

## THE LINKAGES BETWEEN PROCEDURAL JUSTICE AND JOB EMBEDDEDNESS ON TURNOVER INTENTION: MODERATING ROLE OF PERSONALITY

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**Abstract:** The phenomenon of employee turnover intention is a significant issue at work; however, Malaysia is equally suffering a similar problem. Empirical evidence has shown that employee turnover is more popular among public sector employees (academicians). Turnover-related studies are typically undertaken on nurses rather than in the academic field. Even though various studies involved academics, their studies mostly highlighted the relationship with job satisfaction. In this context, the moderation effect of personality dimensions between job embeddedness and turnover intention will help address employee turnover problems. The purpose of this study is to examine the relationship between job embeddedness (fit, links and sacrifice) and procedural justice with the turnover intention among academic staff in Malaysia's public universities. This study also examined whether personality moderated job embeddedness and turnover intention. A total of 734 data were collected from a sample of academic staff in five public research universities. This study found that the dimensions of the sacrifice of the job embeddedness were significantly negatively related to the turnover intention. It was also found that personality does not moderate the relationship between job embeddedness and turnover intention. The results also showed that procedural justice was negatively related to turnover intention among academic staff. The implications of the theory and practice and suggestions lead to future discussion.

**Key words:** Procedural Justice, Job Embeddedness, Personality, Turnover Intention.

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### Introduction

In recent decades, researchers have had an intense debate on employee turnover (e.g., Hom, Lee, Shaw, & Hausknecht, 2017; Hongvichit, 2015; Kim, 2014; Mosadeghrad, 2013) as the turnover of employees could be both costly and harmful. Many scholars have studied voluntary turnover recently (e.g., De Simone, Planta, & Cicotto, 2018; Memon, Salleh, & Baharom, 2016; Sun & Wang, 2017). In early research by Drenzo and Greenhaus (2011), voluntary turnover refers to individual movements across the individual's social system boundaries. The intention of employee turnover has gained several scholarly attention because the turnover intention has been found to have a relationship with actual voluntary turnover (e.g., De Simone et al., 2018; Kim,

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Tam, Kim, & Rhee, 2017; Memon et al., 2016; Sun & Wang, 2017). Past studies have explained turnover intention as a final cognitive decision-making process for voluntary turnover (Takase, 2010). Further explains the withdrawal cognition process when employees think about quitting a job and intend to search for a new job and plan to leave (Gibson & Petrosko, 2014; Kim et al., 2017; Li, Lee, Mitchell, Hom, & Griffeth, 2016).

Turnover intention as a concept has been examined as a predictor variable in both organizational and behaviour research. Organizational studies have indicated that intentions to leave are relevant for organizations and researchers. Once people have adopted the action to quit, they will have little chance to have access to their prior situation (Juhdi, Pa'wan, & Hansaram, 2013). There are few kinds of research exploring the relation between turnover intent and actual turnover empirically and report contradictory findings on the utility of intentions in a robust behaviour proxy (e.g., Cho & Lewis, 2012; Cohen, Blake, & Goodman, 2016; Hao, Arsiah, & Awangku, 2017; Jung, 2010; Sari, Zenita, Pratadina, & Omar, 2019). Therefore, some studies have discovered that turnover intention is a weak predictor of actual turnover (e.g., Cohen et al., 2016; Memon, Salleh, Baharom, & Harun, 2014; Oluwafemi, 2013).

The phenomenon of employee turnover intention is a usual issue at work; however, Malaysia is equally suffering a similar problem (e.g., Feng & Angeline, 2010; Hassan & Hashim, 2011; Manogharan, Thivaharan, & Rahman, 2018; Said, Rasdi, Samah, Silong, & Sulaiman, 2015). Perhaps, the turnover rate was the fourth-highest annual average rate in the non-manufacturing sector in Malaysia (Sung, Yee, Bahron, & Rahim, 2017). Researchers' intense attention is an issue of employee turnover because of the severity and consequences that follow (Chen & Wang, 2019). Empirical evidence has shown that employee turnover is more popular among public sector employees. For example, 70% of employees quit jobs in 2014 (Malaysian Trades Union Congress, 2014), and followed by 18 cases of academic staff have resigned from the public university were reported in 2007 and 2008 (Ramli et al., 2013). Hui and Har (2008) reported that the number of employees who left their jobs in Malaysia between 2009 and 2011 grew from 10 percent to 15.9 percent in less than two years. During this period, public universities in Malaysia experienced a deteriorating crisis of scientists and experts because of academic staff' turnover (AlBattat & Som, 2013).

Record of data from The Ministry of Higher Education (MOHE) explains the number of academic staff who have completed the contract, retired, or been dismissed since 2012 is about 2,000 (Rosli, Razali, & Idris, 2021). In 2013, 21 cases of academic staff quit a Research University (RU), and 38 cases in 2014 (Robyn & Du Preez, 2013). Although the figure slightly increased and decreased in 2007-2014, public university employee turnover continuing rate should not be neglected. Moreover, turnover rates for educational institutions increased by 29.98 percent compared to other industries (Malaysian Trades Union Congress, 2014), and the turnover rate

among academic staff is rising at an alarming level every year (Hassan & Hashim, 2011).

This research hopes to fill in the research gap on turnover intention among academic staff and gain further understanding of the impact of job embeddedness, procedural justice, and personality on employee turnover in higher education. In this context, the moderation effect of personality dimensions between job embeddedness and turnover intention will help address employee turnover problems. Thus, this should be the whole point of relevant research in turnover intention because, firstly, to my knowledge, this is the first research to illustrate the calculation of personality moderators' influence in academic contexts within a single theoretical context. Second, this research is related to the intention of turnover and the combination of procedural justice. Job embeddedness and personality consider moderation, which previous researchers have never carried out, especially at the Research Universities (RU) in Malaysia.

In addition, a variety of turnover-related research studies are typically undertaken on nurses rather than in the academic field. Even though various studies involved academics in their analysis, the study highlighted the relationship with job satisfaction. Based on these differences, the present study's authors considered introducing a more prominent element at the organisational and personal level to differentiate previous studies. Numerous studies have shown that employee problems lead significantly to many organizations' failure. There are two main reasons why this study is proposed. The first one is the moderator impact of the personality between job embeddedness and turnover intention; it can be beneficial in addressing issues with the turnover intention of workers. Those personality characteristics involve the way individuals handle situations. In other words, personality characteristics influence how individuals assess and respond to a potentially harmful circumstance. Thus, personality dimensions are taken as a moderator for seeing the strength and direction of the relationship between job embeddedness and turnover intention.

Hence, the problem statement deals with how workers with personality characteristics influence the power of a relationship and, consequently, how it impacts their turnover intentions. The second explanation involves the influence of procedural justice related to turnover intention. Procedural justice is vital because it allows individuals some authority over decision-making and is thus viewed as necessary for equitable outcomes. When an organization mistreats employees, they believe they will have a higher intention of leaving the organization. Thus, the findings in this study can help organizations retain staff by considering their personalities and fair situation. There two main objectives of this study are: (i) to empirically investigate personality dimensions (extroversion, agreeableness, openness to experience, emotional stability, and conscientiousness) to test the moderator between job embeddedness and turnover intention of academic staff working in a higher educational institution. (ii) to empirically investigate the effect of procedural justice on employee turnover intention.

## Literature Review

Procedural justice refers to equitable methods and procedures governing the distribution of resources and allocation of financial outcomes within an organization (Usmani & Jamal, 2013). The more authority employees believe they must use in dealing with a situation, the fairer they will be perceived to be (Cohen & Bradford, 2011). Procedural justice can also affect work-related outcomes, such as turnover intention (Gim & Desa, 2014; Li & Bagger, 2012). Organizations with low levels of procedural justice experienced a higher turnover of employees (Bal, de Lange, Ybema, Jansen, & van der Velde, 2011). The feeling of individual injustice can lead to frustration, anger, and lashing, negatively affecting the organization (Lebel, 2017) and contributing to turnover intention (Tuzun & Kalemci, 2012). Procedural justice is also a source of confidence because procedural fairness signalled their employer's respect and value (Searle et al., 2011). When employees are happy with their jobs, they are less likely to have a turnover intention (Aydogdu & Asikgil, 2011). Even employees who believe that if their organization has mistreated them, they have higher levels of turnover intention (Tuzun & Kalemci, 2012).

Many past studies have shown that procedural justice is significantly and negatively correlated with the turnover of intention. For example, a study by George & Wallio (2017) has examined the relationship between organizational justice and millennial turnover intention in public accounting. There is the most significant evidence that millennial public accountants from different backgrounds and expectations have been found to have a stronger relationship with turnover intentions. However, much fewer empirical studies have been carried out on the impact of academic staff's perception of procedural justice in the Asian context, particularly in Malaysia. Thus, this study examined the relationship between procedural justice and academic staff turnover intention in higher education within Malaysia. Based on the above, the hypothesis is:

H1: Procedural justice will be negatively significant with turnover intention.

### ***Job Embeddedness***

Job embeddedness is similar to a social web in that it connects individuals and organizations. Individuals with a higher bonding degree acquire a stronger sense of obligation inside the web and have more significant trouble leaving their place of employment (Jiang, Liu, McKay, Lee, & Mitchell, 2012). Each connection exists as a complication of forces in people becoming enmeshed in their job (Clinton, Knight, & Guest, 2012). Hom, Mitchell, Lee, & Griffeth (2012) also claimed that the troops that retain people in their current professions are a combination of fit, link, and sacrifice. An individual's fit refers to how their capabilities are compatible with the organization and its surrounding environment. The term "links" refers to the number of connections that a person has at their place of employment. In terms of sacrifice, it is described as what someone would have to give up (for example, the perceived cost of monetary or psychological rewards) if they opted to leave their current employment.

The present study's focal variable is on-the-job embeddedness, intending to determine how distinct characteristics of employees in higher educational intuition may affect the operation of job embeddedness theory. Concerning the lecturer profession, job embeddedness is expected to negatively affect turnover intention. Turnover intention academic staff would be less likely to leave their organization if the factors of fit, link, and sacrifice were higher since academic staff who are very devoted to their jobs derive more positive energy from being satisfied with their work. Being comfortable with their job and strong ties to communities outside of work contribute to decreased turnover intentions. Job embeddedness is likely to exacerbate the negative relationship between job embeddedness and turnover intentions. Thus, the authors hypothesize as follows:

H2: Link will be negatively significant with turnover intention.

H3: Fit will be negatively significant with turnover intention.

H4: Sacrifice will be negatively significant with turnover intention.

#### ***Moderating Role of Personality on Turnover Intention***

The distinctive personality characteristics of an individual are composed of a pattern of feelings, beliefs, and behaviour (Sherman, Nave, & Funder, 2012). Personality traits profoundly influence individual and organizational work attitudes and behaviour (Jeswani & Dave, 2012). Personality traits are characteristics of humans that include biological, social, and cognitive variables that distinguish one individual from another (Lazuras, Ypsilanti, Lamprou, & Kontogiorgis, 2017). Personality consists of five main dimensions, commonly used as the Big Five or Five-Factor Model (Wolff & Kim, 2012). It measured five dimensions: extroversion, agreeableness, conscientiousness, emotional stability, and openness to experience (Niazi, 2017).

Agreeableness is a personality trait that describes an interpersonal orientation as being sensitive to others, trusting them, and cooperating with them (Niazi, 2017). Thus, individuals with the high agreeableness trait can assist in determining the essential commercial connections for a new endeavour, with a predisposition for pleasant interpersonal ties. At the same time, individuals with low levels of agreeableness are the opposite. As a result, it is hypothesized that agreeableness moderated the relationship between job embeddedness and turnover intention.

H5: Agreeableness will moderate the relationship between job embeddedness and turnover intention.

Extraversion is the social element of functioning with personality social engagement, activity, energy, and positive emotions. Individuals with a high level of extraversion tend to be joyful; they enjoy being with others and pursuing their interests (Ariani, 2013). However, once an employee exhibits negative feelings, which contradict the fundamental nature of extraversion, this individual will experience distress and have a low level of extraversion. Thus, the following hypothesis is framed as follows:

H6: Extraversion will moderate the relationship between job embeddedness and turnover intention

Conscientiousness is the degree to which an individual possesses organizational skills, perseverance, and drive to pursue a goal (Niazi, 2017). Individuals with higher conscientiousness have a beneficial impact on their environment because of their dedication to their work and are more likely to achieve their targeted goals. However, another researcher has confirmed and found that conscientiousness does moderate the relationship between variables (Guay et al., 2013). Therefore, the researchers hypothesize:

H7: Conscientiousness will moderate the relationship between job embeddedness and turnover intention.

Openness to experience is a personality trait associated with a person's proclivity to seek out new life experiences and appraise them positively (Niazi, 2017). These characteristics make openness creative people, such as artists and scientists (Jauk, Benedek, & Neubauer, 2014). When individuals are high in openness, they consistently perform superior on imaginative cognitive skill tests (DeYoung, 2015; Jauk et al., 2014). However, their open-minded view of the world and tolerance for ambiguity would affect any fast-changing or uncertain environment. Thus, we expect them to moderate the relationship between job embeddedness and turnover intention and hypothesize as below:

H8: Openness to experience will moderate the relationship between job embeddedness and turnover intention.

Emotional stability refers to the capability of an individual to respond well to stress (Niazi, 2017). Emotionally stable people are believed to be calm, undisturbed, and to express minimal concern or anxiety about their problems and the concerns of others (Choerudin, 2016). If an individual has a high level of emotional stability, they are less likely to be influenced by stress and foul mood. However, scoring low on emotional stability will induce more negative affect (Ren, Yunlu, Shaffer, & Fodchuk, 2015). To support the moderating effect of emotional stability, it is believed that their trait of emotional stability will moderate the relationships between job embeddedness and turnover intention. Thus, the authors propose the following hypothesis:

H9: Emotional Stability will moderate the relationship between job embeddedness and turnover intention.

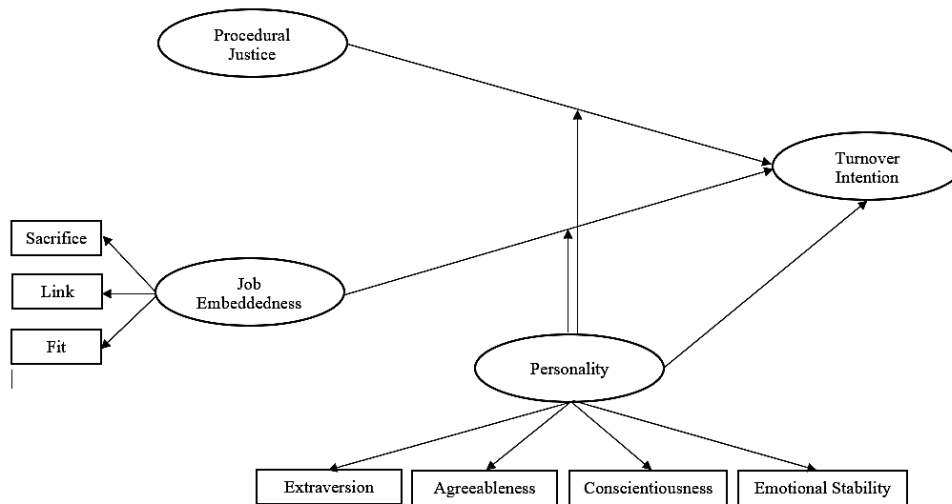


Figure 1: Research Framework

### Research Methodology

This study is designed using a quantitative approach through cross-sectional data. The data were collected by using an online survey questionnaire for all academic staff in research universities in Malaysia. The adoption of a web survey was primarily motivated by the simplicity of use and speed of response. Additionally, to achieve our goal of collecting good reactions from employee groups within the academic staff. First, the authors emailed the letter of authorization to the human resources department, requesting permission to distribute questionnaires to all academic staff members at the university. Then, an invitation email was sent to each respondent along with a link to answer the questionnaire. RUs 2021 has 9,353 academics, according to the university's website. Due to the population's considerable heterogeneity, non-probability random sampling was utilized to create a representative sample. Therefore, based on the G-power to determine the sample, the minimum sample size was 107, and it received 280 responses due to this distribution process. All incomplete data were excluded from the analysis, and only the final 277 completed questionnaires were analysed, for a response rate of 38 percent. It is generally considered appropriate for survey research, particularly web-based surveys (Davidson, Timo, & Wang, 2010), to respond to 10% or above.

Procedural justice, job embeddedness, personality and turnover intention instrument have been adopted and used for this study. All items were measured using a five-point Likert-type scale, ranging from 1 to 5 (1-Strongly Disagree, 2 = disagree, 3 = do not agree or disagree, 4 = disagree and 5 = strongly agree). Also, Job Embeddedness was measured using a twenty-seven-scale developed by Guay et al. (2013). The sample item is "felt like I am a good match for this institution", "I would

sacrifice a lot if I left this job”, and “I fit with the institution’s culture”. The composite reliability for this construct was 0.91. Procedural justice was assessed based on fifteen items developed by Niehoff and Moorman (1993). One sample item is “the institution will provide an appropriate explanation and rational about the decision made on my job”. For this construct, the composite reliability was 0.96.

Personality measurement used a twenty-three-scale based on Mayfield, Perdue, & Wooten (2008). The scale measured five dimensions of personality: extraversion, openness to experience, emotional stability, agreeableness, and conscientiousness. A sample item is “I really enjoy talking to people” and “I generally try to be thoughtful and considerate”. The composite reliability for this item was between 0.67 to 0.94.

The turnover intention was measured based on the developed scales by Wayne & Liden (1997), containing a five-item scale. A sample item is “I am seriously thinking about quitting my job”, “As soon as I can find a better job, I’ll leave this one”. For this item, the composite reliability was 0.90.

Data were analyzed using IBM SPSS software (predictive analytics software). The mean value, standard deviation and correlation test were used in the data analysis for this study. Factor loadings, reliability, and correlation analysis have all been performed to determine the validity of the data in this research. A regression test was used to test the relationship between procedural justice and turnover intention.

### **Research Results**

Before embarking on the results of data analysis, this study conducted the screening process for the questionnaire distributed and returned. The descriptive statistics results are separated by three in this section, i.e., demographic profile, mean and standard deviation, and correlations. In the questionnaire, five demographic respondents, such as gender, age, education and position in their profession, must respond. 277 of the final academic staff were counted (n= 159) as men and (n=118) as women. Age of academic staff are (n= 64) was 25-35-years old, (n= 117), 36-45-years aged, (n= 66), 46-55 years old, and (n= 30) was 56-65 years old. Most of the respondents were academic staff, senior academic staff, associate professors, and professors for the academic staff position. Most of these academic staff are PhD holders, while the rest are educational qualifications for masters and bachelors. The result of descriptive statistics (mean and standard deviation) is shown in Table 1.



**Table 1. The results of descriptive statistics (mean and standard deviation).**

Variables	Mean	Standard Deviation	Level
Turnover intention	1.96	3.40	Low
Job embeddedness (Sacrifice)	3.92	0.70	High
Job embeddedness (Link)	1.75	0.73	Low
Job embeddedness (Fit)	3.79	0.99	High
Personality (Extraversion)	3.68	0.73	High
Personality (Agreeableness)	3.96	0.56	High
Personality (Conscientiousness)	2.26	6.68	Low
Personality (Emotional Stability)	2.23	0.84	Low
Procedural Justice	3.37	0.78	Medium

Table 1 displays the descriptive statistics and correlations among the study variable. Among variable personality (agreeableness) obtained a higher score (Mean=3.96) than job embeddedness (Mean=3.92). Meanwhile, the turnover intention was ranked low (Mean=1.96). Also, Table 2 shows the result of correlation matrix among the studied variables. The results indicated that all factors were negatively correlated with turnover intention, except for job embeddedness (link) and personality (emotional stability), which positively correlated.

**Table 2. The results of correlation matrix among studied variables/ constructs.**

Variables	1	2	3	4	5	6	7	8	9
1. Turnover intention	-								
2. JE (Sacrifice)	0.668**	-							
3. JE (Link)	0.114	-0.075	-						
4. JE (fit)	0.263**	0.454**	-0.025	-					
5. PS (Extraversion)	0.154**	0.247**	0.149*	0.170	-				
6. PS (Agreeableness)	0.149*	-0.068	0.051	0.099	0.091	-			
7. PS (Conscientiousness)	0.047	0.050	0.008	0.018	0.116	0.034	-		
8. PS (Emotional Stability)	0.255**	0.271**	0.078	0.228**	0.226**	0.272**	0.028	-	
9. Procedural Justice	0.536**	0.649*	0.109	0.372**	0.086	0.068	0.046	0.225**	-

**Validity and Reliability**

The validity and reliability of the constructs were determined using confirmatory factor analysis in SPSS (Hair et al., 2010). Both the Kaiser-Meyer-Olkin (KMO) test and Bartlett's sphericity test were used to ensure the appropriateness of the factor analysis (Hair et al., 2010). The results of KMO for all constructs showed an index ranging from 0.72 to 0.99 above the Sekaran et al. (2010) suggestion. Bartlett's sphericity revealed significance for all the scales ( $p < 0.001$ ). It means that the item loads significantly in reflecting the construct. Cronbach's alpha was used to determine the reliability of the measures in the following phase.

**Table 3. The results of reliability constructs.**

Constructs		Cronbach Alpha $\alpha$	N-Item
Job embeddedness	Fit	0.99	9
	Link	0.72	10
	Sacrifice	0.96	7
Personality	Agreeableness	0.75	4
	Conscientiousness	0.94	5
	Extraversion	0.88	4
	Emotional stability	0.80	4
Procedural justice		0.90	15
Turnover intention		0.90	4

Table 3 displays the result of reliability constructs. The result indicates that the values ranged from 0.720 to 0.960, exceeding the 0.70 criteria proposed by Raykov & Marcoulides (2011). Openness to experience has been disqualified because it has a trustworthiness measurement value of less than 0.60. According to Sekaran & Bougie (2016), Cronbach's alpha value is less than 0.60 is considered weak, and then these factors are dropped rather than carried out further analysis.

#### ***Hypothesis Testing***

This section reports the regression analysis findings to test the hypotheses suggested in this study. The authors performed preliminary research to ensure that no error was made regarding normality and linearity. Table 4 displays the results of regressions analysis.

**Table 4. The results of hypothesis testing.**

Independent variable	$\beta$	Sig.	R <sup>2</sup>	Adjusted R <sup>2</sup>	F-Value
Procedural Justice	-0.536	0.000	0.287	0.284	98.792
Job Embeddedness (Sacrifice)	-0.685	0.000			
Job Embeddedness (Link)	0.064	0.181	0.452	0.445	66.776
Job Embeddedness (Fit)	0.049	0.357			

**Note:** Dependent variable: Turnover Intention

Table 4 indicates the outcome of the review of procedural justice showed that the R<sup>2</sup> value was 0.287, which describes the 28.7% variation predicted by procedural justice in the turnover intention. Beta ( $\beta$ ) reveals how each variable contributes substantially to the estimation of procedural justice for the dependent variable (turnover intention). The results showed that the desire to make a turnover was greatly

influenced by justice. That means that academic staff with a greater sense of justice are less likely to have turnover intention. F-Value also showed that [(98.792),  $p < 0.001$ ] for the dependent variable contributed significantly. The significance value should be smaller than the significant level of 0.05 to determine a significant level change. The result report that procedural fairness was sig. ( $p < 0.000$ ) means this variable makes a unique addition to the prediction variables. Thus, it supported the hypothesis (H1), which expected the significant role of procedural justice on turnover intention of academic staff. However, it was not the case with job embeddedness. The result of the beta coefficient ( $\beta$ ) shows that there is only one dimension which is sacrifice ( $\beta = -0.69$ ,  $p < 0.000$ ) of job embeddedness, which gives a negative and significant impression of turnover intention (H4 is accepted). The other dimensions link and fit itself were not substantial.

**Table 5. The results of moderating role of personality on turnover intention.**

Variables	Turnover intention		
	Model 1	Model 2	Model 3
<b>Step 1</b>			
Job embeddedness	-0.530	-0.495	-0.164
<b>Step 2</b>			
Emotional stability		-0.090	0.338
Extraversion		-0.023	-0.549
Agreeableness		-0.047	0.244
Conscientiousness		-0.088	0.317
<b>Step 3</b>			
Job Embeddedness x emotional stability			-0.629
Job Embeddedness x extraversion			0.821
Job Embeddedness x agreeableness			-0.361
Job Embeddedness x conscientiousness			-0.505
R <sup>2</sup>	0.281*	0.305*	0.316*
R <sup>2</sup> change	0.021	0.024	0.011
F-Value	95.543	21.543	12.147
F change	95.543	2.085	0.956

Table 5 shows the result of moderating effect analysis. The first equation (first step) indicates that job embeddedness directly affects turnover intention. These results showed that job embeddedness ( $\beta = -0.53$ ,  $p < 0.01$ ) provided significant negative perceptions of the turnover intention. This decision clarifies that the factor of job embeddedness is strong and has given the impression that the intention, which is, will decrease the intention to leave jobs. Next, in Table 3, the second equation (step two) showed that the personality indicates the turnover intention. The result of regression was report that emotional stability ( $\beta = -0.090$ ,  $p < 0.05$ ), extraversion ( $\beta =$

-0.023,  $p < 0.05$ ), conscientiousness ( $\beta = -0.047$ ,  $p < 0.05$ ) and agreeableness ( $\beta = -0.088$ ,  $p < 0.05$ ) were found to have significant negative effect on turnover intention. In the final step (step three), Table 5 shows no effect of personality as a moderator between job embeddedness and turnover intention. However, based on the guidance of Sharma & Malviya (2014), the present invention found that the change of R-two-square ( $\Delta R^2 = 0.04$ ) from step one to step two was significant at the ( $p < 0.005$ ). However, the change in R-2 ( $\Delta R^2 = 0.01$ ) from step 2 to step 3 is not significant. Although there is an increase in the change in R square two for each step, the increase in R square two is too slight. That shows that the personality does not affect a moderator to the job embeddedness relationship and the turnover intention.

## Discussion

A significant loss in academic institutional knowledge would occur in the coming years, such as 67 percent of current academic staff leaving their careers by 2021. In addition, 25 percent of existing academic staff will retire by 2023 (Crimmins, Opreescu, & Nash, 2017). Another 25 percent will be willing to leave their profession (Bexley, Arkoudis, & James, 2013). Universities must explore ways to strengthen support for academics to increase their employees who choose to continue in their long-term roles. Subsequently, this research examined the variable job embeddedness, procedural justice and personality that would influence turnover intention at the workplace. In Malaysian research universities, we developed and explored a new paradigm among academic staff.

H1 is supported by our findings that this study suggests that procedural justice contributes to the turnover intention among academic staff working in Malaysian research universities. In Malaysia's case of academic staff, research universities expect institutions to carry out their management procedure activities somewhat and not biased. Thus, academic staff would obey and follow the rules and guidance given by their employer about their profession.

Nonetheless, the researchers hypothesized (H2, H3), but the findings of fit and link did not support this hypothesis as there was no negative significance with turnover intention.

This study's findings explain that a low fit and link factor will increase the turnover intention. Still, the results show that only the sacrifice dimension of job embeddedness negatively influences the academic staff turnover intention. It supported the hypothesis (H4). This research proves that academic staff in Malaysian research universities who have a high sacrificial element will have a low intention to leave their profession. The significant effect of sacrifice on turnover intention is also in line with the argument of Coetzer, Inma, Poisat, Redmond, & Standing (2019).

According to Guay et al. (2013), the more incentives the employee will give up on quitting, the harder it will leave the organization. Thus, since academic staff want to preserve their valuable resources, they are more comfortable remaining at the institution and challenging them to leave their profession. This condition would reduce the intention of turnover between them.

Additionally, the present study included the model personality as a moderator in the relationship between job embeddedness and intention to leave among academic staff. The results indicate that these four personality traits are negatively related to turnover intention. The permissible personality change does not show a changeable impression as a moderator when the interaction between job embedders and turnover intention. That means whether academic staff members have a high or low-level trait, their choice to leave their job will not vary.

We could explain these findings because first, agreeableness academic staff with a high score for a trait such as helpful and polite and who score low generally find it challenging to interact well with others. Second, extraversion academic staff with high scores are full of energy, social, and skilled communicators. At the same time, academic staff with a low scores are less outgoing and more comfortable working by themselves. Thirdly, conscientiousness, academic staff with high conscientiousness have a nature of self-control, dedication to goals, dependability, and punctuality in completing assigned responsibilities. Meanwhile, academics with low conscientiousness may have trouble pursuing long-term plans due to their propensity for distraction and tendency to act on instincts. In addition, they may struggle with general self-discipline. Fourth, academic staff with high emotional stability is defined as a person's ability to remain stable and balanced under stressful circumstances. Concerning career lives, they are less emotionally reactive and less readily disturbed. Finally, it seems that the turnover intention of research universities' academic staff is not affected by their personality. Whatever positive or negative traits inside character academic staff, they decided this could not be a reason, they leave their job although it is consistent with their characteristics and intention. Thus, this was unexpected and appeared to be a pattern unique to academic staff and public sector views.

### **Conclusion**

In conclusion, this study has successfully examined whether personality moderated between job embeddedness and turnover intention. The dimensions of the sacrifice of the job embeddedness were significantly negatively related to the turnover intention. Personality does not affect the moderated relationship between job embeddedness and turnover intention. The procedural justice was negatively related to turnover intention among academic staff.

### ***Theoretical implications***

The contribution of the present study to literature expands on the previous study by offering and validating a framework of academic staff. First, it introduces the new indicators and valuable (job embeddedness, procedural justice, personality) for this field of educational turnover intention; second, it explores the role of personality in moderation, which is highly knowledgeable in the education sector worldwide. Finally, this study applies a model of turnover intention in the context of the Asia culture (especially in Malaysia), where only a few studies exist. For example, Said

et al. (2015) examined the career success of academics at Malaysian research universities. Similarly, Hassan & Hashim (2011) conducted the role of organizational justice of academic staff in Malaysian public universities. Both samples are the same, which is the academic staff. However, when it comes to our study, we propose a more novel contingency model that may be especially helpful in describing the relationship between job embeddedness, procedural justice and personality toward the turnover intention.

#### ***Practical implications***

This study helps management at Malaysian research universities to see an important factor contributing to academic staff turnover. That way, management will trigger positive instrumental actions and systems strategies that help academics stay on with their respective professions. The value of applying a combination of factors, such as procedural justice, job embeddedness and personality in the workplace, is a notable consequence of this research. Besides, of course, these essential variables influence this whole chain of turnover intention research. Eventually, this conceptual study will lead to new added value to the turnover intention in the academic context of Malaysian research universities.

#### ***Limitations and Recommendations for Future Research***

Like any study, this has limitations too. First, because of the size and data confidentiality criteria at our survey sites, this study is somewhat constrained in that the researchers did not gather accurate turnover data. As a result, data that is missing will impact the quality of the data analysis. But future research must consider this problem to the greatest extent feasible to have enough control over the data gathering process. It had a small sample size, with just five research institutions participating, which was a second limitation. A larger sample should gather from other public universities in Malaysia with more accurate results, which could apply to the situation in Malaysia

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## POWIĄZANIA MIĘDZY SPRAWIEDLIWOŚCIĄ PROCEDURALNĄ A UMIEJĘTNOŚCIĄ PRACY W OBROCI INTENCJA: MODERNIUJĄCA ROLA OSOBOWOŚCI

**Streszczenie:** Zjawisko intencji rotacji pracowników jest istotnym problemem w pracy; jednak Malezja boryka się z podobnym problemem. Dowody empiryczne wykazały, że rotacja pracowników jest bardziej popularna wśród pracowników sektora publicznego (akademików). Badania związane z obrotem są zwykle podejmowane na pielęgniarkach, a nie na polu akademickim. Chociaż różne badania obejmowały naukowców, ich badania w większości podkreślały związek z satysfakcją z pracy. W tym kontekście efekt moderacji wymiarów osobowości między zakorzeniem w miejscu pracy a intencją rotacji pomoże rozwiązać problemy związane z rotacją pracowników. Celem tego badania jest zbadanie związku między zakorzeniem w miejscu pracy (dopasowanie, powiązania i poświęcenie) a sprawiedliwością proceduralną z intencją rotacji wśród kadry akademickiej na publicznych uniwersytetach w Malezji. Badanie to sprawdzało również, czy osobowość moderowała zakorzenie w pracy i intencję rotacji. W sumie zebrano 734 dane od próby kadry akademickiej z pięciu publicznych uniwersytetów badawczych. Badanie to wykazało, że wymiary poświęcenia zakorzenia w miejscu pracy były istotnie negatywnie związane z intencją rotacji. Stwierdzono również, że osobowość nie moderuje związku między zakorzeniem w pracy a intencją rotacji. Wyniki pokazały również, że sprawiedliwość

proceduralna była negatywnie powiązana z intencją rotacji wśród nauczycieli akademickich. Implikacje teorii i praktyki oraz sugestie prowadzą do przyszłej dyskusji.

**Słowa kluczowe:** sprawiedliwość proceduralna, osadzenie w pracy, osobowość, intencja obrotu.

### 程序正义与工作嵌入与离职意向之间的联系：人格的调节作用

**摘要：**员工离职意向现象是工作中的一个重要问题；然而，马来西亚同样面临着类似的问题。经验证据表明，员工离职在公共部门员工（学者）中更受欢迎。与更替相关的研究通常是针对护士而不是在学术领域进行的。尽管各种研究都涉及学者，但他们的研究大多强调了与工作满意度的关系。在此背景下，人格维度在工作嵌入与离职意向之间的调节作用将有助于解决员工离职问题。本研究的目的是考察马来西亚公立大学学术人员的工作嵌入（适合、联系和牺牲）和程序正义与更替意图之间的关系。本研究还检验了人格是否会调节工作嵌入和离职意向。从五所公立研究型大学的学术人员样本中收集了总共 734 条数据。本研究发现，工作嵌入的牺牲维度与离职意向显著负相关。研究还发现，性格并不能调节工作嵌入和离职意愿之间的关系。结果还表明，程序正义与学术人员的离职意愿呈负相关。理论和实践的含义和建议导致未来的讨论

**关键词：**程序正义、工作嵌入性、个性、离职意向