

Determinants of Turnover Intentions among Academicians of Selected Local Private Universities in Klang Valley, Malaysia

Bibi Nabi Ahmad Khan, Zahir Osman
Open University Malaysia (MALAYSIA)

To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v14-i5/21078>

DOI:10.6007/IJARBSS/v14-i5/21078

Published Date: 16 May 2024

Abstract

Turnover intention is a crucial factor in predicting employee turnover, and turnover intentions are linked to actual turnover (Griffeth, Hom, & Gaertner, 2016). The ability to understand the determinants of turnover intentions is vital since it will lead to actual turnover. The purpose of this research is to develop a conceptual framework for academicians in selected local private higher universities in Klang Valley, Malaysia based on previous studies. The study has found three factors that influence turnover intentions mainly intrinsic motivation, extrinsic motivation, work-life balance and gender as a moderator. This study provides additional knowledge and an approach to the factors influencing turnover intentions among academicians in Klang Valley.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Work-life Balance, Gender, Turnover intentions, Private Higher Education Institutions.

Introduction

The issue of turnover intentions is a serious issue for organisations and it has become a culture or trend in most industries (Falahat et al., 2019). Employee turnover has a wide range of financial, psychological, and organisational implications, with the estimated cost for employee turnover ranges from 90-200% of the position's annual salary (Healthmetrics, 2022). According to Human Resource online findings in 2021, the study noted that voluntary turnover either remained, or declines. As for Malaysia, is 8.7%. based on report by The Malaysian Reserve 2020, while across industries, the voluntary attrition rate was 6.5% in the first half of 2019. According to Malaysian Employers Federation (MEF), in 2020 the education sector came out with an average turnover of 29.2% 2%, and the turnover rates of new lecturers as well as senior lecturers were equally high.

From either an internal or external perspective, high turnover intentions are detrimental to the organisation. Internally, it has an impact on business expenses, personnel retention, discontent, and subpar performance. Additionally, it gives the organisation's overall

performance a negative external impression (Alias et al., 2018). According to research by Randstad (2021), among the reason for turnover are benefits (64%), work-life balance (49%) strong management (44%) and career path progress (41%). 72% of young Malaysian employees are considering leaving the country in pursuit of better job chances (Malay Mail, November 16, 2021). As turnover has impacting most industries, the purpose of this study is to evaluate the relationship between the determinants and turnover intentions among academicians of selected local private universities in Klang valley. The construction of a framework on turnover intention is done based on the previous studies literatures that have been published in various journals. This will enhance the understanding of academician nature and determinants which are vital and important to the private higher education institutions (PHEIs).

Problem Statement

The increase in turnover rate in Malaysia is an issue that should not be underestimated. This is because it will affect the smooth operation as well as determine the lifespan of an organisation to remain competitive (Aminuddin et al., 2021). Employee high turnover has been one of the issues that every organisation has encountered over the years, and it continues to happen throughout the world (Hee & Rhung, 2019). The issue of academician turnover has continued to plague education institutions in Malaysia (Feng & Angeline, 2010). Academic staffs play a vital role in determining the quality of PHEIs since it is the core process of the organisation (Manogharan et al., 2018). Manogharan et al. (2018) stressed that effort in retaining employees in private higher education institutions is a challenging task. This is due to the fact that Malaysia's private sector is continually recognised to lead the country towards becoming a high-income economy and to achieve developed nation status (Arifha et. al. (2021). Because of the greater staff turnover rate, productivity suffers, and the organisation is burdened with unneeded costs such as new recruiting costs (Butali, et al., 2014).

Furthermore, based on research carried out by Hee and Ann, (2019) in Malaysia found that the factors such as compensation and benefits, work-life balance, work stress and job satisfaction can be directly influenced the employee turnover intentions. Managers may better leverage their workforce's potential by studying the effects if each motivational factor and the mechanisms linking them, since this deepens the understanding of work satisfaction and its relationship to turnover intentions (Yusoff et al., 2019).

As a result, additional research into this topic is needed in order to achieve more important conclusions in terms of minimising employee turnover intentions.

Research Objectives

This research is conducted to achieve the following objectives

To determine the effect of intrinsic motivation on turnover intentions among academicians at selected local private universities in Klang Valley, Malaysia.

1. To determine the effect of extrinsic motivation on turnover intentions among academicians at selected local private universities in Klang Valley, Malaysia.
2. To determine the effect of work-life balance on turnover intentions among academicians at selected local private universities in Klang Valley, Malaysia.
3. To examine whether there is a moderating effect of gender on the relationship between intrinsic motivation and turnover intentions.
4. To examine whether there is a moderating effect of gender on the relationship between extrinsic motivation and turnover intentions.
5. To examine whether there is a moderating effect of gender on the relationship between work-life balance and turnover intentions.

Research Questions

Based on the above problem statement below are the research questions are:

1. What is the effect of intrinsic motivation towards turnover intentions among academicians at selected local private universities in Klang Valley, Malaysia.
2. What is the effect of between extrinsic motivation towards turnover intentions among academicians at selected local private universities in Klang Valley, Malaysia.
3. What is the effect of between work-life balance towards turnover intentions among academicians at selected private universities in Klang Valley, Malaysia.
4. Does gender moderate the relationship between intrinsic motivation and turnover intentions?
5. Does gender moderate the relationship between extrinsic motivation and turnover intentions?
6. Does gender moderate the relationship between work-life balance and turnover intentions?

Preliminary Literature Review

Underpinning theory

This study adopted Herzberg 2-Factors theory and Conflict theory. Herzberg 2-factor theory used in predicting the intrinsic motivation and extrinsic motivation, to understand the turnover intentions as an employee starts to response to his or her turnover intentions appeals when the factors that are contributing to one's overall satisfaction start to become negatively affected. Conflict theory advocated by Greenhaus and Beutell (1985) assumed that life and work are fundamentally incompatible with each other, therefore, creates conflict that can influence turnover intentions.

Turnover Intentions

Employee turnover has been researched by management researchers and practitioners for decades, and it is still a crucial topic that businesses and managers are concerned about (Allen et al., 2010). According to Harhara et al (2015), the turnover intentions used as a preliminary sign to assess the workplace turnover issue before the employee really decides to leave the company. Hung et al (2018), turnover intentions may be defined as a person's propensity to change their career path and ultimately quit the current organisation.

Despite the fact that Hidayati and Fadilah (2015) discovered, only 16% to 17% of turnover intentions resulted in a definite turnover, Price (2001) suggested the turnover intentions as a way to measure true turnover. Turnover intention is a global phenomenon of interest to researchers and organisations in various economic sectors, including health, military, oil and gas, information technology and education (Oloyede et al., 2022). Several Malaysian researchers investigated employee turnover concerns in various industries and these studies generally look at the link between characteristics like combination of intrinsic and extrinsic factors such as income, training, supervisors, work satisfaction, job stress, organisational culture, and the likelihood of turnover (Choong et al., 2013). Belete (2018) stated that individual turnover intentions are due to a variety of different and variable factors depending to the organisation.

Staff turnover is proven to costs a lot of money and has become a critical element that might damage an organisation's overall effectiveness (Busari et al., 2017). Numerous reforms in the Malaysian academic systems in recent years have resulted in turnover intentions among academic in the higher education institutions (Goo et al., 2018). The increase in turnover rate in Malaysia is an issue that should not be underestimated. This is because it will affect the smooth operation as well as determine the lifespan of an organisation to remain competitive (Aminuddin et al., (2021). Therefore, it is crucial for organisations to identify and understand the factors that contribute to turnover.

Intrinsic Motivation

Intrinsic motivation has been defined in a variety of ways. Ryan & Deci (2000a) defined intrinsic motivation as the ability to motivate or reinforce a person's happiness to complete a task by linking it to the nature of the work. According to Kuvaas et al (2017), the absence of intrinsic motivation is the most important reason that causes people to leave their jobs. Employees' incentive to complete a project in order to feel more fulfilled is an example of intrinsic motivation. Various research has revealed that intrinsic incentives are more motivating than extrinsic rewards, (Aguinis et al., 2013).

Numerous previous researches have looked into the link between intrinsic motivation elements and turnover intentions. Sense of belonging to the organisation, freedom for inventive thinking, personal growth, professional progression, recognition, and decision-making authority were all highlighted as core aspects in that research.

Extrinsic Motivation

Motivation is a factor that influences a person's behaviour (Gredler et al., 2018). Extrinsic motivation is defined as doing something for the sake of receiving an external reward or achieving a goal that is unrelated to the activity's outcome (Ryan & Deci, 2000a). Khalid et al (2010) discovered that in public universities were less happy due to job security and co-worker's behavior, while academics in private colleges were to be happier with supervision, income, and career progression opportunities. In addition, according to a study by Bahrulmazi et al (2013), extrinsic incentive has been connected to absenteeism, turnover intentions, and some extended performance. According to Mehboob et al (2012), another sort of extrinsic is appreciation incentive and appreciation is a monetary reward given to an employee for doing a work correctly.

Kuvaas et al (2017) concluded that satisfactory salary can retain an employee to stay loyal to the company or organisation. Employee compensation is a sort of appreciating given to employees in exchange for their contributions to the company's goals.

Work-life Balance

According to Lazar et al (2010), Hidayati Arshad and Fadilah Puteh (2019); Thakur and Bhatnagar (2017), WLB is negatively related to employee turnover rates, with employees being more willing to stay with the firm when they achieve work-life balance through the initiatives.

Various studies have examined the relevance of WLB on turnover intentions Tan (2019) and employee turnover (Lestari & Margaretha, 2021). Choong et al (2019) investigated the influence of demographic antecedents on academic staff turnover intention in Malaysian private universities. The findings revealed substantial disparities in turnover intentions across gender and marital status, with females having a larger intention to quit than males and married respondents having a stronger job commitment than single respondents. However, previous research has shown mixed results when it comes to interpreting the phenomena (Smith & Calasanti, 2015; Kim, 2015; Khatri et al., 2006).

Gender

Gender is described as a complex set of psychological, socio-cultural, and psychological interactions and behaviours that are linked to biological sex and formed by the environment and experiences (Griffith et al., 2012).

Cotton and Tuttle (1986) discovered that age, gender, tenure at a job, and salary had a substantial impact on turnover intentions. Additionally, Sarminah (2006) discovered that demographic characteristics such as gender, age, and length of employment had a negative and substantial impact on turnover intentions, while Choong et al (2019) examined the impact of demographic antecedents towards turnover intentions amongst academic staff in Malaysian private universities. The results showed significant differences between gender and marital status towards turnover intentions, whereby females have a higher intention to leave compared to males.

Conceptual Framework

For the purpose of this study as mentioned on introduction is to seek the factors that influence turnover intentions among academician at selected local private universities in Klang Valley. In view of the reviewed literatures, the proposed conceptual framework is shown in figure 1 below.

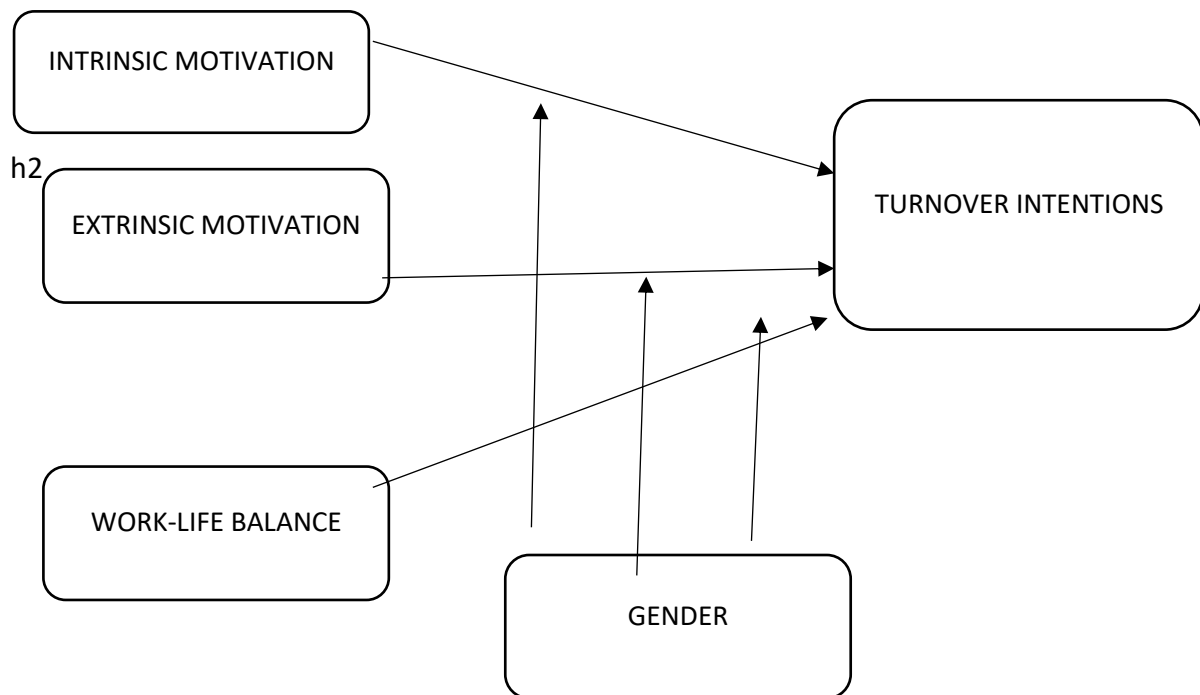


Figure 1 : Research framework

Research Methodology

The study intends to use simple random sampling. This study will employ a quantitative approach, using data gathered by questionnaire distribution among samples. The majority of studies used a quantitative approach to examine the connection between the independent and dependent variables (Choy, 2014; Rutberg and Bouikidis, 2018).

The questionnaire will be distributed through online survey by using Google Form that going to be forwarded by email or any medium of technology and some of the social media platforms, such as WhatsApp, Facebook, and Instagram, to contact the respondents for the online survey. To attain the required participants, academicians from the population of selected local private universities in the Klang Valley will be selected. The target respondent is minimum 322 to reply or data to be captured (Krejcie & Morgan, 1970).

Conclusion

Turnover intention is an important element in any industry which will lead to cost to the businesses. There is not much attention has been placed on the understanding of factors in influencing turnover intentions among academicians of local private universities in Klang Valley. This study examines mainly the factors affecting turnover intentions which are intrinsic motivation, extrinsic motivation and work-life balance with gender as a moderator. Even though there are few studies have been conducted on academicians in Malaysia, their studies have not included factors as proposed above. Therefore, this study will contribute added knowledge with regards to the factors influencing turnover intentions among academicians of local private universities in Klang Valley specifically in context of Malaysian PHEIs.

References

- Aguinis, H., Joo, H., & Gottfredson, R. K. (2013). What monetary rewards can and cannot do: how to show employees the money. *Business Horizons*, 56(2), 241-249.
- Alias, N. E., Rohmanan, N. H., Ismail, S., Koe, W., & Othman, R. (2018). Factors influencing turnover intention in a Malaysian manufacturing company. In: *International Conference on Economics, Business and Economic Education*. Semarang City: Knowledge E, 771-787.
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives*, 24(2), 48-64. <https://doi.org/10.5465/amp.24.2.48>
- Aminuddin, A. N. A., Abdul Wahab, S. R., Azlan, N. S., Arif, M. L. S., & Abd Mokti, N. H. (2021). Hubungan Iklim Etika dan Niat Pusing Ganti di Syarikat Berkaitan Kerajaan di Kuala Lumpur: The Relationship between Ethical Climate and Turnover Intention at A Government-Linked Company in Kuala Lumpur. *Journal of Management and Muamalah*, 11(2), 86 - 100. Retrieved from <https://jmm.kuis.edu.my/index.php/jurnal/article/view/104>
- Bahrulmazi, E., Benjamin, C. Y. F., Behrooz, G., Thiam, K. S. (2013). The Effectiveness of Intrinsic and Extrinsic Motivations: A Study of Malaysian Amway Company's Direct Sales Forces. *International Journal of Business and Social Science* Vol. 4 No. 9.
- Belete, A. K. (2018) Turnover Intention Influencing Factors of Employees: An Empirical Work Review. *J Entrepren Organiz Manag* 7: 253.
- Bhatnagar, J. (2012). Management of innovation: Role of psychological empowerment, work engagement and turnover intention in the Indian context. *The International Journal of Human Resource Management*, 23(5), 928–951.
- Busari, A. H., Mughal, Y. H., Khan, S. N., Rasool, S., & Kiyani, A. A. (2017). Analytical cognitive style moderation on promotion and turnover intention. *Journal of Management Development*, 36(3), 438-464.
- Butali, N. D., Mamuli, L. C. & Wesang'ula, P. M., (2014). Effects of staff turnover on the employee performance of work at Masinde Muliro University of Science and Technology. *International Journal of Human Resource Studies*, 4(2), 25.
- Cotton, J., & Tuttle, J. (1986). Employee turnover: A meta - analysis and review with implication for research. *Academy of Management Review*, 11(1): 55 - 70.
- Falahat, M., Gee, S.K., and Liew, C.M. (2019). A model for turnover intention: Banking industry in Malaysia. *Asian Academy of Management Journal*, 24(Supp. 2), 79–91.
- Feng, W. C., & Angeline, T. (2010). Turnover intention and job hopping behavior of music teachers in Malaysia. *African Journal of Business Management*, 4(4), 425-434.
- Greenhaus, J. H., Callanan, V. M., and Godshalk, V. M. (2009). *Career Management*, fourth edition, Thousand Oaks, CA: Sage.
- Griffeth, R. W., Hom, P. W. & Gaertner, S. (2016). A meta-analysis of antecedents and correlates of employee turnover: update, moderator test and research implications for the next millennium. *Journal of Management*, 26(3), 463-488
- Griffith, D. Gunter, K., & Watkins, D. (2012). Measuring masculinity in research on men of color: findings and discussions. *American Journal of Public Health*.
- Hee, O. C., & Ann, Y. S. (2019). Factors Influencing Employee Turnover in the Food Manufacturing Industry in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(1), 482–491.

- Hee, O. C., & Rhung, L. X. (2019). Motivation and Employee Retention among Millennials in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 9(2), 876–884.
- Arshad, H., & Puteh, F. (2015). Determinants of Turnover Intention among Employees. *Journal of Administrative Science* Vol.12, Issue 2, 2015.
- Hung, L. M., Lee, Y. S., & Lee, D. C. (2018). The Moderating Effects of Salary Satisfaction and Working Pressure on The Organizational Climate, Organizational Commitment to Turnover Intention. *International Journal of Business & Society*, 19(1), 103-116.
- Khalid, S., Irshad, M. Z., & Mahmood, B. (2012). Job Satisfaction among Academic Staff: A Comparative Analysis between Public and Private Sector Universities of Punjab, Pakistan. *International Journal of Business & Management*, 7(1).
- Khatri, N., Chong, F. T., Budhwar. (2006). Explaining employee turnover in an Asian context. *Human Resource Management journal*.
- Kim, Y. (2015). Inquiry in intercultural and development communication. *International Communication Association*.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30, 607–610. <https://doi.org/10.1891/9780826138446.0006>
- Kuvaas, B., Buch, R., Weibel, A., Dysvik, A., & Nerstad, C. G. L. (2017). Do intrinsic and extrinsic motivation relate differently to employee outcomes? *Journal of Economic Psychology*, 61, 244–258.
- Lazar, I., Osoian, C., & Ratiu, P. (2010). The role of work-life balance practices in order to improve organizational performance. *European Research Studies*, 13(1), 201-213.
- Lestari, D., & Margaretha, M. (2021). Work life balance, job engagement and turnover intentions: Experience from Y generations employee. *Management Science Letters* 11 (2021) 165-170.
- Mail. (2021) Survey: Over 70pc young Malaysian employees would consider leaving country for better job prospects.
- Manogharan, M. W., Thivaharan, T., & Rahman, R. A. (2018). Academic Staff retention in Private Higher Education Institute. Case of Private College in Kuala Lumpur. *International Journal of Higher Education*, Vol 7, No. 3.
- MEF Annual report 2020.
- Mehboob, F., Sarwar, M. A., & Bhutto, N. A. (2012). Factors affecting job satisfaction among faculty members. *Asian Journal of Business and Management Sciences*, 1(12), 1-9.
- Price, J. (2001). Reflections on the determinants of voluntary turnover. *International Journal of Manpower*, 22 (7): 600 – 624.
- Randstad Employer Branch Research. (2021). Work-life balance remains the most unmet candidate expectation.
- Ryan R. M., & Deci, E. L. (2000a). Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being”, *American Psychologist*. 2000a: 55(1): 68-78.
- Sarminah, S. (2006). The contribution of demographic variables: Job characteristics and job satisfaction on turnover intention. *Journal of International Management Studies*, 1(1), 1 – 12
- Smith, J. W., & Calasanti, T. (2015). The Influences of Gender, Race and Ethnicity on Workplace Experiences of Institutional and Social Isolation: An Exploratory Study of University Faculty. *Sociological Spectrum*, 25(3), 307–334.

- Tan, T. (2019). Relation of work life balance to counterproductive work behavior and turnover intention among Malaysian employees. *Advances in Social Science, Education and Humanities Research*, 229, 967-974
- Yusoff, W., Kian T. S., & Idris M. (2019). Herzberg's two factors theory on work motivation: Does its work for today's environment?. *Global Journal of commerce and Management Perspective*, 2(5), 18-22.