Determining Critical Success Factors of Intention to Quit Among Lecturers: An Empirical Study at UiTM Jengka.

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ABSTRACT

This study aims to determine the level of intention to quit among lecturers in UiTM Jengka, Pahang. The main objectives of this study was to see the factors that can lead to the intention to quit and to determine the existence of the relationship between determinant factors (demographic factors, job stress, job satisfaction and organizational commitment) and the intention to quit. Until now, no study conducted to investigate the intention to quit among the lecturers in UiTM Jengka. Rate feedback obtained represented 68% of the total population lecturers. The main instrument of this study was the set of questionnaires. Analysis found that 7% of the total respondent lecturers intend to quit. Although the percentage rate of lecturers who really intend to quit work is low, the study found that most respondents' behavior almost certainly showed *a tendency to stop working. Studies of workers have described the intention to quit will tend to have behaviors such as thinking to stop, trying to find another job and giving estimation of how much longer he or she will stay in the organization.*

Keywords: *Employment Opportunities, Intention to Quit, Job Stress, Lecturers, Organizational Commitment,*

I   Introduction

Intention to quit among employees is believed to caused by the existence of factors booster. Factors for good intentions will certainly encourage employees to continue to remain in the organization unlike factors that will drive the evil intention to quit among employees. Rumery (1994; as cited in Lim; 2002) stated that employees who have the intention to quit will tend to have behaviours such as thinking to stop, trying to find another job and making estimations of how much longer he or she will stay in the organization. An employer needs to know the intention of an employee because the employer will be able to respond to the employee's behavior (Robbins, 2000). In the context of this study, when the employer knows the employee's intention to leave then the employer might respond by taking specific initiatives to change the intention of the employee or at least to make them re-think their intention to leave the organization.

Studies on the factors that can lead to intention to quit among employees are necessary because it will lead to actual employee turnover. Many findings from previous studies have shown that the phenomenon of employee turnover is preceded by the intention to quit. (Price, 2001). Employee turnover is a problem to the organization because it can give negative impacts to the organization. The main effect is it may interfere with the organization's efficiency. (Robbins, 2000).

In addition, employee turnover can also increase costs (Firth, et al., 2004) because the organization must conduct new recruitments and train new employees (Schwepker, 2001) to fill vacancies left by former workers who have stopped voluntarily. Griffith and Hom (2001; as cited in DeConinck and Bachmann; 2004) stated that the cost to replace employees who have stopped working, can reach up to 200% of an employee's salary. Employees who quit will also bring together expertise, skills and competencies that they get from training and experience served along with the original organization. This is a loss to the organization that has invested a lot in training the employees who happen to quit and do not contribute back to the organization.

Secondary data obtained from the Division of Academic Affairs shows that there have been seven lecturers who resigned from August 29, 2007 to July 1, 2008, eleven lecturers are in the process of applying to quit / being transferred to other branches and nine lectures were moved to another branch campus in that period. Thus, this research was conducted to find out what are the factors that affect the rate of turnover among lecturers in UiTM Jengka, Pahang.

The paper is organized as follows. Section II summarizes the relevant literature and describes how our research contributes to this literature. In Section III, we describe the questionnaire related to our factors that can influence the intention to quit and our framework as well as methodology. Section IV, summarizes our findings from this research and the last Section V is the conclusion where suggestions for future research are provided.

II   Literature Review

Until now, there have been many researchers who study the factors that can be the determinants of intention to quit (Igbaria and Siegel, 1992; Guimaraes, 1997; Udo, Guimaraes and Igbaria, 1997; Elangoven, 2001; Lambert *et al.,* 2001; Firth *et al.,* 2004) in the various scopes of the studies. According to Firth, Mellor, Moore and Loquet (2004), intention to quit is influenced by job stress, dissatisfaction and organizational commitment.

Intention to quit

This study concludes the definition of intention to quit as an individual's decision about membership in an organization; whether he wants to continue working in the organization or not. The Decision is made as a way to act against a particular situation based on perception, emotion and the way of acceptance / rejection of himself in the face of these situations. Employees who have the intention to quit will tend to be thinking to stop, trying to find another job and giving estimates of how much longer he will stay in the organization.

Intention to quit is a dependent variable for this study. It is a psychological variable which has a strong relationship with actual employee turnover. However Bluedorn (1982) and Coverdale & Terborg (1980; as cited in Guimaraes; 1997) mentioned the actual employee turnover is a complex variable to measure because it is also influenced by external factors that cannot be controlled. Hence studies related to intention to quit among employees are more easily undertaken than studies related to the actual employee turnover. This is because the intention to quit data is more easily available compared to the actual employee turnover data (Guimaraes, 1997).

Based on the experience of previous researchers (McBey and Karakowsky, 2001) who conducted research on actual turnover, questionnaires were distributed two or three times to obtain data of actual turnover. Huselid and Day (1991) also found that the number of employees who left the organization within their study was small. Hence, it becomes a problem if the variable of turnover used as a dependent variable. Therefore, this study will use the intention to quit as a dependent variable that describes actual employee turnover behavior.

Demographic factors

Robbins (2000) stated that demographic factors such as age, gender, marital status, and job tenure are important in determining the intention to quit. Robbins' opinion indicated the older the age of employee, the lower the probability of the employee to resign. This is because the senior workers do not have a wide range of options in searching for employment opportunities. Besides, the older workers are more loyal to the organization because they expect a higher salary for long period of service, as the longer paid leave and pension benefits are more attractive. Even though, the younger workers are changing jobs more often than the older workers.

Robbins (2000) and McBey and Karakowsky (2001) also described employees who are married have lower rates of both absence and turnover and more satisfied with their jobs compared to workers who are single. This discovery is based on the fact that married employees have more responsibility for family and need a stable financial status to support their families. Robbins (2000) and McBey and Karakowsky (2001) also explained that the longer the period an employee serves in an organization, then the lower the rate of employee turnover. Hence this study suggests:

H1: There is a strong relationship between demographic factors and the intention to quit.

Job Satisfaction

Generally, previous researchers (Porter, Steer, Mowday and Boulian 1974) have agreed that job satisfaction is the feeling of like or dislike of an employee on matters related to work such as payment, supervision, promotion opportunities, colleagues and work itself. Price (2001) said that satisfaction refers to the limit in which the employee likes their work.

A study done by Parker and Kohlmeyer (2004) used employees' turnover as dependent variable. Studies conducted on the accountant firm shown that there is direct relationship between job satisfaction and employee turnover. Nurul Nadia (2006), in her study also found a direct negative relationship between satisfaction and intention to quit. Furthermore, Robbins' (2000) studies have also found that there is a negative relationship between job satisfaction and intention to quit. This means the higher the level of employee's satisfaction, the lower the intention to quit. Thus, the study suggests:
H2: There is a strong relationship between job satisfaction and intention to quit.

Organizational Commitment

Commitment is a reaction towards the organization based on what employees think about the whole organization itself (Guimaraes, 1997) and also the degree of organizational loyalty of employees (Price, 2001). Porter *et al.* (1974) have been committed to defining the organization as an employees' strong identification and their involvement in an organization. Porter et al. (1974) and Mowday, Steers and Porter (1979) mentioned that an employee is said to have committed when he has at least three of the following characteristics: (a) a strong belief and acceptance of values and goals of the organization; (b) willingness and readiness to work hard for the organization; (c) and desire or requirement to remain in the organization.

According to Meyer and Allen (1991), there are three components of commitment namely continuous commitment, affective commitment and normative commitment. Continuance commitment exists within an individual employee, due to the rational thinking on the economy or in other words, the employee must be in an organization because they require a salary from the organization. Affective commitment is inherent in self-employees who have a desire to remain in the organization because of the close emotional relationship between workers and employers. Normative commitment is said to have originated from the value at which an employee feels they owe and are required to serve the organization.

DeConnick and Bachmann's (2004) findings proved that the commitment is a strong predictor of intention to quit. In fact, their study also supports Lambart, Hogan and Barton's (2001) findings which stated that the intention to quit is antecedents of employee turnover. In addition, their study has also shown that there is a direct relationship between satisfaction with pay, satisfaction with supervisors and commitment with the intent to quit. A study done by Nurul Nadia (2006) found that medical officers at a government hospital have a strong affective commitment and houseman officers have a strong normative commitment. However, both types of commitment show a negative relationship with intention to quit in which the higher the commitment, the lower the rate of intention to quit among physicians. So the study would like to view:

H3: There is a strong relationship between organizational commitment and the intent to quit.

Job Stress

Job stress is a reaction to a source of stress, stimulation, or a situation that affects the physiology of an individual (Mohammad, 2001). Hans and Selye (1936, as cited in Mohammad, 2001), have been defining the job stress as a biological phenomenon, which is a reaction to any exposure, resulting in the challenge and demands of an organism is prepared to act either in a fight or flight. Price (2001) is opinion defined stress as an occupational limit where it is difficult to implement.

Sabitha and Mahmood Nazar (1998) also commented on Selye (1977), who defined stress as a condition affecting the outside of a normal state of emotional and physical thinking of a physiological process. The study by Graham *et al.* (2000) found that job stress faced by professional workers in the hospital industry is concerned with the excessive work load, role conflict, conflict of time, lack of staff, lack of facilities, the conflict relationships between colleagues and others. Thus, the proposed hypothesis is as follows:

H4: There is a strong relationship between job stress and the intention to quit.

Employment Opportunities

In this study, employment opportunities refers to how the respondents see opportunities for other jobs if they are given an offer. Employment opportunities include jobs from the same field but in other organizations, or from different areas of employment, or any other employment opportunities that offer a more lucrative salary or better position. According to Mobley *et al.* (1979; as cited in McBey Karakowsky; 2001), the attraction factors of employee turnover are the level of household income, family commitments and employment opportunities. The higher the employment opportunities, the higher the rate of intention to quit and cause employee turnover. Thus, the study suggests:

H5: There is a strong relationship between alternative employment opportunities and the intent to quit.

Figure 1 below shows the initial conceptual model before the study was conducted. This model describes the relationship between driver factors and the intention to quit among the lecturers. Dependent variable for this study is the intention to quit while the three independent variables for this study are the demographic factors, push factors (job satisfaction and organizational commitment) and pull factors (employment opportunities).
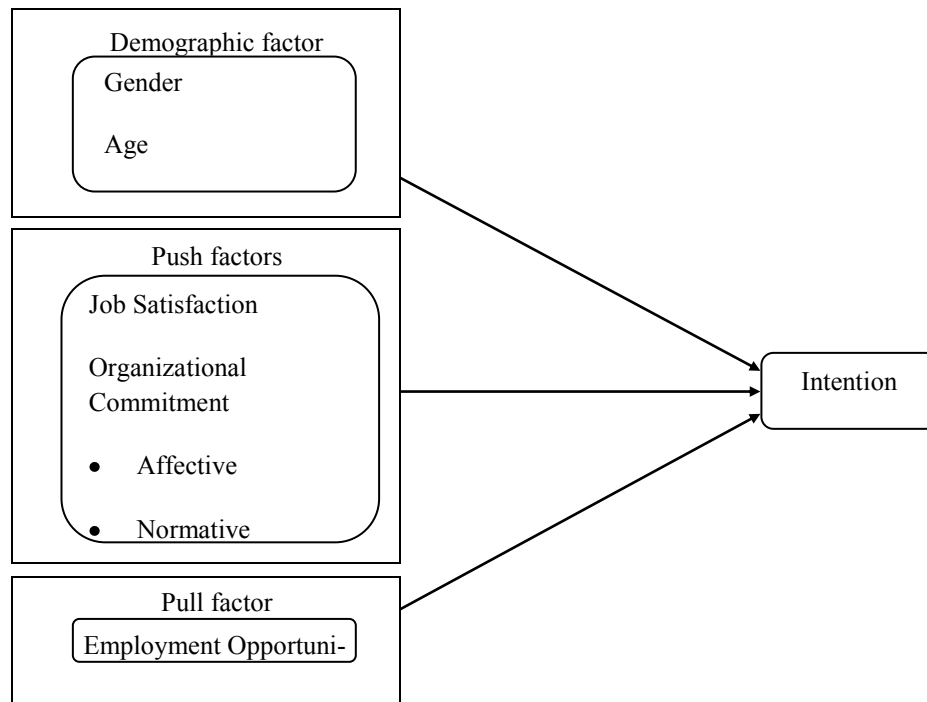

Figure 1: Initial Framework Before Study Was Conducted.

III   Methodology

Data Collection

This study involved UiTM lecturers in Jengka, Pahang. A questionnaire form was distributed to all 188 lecturers of UiTM Jengka but only 128 returned were returned and completely answered.

Research design for sampling for this study is to use probability sampling, in which the findings of this study will be a conclusion to the whole population. Stratified random sampling technique was used as there are several groups in this study population, and only certain groups to be selected.

Measurement

The formation of the questionnaire for this study was based on previous studies. The questionnaire for this study consists six sections where each section covers each aspect such as background of the respondents (demographic factors), job satisfaction, organizational commitment, job stress, employment opportunities and intention to quit.

Questionnaire on job satisfaction is taken from a study by Smith, Kendall and Hulin (1969, as cited in Poh, 2002) where they used Job Descriptive Index (JDI) to measure levels of satisfaction among employees. There are five sections that measure respondent's satisfaction toward income, promotion opportunities, supervision, work itself and satisfaction with colleagues. Questionnaire related to organizational commitment was adopted from a study done by Meyer and Allen (1991), which contains 20 items.

The next section of the questionnaire is 20 items related to job stress, where the items were taken from a study done by Guimaraes *et al.* (2000) and Kim *et al.* (1996; as cited in Price, 2001). This section was used to measure the job stress in terms of role ambiguity, role conflict, excessive workload and inadequacy of resources.

The study done by Guimaraes (1997) and Kim *et al.* (1996, as cited in Price, 2001) was also used to measure the intention to quit which contained 10 items. The last section of the questionnaire was related to employment opportunities, in which 10 new items were proposed by the authors.

Data analysis was conducted using SPSS (Statistical Package for Social Science). Analytical techniques used in this study are reliability test, descriptive analysis, frequency analysis, simple regression analyses, and crosstab.

IV Findings

Demographic Factors versus Intention to Quit

Table 1(a): Regression of Variables Sex, Age, Marital Status, Job Status and Tenure in Position with the intention Quit.

R	R^2	F	Sig. F
.186	.035	4.523	.035

* Significant at significance level $p < 0.05$

Table 1(b): Regression of Variables Sex, Age, Marital Status, Positions level and Tenure in Position with the intention Quit.

Model	Variables	Coefficients			Hypothesis Result
		B	t	Sig.	
1	(Constant)	2.212	34.207	.000	
	Positions level	.059	2.127	.035	Accepted

Dependent variable: Intention to Quit

Regression analysis results in the Tables 1(a) and 1(b) show that the level of position significantly contributes (F=4.523; p=.035) and predicts 3.5 percent a significant change in the intention to quit. Given the value R^2=.030 is less than 0.5, therefore, the models used in this study are not in accordance with the data. Regression results on other demographics factors such as gender, age, tenure and marital status are not significant, the coefficient of which each has value p>.05.

Table 1(b) shows that the level of position has a significant coefficient value at t=2.127 at the level of significance p<.05 that is p=.035. These results indicate that there is a direct relationship between levels of positions with the intention to quit. So, the regression equation that can be used to predict the intention to quit is:

$$Y = 2.212 + .059x$$

Where; Y = Intention to quit
X = level of position

Job Satisfaction versus Intention to Quit

Table 2: Regression of Job Satisfaction Variables with intent Want to Stop Work.

R	R^2	F	Sig. F
.172	.030	.942	.442

* Significant at significance level p<0.05

Results of regression analysis in Table 2 above shows that the satisfaction model does not contribute significantly (F=4.523; p=.035) in predicting the percentage change in intention to quit among UiTM lecturers Jengka, Pahang. Given the R^2=.030 is less than .5. Therefore, the model used in this study is not in accordance with the data.

Organizational Commitment versus Intention to Quit

Table 3(a): Regression of Organizational Commitment Variables with Intention to Quit.

Model	R	R^2	F	Sig. F
2	.468	.216	17.511	.000

* Significant at significance level p<0.05

Table 3(b): Regression of Organizational Commitment Variables with Intention to Quit.

| Model | Variables | Coefficients | | | Hypothesis |
		B	t	Sig.	Result
2	(Constant)	3.911	14.425	.000	
	Affective Commitment	-.318	-3.249	.001	Accepted
	Normative Commitment	-.169	-2.255	.026	Accepted

Dependent variable: Intention to Quit

Regression analysis results in Table 3(a) above shows that the model of commitment contributes significantly (F=17.511; p=.000) in the predicted percentage of change in intention to quit among UiTM lecturers in Jengka, Pahang.

Table 3(b) above shows that affective commitment and normative commitment have a significant coefficient value of -3.249 and -2.255 respectively, with the level of significance p<.05. The negative t value indicates that there is a direct negative relationship between affective commitment and normative commitment with the intention to quit. Regression results on the continuous commitment coefficient value is not significant, which has a value of p>.05. Then the regression equation can be used to predict the intention to quit is:

$$Y = 3.911 - 0.318x_1 - 0.169x_2$$

Where; Y = Intention to Quit
X_1= Affective Commitment
X_2= Normative Commitment

Job Stress versus Intention to Quit

Table 4(a): Regression of Job Stress Variables Due to the Excessive
Workload with the Intention to Quit.

R	R^2	F	Sig. F
.284	.081	11.087	.001

* Significant at significance level p<0.05

Table 4(b): Regression of Job Stress Variables Due to the Excessive
Workload with the Intention to Quit.

Model	Variables	Coefficients	Hypothesis Result		
		B	t	Sig.	
1	(Constant)	3.222	11.864	.000	
	Excessive Workload	.261	3.330	.001	Accepted

Dependent variable: Intention to Quit

Regression analysis results in Table 4(a) above shows that the stress caused by excessive workload contributes significantly (F=11.087; p=.001) and predicts 8.1 percent significant changes in intention to stop working. Given the R^2=.081 is less than .5 Therefore, the model used in this study is not in accordance with the data.

In Table 4(b), it is found the stress due to excessive workload has a significant coefficient value in which the value of t=-3.330 at the level of significance p<.05 that is p=.001. These results indicate that there is a direct relationship between job stresses due to excessive work load with the intention to quit. Regression results for other stress factors which are role ambiguity, role conflicts and lack of resources have the coefficient that is not significant in any of their respective p value p>.05. Then the regression equation can be used to predict the intention to quit is:

$$Y = 3.222 - .261x$$

Where; Y = Intention to Quit
X = Job stress due to excessive workload

Employment Opportunities versus Intention to Quit

Table 5(a): Regression for Variables Employment Opportunities with Intention to Quit.

R	R^2	F	Sig. F
.322	.104	14.613	.000

* Significant at significance level p<0.05

Table 5(b): Regression for Variables Employment Opportunities with Intention to Quit.

Model	Variables	Coefficients			Hypothesis
		B	t	Sig.	Result
1	(Constant)	1.797	12.579	.000	
	Employment Opportunities	.196	3.823	.000	Accepted

Dependent variable: Intention to Quit

Regression analysis results in Table 5(a) above shows that employment opportunities contribute significantly (F=14.613; p=.000) and predicts 10.4 percent significant changes in intention to quit. Given the R^2=.104 that is more than .5 the model used in this study fits the data.

From the above Table 5(b), it is shown that employment opportunities have a significant coefficient value in which the value of t=3.823 at p<the significance level of .05 i.e. p=.000. These results indicate that there is a direct relationship between employment opportunities with the intention to quit. Then the regression equation can be used to predict the intention to quit is:

$$Y = 1.797 + .196x$$

Where;   Y = Intention to Quit
          X= Employment Opportunities

V   Discussions

This study has investigated the factors that can influence intention to quit among UiTM lecturers in Pahang. This study advances the literature by extending the theoretical framework on intention to quit. It is expected to provide the theoretical implications to academics who have studied the characteristics of intention to quit and employee turnover.

After carrying out data analysis, the study found three factors to be predictors of intention to quit for UiTM Pahang lecturers in Jengka which is the level of position, job stress caused by excessive workload, organizational commitment (affective and normative) as well as employment opportunities . Findings from this study were supported by many theories and findings from previous researchers (Igbaria & Siegel, 1992; Udo, Guimaraes & Igbaria, 1997; Lambart, Hogan & Borton, 2001; Elangovan, 2001; DeConnick & Bachmann, 2004 and Parker & Kohlmeyer, 2004). In summary, the findings of this study can be explained in the framework of the final review of the beta coefficient for each variable, with the intention to quit is shown in Figure 2.

The two main factors become predictors for intention to quit are commitment types affective (β=-.318) and job stress due to excessive workload (β=.261). Framework also shows that level positions (β=.059), normative commitment (β=-.169) and employment opportunities (β=.196) have direct relationship with the intention to quit among lecturers in UiTM Jengka, Pahang.

Discovery related to level of positions and intention to quit is an important contribution to human resource management. This study has found that the higher the level positions of lecturers, the higher the intention to quit. Direct relationship between level positions with the intention to quit is significant at t=2.127; p=.035. These findings support the theory presented by Udo, Guimaraes and Igbaria (1997). These findings prove that the level positions could influence the intention to quit.

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Demographic factor
 ┌─────────────────────┐
 │  Level of Positions │──────────────┐
 └─────────────────────┘      .059     │
Push factors                           │
 ┌─────────────────────┐      -.318    │
 │ Affective Commitment │───────────┐  │
 └─────────────────────┘           │  │   ┌────────────┐
 ┌─────────────────────┐           ├──┼──▶│ Intention  │
 │ Normative Commitment │──────────┤  │   └────────────┘
 └─────────────────────┘   -.169    │  │
 ┌─────────────────────────┐        │  │
 │ Job Stress due to Excessive│     │  │
 └─────────────────────────┘  .261  │  │
                                    │  │
Pull factor               .196      │
 ┌─────────────────────────┐        │
 │ Employment Opportunities │───────┘
 └─────────────────────────┘
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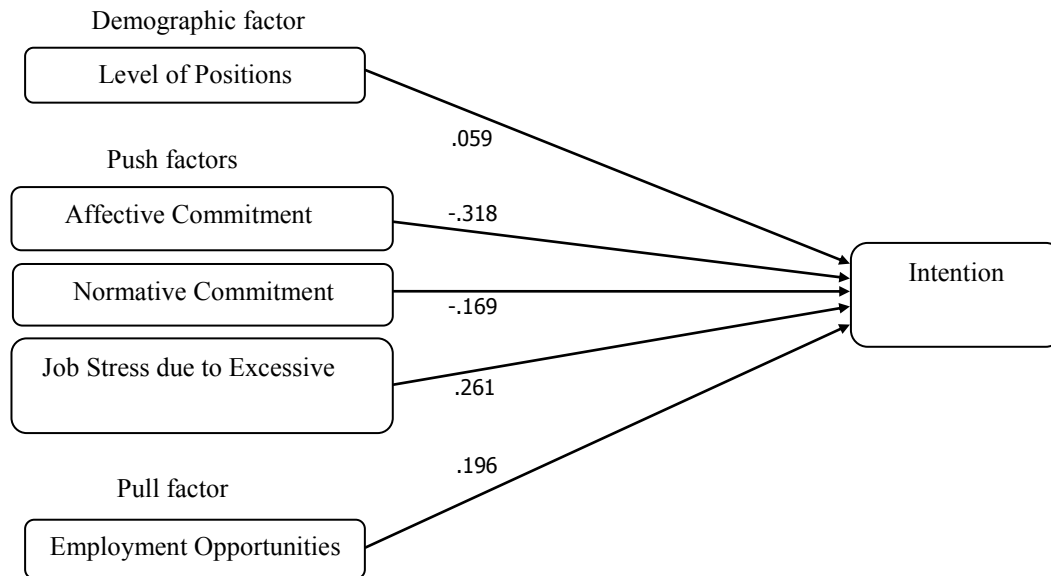
Figure 2: Framework with Beta Coefficient Indicates Intention to Quit for UiTM Lecturers in Jengka, Pahang.

The findings related to job stress are among the contributions to the study of human resource management. Studies have shown that job stress is a good predictor of the intention to quit among UiTM lecturers in Jengka, Pahang. The direct relationship between job stress with the intention to quit is significant at t=3.33; p=.001. Although, job stress affects only 26.1 percent of lecturers' intention to quit, but these findings fully support the theoretical study from previous researchers (Elangovan, 2001; Udo, Guimaraes and Igbaria, 1997) which states the higher the job stress, the higher the intention to quit.

The last contribution of this research is the discovery of relevant commitments. This study has found a direct negative relation between commitment and the intention to quit. This discovery supports the theory presented by the researcher's prior commitment (Elangovan, 2001; and DeConnick & Bachmann, 2004) that said the higher the commitment the fewer workers intend to quit. Overall, this study has found that only 9 lecturers (7.0%) from all respondents intend to quit with an average of intention to quit between 3.50 until 4.95. Despite the proven existence of the intention to quit among UiTM lecturers in Jengka, this review did not intend to show the weaknesses of the management of UiTM Jengka. In a more positive side this study views some issues that need to be explored and discussed together.

As described in Section 1, researchers have described that the intention to quit will tend to have behaviors such as thinking of quitting, trying to find another job and giving estimates for how much longer he will stay in the organization. For the first behavioral tendency that is thinking of quitting; this study has found that 12 lecturers or 9.4 percent of all respondents agreed with the statement "I often think about quitting". While 26 lecturers (20.31%) agreeing with the statement "I will voluntarily leave from UiTM Jengka if my family told me to do so". Employees who wish to quit will also try to find another job. The analysis found that 38 respondents (29.7%) agreed with the

statement "If I get a chance to work in other organizations, I will take the opportunity". In fact, for statements "I often daydream about what it would be like to work in other organizations", the study found that 36 respondents (28.1%) agreed with that statement.

The third behavior is to estimate how long he will stay in the organization. The study found that 17 respondents (13.3%) agreed with the statement "I will leave this organization voluntarily sometimes within the next five years". The study also found that 63 respondents (49.2%) did not agree with the statement "I plan to stay in UiTM Jengka as long as possible". The percentage of respondents who agreed with the statement above is high, especially among the permanent lecturers who have not yet gotten confirmation of employment or are still on probation and this shows that there are internal factors to cause the intention to quit their jobs and look forward to the opportunity to work in other organization. In an effort to address the problem of intention to quit among the lecturers, the study suggests that the management should gives attention to both internal and external aspects of the factors that can be push and pull factors to the lecturers. After the study, the factors that have been identified as a push factor are the level of positions, job stress due to the excessive workload and commitment of affective and normative. While pull factor suggested is the employment opportunities.

In considering the first push factors that is position level, the study looked at the reactions and comments from respondents on the confirmation system implemented by UiTM. In this case, the research just to hear complaints and views from the eyes of the individual himself without looking at external factors that are constraints to meet their demands. Among the requirements for confirmation in the post is to attend the Basic Teaching and Learning Course, then the Induction course or program organized by UiTM and conduct research.

According to respondents, the lecturers who do not have the experience to do the research feel that doing research will give enough pressure that lead them to the intention to cease work and change to the other fields of work. Indeed, the universityhas conducted a lot of research workshops for new and less experienced lecturers. Similarly, the implementation of the writing mentor-mentee program, organized by UPENA Pahang and also the Faculty of Business Management, UiTM Pahang. Nevertheless, the study feels that the program is not well received by all new lecturers for the program is only open to those interested. Thus, this study suggests that management should make it compulsory for all new UiTM lecturers to join the program.

The study also feels that the selection of employees at an early stage can reduce the tendency to stop work. In other words, the selection of candidates for interview for the post of a lecturer must also take into account the experience of the candidates in research work so that does not arise again the issue of the difficulties to confirm the position in UiTM. Thus, this study suggests that UiTM hire only those who have teaching and experience in research; not the one with teaching experience alone. As for interviews of fresh graduate, the study suggests that UiTM should choose candidates who hold a Masters degree in Research, not the candidate with a Masters by Coursework. The selection of candidates with this criterion has been made a priority in research universities such as Universiti Kebangsaan Malaysia (UKM) and Universiti Sains Malaysia (USM).

Job stress also is a push factor in organization render intention to quit among lecturers in UiTM Jengka. This study has found that 68 respondents (53.1%) have average stress between 3.50 and4.80. Frequency analysis shows that 8 lecturers (6.2%) said that they never have time enough to perform their duties. In fact, 66 lecturers (51.6%) rarely felt that they have sufficient time to carry out their duties. For disclosures "I have too great overall volume of work", there are 12 lecturers (9.4%) categorized as "everyday", while 54 lecturers (42.2%) categorized as "often". There are 7 lecturers (5.5%) said that every day "I feel under pressure to meet deadlines". While 30 lecturers (23.4%) and 47 lecturers (36.7%) respectively said that "frequent" and "sometimes" feel pressured to have a due date for certain tasks.

For the second push factors, the study shows that the high number of credit hours for the ATA (Amanah Tugas Akademik) in UiTM is the most important reason why the lecturers are under pressure. Factors that are expected to be the cause of the excess burden are shortage of teaching staff at UiTM Jengka. This resulted in existing lecturers not getting the opportunity to decide their flexible working time, affect motivation, resulting in tiredness and less time with family. Therefore, the study suggests that the management of UiTM to upgrade facilities and to hire more lecturers in order to accommodate the number of students. If the shortage of lecturer's can be overcome,

the study believes that the lecturers will have the opportunity to decide their own working time flexibility which not only can increase their motivation but can also reduce the tendency to stop working among lecturers.

In general, the lecturers in UiTM Jengka have strong commitment from the components of affective commitment and continuous commitment. A total of 26 respondents (20.3%) from 128 respondents had a high average affective commitment between 3.55 and 4.33. Meanwhile, a total of 25 respondents (19.5%) had a high average in the continuous commitment between 3.57 and 4.00. Affective commitment is formed from the components of commitment and true love to the organization due for the existence of a close emotional relationship between workers and employers. While continuous commitment is a commitment that exists within an individual employee because they require a salary from the organization.

Factors that are expected to foster affective commitment among lecturers are believed to result from the implementation of supportive culture within the organization itself. However, based on this study, frequency analysis of the commitment items found that 92 respondents (71.9%) agreed with the statement "I do not feel like "part of the family" at this organization". Similarly, the statement "I do not feel "emotionally attached" to this organization", which shows that 70 respondents (54.7%) agreed with the statement. Therefore, the study suggests that UiTM Jengka to create a supportive culture among the lecturers. Supportive culture is the culture that is formed from a healthy work environment, a positive relationship between workers and employers, the friendly relations and mutual help among colleagues and has a good communication system.

The study also reviews the factors that result in amazing intention to quit among the UiTM lecturers, which is the existence of employment opportunities. Frequency analysis of employment opportunities items found that 71 lecturers (55.5%) agreed with the statement "I will choose another UiTM branch / other institution as long as close to my family". The study also found that only 19 lecturers (14.8%) agreed with the statement "I will choose UiTM Jengka, Pahang is the ultimate choice".

This study also has done a simple regression analysis between the factors of married lecturers who live apart from their families and spouses with one factor of employment opportunities that "I would choose another UiTM branches / other institution as long as close to my family". The analysis found that the couples living apart factor predicts 12.1% significant changes in the selection of alternative employment at a level of significance $p<.05$ i.e. $p=.02$. This means that the lecturers who do not live with their families have the highest potential to have intention to quit.

Thus, the study suggests that UiTM gives more attention to this issue. Lecturers who live far away from the family usually have a financial problem because the necessary expenses of renting two houses; a home for themselves and a home for their spouse. Similarly, vehicles, kitchen and additional expenses to the cost of transportation and tolls to travel to their families, who may be more than one trip a month. Accordingly, the study feels that the most relevant measures to address the migration of these workers are to provide housing on campus with a lower rental rate. Management facilities and housing may also give priority to those lecturers who live far away from their spouse.

Recommendations

Based on the above discussion, this study outlines a number of policy proposals for consideration by the Universiti Teknologi MARA Malaysia and Universiti Teknologi MARA, Pahang as follows. Firstly, during the process of new recruitment, the interviewer should give priority to candidates who have Master's degree in the field of research to reduce the job stress among lecturers in the future. Secondly, the UiTM management should increase the facilities to enable more recruitment so that there will be no more lecturer shortage. This will eventually allow the lecturer to reduce the number of credit hours and get a more flexible schedule.

Thirdly, the UiTM management should create a supportive culture in the organization by adopting good working environment, good relations between workers and employers, good relations between colleagues and good communication systems. Lastly, the UiTM management should give priority to the lecturer who lives separately with the family to rent in university housing with a lower rental rate to reduce their expenses.

Conclusion

This study discusses the intention to quit among the lecturers who serve in UiTM Pahang, Jengka campus. At the end of the study, all the objectives were achieved successfully. This study suggests that intent to quit among UiTM lecturers is not a symbol of weakness, but it is due to the shortage of lecturers, as discussed in this study. Thus the study expects that government's efforts to overcome the shortage of lecturers will be able to find a solution to the problem.

This study also has its own limitations and provides recommendations for future research. Limitations of this study were only conducted on UiTM lecturers in Jengka just as there is high turnover among the lecturers. The study did not select respondents from support staff because of the low turnover rates among them. Thus this study suggest that the form of comparative study between the lecturers and support staff must be done to see what are the factors that determine the difference in turnover rate between the two groups.

The study also hopes that comments and suggestions provided will contribute the administration of UiTM in developing specific strategies or action plans. The ideas presented are only a general view from the academicians and it truly requires top expertise in assessing the proposals because they have more knowledge on the real situation of the campus.

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