [78] recommends that all variables be at least 0.80 to be considered reliable. The results show all variables met the suggested value of 0.80 and thus are reliable

TABLE 01. INDICATORS OUTER LOADINGS VALUE

Latent variable	Indicators	Loading	Indicator reliability	AVE	Cronbach's Alpha	Composite Reliability
Alternative job	Alter1	0.921	0.848	0.646	0.763	0.844
	Alter2	0.709	0.503			
	Alter3	0.765	0.585			

Latent variable	Indicators	Loading	Indicator reliability	AVE	Cronbach's Alpha	Composite Reliability				
Employer brand	BApp1	0.717	0.514	0.451	0.939	0.945				
	BApp2	0.616	0.379							
	BApp3	0.547	0.299							
	BApp4	0.736	0.542							
	BDev1	0.714	0.510							
	BDev2	0.588	0.346							
	BDev3	0.732	0.536							
	BDev4	0.717	0.514							
	BDev5	0.682	0.465							
	BEcon1	0.695	0.483							
	BEcon2	0.682	0.465							
	BEcon3	0.658	0.433							
	BEcon4	0.663	0.440							
	BEcon5	0.693	0.480							
	Application	Blnt1	0.604				0.365	0.632	0.806	0.873
Blnt2		0.725	0.526							
Blnt3		0.697	0.486							
Blnt5		0.719	0.517							
BSoc1		0.662	0.438							
BSoc2		0.596	0.355							
BSoc5		0.621	0.386							
BApp1		0.767	0.588							
BApp2		0.818	0.669							
BApp3		0.746	0.557							
BApp4		0.845	0.714							
Development		BDev1	0.678	0.460	0.638	0.855	0.897			
		BDev2	0.745	0.555						
		BDev3	0.862	0.743						
		BDev4	0.86	0.740						
	BDev5	0.831	0.691							
Economic	BEcon1	0.813	0.661	0.611	0.839	0.887				
	BEcon2	0.719	0.517							
	BEcon3	0.722	0.521							
	BEcon4	0.813	0.661							
	BEcon5	0.833	0.694							

Latent variable	Indicators	Loading	Indicator reliability	AVE	Cronbach's Alpha	Composite Reliability
Interest	Blnt1	0.688	0.473	0.657	0.822	0.884
	Blnt2	0.868	0.753			
	Blnt3	0.871	0.759			
	Blnt5	0.803	0.645			
Social	BSoc1	0.853	0.728	0.694	0.78	0.872
	BSoc2	0.8	0.640			
	BSoc5	0.846	0.716			
Cyber bullying	Cyber1	0.827	0.684	0.776	0.914	0.932
	Cyber2	0.945	0.893			
	Cyber3	0.952	0.906			
	Cyber4	0.788	0.621			
Distributive justice	Dist1	0.891	0.794	0.864	0.948	0.962
	Dist2	0.947	0.897			
	Dist3	0.951	0.904			
	Dist4	0.927	0.859			
Job security	Secu1	0.817	0.667	0.667	0.833	0.889
	Secu2	0.751	0.564			
	Secu3	0.85	0.723			
	Secu4	0.846	0.716			
Work overload	Oload1	0.406	0.165	0.561	0.736	0.827
	Oload2	0.808	0.653			
	Oload3	0.893	0.797			
	Oload4	0.792	0.627			
Procedural justice	Pro1	0.703	0.494	0.583	0.884	0.907
	Pro2	0.66	0.436			
	Pro3	0.75	0.563			
	Pro4	0.824	0.679			
	Pro5	0.859	0.738			
	Pro6	0.73	0.533			
	Pro7	0.8	0.640			
Turnover intention	Tover1	0.906	0.821	0.763	0.922	0.941
	Tover2	0.918	0.843			
	Tover3	0.88	0.774			
	Tover4	0.843	0.711			
	Tover5	0.815	0.664			

Discriminant validity defines the degree to which one construct

is diverse from all other constructs in the study model. Each construct shares larger variance with its measures than with the other latent constructs in the research model. As a rule of thumb, "the square root of the AVE for an individual construct should be much larger than the variance shared between the construct and other constructs in the model" [78] and must be more than 0.5 recommended values [80]. AVE loading more than 0.5 suggests that the construct explains at least for 50% of measurement variance. Scrutiny of the loadings and cross-loadings shows that all measurement indicators load highly on their own latent construct than on other constructs

4.2 Assessment of structural model

The variance inflation factor (VIF) values for all exogenous variables were scrutinized to assess collinearity. None of the exogenous constructs has a VIF value more than the recommended value of 5.00 [82]. Therefore, there is no collinearity concern in this research. Significance and relevance of the structural measurement model were measured. Table 3 shows the significance of the path coefficients. T value > 1.9645 and P value < 0.05 is significant for one tail test [82]. The assessment of the coefficient of determination (R²) values, which measure the model's predictive accuracy, are calculated as the squared correlation between a specific endogenous construct's actual and predicted value. For this research, the coefficient of determination (R²) value is 0.378. It can be interpreted that all seven exogenous constructs explain 37.8% of the variance in turnover intention. Hence, the model has a medium predictive accuracy.

TABLE III. T VALUE AND THE P VALUE OF THE MEASUREMENT MODEL

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Perceived alternative -> Turnover	0.173	0.179	0.047	3.677	0
Cyber bullying -> Turnover	0.103	0.103	0.063	1.649	0.099
Distributive justice -> Turnover	-0.007	-0.004	0.059	0.116	0.907
Employer brand-> Turnover	-0.308	-0.302	0.061	5.036	0
Job security -> Turnover	-0.274	-0.275	0.063	4.339	0
Work overload -> Turnover	0.216	0.221	0.051	4.276	0
Procedural justice -> Turnover	0.012	0.002	0.063	0.188	0.851

Table 4 summarizes the results of the hypothesis testing. The result demonstrates support for four of the seven suggested relationships. Those supported are employer brand, perceived alternative job, work overload and job security. Frequencies and percentages of responses of all respondents were calculated to determine the level of turnover intention. Means and standard deviation results of satisfaction were also analyzed. The result shows that respondents had a moderate

level of turnover intention (M=2.61, SD=1.196).

TABLE 0. RESULT OF HYPOTHESIS TESTING

No	Hypothesis	Result
H1	There is a positive relationship between cyber bullying and turnover intention	Not supported
H2	There is a negative relationship between employer brand and turnover intention	Supported
H3	There is a positive relationship between perceived alternative job and turnover intention	Supported
H4	There is a positive relationship between work overload and turnover intention	Supported
H5	There is a negative relationship between job security and turnover intention	Supported
H6	There is a negative relationship between procedural justice and turnover intention	Not supported
H7	There is a negative relationship between distributive justice and turnover intention	Not supported

5 CONCLUSION

The aim of this quantitative exploratory study was to understand and explore the impact of seven constructs on academics turnover intention. The result of this research shows that employer brand, perceived alternative job, job security and work overload significantly influence turnover intention with different levels of magnitude. However, the suggested impacts of cyber bullying, procedural justice and distributive justice on turnover intention were not supported. Employer brand has the strongest influence compared to other four constructs on turnover intention. Therefore, university management should pay attention to the various dimensions of employer brand to address the turnover issue. There is a significant positive relationship between perceived alternative job and turnover intention. A potential clarification could be that academics may perceive there are high opportunities for an alternative job. The confidence of finding a new job is determined by the number of interviews attended or job offers received [86]. There could be a lot of opportunities since the country is aiming to become an education hub in this region [46]. Academics when encounter with high workload, their turnover intention are also high as well. This could be due to the fact that when there are an increase in academics workload, stress also increases and may impact their personal or family life. Thus, a way out is to quit the job. Similarly, [87], also advocated that faculty workload explicitly influences academics retention. In addition, job security also impacts turnover intention. A possible reason could be lack of adequate job for the academics. Lack of new student intake may impact the operation and availability of work for academics. Thus, academic may feel insecure and quit their job. This is consistent with the study by [60], where job security relates to higher stress and intention to quit. Although the four constructs results appear to be constant with earlier theories and empirical studies on turnover, however, employer brand is an emerging new construct. Employer branding is one of many reputational factors that add to competitive advantage. Strong employer brand is essential to entice or retain talented human and is supported by strong organizational values and mission [88]. In the same vein, [89] also indicated that employer brand can be considered as a staff retention technique. It impacts the entire working experience, supports the notion of a good place to work and

reduces voluntary turnover. Moreover, a strong employer brand is a predictor of turnover [90]. The result shows the median level of turnover intention among academic at private universities. Hence, lays the foundation for future research into understanding and solving turnover intention issue. The study's results provide university management with information about factors that influence the academics' turnover intention. With the median level of turnover intention among academics, the situation could become worse if no appropriate action is taken, especially related to those four significant factors. University's management must improve their image, provide stable job and reduce the workload to enhance academics' stay. To achieve this sound HR policy should be in place. It is worth future studies being conducted on different context especially on academics at public universities or non-tier 5 private universities. The outcome of the current study can also support future studies focusing on examining the influence of cyber bullying and employer brand. Development of technology or social media in the future may enhance cyber bullying scenario at higher education institutions.

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