

## **The Influence of Work Satisfaction, Organizational Commitment and Turnover Intention Towards the Performance of Lecturers at West Java's Private Higher Education Institution**

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**Abstract:** High performance of the lecturers in the majority of Private Universities in Indonesia is still something beyond reachable. This article tries to dissect the underlying problems that hinder the target. To solve this problem, the researcher conducted a research among the lecturers from the private universities in West Java and Banten. The method used in this research is survey method, namely descriptive survey and explanatory survey. To test the hypothesis, the researcher uses the multivariate statistics with the structural equation model instrument, meanwhile to process the data, the LISREL 8.51 program is used. There are 560 respondents out of 3007 population for the whole lectures. The research results prove that job satisfaction, organizational commitment and turnover intention both simultaneously and partially have a significant influence on the performance.

**Key words:** Work Satisfaction, Organizational Commitment, Turnover Intention Performance

### **INTRODUCTION**

Being a lecturer at private universities conveys several consequences in relation to the life's future since history proves that the lecturer is not well-paid enough. Accordingly, working as a lecturer in private higher education institution become less popular work in Indonesia. For those who have been in the system, they cannot show the maximum capability and expertise due to the several reasons, one of which is financial insufficiency due to small amount of salary. This kind of problem create another subsequent trouble, namely increasing the turnover intention which then results in low performance in their daily task implementation.

#### **Several Reasons Showing Why Private Lecturers Possess Intention to Leave Their Jobs Are as Follows:**

- Due to the small amount of salary, lecturers tend to leave the job to find other higher education institution in order to obtain more salary or to terminate their jobs as lecturers to find other works outside jobs concerning education.
- The bargaining power's position of private higher education institution's lecturers is weaker compared to the lecturers at the state higher education institution.
- There is no any single legal institution yet for the private higher education institution's lecturers to share and solve their problems, such as KORPRI

(legal organization of the government employee in Indonesia)

- The existence of the private higher education institution' lecturers depends solely on the private higher education institution' s foundation that organize the institution. In other words, the owner of the institution plays an important role in recruiting the lecturers.
- The motivation of the lecturers are still low due to bad system of remuneration.
- Policy management of the private lecturers is not well – socialized yet.
- Some researches have proved the performance of the private lecturers is still beyond the acceptable standard.

Based on the previous study, the performance lecturers in the private universities in West Java and Banten need to be increased. One of the assumed factors causing the not-maximum performance yet is the problem of human resource. Human resource, namely high qualified lecturers possess important role in determining the quality of the output (graduates). Means to measure the quality of the lecturers can be drawn from the implementation of tri darma (Three Deeds of Higher Institution), namely teaching, research and community service. Accordingly the good management of concerning all those three factors cannot be separated from the problem of managing human resource well. In practice, it proves that the performance of lecturers in private universities in West Java and Banten is still relatively low, especially in the

field of research and community service.<sup>[6,9]</sup> In this research, the term of performance is limited only into the implementation of the three deeds of the higher education institution.

**Identification and Formulation of the Problems:**

Based on the above explanation, here are the formulation of the problem of the research:

- How is the condition of work satisfaction, organizational commitment, turnover intention and performance in the foundation's lecturers in the private higher education institution
- How much is the influence of work satisfaction towards the performance in the foundation's lecturers in the private higher education institution
- How much is the influence of organizational commitment towards the performance in the foundation's lecturers in the private higher education institution
- How much is the influence of turnover intention towards the performance in the foundation's lecturers in the private higher education institution
- How much is the influence of work satisfaction and organizational commitment towards turnover intention the in the foundation's lecturers in the private higher education institution partially and simultaneously
- How much is the influence of work satisfaction, organizational commitment and turnover intention towards the performance in the foundation's lecturers in the private higher education institution partially and simultaneously

**Goals of the Research:** The goals of the research are as follows:

- To know the condition of work satisfaction, organizational commitment, turnover intention and performance in the foundation's lecturers in the private higher education institution
- To analyze the influence of work satisfaction towards the performance in the foundation's lecturers in the private higher education institution
- To analyze the influence of organizational commitment towards the performance in the foundation's lecturers in the private higher education institution
- To analyze the influence of turnover intention towards the performance in the foundation's lecturers in the private higher education institution
- To analyze the influence of work satisfaction and organizational commitment towards turnover intention the in the foundation's lecturers in the private higher education institution partially and

simultaneously

- To analyze the influence of work satisfaction, organizational commitment and turnover intention towards the performance in the foundation's lecturers in the private higher education institution partially and simultaneously

**Contribution of the Research** The research will contribute the following matters:

**Contribution for the Knowledge Development:**

- Theoretical benefit: It is expected to be able to contribute towards the knowledge development of organizational behavior and educational management in Indonesia. Furthermore, it is expected it can add reference in the field of organizational behavior and human resource management.
- Practical benefit: Hopefully, this research can inform beneficially to all parties involved in the management of human resource, especially in managing work satisfaction, organizational commitment, turn over intention and performance.
- Benefit for Researcher: Hopefully, this research can encourage further research on individual behavior, in managing human resource, especially in enhancing the performance of the lecturers in the future considering other variables influencing this problem that have not been studied.

**Operational Benefits:** Operationally, this research's result will contribute benefits for the related parties as follows:

- Giving consideration for the management and organizers of the private universities in handling the problems of performance in the lecturers..
- Supplying the useful information for the management parties in educational service sector and as input to apply model of increasing the performance among the lecturers, specifically in private universities in West Java and Banten.

**Study of Literature:** Currently, private universities, with all potentiality and encumbered mission, are demanded to be able to place in fast changing strategic contextual environment. In relation to that, Ria Ratna Ariawati<sup>[24]</sup> stated that "The present educational world is demanded to be capable to present educational service in accordance with the need of society directing into globalization. Furthermore, she said that the educational service at the 21<sup>st</sup> era should be different with the previous periods. In the past, educational provider was still simple and was not demanded fully

by the users, i.e students. Accordingly, at present every educational provider possesses mission resulting ready-to-work graduates instead of ready-to be-trained merely. Bearing the mind the following considerations, the term of ready-to-work include: (1) There is harder competition for the current graduates among state, private and overseas affiliation graduates who also find jobs in the country; (2) The fact says that there are no 100% graduates who directly can meet the demand of the end users. This occurs due to the limited budget to realize the planned students' activities resulting insufficient capability of the students to work in a real working world; and (3) The emerging need to internationalize the higher education institution's accreditation system which, in fact, has not been fulfilled by the current National Accreditation Board (BAN) as a matter of fact globalization and AFTA in 2003 has already given an impact. Accordingly, the prospective BAN should refer to the ASEAN evaluation standard or International Accreditation Association, ISO-9000".

Within the framework trend of the higher education system as discussed above, the roles of lecturers become significant. The importance of the function and position of the lecturers in increasing the quality of the manifestation of tridharma perguruan tinggi (Three Deeds of Higher Education Institution), can be explained as follows. First, lecturers are persons, based on their education and expertise, that are employed by the higher education institution provider with the following main jobs: teaching, conducting research and community service. Second, lecturers' professional competence portrayed in the form of effective performance is conducive main element of the smoothness of the institution's mission. It conveys the meaning that the availability of various devices and completing process of educational system will not guarantee if there are no qualified lecturers.

The increasing capability to manage and to develop the higher education institution has become more and more important, including the usage of modern managerial principles possessing high quality. In the point of view of the owner and provider of the higher education institution, quality management system basically contains continuous improvement for the system concerned.

Being lecturers should meet the necessary qualification in order to be able to deliver their knowledge to their students. The existence of the competent and qualified lecturers will enable more easily the process of transferring the science and technology to the receivers so that the students can apply those in pursuant to their respective capability and major. Because the lecturers' performance will have direct impact on the attitude, behavior and

perception of the students as stated by Khoe Yau Tung<sup>[13]</sup> that "Lecturers will give direct impact on the development of intellectual exercise of the students" Since the role of lecturers is important in the process of education, the higher education institution's provider should pay attention much on the existence of the lecturers.

Beside the matters discussed above, the characteristics of the organization where the lecturers works will influence them. If this happens, such condition is in fact those persons' choice. If a lecturer feels the he or she does not fit with the condition in the concerned organization, such person will tend to leave the job. On the contrary, if that person feel there is convenience with the institution where he or she works; this will influence towards his or her motivation, work satisfaction and effectiveness in the actual jobs. Research done by Caldwell and O'Reilly<sup>[4]</sup> support that statement. Their research shows that the level of fit between the individual and the work is a significant factor in estimating the trend of the workers to leave out the organization concerned. Similarly, Premack and Wanous<sup>[23]</sup> in a experiment of meta analysis concludes that a person's choice of a certain job is affected by the preliminary knowledge towards such job itself. Posner, Kouzes and Schmidt<sup>[23]</sup> concludes that a manager that possess high fit with the company where he works, he shows willingness to work in the same company for five years.

Based on the explanation above, the following diagram delineates the expectation of influence of work satisfaction and organizational commitment towards performance:

The relationship between organizational commitment and turnover intention is another significant matter. Organizational commitment refers to the degree to which employees believe in and accept organizational goals and desire to remain with the organization<sup>[15]</sup>. To measure the organizational commitment, Meyer *et al.*<sup>[18]</sup> develop three types of the commitment, namely affective commitment, continuance commitment and normative commitment. The affective commitment refers to the emotional attachment, identification with and involvement within an organization. The continuance commitment is based on the underlying cost related with employee's work termination. The normative commitment relates to keep the membership in the organization. Durkin, Mark<sup>[8]</sup> categorizes commitment based on phase of establishment into three, namely compliance commitment, identification commitment and internalization. The compliance commitment is an individual who adapt certain attitude and behavior in order to obtain remuneration; identification commitment

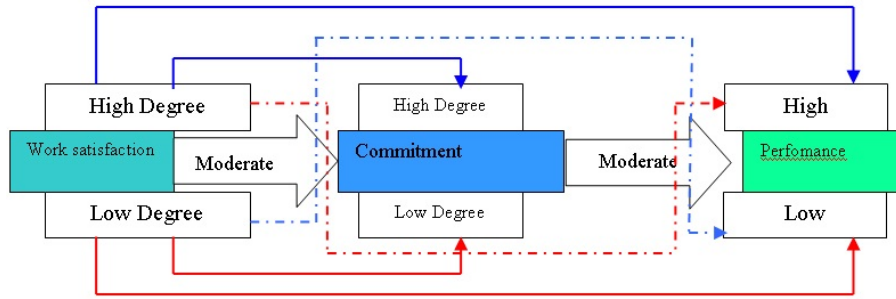


Fig. 5.1: The Expectation of Influence of Work Satisfaction and Organizational Commitment towards Satisfaction

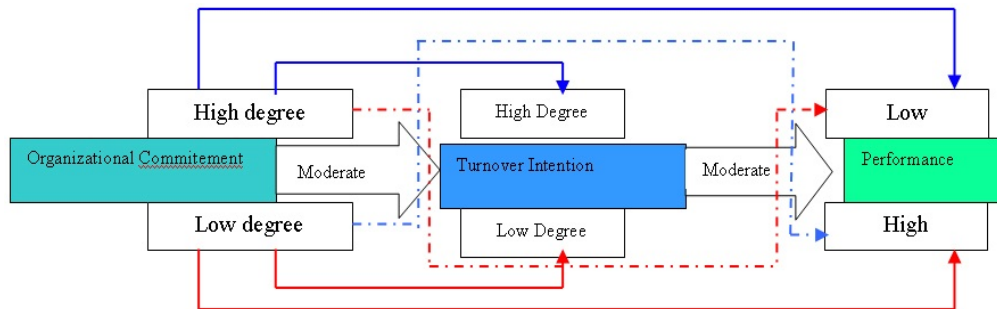


Fig. 5.2: The Expectation of Influence of Organizational Commitment and Turnover Intention towards Performance

refers to where the attitude and behavior are adjusted to the values followed by the third parties; and finally the internalization concerns with where every individual adapts certain behavior because the content and the system of the value is in harmony with the individuals concerned. One more expert, Hocutt<sup>[19]</sup> states that commitment is constructed through four phases, i.e. (1) awareness; (2) exploration; (3) explanation; and (4) commitment.

Study shows that there is research trend relating the turnover behavior with the assumed predictive independent variables. The variables consistently causes the turnover intention are work satisfaction<sup>[2]</sup> and organizational commitment<sup>[3]</sup>.

Based on the explanation above, the following diagram delineates the expectation of the influence of organizational commitment and turnover towards the performance:

## MATERIALS AND METHODS

**Method:** This research employs economic sciences approach, focusing on human resources management and organization behavior as well as educational management concerning attitude and behavior of the lecturer and studying aspects of work fit, work satisfaction and organizational commitment in the effect on the turnover intention. Survey and grounded research is used. Unit of analysis in this research is

Private Higher Education Institution, more specifically private universities.

**Operationalization of Variables:** In this research, there are four variables studied, namely 1) work satisfaction, 2) organizational commitment, 3) turnover intention and 4) performance.

Work satisfaction is employees' perception towards how their work gives something important as an expression of satisfactory feeling. There are five dimensions of work satisfaction, namely satisfaction against work condition, salary, promotion, supervision and partner Gibson, *et al.*<sup>[10]</sup>.

Organizational commitment refers to level of trust and acceptance of the employees towards the goals of organization and intention to keep staying in that organization<sup>[15]</sup>. Organizational commitment is measured using organizational Commitment Questionnaire developed by Meyer *et al.*<sup>[18]</sup> into three forms, namely affective, continuance and normative.

Turnover intention refers to the intention of an employee looking for alternative work in other places and has not been implemented in a actual behavior. To measure this, Pasewark and Strawser's<sup>[21]</sup> opinion is used, namely: (1) How much interesting the current work is; (2) The availability of other alternative works in the near time less than 3 months (3) The availability of other alternative works in the near future.

Performance of the lecturers is an activity of the lecturers concerning the Three Deeds of the Higher Education Institution (*Tri Darma Perguruan Tinggi*). This performance is measured using three dimensions as follows: a) teaching, b) research and c) community service<sup>[7]</sup>. Furthermore, the measurement of the performance also refers to the opinion of Fortunato and Wanddel, as quoted by Soelaiman S,<sup>[25]</sup>. In order to gain the accuracy the questionnaire is made into three parts: namely questions for teaching that are filled by the students; questions for research and community service are filled by the direct superior, i.e the head of department..

**Sampling Technique:** Source of data collected is primary data taken from respondents using the questionnaire and secondary data from the universities being studied. Model testing developed in this research is Structural Equation Model or SEM.

**6.4 Population:** Population target are lecturers from private universities in West Java and Banten. The lecturers selected to respondents are the ones who already have academic rank; accordingly there are 3.007 lecturers used as population consisting of 1474 *asisten ahli*, 1259 *lektor* and 274 *lektor kepala*.

**Sample:** Method of sampling is stratified proportional random sampling at 33 private universities at West Java and Banten. Based on the applicable provisions, there 560 lecturers selected as respondents.

**Data Collection Technique:** Data collection techniques use questionnaire, observation and interview guidance. The questionnaire are given to all respondents, namely lecturers, students and heads of department. Closed questions are used in this questionnaire and the options are given using Likert scale model. Observation is conducted into the field, namely 35 universities, to study more closely the problems related to main topics being studied.

**Data Test of Validity and Reliability:** Before the instruments are used to gather the data. Test of validity and reliability are conducted. The test of validity uses Pearson correlation. The value of the correlation is then compared to the critical value. The instruments are valid when the value of the correlation from the research is bigger than the critical value. Result of the validity test of the instrument consisting 80 items exceeds the lower limit of correlation coefficient 0.4140. Because the instruments has high validity, it proves that the data collected is valid.

The test of reliability is done using Alpha Cronbach's and coefficient Wert-Linn Joreskog. The conclusion is that all items explaining person job fit variable is valid because the value of  $t > 1.68$  and alpha coefficient is as much as 0.8315, with standardized item alpha as much as 0.8289. The alpha value of work satisfaction is as much as 0.9042; the organizational commitment as much as 0.8612 and the turnover intention as much as 0.8482. Thus, all items of the test is reliable since the  $t$  value  $> 1.68$  and coefficient of *Alpha Cronbach*  $> 0,70$ .

**Method of Analysis:** Primary data gathered from the questionnaire and secondary data from the interview are processed using four phases, namely coding, editing, processing data and then analyzing. Data from the questionnaire has ordinal value. Technique of analysis is descriptive analytic and structural equation model-SEM.

Descriptive analytic is used to describe each variable so that we know about high and low level of the person job fit, work satisfaction, organizational commitment and turnover intention of the lecturers. Structural equation model-SEM is used to analyze relationship among one latent variable with another one known as structural equation. The tool of analysis uses LISREL program (Linier Structural Relationship. To conduct analysis using LISREL, we need data whose scale is minimally interval. Therefore, for the sake of the analysis, the data is then transformed from ordinal into interval using successive intervals method.

## RESULTS AND DISCUSSIONS

### a. The Conditions of Work Satisfaction, Organizational Commitment, Turnover Intention and Performance:

- Work satisfaction is classified sufficient. It means that the level of the lecturer's work satisfaction functions as correspondence between expectation, aspiration, need and how far the organization can fulfill the need and adapt the expectation and aspiration.
- Organizational commitment is classified high. It conveys the meaning that the organizational commitment is more oriented to desire or affective commitment than continuance commitment. Commitment supported by the existence of need orientation is condition where the organization (institution) does not expect. Organization prefers the lecturers have the affective commitment because this will create positive identification feeling and involvement in the organization so they can develop the sense of pride after they belong to the institution concerned.

- The turnover is included in sufficient classification. This is proved with the high response towards the question asking them if there is other alternative work outside the current institution. Generally, the turnover intention is more triggered by the availability of other alternative works outside the current institution.
- Performance of the lecturers in private universities at Jawa Barat and Banten Province is generally sufficient. Performance of teaching shows high scoring, while scoring of research and community service is low. Out of 33 universities where 560 lectures belong to, only one university show high scoring in both teaching and research as well as community service.. The unwillingness of the lecturers in private universities to conduct researches because of several reasons. Some of them originates from the inability of the lecturers to conduct a good research due to the lack of the methodology lack; some come from the institutions that have no budget to finance the research projects.

**B. the Direct Influence of Work Satisfaction Towards the Performance:** The influence of the work satisfaction towards the performance is as much as 2.25%.

**C. the Direct Influence of Organizational Commitment Towards the Performance:** The influence of the organizational commitment towards the performance is as much as 44.89%

**D. the Direct Influence of Turnover Intention Towards the Performance:** The influence of the turnover intention towards the performance is as much as 0.85%

**E. the Influence of Work Satisfaction and Organizational Commitment Towards Turnover Intention Simultaneously and Partially:** The influence of work satisfaction and organizational commitment simultaneously towards the turnover intention is as much as 0.29 or 29% while the remainder as much as 81% is influenced by other factors outside the model studied.

**F. the Influence of Work Satisfaction, Organizational Commitment and Turnover Intention Towards the Performance Both Simultaneously and Partially:** The influence of work satisfaction, organizational commitment and turnover intention simultaneously towards the turnover intention is as much as 0.66 or 66% while the remainder as much as 34% is influenced by other factors outside the model studied.

**Table 7.1:** The influence of work satisfaction towards the performance

| Variable                      | Calculation             | Influence |
|-------------------------------|-------------------------|-----------|
| Work Satisfaction ( $\xi_2$ ) | $(0.15)^2 \times 100\%$ | 2.25%     |

**Table 7.2:** The influence of work satisfaction towards the performance

| Variable                              | Calculation             | Influence |
|---------------------------------------|-------------------------|-----------|
| Organizational Commitment ( $\xi_3$ ) | $(0.67)^2 \times 100\%$ | 44.89%    |

**Table 7.3:** The influence of work satisfaction towards the performance

| Variable                        | Calculation              | Influence |
|---------------------------------|--------------------------|-----------|
| Turnover Intention ( $\eta_1$ ) | $(0.092)^2 \times 100\%$ | 0.85%     |

**Table 7.4:** The influence of work satisfaction and commitment organizational towards turnover intention simultaneously and partially

| Variables                             | Influence | Value of t | R <sup>2</sup> | Note |
|---------------------------------------|-----------|------------|----------------|------|
| Work Satisfaction ( $\xi_2$ )         | - 0.27    | -3.28      | 0,29           | Sig. |
| Organizational Commitment ( $\xi_3$ ) | - 0.38    | -7.35      |                | Sig. |

**Table 7.5:** The influence of work satisfaction, commitment organizational and turnover intention towards the performance

| Variable                              | Influence | T Value | R <sup>2</sup> | Note   |
|---------------------------------------|-----------|---------|----------------|--------|
| Work Satisfaction ( $\xi_2$ )         | 0.15      | 6.13    | 0,66           | Sig.   |
| Organizational Commitment ( $\xi_3$ ) | 0.67      | 10.29   |                | Sig.   |
| Turnover Intention ( $\eta_1$ )       | -0.092    | 0.36    |                | NonSig |

Those factors may originate from external as well as internal environment. Some external factors can be regulation from the government, social – politics, economic and political condition and the development of technology. While internal ones may come from the way the institution is managed, capability of the institution, work ethic or culture and personal lecturers' factors, such as motivation and professionalism.

Furthermore, the result of the research shows that work satisfaction, organizational commitment and turnover intention, as matter of fact, are main factors determining the level of performance of the lecturers. The partial testing proves that there is positive and significant influence of the work satisfaction towards the performance. This empirical testing conveys the meaning that the performance of the lecturers in the private universities in West Java and Banten is, really, influenced by the work satisfaction. The low influence, then, shows that the work satisfaction is a subjective factor from each individual and moreover there many dimensions that establishing the factor of the work satisfaction.

A theorist, namely McGregor<sup>[17]</sup>, who used approaches on human relation, states that productivity can be achieved when the workers are satisfied and obtain the sufficient attention on their physical needs. According to the writer, feeling and work satisfaction will affect the development of routine interaction patterns which are built by the concerned individuals. Through daily socialization with other persons, lecturers

develop relation in the work place which then becomes routine patterns. Those patterns control expectation and behavior which finally result in positive attitude to produce the individual performance.

High or low level of the work satisfaction will determine the response and behavior towards the work, partners and supervisors which finally can be media to meet the organizational effectivity. Furthermore, the individual performance can be enhanced by some next other factors, such as budget, the availability of time and information relating to the work concerned<sup>[22]</sup> as well as individual factors, such as capability, effort and personality. Nevertheless, it, actually, is difficult to predict the relation between the work satisfaction and the individual performance<sup>[14]</sup>; especially the type of the performance size gathered from the individual level. Another expert, such as Etzioni as quoted by Ostroff, Cheri,<sup>[20]</sup> even states that there is no real relation between work satisfaction and performance.

The next partial testing proves that there is strong, positive and significant influence of the organizational commitment upon the performance of the lecturers. This empirical proof that the organizational commitment possesses influence on the performance. This is in line with the writer's expectation saying that lecturers who have commitment showing more orientation on desire as the affective bond to the organization will possess the sense of pride to become members of the organization. This, furthermore, will affect to the best dedication given to their organization. This finding is in agreement with the opinion from Allen and Meyer<sup>[1]</sup>; Meyer *et al.*<sup>[18]</sup>, who state that affective commitment has been proved to have positive and strong correlation with the individual performance; while the normative commitment shows weaker and positive influence; and continuous commitment shows weaker and negative effect in some cases studied. Those opinion above proves that lecturers with high level of commitment towards the institution both directly and indirectly will contribute in the higher achievement of the lecturers' performance compared to the ones having lower commitment.

The partial testing of the influence of the turnover intention on the performance shows low and negative effect. It means the relation between the two variable is not significant which is supported by the level of significancy as much as 0.36 smaller than the critical table 1.92. The amount of the influence is as much as -0.092. Accordingly, the turnover intention variable can only explain the performance variable as much as 0.85%, or less than 1%. This finding is on the contradiction with the findings found by McEvoy and Cascio,<sup>[16]</sup>; Caldwell *et al.*<sup>[4]</sup>; and Ingram *et al.*<sup>[11]</sup>. This occurs due to the following differences: (1) indicator, used by the writer, to measure the variables of turnover

intention and performance is different; (2) the current writer limit the model of voluntary turnover; (3) method to analysis is different as well. The turnover intention in this research is viewed from 3 dimension, namely the attractive level of the work, the availability of other works in the near time and the availability of other works in the future.

Nevertheless, the finding stating the negative effect of the turnover intention towards the performance is in line with the research conducted by Van Scotter and James R<sup>[26]</sup>. Scotter's finding states that the performance can be explained by the turnover intention variable. Thus, the conclusion of this finding is that the lecturers of the private universities in West Java and Banten, who have high level of the turnover intention does not necessarily mean that they have low performance and vice versa.

#### **Conclusion and Recommendations:**

**Conclusion:** From the previous analysis, the writer draws conclusion as follows:

##### a. Descriptive Parts

- The work satisfaction includes in the sufficient classification and indicators of controlling and promotion have been implemented by the institution well. While the condition of the job, remuneration and partner have not met with the expectation of the lecturers yet. There are 27 out of 33 private universities studied show the work satisfaction sufficient.
  - Organizational commitment shows high classification. It means that the lecturers' organizational commitment shows more orientation of desire or affective commitment than continuance commitment.
  - Turnover intention of the lecturers includes in sufficient classification. This is known from the high response on item questioning the availability of alternative works outside the current institution. This phenomena is caused by the alternative work at other places which seem to give better future.
  - Performance shows sufficient category. The performance of teaching is high, while the performance of research and community service is low.
- b. The influence of work satisfaction on performance is significant and positive. It means that if a person has high work satisfaction, the person concerned will show high performance as well
- c. The influence of organizational commitment towards the performance is significant and positive. It means that if a person has high organizational commitment, the person concerned will show high performance as well

- d. The influence of turnover intention towards the performance is not significant and negative. It means that if the turnover intention does not influence much upon the performance of the lecturers.
- e. The influence of work satisfaction and organizational commitment towards turnover intention is significant and negative. This means that the work satisfaction and organizational commitment are main factors influencing the turnover intention of the lecturers.
- f. The influence of work satisfaction, organizational commitment and turnover intention towards the performance is significant and relatively strong. Partially the organizational commitment shows the strongest influence towards the performance; the turnover intention does not influence significantly towards the performance.

**Recommendation:** Based on the above conclusion, the writer proposes the following recommendations.

1. Since there is relationship between, work satisfaction, organizational commitment and the turnover intention; it proves that those three aspects complement each other within the organization.. To enhance the synergy of the organization, the writer suggests the following matters to the management as follows:
  - It is necessary to pay attention to those three aspects because they are important aspects in relation to the management of the human resources, i.e lecturers.
  - Conduct re-study of those three aspects periodically to view the effectiveness of the system concerning those three factors.
  - Those three aspects should be managed simultaneously.
2. Since the factors that influence the turnover intention has been proved hypothetically correct, the management can use this study in order to comprehend those factors. Furthermore, in relation to that, the writer proposed the following matters for the management to do:
  - a. Optimizing the organizational commitment of the lecturers by changing the condition of continuance commitment into affective commitment, namely emotional commitment, identification and involvement in the organization.
  - B. Increasing the work satisfaction' causing factors within the organization so that the organizational commitment of the lecturers becomes higher and

finally they become more loyal to the organization which finally result in low level of the turnover intention of the lecturers.

3. Manage well the turnover intention so that it will not reduce the performance of the lecturers

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