

Relationships between Organizational Commitment, OCB, Organizational Justice and Turnover Intention: Evidence from Educational Institution in Malaysia

Saraih, Ummi Naiemah
Universiti Malaysia Perlis

Ain Zuraini Zin Aris*
Universiti Malaysia Perlis

Khofizhoah Mohd Karim*
Universiti Utara Malaysia

Irza Hanie Abu Samah*
Universiti Malaysia Perlis

Syahira Sa'aban*
Universiti Malaysia Perlis

Abdul Mutalib, Suhana*
Universiti Malaysia Perlis

— *Review of* —
**Integrative
Business &
Economics**
— *Research* —

ABSTRACT

The purpose of this research is to investigate the role of organizational commitment (OC) as a moderator in the relationship between organizational justice (OJ) and organizational citizenship behaviour (OCB) towards employees' turnover intention (TI) in Malaysia. The data was gathered through survey method from 175 respondents in one of the public educational institution in the Northern Region of Malaysia. The first objective of our research is to determine the role of OC as a moderator in the relationship between OCB and TI. The second objective is to examine the role of OC as a moderator in the relationship between OJ and TI. Moderated regression analysis was used to analyze the moderation effect of the developed hypotheses as constructed in this study. First, result presented a negative interaction between OC and OCB towards employees' TI. Second, result showed insignificant interaction between OC and OJ towards employees' TI. Implication of OC roles in the interaction effect between OCB and OJ towards academicians' TI are discussed. Finally, recommendations for future research are briefly highlighted.

Keywords: Organizational Commitment, Organizational Justice, OCB, Turnover Intention

1. INTRODUCTION

Each member of the organization plays a vital role to work in a manner aligns with the goals and objectives of organization. They are working according to the key performance indicators set for them at the first place before officially become an employee. Most of the organization would want to sustain their employees as they hold a value within it. Whenever any of their employees tend to think about leaving the organization sooner, this would reflect the circle process to recruit and to select the qualified candidate to fill in the vacant position. Thus, all of such matters involve costs to the organizations.

As defined by Sousa-Poza and Henneberger (2002), TI is the reflection of 'the (subjective) probability that an individual will change his or her job within a certain time period' (p. 1). There are many factors which able to influence employees' TI. One of the factors may come from decision makers when indirectly they may create some sort of influences such as fairness in the workplace (OJ); and other intervention, such as OCB. Both are a good phenomenon that many firms are strived to encourage their employees to participate in such quality standard.

It is believed that the OCB among employees can lead to variety of possible outcomes like relationship among workers, work environment, work performance and so forth. Perceptions about how the decision is being made are very important that can be a mean for the employee's attitude during work. Somehow, the employees might using shortcut to calm them by just decides to quit from the organization. Therefore, the impact is giving disadvantage to the organization and the harmonious environment at the workplace. Past researchers claimed that OCB is important to solve the complexity of organizational problems (turnover) in a public sector (Ibrahim & Aslinda, 2013). Thus, the existence of OCB in organizations is expected to solve the organizational problem such as avoiding the intention to leave among employees in organization.

According to Nandan and Azim (2015), OJ refers to fair treatment which can affect the way employee perceives about the work surrounding. Obviously, employee who is treated fairly would receive a favorable manner from the employer in the sources of justice (Demir, 2015). Employees tend to develop perception about fair treatment and this goes to the basic underlying of social exchange theory. Thus, a good perception towards organizational practice such as the existence of OJ could help organization in reducing TI among the employees.

Equally important, commitment of employees is also salient to be tested in the organization. Employees who are committed with their work may have encouraged the other behavioural elements such as OCB and OJ. Thus, OC is expected to moderate the level of OCB and OJ towards employees' TI. For example, some employees might only being volunteers not because they are really willing to do so, but the essence of OC drives them to voluntary help their colleagues. They may also act in a way that they believe the organization has treated them fairly with some essence of OC within themselves. Thus, this research tends to explore about the influence of OC whether it can be a catalyst towards TI.

In addition, most of TI studies focus on employees from the hotel industry, pharmaceutical industry, health and hospitals institution, professionals from public and private institutions. In a developing country such as Malaysia, academicians become the important assets to the nation in order to produce the high capable and holistic graduates. The increasing trend in turnover rate among academicians in a public educational institution may not be seemed as a positive scenario to the institution (Saraih, Ain Zuraini, Sakdan & Razli, 2016). Thus, the determinants to avoid academicians' intent to leave are deemed important to be revealed especially in the public educational institution.

Given that actual turnover is expected to be formed as the intention towards turnover is increased (eg. Nadira & Tanova, 2010, Perez, 2008); therefore, an empirical investigation need to be conducted to reveal the possible factors that may drive academicians for leaving the university. Although several studies confirmed the link between OCB, OJ and OC to TI; however, limited knowledge on the integration effects of OCB, OJ and OC on employees' TI has been reported in a study. Thus, this study attempts to reveal the integration effects of these variables in the context of public educational institution in Malaysia.

Moreover, in this study, OC is proposed as a moderator since there are inconsistent findings regarding the relationship between OCB (eg. Khalid, Jusoff, Ali, Ismail, Kassim & Rahman, 2009; Oren, Tziner, Sharoni, Amor & Alon, 2011; Saraih, *et al.*, 2016); and OJ (eg.

Ali & Jan, 2012; Saraih *et al.* 2016; Thomas & Nagalingappa, 2012) towards employees' TI. Thus, OC is expected to strengthen the relationships between OCB and OJ to employees' TI in this study. Considering the factors that might correlates towards TI, past authors (Zadeh, Esmaili, Tojari & Zarei, 2015) suggest for the future studies to examine the moderating roles of any potential variables which can strengthen the relationship. Therefore, it becomes important to test the role of moderating variable (OC) in the relationship between OCB and OJ to academicians' TI especially in the context of public educational institution.

2. LITERATURE REVIEW

2.1 Turnover Intention

TI can be defined as a tendency of an individual to stop their services in the current organization (Cohen & Golan, 2007). It tends to reflect the employees' desire to leave the organization in the near future period (Zhao, Wayne, Glibkowski & Bravo, 2007). Conceptualizing the definition of TI is significant for the purpose of estimating the probability factors that could contribute into the intention among employees to quit from the current employer.

The scenario of turnover and TI among employees is seen as non-stop issues at workplace. It is remaining as one of the top topic of interest discussing by researchers, scholars and practitioners. TI has become a preferred proxy construct as a route to an actual turnover (Oluwafemi, 2013). The intention to leave the current employer arose from the fact that it is being an indicator of actual turnover (Radzi, Ramley, Salehuddin & Jalis, 2009; Price, 2001). Thus, early identification of employees who have such intention would be more useful in developing a proper remedial action than doing it after actual turnover had happened (Oluwafemi, 2013). The justification taken from the remedial action processes helps in determining the causes for TI and indirectly could serve as a proactive approach to handle the turnover related factors in an organization. Modifying the intention for turnover could offer a better justification for proper behaviour action (Oluwafemi, 2013).

Past researchers found that TI linked to several consequences such as lateness, absenteeism, poor work performance, and declining productivity (Griffeth, Hom & Geartner, 2000; Oluwafemi, 2009; Samad, 2012). At the same time TI is proven to be predicted by several antecedents such as OCB, OJ and OC (Ali & Jan, 2012; Khalid, *et al.*, 2009; Oren, *et al.*, 2011; Taing, Granger, Groff, Jackson, & Johnson, 2011; Thomas & Nagalingappa, 2012). In this study, several antecedents of TI such as OCB, OJ and OC have been investigated in the context of the Malaysian public educational institution.

2.2 Organizational Citizenship Behaviour (OCB)

Many past scholars debated on the terms of OCB. The concept of the term could reflect the way how employees act towards surrounding at work, which is clearly excluded from the job descriptions, and it is done voluntarily (Danaeefard, Balutbaze & Kashi, 2010). Some employees are willing to do good deeds without any request or order; however some employees are not willing to take part. OCB happens when employee performs some good deeds to the organization without expecting any retribution from the third party involved. OCB is defined as voluntary and discretionary behaviours that go the 'extra mild' to help colleagues to succeed; these behaviours are not the performance of the official role (Saraih, 2015).

OCB affects the organizational image and prestige by increasing the work culture of cooperation and indirectly establishes an entity in organization that is categorized under spontaneous behaviour (Aslan, 2008). It could be influenced if there are any awards or punishment given by management team in the organization. Thus, based on this matter it could contain some controversial differences (Guyen & Gursoy, 2014).

The historical overviews of OCB tend to describe that there are no fix objective in lines with such behaviour where the manners are shaped by many factors like OJ which is generated by employees' initiative (Güven & Gürsoy, 2014). In addition, OCB benefits the organization when an employee who displays OCB may influence other member in the organization and may form the OCB culture itself.

Several studies are conducted to test the relationship between OCB and TI. For example, Oren *et al.* (2011) found a negative relationship between both variables. OCB is summarized as a display behaviour that will give advantage to the organization, while TI is categorized under a withdrawal reaction in a resentment form towards the organization (Oren *et al.*, 2011). According to the results, it can be said that employees with high OCB level are less likely to intent from being removed from current workplace than those with low OCB level (Sharma, Bajpai & Holani, 2011). However, other study found that OCB is positively related to TI among employees from the hotel industry (Khalid *et al.*, 2009). The low intentions among employees from leaving the organization are reflected by a high level of OCB which consistently shaped other positive attitudes and behaviour at workplace (Khalid, Nor, Ismail & Razali, 2013). Surprisingly, recent study (Saraih *et al.*, 2016) found that OCB is not associated with TI among academicians in public educational institution although high level of OCB has been presented.

2.3 Organizational Justice (OJ)

OJ is defined and explained as a fair treatment at workplace (Colquitt, 2001). It is also can be referred to as employee's perception of whether a situation or an event is morally right that linked with ethics, religion, fairness or law (Mathur & Padmakumari, 2013). Past studies frequently shows that employee's behaviour is affected by their perception on OJ (Colquitt, 2001; Iqbal, 2012). The concept of OJ brings a useful framework to understand the employee's attitudes to do work, work behaviours and work performance (Colquitt, 2001; Cropanzo, Bowen & Gilliland, 2007). Leader-Member-Exchange Theory deals with the explanation that there must be a mutual agreement and satisfaction to reach the expectations from both roles (Ilies, Nahrgang & Morgeson, 2007).

There are three types of OJ which are distributive, procedural and interactional justice (Khan & Rashid, 2015). Distributive justice refers to employees' perception towards allotments endowed or rewards. Thus, distributive injustice happened when individuals did not receive the reward as they expected if compared to the others' (Nasurdin & Khuan, 2011). The assessment of OJ falls into the process elements and one of the types of justice under procedural justice. Procedural justice can be said as the justice in a process where the decision is being made (Konovsky, 2000). Interactional justice is reflected the way how administration treats the workers and concerns the human elements of organizational practices (Mschane & Glinow, 2010; Yilmaz & Tasdan, 2009). The term of OJ also act as a 'glue' that allows employees to work effectively and as the part of factor to encourage the harmonious industrial relations in an organization (Mathur & Padmakumari, 2013). It has been recognized to be one of a major component to drive the attitudes of employees in an organization (Mathur & Padmakumari, 2013).

Previous studies showed a positive and negative impact of OJ on TI. For example, even though Ali and Jan (2012) presented a positive relationship between OJ and TI among medical representative in Pakistan; other researchers (Thomas & Nagalingappa, 2012) presented a negative relationship between OJ and TI among different professionals in India. Surprisingly, Saraih *et al.* (2016) found that OJ is not correlated with TI among academicians in Malaysia. Hence, this study attempts to examine the role of moderator which may effect in the relationship between both variables.

OJ is also viewed as part of organizational climate which refers to a shared worker level cognition relates to the extent to which workers get a fair treatment and is operationalized as aggregate perceptions of OJ across workers (Roberson & Colquitt, 2005). In this context, management team can develop their subordinates' extra value at work through being a supportive person by treating all employees fairly and practicing justice (Nandan & Azim, 2015; Luthans, Norman, Avolio & Avey, 2008; Walubwa, Luthans, Avey & Oke, 2011).

The higher level employees' perceived about OJ, the more they will likely to commit and satisfy with their job which is then reduce the intention among them to leave the organization (Rokhman & Hassan, 2012). In addition, Thomas and Nagalingappa (2012) claimed that it became crucial to understand on how OJ interacted with several factors of individuals' attitude and behaviour such as TI. Thus, this study attempts to reveal the academicians' perceived justice towards academicians' TI when commitment is tested as a moderator.

2.4 Organizational Commitment (OC)

Commitment of an employee is a bonus for the organization. Having such employee helps the organization to transmit their quality to the productivity of the company. OC is the moderator variable in this research between OCB and OJ towards employees' TI. OC is defined as an employee's emotional attachment to the identification and participation in a particular organization specifically indicating affective commitment that is one of the organization commitments (Mschane & Glinow, 2010).

OC is whenever the workers are in the right path aligning with the reason for its existence (Robbins & Judge, 2007). It is emerged as an outcome of psychological bond in between employees and organization (Sjahrudin, Armanu, Sudiro & Normijati, 2013). They feel that they are belongs to their employer and have strong connection to serve more to the organization. Furthermore, OC is the level of trust and acceptance by employees towards organizational objectives and desire to stay longer with the organization (Sjahrudin *et al.*, 2013).

The issues of OC attract a lot of interest among scholars particularly on the ways to increase the intention from employees to be committed on their work. By the speed change occur in organizations, management team tend to seek ways to generate employee's commitment that is then translates into a competitive advantages and improved work attitudes like work performance and job satisfaction TI (Lok & Crawford, 2001; Yousef, 2000). In contrast, OC is a leading driver of much organizational behaviour, such as TI (Taing *et al.*, 2011).

According to past studies, a core essence of OC can be differentiated in that either commitment is a stabilizing or involving force which gives direction to behaviour or binds an individual to a particular course of action (Meyer & Hercovitch, 2001). Commitment to work is more than a mindset and distinguishes from motivation or a general attitude. It can influence employees to behave in ways that are conflicting with their own self-interest based on the internal perspective point of view.

2.5 The Role of Organizational Commitment as a Moderator

In general terms, a moderator is a qualitative or quantitative variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable (Baron & Kenny, 1986). Moderator variables are typically introduced when there is an unexpectedly weak or inconsistent relation between a predictor and a criterion variable.

In this study, OC is proposed as a moderator because there are inconsistent findings regarding the relationship between OCB and TI (eg. Khalid, *et al.*, 2009; Oren, *et al.*, 2011; Saraih, *et al.*, 2016). Moreover, there are also inconsistent findings regarding the relationship between OJ and TI (eg. Ali & Jan, 2012; Saraih *et al.* 2016; Thomas & Nagalingappa, 2012). Given that OC become a leading driver of many organizational behaviours such as TI (Taing *et al.*, 2011), the following hypotheses have been developed:

Hypothesis 1: OC as moderator in the relationships between OCB and TI.

Hypothesis 2: OC as moderator in the relationships between OJ and TI.

In general, this study is conducted to examine the role of OC as a moderator in the relationship between OCB and OJ towards academicians's TI as conceptualized in Figure 1.

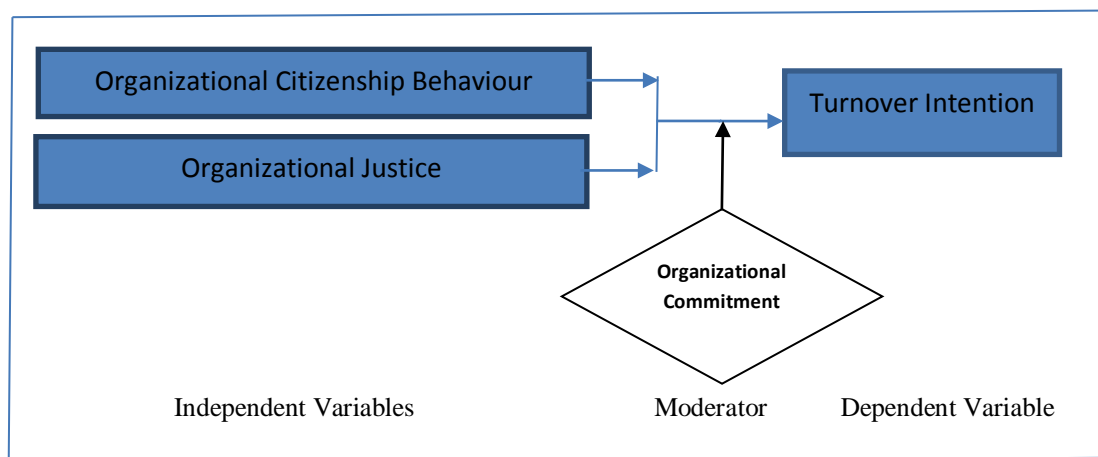


Figure 1: Conceptual Framework of the Study

3. METHODOLOGY

The population of this research included all academicians from one of the public educational institution located in the northern region of Peninsular Malaysia. The data regarding academicians' OCB, OJ, OC and TI had been obtained from the perspective of the academicians (self-ratings). This research has utilized the survey method in order to get the required information. 175 academicians from various schools participated in this study. By focusing on the individual unit of analysis (academician), the questionnaires have been distributed personally to the representatives from each school.

There are six (6) questions have been developed in order to obtain data regarding the demographic background for all respondents. Respondents are required to reveal their gender, age, marital status, grade of position, monthly salary and number of years with the present educational 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 RM2,800, RM2,800 to RM3,999, RM4,000 to RM5,999, RM6,000 to RM6,999, RM7,000 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). Finally, respondents' perception towards their involvement in OCB, OJ and OC becomes the basis for understanding the level of their TI in this institution.

To obtain the information on respondents' TI, the 8-items of Viator (2001) has been fully adopted. As for the first independent variable; which is OCB, the 5-items of

measurement from Podsakoff and MacKenzie (1990) has been adopted. The second independent variable in this study is OJ. The measurement for academicians' perceived justice, included of 10-items, is adopted from Price and Muller (1986) scale. As for the measurement for the third independent variable; which is OC, the 8-items of Allen and Meyer (1990) scale have been adopted. Based on a five-point scale with 1=strongly disagree, to 5=strongly agree; participants rated their degree of agreement towards the statements on TI, OCB, OJ and OC. Table I indicated the measures of the study variables used for the questionnaire in this research.

Table I
Instrumentation of the study variables

Study Variables	Number of Items	Sources of Scale
Turnover Intention	8	Viator (2001)
OCB	5	Podsakoff & MacKenzie (1990)
Organizational Justice	10	Price & Muller (1986)
Organizational Commitment	8	Allen & Meyer (1990)

4. FINDINGS ANALYSES

4.1 Descriptive Statistics

Table II
Moderation regression results on the effect of OC as moderator in the relationship between OCB and TI

	R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
Model 1	.24	.23	.24	26.80	2	172	.00
Model 2	.29	.25	.02	4.88	1	171	.02

	Beta	T	Sig.
OCB	.17	2.44	.01
OC	.49	1.06	.29
OCB*OC	-1.02	-2.21	.02

With reference to gender composition, it is found that 51.4% of the respondents in this survey were females. 78.3% from the total respondents' were already married. In term of age categories, most of the respondents (55.4%) were aged between 31 and 40 years old.

Out of 175 participants, 47.4% of them are in the grade position of DS51/DS52 category. In term of salary category, 37.1% of them earned their salary between RM 6,000 to RM 6,999. Most of the respondents (32.6%) had served this institution between 1 to 3 years.

4.2 OC as a Moderator in the Relationship between OCB and TI

In this study, the interaction between the first independent variable (OCB) and the dependant variable (TI) has been tested by using the moderating variable (OC). The interaction between OC and OCB means that the effect of OCB on TI may change depend on the level of OC.

In order to test the hypotheses, multiple regressions are utilized. Multiple regression analyses are conducted to test the predictive power of the independent variables on the dependent variable. F statistic is used to analyze whether the relationship between variable was statistically significant. R squared is used to examine how strong the set of independent variables influenced the dependent variable. To test *Hypothesis 1: OC as moderator in the relationships between OCB and TI*, a hierarchical multiple regression analysis is conducted. In the first step, two variables are included: OC and OCB.

As shown in Table II, these variables accounted for a significant amount of variance in TI, $R^2 = .24$, $F(2, 172) = 26.8$, $p = .00$. After that, the variables are entered and an interaction term between OC and OCB is created. When a further analysis has been done to test the interaction between OC and OCB towards TI, the result showed a significant interaction between OC and OCB towards TI ($p = 0.02$).

Next, the interaction term between OC and OCB is added to the regression model, which accounted for a significant proportion of the variance in TI, $\Delta R^2 = .02$, $\Delta F(1, 171) = 4.88$, $p = .02$, $\beta = -1.02$, $t(-2.21)$, $p < .05$.

As presented in Table II, result showed a negative interaction effect between OC and OCB ($\beta = -1.02$). The negative interaction between OC and OCB implied that the more positive OC towards OCB, the more negative interaction of OC towards TI. This finding indicated that when academicians have high level of OCB, their level of OC was low. It may mean that the level of OC cannot be seen as the reason for academicians to leave their job.

4.3 OC as a Moderator in the Relationship between OJ and TI

Again, in this study, the interaction between the second independent variable; which is OJ and the dependent variable; which is TI has been tested by using OC as the moderator. The interaction between OC and OJ refers to the effect of OJ on TI, and this effect may change depend on the level of OC.

Hierarchical multiple regression analysis is conducted to test *Hypothesis 2: OC as moderator in the relationships between OJ and TI*. In the first step, two variables are included: OC and OJ.

Table III

Moderation regression results on the effect of OC as moderator in the relationship between OJ and TI

	R Square	Adjusted R Square	R Square Change	F Change	df1	df2	Sig. F Change
Model 1	.22	.21	.22	23.6	2	172	.00
Model 2	.22	.20	.00	.09	1	171	.76
	Beta	T	Sig.				
OJ	.09	1.15	.23				
OC	-.41	-1.19	.25				
OJ*OC	-.10	-.29	.76				

As shown in Table III, these variables accounted for a significant amount of variance in TI, $R^2 = .22$, $F(2, 172) = 23.6$, $p = .00$. After that, the variables are entered and the interaction between OC and OJ is created. When a further analysis has been done to test the interaction between OC and OJ towards TI, the result showed insignificant interaction between OC and OJ towards TI ($p = 0.76$).

Next, the interaction term between OC and OJ is added to the regression model, which accounted for insignificant proportion of the variance in TI, $\Delta R^2 = .00$, $\Delta F(1, 171) = .09$, $p = .76$, $\beta = -.10$, $t(-.29)$, $p > .05$.

As presented in Table III, result showed a significant effect in TI when the analysis is conducted between OC and OJ ($p = .00$). However, when a further analysis has been done to test the interaction between OC and OJ towards TI, the result showed an insignificant interaction between OC and OJ towards TI ($p = .76$).

This finding indicated that the interaction between OC and OJ did not exist. Thus, OC did not have any implication towards intention of leaving among academicians in this public educational institution. In sum, the findings of this study revealed that TI among academicians in this public educational institution is not affected by OC, not even OJ.

5. DISCUSSIONS AND IMPLICATIONS

Based on the findings analysis of this study, it can be summarized that OC moderated the relationship between OCB and TI with a negative interaction. However, OC did not moderate the relationship in between OJ and TI. Thus, this indicated that commitments towards organization (OC) unable to be a catalyst in the relationship between OJ and TI; however OC is negatively interacted for the relationship between OCB and TI.

Thus, *Hypothesis 1: OC as moderator in the relationships between OCB and TI* is supported in this study. Meanwhile, *Hypothesis 2: OC as moderator in the relationships between OJ and TI* is not supported in this study. In the contextual perspective, it can be seen that the direction of the relationship between OCB and OJ to TI is straightforward without any implication of the moderator. Therefore, the model of TI in public educational institution in Malaysia is presented in Figure 2.

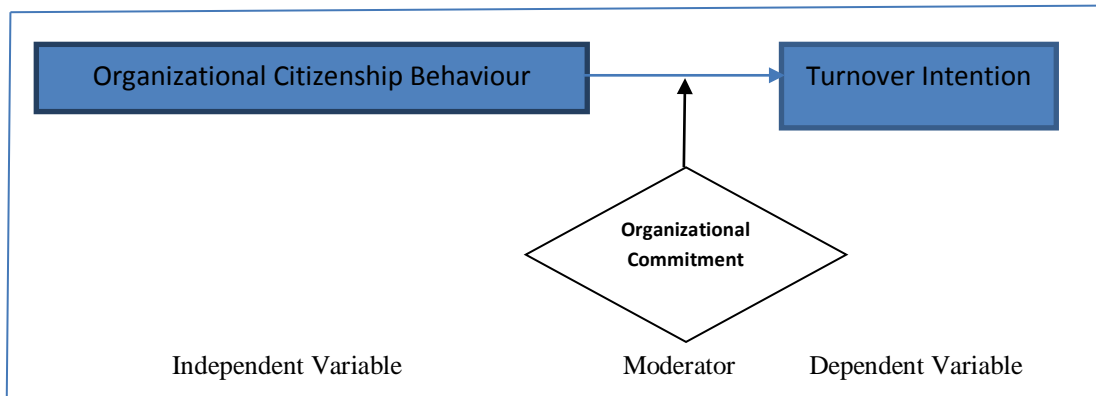


Figure 2: Research Model based on the Findings

As shown in Table II, this study found that the interaction between OC and OCB is negatively interacted. However, OC did not moderate the relationship between OCB and TI among academicians in this public educational institution. Based on the previous findings (Saraih *et al.*, 2016), it is found that the academicians in this institution have high level of OCB; hence they tend to be remained in the institution for a longer duration. Therefore, they are less likely to leave the organization as they may already comfort with the environment in the institution. This is quite consistent with the findings of previous researchers. For example, Uludag, Khan and Guden (2011) conducted a study among frontlines workers in five-star hotels in North Cyprus. They found that OCB is significantly related to TI and stated that employees with high participation in citizenship behaviour tend to stay longer in the company. Moreover, this study presented that employees with high level of commitment and performed more OCB activities were likely to stay with the current organization. As presented in Table II, only a small amount of interaction accounted for the role of OC between OCB and TI ($\beta=-1.02$). In addition, a negative interaction may imply that OC cannot be seen as the only reason for academicians in this institution to turnover and leave the university.

Moreover, based on the descriptive analysis, 78.3% from the total respondents' are married and 55.4% of them are aged in the ranged of 31 and 40 years old. Thus, they may already achieve the comfort zone in their life and/or career. Hence, OC did not able to enhance the effect between their OCB and intention for them to leave the institution. Therefore, achieving the comfort zone may answer the reason of why they choose to be remained in the institution.

The second aim of this study is to examine the role of OC as moderator in the relationship between OJ and TI. As shown in Table III, this study found that the interaction between OC and OJ did not exist. Thus, OC did not moderate the relationship between OJ and TI among academicians in this public educational institution. Thus, this finding is not consistent with the previous study (Hassan, 2002).

Hassan (2002) found that employer who practiced a fair treatment towards their employees had influenced their employees' OC decrease the level of their employee's TI. These inconsistent findings with regard the role of OC in the relationship between OJ and TI; warranted a further empirical investigation. This may answer why the inter-link between OJ and TI remains to be a topic with mass exploration since literatures from previous scholars presented mixed results (Loi, Hang-Yue, Foley, 2006). Theoretically, by taking OC as an ingredient to boost up academicians' perceived OJ could influence their intention to stay with the current institution. However, as indicated in Table III, OC did not have any influence as a moderator between OJ and academicians' TI in this public educational institution. Thus,

moderating effect of OC plays no role to strengthen the relationship between OJ and TI in this institution. It seems like academicians may quit their job as a way to end the inequity treatment happening at their workplace.

In this study, OC referred to the level of loyalty, concerned towards university, involvements in the university, and willingness to work up to the standard of university' expectation. Thus, all of these OC criteria cannot be seen as the reason for academicians to quit from the university. Given that, TI among academicians in the Malaysian context may be predicted by some other factors. Thus, there might be any other moderating factors (eg. training, rewards, organizational culture, organizational trust, organizational politic, demographic) which may influence the relationship between OCB and OJ towards academicians' TI. Thus, other moderating variables could be explored in the future studies. Hence, the unanswered aspects of moderating roles between OCB and OJ towards employees' TI will be revealed by the future examination

As we noted, lack of local evidence has been found to investigate the role of OC as a mediator in the relationship between OCB and TI. Hence, future researchers should investigate the role of OC as mediator between OCB and TI, particularly in the educational institution. Past research (Robbins & Judge, 2011) found association of OC as a mediator in the relationship between OCB and the intention of employees to stay. This study is conducted among SME employees in Zimbabwe. These results indicated that the successful organization require their workers to serve more than their common job duties, fall into those that can provide excellent work performance beyond the organizational expectations which ultimately leading to a greater OC. Given that, a new knowledge is salient to be provided regarding the role of OC as mediator in the relationship between OCB and TI, particularly in the Malaysian public educational institution.

As we acknowledged, the generalization of the findings is limited by the single organization data only, particularly in this public educational institution. Therefore, in order to generalize the findings to other institutions, the study needs to be replicated in different institutions in the Malaysian public education setting since they might have different cultures and environments that may have different influences on TI. Second, future study should conduct a longitudinal research. Longitudinal studies are needed to establish causal direction among the relationships investigated in this study. However, this data collection process would be quite difficult to be accomplished since it typically takes years to achieve the research objective. Probably because of these difficulties, the lack of longitudinal research in the turnover literature is a common theme that has been noted by others. However, longitudinal data would increase our confidence in making and inferring them. Finally, future studies should employ methodological triangulation by using qualitative methods, involving participant observations, and using in-depth interview methods. These methods are ways to get in depth and comprehensive information. Personal interviews might have different results when subjects are not likely to respond to survey methods.

APPENDIX

Sample of questionnaire is available from the authors.

ACKNOWLEDGEMENTS

We would like to take this opportunity to thank all of the individuals that respond to this research directly and indirectly. We are grateful to be a good teamwork in ensuring the successfulness of this study.

REFERENCES

- [1] Ali, N. & Jan, S. (2012). Relationship between Organizational Justice and Organizational Commitment and Turnover Intentions amongst Medical Representatives of Pharmaceuticals Companies of Pakistan. *Journal of Managerial Sciences*, 6 (2), 201-212.
- [2] Aslan, S. (2008). The investigation of relation between organizational citizenship behavior with organizational commitment and professional commitment. *Journal of Management and Economics*, 15(2), 163-178.
- [3] Cohen, A & Golan, R. (2007). Predicting absenteeism and turnover intention by past absenteeism and work attitudes. An empirical examination of female employees in long term nursing care facilities. *Career Development International*, 12, 416-432.
- [4] Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386-400.
- [5] Cropanzano, R., Bowen, D. E. & Gilliland, S. W. (2007). The management of organizational justice. *Academy of Management Perspectives*, 21, 34-48.
- [6] Danaeefard, H. Balutbازه, A. E. & Kashi, K.H. A. (2010). Good soldiers' perceptions of organizational politics understanding the relation between organizational citizenship behaviors and perceptions of organizational politics: evidence from Iran. *European Journal of Economics, Finance and Administrative Sciences*, 18, 146-162.
- [7] Demir, K. (2015). The effect of organizational justice and perceived organizational support on organizational citizenship behaviors: the mediating role of organizational identification. *Eurasian Journal of Educational Research*, 60, 131-148.
- [8] Griffeth, R. W., Hom, P. W. & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26, 463-488.
- [9] Guven, B. & Gursoy, A. (2014). A study on the organizational justice and organizational citizenship dimensions and behaviors. *Beykent University Journal of Social Sciences*, 7(1), 92-110.
- [10] Hassan, A. (2002). Organizational justice as a determinant of organizational commitment. *Asian Academy of Management Journal*, 7(2), 55-66.
- [11] Ibrahim, M. A. & Aslinda, A. (2013). Relationship between Organizational Commitment and Organizational Citizenship Behavior (OCB) At Government-Owned Corporation Companies, *Journal of Public Administration and Governance*, 3(3), 35-42.
- [12] Iliès, R., Nahrgang, J. D. & Morgeson, F. P. (2007). Leader–Member Exchange and citizenship behaviors: a meta-analysis. *Journal of Applied Psychology*, 92(1), 269-277.
- [13] Iqbal, K. H., Aziz, U. & Tasawar, A. A. (2012). Impact of organizational justice on organizational citizenship behavior: An empirical evidence from Pakistan. *World Applied Sciences Journal*, 19 (9), 1348-1354.
- [14] Khalid, S. A., Jusoff, K., Ali, H., Ismail, M., Kassim, K. M. & Rahman, N. A. (2009). Gender as a moderator of the relationship between OCB and turnover intention. *Asian Social Science*, 5(6), 108-117.
- [15] Khalid, S. A., Nor, M. N. M., Ismail, M. & Razali, M. F. M. (2013). Organizational citizenship and generation Y turnover intention. *International Journal of Academic Research in Business and Social Sciences*, 3(7), 132-141.
- [16] Khan, S. K., & Rashid, M. Z. A. (2015). The mediating effect of organization commitment in the organization culture, leadership and organization justice relationship with organization citizenship behavior: A study of academics in private

- higher learning institutions in Malaysia. *International Journal of Recent Advances in Organizational Behavior and Decision Sciences*, 2(2), 336-359.
- [17] Konovsky, M. (2000). Understanding procedural justice and its impact on business organizations. *Journal of Management*, 26, 489-511.
- [18] Lok, P. & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16(7/8), 594-613.
- [19] Luthans F, Norman S., Avolio B. & Avey J. (2008). The mediating role of psychological capital in the supportive organizational climate - employee performance relationship. *Journal of Organizational Behavior*, 29(2), 219-238.
- [20] Mathur, S. & Padmakumari (2013). Organizational justice and organizational citizenship behavior among store executives. *Human Resource Management Research*, 3(4), 124-149.
- [21] Meyer, J. P., & Herscovitch, L. (2001). Commitment in the workplace: Toward a general model. *Human Resource Management Review*, 11, 299-326.
- [22] McShane, S. L., & Glinow, V. (2010). *Organization Behaviour: Emerging Knowledge and Practice for the Real World*. McGraw Hill
- [23] Nadira, H. & Tanova, C. (2010). An investigation of the role of justice in turnover intentions, job satisfaction, and organizational citizenship behaviour in hospitality industry. *International Journal of Hospitality Management*, 29, 33-41.
- [24] Nandan, T. & Azim, A. M. M. (2015). Organizational justice and organizational citizenship behavior: mediating role of psychological capital. *American International Journal of Social Science*, 4(6), 148-156.
- [25] Nasurdin, M. A. & Khuan, S. L. (2011). Organizational justice, age, and performance connection in Malaysia, *International Journal of Commerce and Management*, 21(3), 273-290.
- [26] Uludag, O., Khan, S. & Guden, N. (2011). The effects of job satisfaction, organizational commitment, organizational citizenship behavior on turnover intentions. *FIU Review*, 29(2), 1-21.
- [27] Oluwafemi, O. J. (2013). Predictors of turnover intention among employees in Nigeria's oil industry. *Organizations and Markets in Emerging Economies*, 4(8), 42-63.
- [28] Oluwafemi, O. J. (2009). Organizational citizenship behavior in response to perceived organizational justice in Nigeria oil industry: Mediatory role of turnover intention and perceived job alternative. *Nigerian Journal of Clinical and Counselling Psychology*, 15(6), 258-283.
- [29] Oren, L., Tziner, A., Sharoni, G., Amor, I. & Alon, P. (2011). Relations between leader subordinate personality similarity and job attitudes. *Emerald insight*, 27(5), 479-496.
- [30] Perez, M. (2008). Turnover Intent. Diploma Thesis, University of Zurich. www.hrm.uzh.ch/static/fdb/uploads/da_myleneperez.pdf
- [31] Price, J. L. (2001). Reflections on the determinants of voluntary turnover intention. *Journal of Manpower*, 22(7), 600-624.
- [32] Radzi, S. M., Ramley, S. Z. A., Salehuddin, M., & Oathman, Z., & Jalis, M. H. (2009). An empirical assessment of hotel departmental manager turnover intentions: The Impact of organizational justice. *International Journal of Business Management*, 4(8), 173-183.
- [33] Robbins, S. P. (2001). *Organizational Behavior*. Upper Saddle River, New Jersey: Prentice-Hall.
- [34] Robbins, S.P. & Judge, T. A. (2007). *Organizational Behavior (12th ed.)*. Prentice Hall.

- [35] Robbins, S.P. & Judge, T. (2011). *Organizational Behavior (14th ed.)* New Jersey: Prentice Hall.
- [36] Roberson, Q. M. & Colquitt, J. A. (2005). Shared and configurable justice: A social network model of justice in teams. *Academy of Management Review*, 30, 595- 607.
- [37] Rokhman, W. & Hassan, A. (2012). Transformational leadership and work outcomes: Organizational justice as mediator. *World Review of Business Research*, 2(4), 164-171.
- [38] Samad, S. (2012). The Role of organizational commitment in the relationship between job satisfaction and turnover intention. *European Journal of Social Sciences*, 30(1), 125-135.
- [39] Saraih, U. N. (2015). The development of employees' career in relation to task performance and OCB, *International Journal of Humanities and Management Sciences (IJHMS)*, 3(3), 166-170.
- [40] Saraih, U. N., Ain Zuraini, Z. A., Sakdan, M. F., & Razli, A. (2016). Factors affecting turnover intention among academician in the Malaysian Higher Educational Institution, Paper presented at the: SIBR 2016 Conference on Interdisciplinary Business and Economics Research, 2nd – 3rd June 2016, Bangkok.
- [41] Sharma, P., Bajpai, N., & Holani, U. (2011). Organizational citizenship behavior in public and private sector and its impact on job satisfaction: A comparative study in Indian perspective. *International Journal of Business and Management*, 6(1). <http://www.ccsenet.org/journal/index.php/ijbm/article/view/7068>
- [42] Sjahrudin, H., Armanu, Sudiro, A. & Normijati (2013). Organizational justice organizational commitment and trust in manager as predictor of organizational citizenship behavior. *Interdisciplinary Journal of Contemporary Research in Business*, 4 (12), 133-141.
- [43] Sousa-Poza, A. & Henneberger, F. (2002). Analyzing Job Mobility with Job Turnover Intentions: An International Comparative Study. *Research Institute for Labour Economics and Labour Law*, 82, 1-28.
- [44] Taing, M., Granger, B., Groff, K., Jackson, E., & Johnson, R. (2011). The multidimensional nature of continuance commitment: Commitment owing to economic exchanges versus lack of employment alternatives. *Journal of Business & Psychology*, 26, 269-284.
- [45] Thomas, P. & Nagalingappa, G. (2012). Consequences of perceived organizational justice: An empirical study of white-collar employees. *Journal of Arts, Science & Commerce*, 3(2), 54-63.
- [46] Walumbwa, F. O., Luthans, F., Avey, J. B., & Oke, A. (2011). Authentically leading groups: The mediating role of collective psychological capital and trust. *Journal of Organizational Behavior*, 32, 4-24.
- [47] Yilmaz, K. & Tasdan, M. (2009) Organizational citizenship and organizational justice in Turkish primary schools. *Journal of Educational Administration*, 47(1), 108-121.
- [48] Yousef, D. A. (2000). Organizational commitment: A mediator of the relationships of leadership behaviour with job satisfaction and performance in a non-western country. *Journal of Managerial Psychology*, 15(1), 6-28.
- [49] Zadeh, M. H., Esmaili, M. R., Tojari, F. & Zarei, A. (2015). Relationship between job satisfaction, organizational commitment and organizational justice with organizational citizenship behavior in physical educators. *MAGNT Research Report*, 3(2), 199-210.
- [50] Zhao, H., Wayne, S. J., Glibkowski, B. C. & Bravo, J. (2007). The impact of psychological contract breach on work related outcomes: A meta-analysis. *Personnel Psychology* 60, 647-680.