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Abstract: Malaysia is working on achieving Universal Health Coverage for its people. On the other hand, the migration of experienced doctors from the public to private sectors is a significant hurdle to achieving universal health access. The scenario harms health systems worldwide, including Malaysia, where many public doctors have resigned from the Ministry of Health. One ground reason for their withdrawal was concerns about the justice system. A review of the literature revealed that a positive perception of organisational justice could inversely impact the level of turnover intention. This serves as a precursor that leads to actual turnover among organisational employees. To a certain extent, organisational citizenship behaviour and personal norm of reciprocity could determine the nature of the interaction between the variables with their mediation or moderation roles. Therefore, this conceptual paper aims to investigate to what extent the mediation of organisational citizenship behaviour and moderation of personal norms of reciprocity could significantly alter the interaction between organisational justice and turnover intention among Malaysian public doctors. The authors believe this is the first study of its kind to integrate organisational citizenship behaviour and personal norms of reciprocity in a moderated-mediation model involving Malaysian public health professionals, particularly doctors.

Keywords: Organisational justice, turnover intention, organisational citizenship behaviour, personal norm of reciprocity, Malaysian public doctors, Universal Health Coverage

1. Introduction

The United Nations Millennium Summit in 2000 emphasised the Millennium Development Goals (MDGs), aiming for Universal Health Coverage (UHC) through the provision of “access to key promotive, preventive, curative, and rehabilitative health interventions for all at an affordable cost, thereby achieving equity in access” (Chisholm & Evans, 2010, p. 3). Accordingly, UHC’s mission is to deliver health services at the “highest attainable standard of physical and mental health” (O’Connell et al., 2014, p. 1). With the Sustainable Development Goals (SDGs) in view, it is projected that the UN’s member countries will set much higher UHC’s related goals by embarking on the issue of equity for health access through improved health level and distribution, strengthened primary healthcare, and equitable access to healthcare among the world’s population (Tangcharoensathien et al., 2015). Malaysia is committed to achieving UHC by providing a ‘low-cost system’ for public healthcare (Sufurah Jaafar et al., 2013). It is backed up by strong financial protection from the Federal Government (Dzulkefly Ahmad, 2019), envisioned healthcare capacity expansions under the 11th Malaysia
Plan 2016-2020, and the development of a linked health ecosystem under the country’s Shared Prosperity Vision (SPV) 2030.

To determine UHC, the health workforce density is crucial (Reid et al., 2020) because it depends on a sufficient, evenly distributed, high-performing health workforce (Cometto et al., 2020). However, El Koussa et al. (2016) highlighted the migration of experienced doctors from the public to private sectors that affects the global health system. Thus, countries must make the necessary efforts to prioritise and strengthen human resources for health (Reid et al., 2020). In the Malaysian context, it is reported that more than seven thousand public doctors resigned from public service in the last ten years. This phenomenon contributed to an imbalance distribution between the public and private health centres, resulting in a brain drain of doctors in public health organisations (Norazida Ab Rahman et al., 2019; Aidalina Mahmud & Aniza Ismail, 2015). Due to shortages, the public health institutions under the Malaysia Ministry of Health (MOH) had to cater to 70% of the country’s acute health cases while only having approximately 30% of the country’s total medical specialists, making it difficult to provide universal public healthcare access to the population (Dzulkefly Ahmad, 2019).

A series of studies have shown that organisational justice (OJ) impacted turnover intention (TI) among employees across sectors, locations and organisations. Despite inversely affects the level of TI, Mengstie (2020) observed that most justice aspects were lacking and deficient in hospitals, especially the public ones until they became significant predictors for the increase in intention to leave. Relatively, the issues reflecting a lack of justice among public doctors in Malaysia, such as heavy workloads, poor recognition, effort-reward imbalance, lack of promotion, and so on (Aidalina Mahmud & Aniza Ismail, 2019; Norazida Ab Rahman et al., 2019; Roslan et al., 2014) received less research interest. Therefore, the state of OJ and its influence on TI, particularly among public doctors in the country, is rather underexplored. Considering what El Koussa et al. (2016) said about how important individual autonomy is in drawing the outflow of public doctors, temporal justice (TJ) which refers to discretionary and autonomous control over times in employees’ hands should be seen as important. Nevertheless, it is not adequately addressed in the study of OJ in relation to TI. Thus, future studies should consider incorporating TJ in the OJ constructs as it may broaden the body of knowledge and extend the OJ model developed by previous studies, which mostly focused on distributive justice (DJ), procedural justice (PJ), and interactional justice (IJ) components.

Organisational citizenship behaviour (OCB) is a form of reciprocal behaviour in response to the positive evaluation of OJ (Chan & Lai, 2017; Cropanzano et al., 2016; Wan, 2016). While OJ is significantly correlated to OCB (Chan & Lai, 2017; Mohammad et al., 2016; Farid et al., 2019), OCB in another pathway has a significant negative or inverse relationship with TI (Manoppo, 2020; Shanker, 2018). The above studies’ findings indicate such linked sequential effects between OJ, OCB and TI. However, it is observed that most studies tested these variables separately. Research combining them in a single integrated study is scarce, and no specific study in the Malaysian public health sector has been found. Furthermore, most studies in the public sector have concentrated on the positive association between various antecedents and OCB which include organisational justice, but there has been little research on the negative consequential effects of OCB like TI (de Geus et al., 2020). Given that public health organisations are reported to experience injustice and deficiencies in most aspects of OJ that lead to a lack of OCB (Fiaz et al., 2018) and higher intention to leave (Mengstie, 2020), the present study aims to further explore the indirect effects between OJ and TI, and develop their integrated linkage via the mediation of OCB.
Given that OJ is a strong predictor in determining whether or not people would reciprocate with OCB (Al-ali et al., 2019; Mohammad et al., 2016), a strongly internalised personal norm of reciprocity (PNR) may be able to moderate and mitigate the potential negative influence between these two components. The centrality of societal moral obligations to fairly reciprocate the exchange partners’ good deeds with positive behaviours (Gouldner, 1960) and the concept of balanced reciprocity (Uehara, 1995) in the effort to prevail justice in mutual exchanges should justify the need for PNR between OJ and OCB. Apart from proposing the examination of OCB’s intervention between OJ and TI, the present study also proposes associating PNR in the model to provide an avenue to determine the relationship pattern between OJ and OCB and their possible subsequent effect on TI once they are moderated by a moderating factor.

2. Literature review

2.1. Organisational Justice in the Malaysian Public Healthcare System

The Malaysian public medical personnel experienced heavy workloads and poor recognition, and for some of them, it led to job dissatisfaction (Roslan et al., 2014). Among those who showed job dissatisfaction, they also exhibited a high turnover intention (TI), especially the doctors (Roslan et al., 2014). Meanwhile, Norazida Ab Rahman et al. (2019) found that two-thirds of Malaysian public doctors perceived effort and reward imbalance. These have predicted their job dissatisfaction, which is an important demarcation for doctors’ turnover and retention (Norazida Ab Rahman et al., 2019). Similarly, among the factors that caused the former public doctors to migrate to new employment with private entities as reported by Aidalina Mahmud & Aniza Ismail (2019) were dissatisfaction with benefits, pay, rewards, promotion and work operations. Out of these, they reported that low pays, high clinical workloads, lack of promotion chances, limited opportunities to further studies, long working hours, and less appreciation and acknowledgement were some of the factors that motivated them to leave the public hospitals (Aidalina Mahmud & Aniza Ismail, 2019).

The issues of low pay, heavy workloads, poor recognition, and effort-reward imbalance were among the measures underlined to define OJ or, in particular, DJ (Greenberg, 1993; Moorman, 1991; Niehoff & Moorman, 1993). The factors that led to dissatisfaction or turnover addressed by Roslan et al. (2014), Norazida Ab Rahman et al. (2019) and Aidalina Mahmud & Aniza Ismail (2019) are closely related to the above OJ measurements, signifying a lack of positive justice perception among the workforce in the Malaysian public health system. However, the above studies did not precisely measure the central concept of OJ, leaving the state of justice in the Malaysian healthcare system underexplored. Perhaps a study by Mohamad Ariffin & Ibiwani Alisa (2019), who discovered an inverse relationship between OJ and TI among Malaysian public hospital employees, can provide a little bit of insight into the state of justice in the system. However, it is inadequate to conclude the state of OJ and its effect on TI in a larger group of public doctors when only 23% (23/100) of them participated in the study.

2.2. Employee Turnover Intention

Turnover refers to “individual movements across the membership boundary of a social system which is initiated by the individual” (Price, 1997, as cited in Kim et al., 2017, p. 309). Voluntary turnover occurs when employees willingly cease to be members through resignation to signify that they are no longer a part of the employer, despite having a chance to remain longer with their current jobs (Regts & Molleman, 2013). Meanwhile, involuntary turnover happens when employers permanently terminate their employees through several moves such as termination or dismissal for possible reasons the organisations consider valid for the cessation (Tett & Meyer, 1993). However, there are situations when the employment relationship should
terminate involuntarily due to inevitable factors such as death, retirement, deportation, family issues, and many other unavoidable circumstances (Cohen et al., 2016; Lee et al., 2018).

To ensure that organisational productivities and performance sustain, it is essential to retain trained staff (Kim et al., 2017; Memon et al., 2017). However, employee retention is subject to turnover intention (TI), a matter of an individual’s desire to resign or quit soon that is best understood as “a conscious and purposeful willingness to depart the organisation” (Tett & Meyer, 1993, p. 262). Concerning the theory of planned behaviour (Ajzen et al., 1985, 1991), the desire or willingness to quit represents the employees’ final stage of withdrawal cognitions (Tett & Meyer, 1993) that serves as a proxy (Cohen et al., 2016) and potentially translates the intention into the actual leave (Wen et al., 2018; Zahednezhad et al., 2020). The intention to leave motivates job hunting, and when a better opportunity presents itself, real turnover happens (Wen et al, 2018). In light of the theory of planned behaviour and the finding presented by Wen et al. (2018) regarding the projection of higher TI towards a higher actual turnover, TI thus can be accepted as a significant precursor for the actual turnover among employees.

2.3. Organisational Justice
OJ refers to the workplace fairness perception among employees (Greenberg, 1990). It begins with employees assessing the ethical and moral standing of managerial conduct to decide whether or not they have been fairly treated by their organisations (Moorman, 1991). The perception would be followed by the employees’ emotional, cognitive and behavioural reactions (Croppanzano et al., 2016; Greenberg, 1990; Kim et al., 2017). According to Croppanzano et al. (2007), that assessment will be reflected in the justice of the organisational outcome distributions (distributive justice [DJ]), justice of the formal outcome distribution processes (procedural justice [PJ]), justice of interpersonal transactions they encounter with others (interactional justice [IJ]). These components combine the constructs of workplace OJ. Further, temporal justice (TJ) was introduced as a new component to the OJ dimensionalities (Akram et al., 2020; Usmani & Jamal, 2013), forming a four-constructs justice structure.

2.3.1. Distributive Justice
Adams (1965) brought DJ, a quasi-economic term that reflects the judgement of justice based on fairness in the distribution of organisational outcomes, equities, or benefits to individuals in ratio to their contributions to the organisations. That judgement will be presented in the light of employees’ perception towards impartiality and objective execution of organisational outcomes’ distribution by their stakeholders (Greenberg, 1990; Moorman, 1991). Later, Leventhal (1980) expanded the concept that DJ is not merely allocating outcomes based on someone’s contributions (equity), it rather should also be derived from the rules of equality (providing each employee with the same compensation regardless of individual’s contribution), and needs (fulfilling the needs of each individual in the organisation). Wan (2016) viewed that once these rules are managed well, they might lead to a good impression on DJ. Consequently, employees would perceive a fair social exchange in their organisations (Wan, 2016).

2.3.2. Procedural Justice
Thibaut & Walker (1978) asserted that PJ adds an extension for the OJ dimensions. Conceptually, PJ refers to the fairness of the formal decision-making procedures that revolve around the execution of policies and procedures to distribute organisational outcomes among employees (Mengstie, 2020; Suifan et al., 2017). It manages conflicts in the decision-making process via the “procedural system designed to achieve distributive justice” (Thibaut & Walker, 1978, p. 549). Thus, Leventhal (1980) stated that decision-making must be procedurally accurate, consistent over time, dependable, and reversible to rectify any wrong decisions.
Besides, they also have to be free from discrimination and bias suppression (Leventhal, 1980). Employees will perceive justice in the decision-making process once the procedures are in line with these qualities, and subsequently inspires them to engage in positive and prosocial workplace behaviours (Wan, 2016).

2.3.3. Interactional Justice
IJ is developed to describe the social and intimate side of justice in organisational interactions (Collins & Mossholder, 2017). It is theoretically concerned with the quality of interpersonal treatment people receive when decision-making procedures are executed (Bies & Moag, 1986), emphasising social sensitivities and management's rationale behind the making of decisions affecting organisational members (Collins & Mossholder, 2017; Farid et al., 2019). A fair interaction is defined by managers’ approach to dealing with their subordinates with honesty, justification, propriety, and respect (Collins & Mossholder, 2017; Suifan et al., 2017). A fair interaction promotes the employees’ good feelings towards their organisations (Zahednezhad et al., 2020). On the other hand, unfair treatment leads to unfavourable outcomes like withdrawal behaviours that will be represented by an increase in the likelihood of unfavourable behaviours such as intentions to turnover (Harris et al., 2018; Hwang & Yi et al., 2021).

2.3.4. Temporal Justice
TJ is a “discretionary control over one’s time among people within the same timeslice” (Goodin, 2010, p. 1). Besides the discretion to manage the time given to perform official duties, TJ also reflects the employees’ autonomy to manage their time for activities outside the workplace ecosystem (Goodin, 2010, 2017). The amount of time employees are given to complete their jobs may indicate TJ, but time quality, which carries individuals' autonomous control over time within and outside of labour activity, benefit from it, and satisfy their needs accordingly, is more significant to TJ (Usmani and Jamal, 2013). People with limited time control may not meet their needs, thus affecting their perspective of TJ (Ackerman, 1997; Goodin, 2010, 2017). In this view, TJ and temporal injustice are described by the "magnitude of the gap between the discretionary time enjoyed by the best and worst" (Goodin, 2010, p. 1) and "the discretionary time available to the most temporally privileged compared to the most temporally underprivileged" (Goodin, 2010, p. 5).

2.4. Existing Knowledge on the Linkage between Organisational Justice and Turnover Intention
Generally, studies conducted abroad discovered an inverse direct effect between overall OJ and TI among employees in healthcare organisations (Cao et al., 2020; Mengstie, 2020). Similarly, OJ predicted a significant inverse relationship with TI among public healthcare employees in Malaysia (Mohamad Ariffin & Ibiwani Alisa, 2019). There were also consistent findings revealed by other studies conducted in non-healthcare sectors (Bayarçelik & Findikli, 2016; George & Wallio, 2017; Kim et al., 2017; Suifan et al., 2017) or in a mixed population of healthcare workers and other industries (Kim et al., 2017). These works revealed that the higher the employees perceived justice, the lower the intention to leave. Despite they are conducted in various sectors or workplaces, these studies revealed such consistent results, implying that the expectation of justice is universal and applies to a diverse group of employees in various types of organisations when its influence on TI is taken into account.

Previous studies examining specific components of OJ found varying effects on TI. For example, only DJ and PJ were reported to significantly predict their inverse effect on TI among bankers in Istanbul (Bayarçelik & Findikli, 2016), young public accountants in the US (George & Wallio, 2017) and public as well as private healthcare workers in Ethiopia (Mengstie, 2020).
Zahednezhad et al. (2020) and Hwang & Yi (2021) also revealed a consistent result of a significant negative correlation between DJ and intention to leave. In addition to DJ, IJ was also found negatively correlated with TI while PJ did not (Hwang & Yi 2021; Zahednezhad et al., 2020). A different scenario was found in a study carried out by Lee et al. (2016) where complete three components of OJ have shown a significant inverse relationship with TI respectively. Despite inconsistent findings revealed, they have theoretically provided evidence that perceived justice, either in its overall form or specific components, is negatively associated with TI, where the higher justice is perceived, the lower the intention to leave will be.

In accordance with prior research findings, it is possible to conclude that there is a direct association between OJ in general, or more precisely its sub-dimensions, and TI. However, research has also shown that their relationship has changed due to certain intervening circumstances. For example, it showed not only a decrease in the direct effect between OJ and TI but turned insignificant when they were fully mediated by job satisfaction (Suifan et al., 2017). Meanwhile, Huang et al. (2019) found that even though OJ did not affect TI directly in the first place, it had a significant effect via the mediation of organisational support. In another study, Cao et al. (2020) discovered that in association with the established direct link, OJ and TI were also indirectly connected with a strong mutual linkage when mediated by work engagement. These studies implied that mediating variables in a way could change the mode OJ is linked to TI. Perhaps, OCB may also come into the picture, serving as a behavioural determinant that mediates amid the association between OJ and TI significantly.

2.5. Organisational Citizenship Behaviour

Organisations rely on numerous discretionary acts such as cooperation, helpfulness, suggestions, gestures of goodwill, altruism, and other examples of what they might call OCB on a daily basis (Smith et al., 1983). The authors defined OCB as individual workplace behaviours that are exhibited beyond official duties, and voluntarily performed without expecting returns from the organisation. These behaviours are classified into two categories: (i) general compliance (doing what a good employee should do); and (ii) altruism (helping specific others). Following that, Organ (1988) stated that OCB is all about someone’s extra-role behaviours, which involves employees’ good actions to help others. These actions are not described in the employee’s official job description, are performed voluntarily, are non-enforceable, and there is neither a formal reward system to reward good deeds nor punishment for negligence (Organ, 1988).

From the development of OCB taxonomies and dimensions over the years, it was determined that Organ (1988) was the first to present OCB in its comprehensive features. Organ (1988) has presented his Big Five Dimensions’ to explain the model of OCB, and they include altruism, conscientiousness, courtesy, sportsmanship and civic virtue. Despite varied terms used by various research studies in explaining OCB, the ‘Big Five Dimensions’ of OCB presented by Organ (1988) characterises the most distinguished, well-established, multidimensional and comprehensive OCB components (Dash & Pradhan, 2014). Consistently, Demirkiran et al. (2016) have emphasised that if the notion of OCB were to be discussed, it is essential to include these five sub-dimensions, which have been empirically demonstrated to be the most comprehensive features of OCB constructs.

In correspondence to the earlier dimensionalities, Williams & Anderson (1991) proposed that the features of general compliance and altruism may be divided into OCB directed to individuals (OCB-I) and OCB directed to organisations (OCB-O). In support of this, Ocampo et al. (2018) viewed that the ‘Big Five Dimensions’, particularly altruism and courtesy may be
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classified into OCB-I, while conscientiousness, sportsmanship and civic virtue may be classified into OCB-O. Additionally, the OCB directed to customers (OCB-C) began to attract research interest, particularly when it involves the behaviours of employees in service-oriented or customer-focused organisations (Bettencourt & Brown, 1997; Bettencourt et al., 2001; Harris et al., 2018; Ma et al., 2013; Schneider et al., 2005). Despite differences in terminologies and taxonomies, Dash & Pradhan (2014) observed that the aspects of OCB brought by certain studies maintain the discretionary behavioural essence. Thus, it may depict that the differences in terminologies may indicate a dynamic construct of OCB, which may differ between studies. But, what matters is it still relates to individuals’ discretion to perform the behaviour voluntarily in response to favourable behaviours exhibited by their exchange partners.

2.6. Personal Norm of Reciprocity
The term ‘norm of reciprocity’ refers to the internalised moral obligation and desire to return favours for good deeds and respond negatively to unfairness (Gouldner, 1960). It transpires when reciprocating behaviour is internalised via a mutual contingent exchange of benefits or favours and embraced as a societal norm amongst the exchange partners (Matejkowski et al., 2011; Perugini et al., 2003; Wan, 2016). Individuals with an internalised reciprocity norm would favour (reciprocate positively) people who are good to them and retaliate (reciprocate negatively) against those who mistreat them (Matejkowski et al., 2011; Gouldner, 1960; Perugini et al., 2003). Balanced reciprocity may be done by balancing the inputs and outputs of the transaction (equity) or by giving back in kind to the opposite parties (Perugini et al., 2003; Uehara, 1995). However, those who do not accept reciprocity as a societal norm are less inclined to reciprocate favours they have benefited from others (Cropanzano et al., 2016).

As far as reciprocation is concerned, Neumann (2019) noted that the motives behind reciprocal actions may be presented in direct reciprocity and indirect reciprocity. It is well established that individuals have a tendency not only to reciprocate others who have direct exchanges with them, but individuals also tend to indirectly reciprocate those they do not have exchanges with (Neumann, 2019; Perugini et al., 2003). Direct reciprocators will specifically direct the reciprocity to the other person they had experience with, while indirect reciprocators consider their experience with others to reciprocate any specific individuals (Schmid et al., 2021). For direct reciprocity to manifest, it requires repeated interaction with the same individuals, and those interactions become the basis for the same partners’ future transactions (Schmid et al., 2021). Meanwhile, indirect reciprocity does not require a joint history of previous exchanges or repeated interaction between the partners because it transpires from the experience of others (Schmid et al., 2021). Their reciprocation is in between the principle of “I help you and you help me” or “I help you and somebody else helps me” (Nowak & Sigmund, 2005, p. 1).

2.7. Underpinning Theories
The linkage between OJ and TI might be viewed from the lens of the equity theory (Adams, 1965) which inspired extensive studies on OJ, especially of its distributive dimension. This theory depicts individuals’ judgement on the outcomes they received in ratio to their contributions and in comparison to what others in the same organisation obtained (Adams, 1965; Wan, 2016). Justice is perceived when individuals perceived a zero discrepancy between the ratio of outcomes to inputs between persons (Adams, 1965; Mohammad et al., 2016). Besides DJ, the justice judgement theory (Leventhal, 1976) explains that PJ which denotes the evaluation of the process or procedures to distribute organisational outcomes also matters for justice in organisations (Wan, 2016). Leventhal (1980) outlined that the rules of consistency over times, bias suppression, accuracy, correctability and representativeness should be applied to PJ. Studies on OJ have also been explored through the lens of social exchange theory (Blau,
which depicts that a fair and rewarding relationship between persons in organisational exchanges entails trust and creates an obligation to reciprocate with goodwill.

Drawing from the above theories, studies highlighted that positive judgement of justice motivates employees to go the extra mile in their behaviours (Harris et al., 2018), thereby stimulating the creation of reciprocal behaviours like OCB (Chan & Lai, 2017; Cropanzano et al., 2016; Mohammad et al., 2016; Moorman, 1991; ) and lower intention to leave (Al Shbail & Al Shbail, 2020; Regts & Moleman, 2013; Shanker, 2018). In this venture, an individual’s attitude toward the behaviour, subjective behavioural norms, and perceived behavioural control promoted by the theory of planned behaviour (Ajzen, 1985. 1991) are the elements that determine behavioural intentions. According to Ajzen (2020), the stronger the intention is, the more likely the actual behaviour will follow. In light of the theory of planned behaviour, it ought to be emphasised that the public doctors’ inclination to reciprocate by exhibiting OCB and indicate their intention to leave are predicted by their attitude toward the behaviours and societal pressure on such behaviours, and will be displayed once there is a belief that they have control over those behaviours, as illustrated in the following framework (Figure 2.1).

![Theoretical framework](image)

3. Hypotheses Development

3.1. Mediation of the Organisational Citizenship Behaviour

Baron & Kenny (1986) outlined that a causal chain between the independent and dependent variables is required to test the mediation. However, Aguinis et al. (2017) argued that testing a direct relationship between both variables in a mediation analysis violates the basic principle of parsimony and prompts the researchers to examine models that are not aligned with the theory. Furthermore, it hinders theory building (Memon et al., 2018). Therefore, it is no longer relevant or necessary to test the significance of the direct relationship between those two variables before or after analysing a mediation effect (Memon et al., 2018). Regardless of the relationship between independent and dependent variables, the researcher should test the mediating effect (Memon et al., 2018). Based on this proposition, it develops an understanding that the mediation analysis is not subjected to whether or not OJ could directly affect TI. The most central condition is whether or not OJ affects OCB, and in turn, OCB affects TI. Thus, the present study proposes the formulation of hypotheses about OCB and its linkage amid the association between OJ and TI using the following basic mediation framework (Figure 3.1).
OJ has been identified as a factor motivating employees to go much further in their extra-role behaviour (Harris et al., 2018) and is significantly correlated with OCB (Chan & Lai, 2017; Fiaz et al., 2018; Mohammad et al., 2016). Studies have also discovered that there exists a strong prediction (Al-ali et al., 2019) and a positive association between OJ and OCB (Farid et al., 2019). In the Malaysian context, Mohammad et al. (2016) revealed that banking employees were willing to go the extra mile and demonstrate OCB when they had a belief that their employer treated them fairly. In the meantime, empirical evidence suggests that OCB has a significant inverse or reverse effect on TI (Al Shbail & Al Shbail, 2020; Manoppo, 2020; Shanker, 2018). The presence of OCB could encourage employees to portray a lower TI and stay longer with their employers (Al Shbail & Al Shbail, 2020; Manoppo, 2020; Shanker, 2018). As far as the mediation of OCB is concerned, Anvari et al. (2017) showed that employees possessing workplace spirituality and extra-role behaviours had a reduced level of TI and were less willing to leave their organisations.

Based on the findings of the above studies, it could be asserted that employees are fundamentally attentive to their organisational exchange and will use their discretion to determine whether their organisation treats them fairly or unfairly. Their reaction to the perception of justice will be translated into a series of reciprocal behaviours, including OCB. Drawing from the effect of OJ on OCB and the proclivity of OCB to influence TI discovered by previous works and the basic mediation framework by Memon et al. (2018), it gives a valid theoretical viewpoint that OCB might establish a linkage amid the association between OJ and TI through its mediating role. It may also be inferred that OJ would grow together with OCB, and they would move on the same structural path to predict TI among employees. Therefore, the present study hypothesises that OCB would be a predictor for TI and, simultaneously, a mediator between OJ and TI among public doctors in Malaysia.

H1: OJ has a significant direct positive relationship with OCB among public doctors.
H2: OCB has a significant direct negative relationship with TI among public doctors.
H3: OCB develops an indirect linkage between OJ and TI among public doctors via its significant mediation effect.

3.2. Moderation of the Personal Norms of Reciprocity
The moderating variable serves as the third variable in a correlational study that influences the zero-order correlation between the other two variables (Baron & Kenny, 1986). A researcher may decide whether or not to test a moderator in a correlational study for some reason. For example, it gives a strong case for a study to test a moderating variable when there is an unexpectedly weak or inconsistent correlation between predictors and possible outcomes (Memon et al., 2019). Moreover, the use of contextual factors from a different field with constructive theoretical reasoning gives a strong justification for a moderator to be considered (Memon et al., 2019). Whatever reason is taken into consideration, it is important to note that a moderator determines the magnitude of effects between antecedents and outcomes through its contingency effect (Aguinis et al., 2017), where it might strengthen, weaken, reverse or...
change the nature of relationships between the variables (Baron & Kenny, 1986; Memon et al., 2019). Such investigation and subsequent discoveries on the moderation effect should significantly contribute to the existing body of knowledge.

Uehara (1995) noted that people value a ‘balanced interaction’ that ideally makes them neither over- nor under-benefit from others. However, the equity theory (Adams, 1965) depicts that some people are motivated by self-interest and tend to over-benefit from their exchange partners, thereby making them tend to be more selfish and inclined to over-benefit from others (Uehara, 1995). Based on this proposition, it may be postulated that self-gains and personal pleasure might consequently outweigh the principles of justice, balanced reciprocity, and the virtue of not over-benefiting others. As a result, injustice prevails and accordingly lowers the likelihood of a person reciprocating the exchange partners with positive behaviour. Once justice is not devoted, perhaps it may no longer be a significant factor or might diminish OCB among individuals, possibly creating a subsequent negative impact on the intention to stay. By virtue of balanced reciprocity and internalised reciprocity norms, the moderating effect of the PNR possibly mitigates the potential prevalence impact of organisational injustice on OCB, hence leading to a contagious domino effect on the reduction of the intention to leave.

Despite that no specific research found to describe the role of PNR in moderating OJ on OCB, prior works investigating its moderation on a variety of antecedent and behavioural outcomes could infer a hypothesis on the moderated relationship between OJ and OCB. For example, positive reciprocity moderated the relationship between servant leadership and leader-member exchange as well as team-member exchange (Zou et al., 2015). Positive reciprocity also moderated the effect between family-supportive supervisor behaviour and felt obligation (Cheng et al., 2021). In another context, workplace ostracism (Zhao et al., 2016) and abusive supervision (Jahanzeb et al., 2019; Mitchell & Ambrose, 2007) have strengthened positive effects, particularly on employees’ knowledge-hiding behaviour (Jahanzeb et al., 2019; Zhao et al., 2016) when moderated by the negative reciprocity. Inferring from the above, the current study postulates that PNR would also contribute to moderating the relationship between OJ and OCB in regard to their link with TI among public doctors in Malaysia.

H4: PNR significantly moderates the indirect linkages between OJ and TI among public doctors via the mediation of OCB.

4. Conceptual Framework

Based on theories, some researchers concluded that high-quality, positive, and just mutual exchanges give way to the formation of OCB among employees (Cropanzano et al., 2016; Farid et al., 2019). OCB, which had a significant relationship with TI (Al Shbail & Al Shbail, 2020; Manoppo, 2020; Shanker, 2018), is expected to be able to mediate the association between OJ and TI. Therefore, this study presents a model that incorporates OJ, OCB, and TI into the mediation framework, as represented by H1, H2, and H3. Considering that balanced reciprocity is essential in dealing with the likelihood of injustice adversely influencing reciprocating behaviour, this study suggests the inclusion of PNR as a moderator between OJ and OCB which will be explained by H4. A good level of reciprocity norm reinforcing the association between OJ and OCB is expected to predict a lower TI among public doctors in Malaysia. Therefore, all these factors and their hypothesised relationships will be tested based on the conceptual framework shown in Figure 4.1.
5. Significance of the Study

Due to the necessity of studies on the integration of OJ, OCB and PNR and their influence in predicting TI, further study is proposed to examine the possible linkages between the variables, especially among public doctors in Malaysia. The proposed study is distinguished by its measuring items that feature TJ in the constructs of OJ, a component that most earlier studies missed in their models. It is expected to further enhance the existing body of knowledge regarding the extended components forming the structure of OJ and how they can be significantly correlated to OCB, PNR and TI, especially among doctors working in public hospitals. Besides that, it can also test the significance of the parsimony principle in theory building when mediation of OCB is mainly given the research focus while the direct effect of OJ on TI is omitted. The proposed framework may also bridge the gap and offer further understanding regarding integrated interactions between the proposed variables when the framework also includes PNR moderation in the moderated-mediation model of correlation between OJ and TI, particularly in a public health care setting.

6. Conclusion

Due to its relationship with the actual turnover, a study assessing public doctors’ TI and its significant antecedents is crucial as it could prepare a mechanism for the public health stakeholders to determine the core issues in public doctors’ brain drain, and design appropriate managerial strategies to deal with it effectively. Public doctors may use this study to conduct a self-assessment on the desire to remain with their current organisations. At the same time, it may also inspire them to foster loyalty and esprit de corps, and continuously contribute to the country’s goal of providing Malaysian civil society with the best health standards and accordingly, achieving UHC. The proposed integrated framework, which outlines the hypotheses of the effects between OJ, OCB, PNR, and TI, could provide an avenue to address the issue of unjust employer-employee relationships that contribute to public doctors’ turnover. Further, the inclusion of OCB and PNR would probably associate the measures to evaluate the linkage between OJ and TI in the country’s public health sector more comprehensively.

References


