A STUDY ON FACTORS THAT IMPACT TURNOVER INTENTION OF EMPLOYEES AMONG SME FIRMS IN ICT INDUSTRY

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DECLARATION

We hereby declare that:

(1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the research project.

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LIST OF ABBREVATIONS

DBAs	Database Administrators
GDP	Gross Domestic Product
HRM	Human Resources Management
ICT	Information and Communication Technology
SME	Small and Medium Enterprises
SPM	Sijil Pelajaran Malaysia
SPSS	Statistics Package for Social Science
STPM	Sijil Tinggi Persekolahan Malaysia

PREFACE

The topic of the current research is determined through a series of discussion by using brainstorming after some pre-research data collection is done through sources from the library and the Internet. After confirming on the research topic, the researchers gather information about the economic condition in Malaysia to determine on the specific industry appropriate for conducting the research. The research location is determined to be in Malaysia due to budget and time constraints. Besides, limited current studies or literature work in Malaysia is one of the critical factors for the researchers to conduct the study in Malaysia.

ABSTRACT

In this research project, the researchers conducts a study on the factors that impact turnover intention of employees in small medium enterprises (SME) operating in information and communication technology (ICT) industry. The dependent variable is turnover intention and the independent variables involved are job satisfaction, role stress, leader-member exchange, human resources management practices. In Chapter 1, the researchers discuss about the SME in ICT industry in Malaysia. Problem statement is developed for this research. Research objective is also discussed in this chapter which includes general and specific objectives. Besides, research questions and hypothesis of this study and the significance of the study are also being developed in this chapter.

In Chapter 2, the researchers have some reviews on the definition and theories about the turnover intention based on the various literatures that have been published on the topic regarding research. In Chapter 3, the researchers examined the literature of the study and collected all the relevant information by using quantitative questionnaires. The research design, data collection methods, and sampling design are involved in this chapter. Besides, research instrument, constructs measurement, data processing and data analysis have showed clearly in this chapter.

In Chapter 4, different analysis is run by the researchers by using SPSS (Statistics Package for Social Science) software to investigate the relationship between the variables. The researchers have showed a complete analysis of the demographic characteristics of all respondents and used the results obtained to construct frequency

tables and charts. The results obtained by the researchers for reliability test are accepted and all the items in questionnaires have a good internal consistency.

In Chapter 5, the researchers make interpretation about the statistical analyses. Besides, the relationship between dependent variable and independent variables are clearly shown in the table form. Other than that, the implications of the study are successfully identified by the researchers. Last but not least, the researchers also list down the limitations of the study and propose some recommendations for future research.

CHAPTER 1: INTRODUCTION

1.0   Introduction

Turnover means the employees movement within an organization. Turnover also refer
to quit, attrition, exists, mobility, migration or succession. There are 3 characteristics:
voluntariness, avoidability and functionality. Voluntary turnover is referring to those
employees who move from the organization voluntary, for example, resignation.
Involuntary turnover is referring to those employees who are not initiated to move,
for example, dismissal, retrenchment, and death. Avoidability turnover is referring to
prevent the voluntary employees from leaving the organization. The table below
shows the avoidability-matrix (Perez, 2008).

Table 1.1: Avoidability Matrix

Actual Turnover Type

		Avoidable	Unavoidable
Perceived Turnover Type	**Avoidable**	✓ Fit *prevention orientation*	✗ Non-fit *spurious prevention* **Type I error** (Ho = Turnover is avoidable)
	Unavoidable	✗ Non-fit *spurious control* **Type II error** (Ho = Turnover is avoidable)	✓ Fit *control orientation*

Source:Perez, M. (2008). TURNOVER INTENT. 1-74.

Functionality turnover is referring to the impact brings to the organization after an employee leaves the company. The positive impact is enabling the replacement of unproductive employees with productive employees. The negative impact is that the organization is losing valuable asset (Perez, 2008).

Turnover intention is not explicit. It defines as an employee who has his or her own conscious and deliberate intent to leave or resign from the organization at some point in the near future (HEMDI, 2006). It reflects the probability that an employee will change his or her job within a certain period and thus resulting to turnover. Turnover will be increased when the turnover intention is increased. It also captures the employees' perception and evaluation of job alternatives (Perez, 2008).

Turnover will bring both positive and negative effects to an organization. In term of positive impacts, it brings in better skills and capabilities employees. On the other hand, it will lead to high cost and lower the employees' morale (Nadiri & Tanova, 2010). It brings significant costs to the organization. For example, cost of replacement, cost of training, and cost of vacancy (Heydarian & Abhar, 2011). When more and more employees leave the organization, it will lead to operational disruption due to difficulty in replacing the skilled and ability employees. Demoralization of organizational membership will be increased (Perez, 2008).

According to the research, voluntary turnover is a major problem in Asian countries, such as Hong Kong, South Korea, Malaysia, Singapore, and Taiwan (Khatri, Budhwar, & Chong). For example, turnover rates are higher in emerging markets especially in Asian countries (Malila, 2011). The graph below shows the turnover rates in emerging markets.

Table 1.2: Turnover Rates In Emerging Markets

Year on Year Attrition Rate												
(%)	Indonesia	Japan	Korea	Thai	Sing.	Philip.	Hong Kong	Aust.	Mal.	India	Vietnam	China
2009	-	5	9	9	9	8	8	11	10	14	-	10
2010	9	10	11	11	12	12	15	15	16	17	17	18
2011	16.1	9.7	14.6	13.2	10.6	12.6	16.3	19	15.9	18.6	14.4	24.4

Source: AON Hewitt SIS Study 2009 - 2011
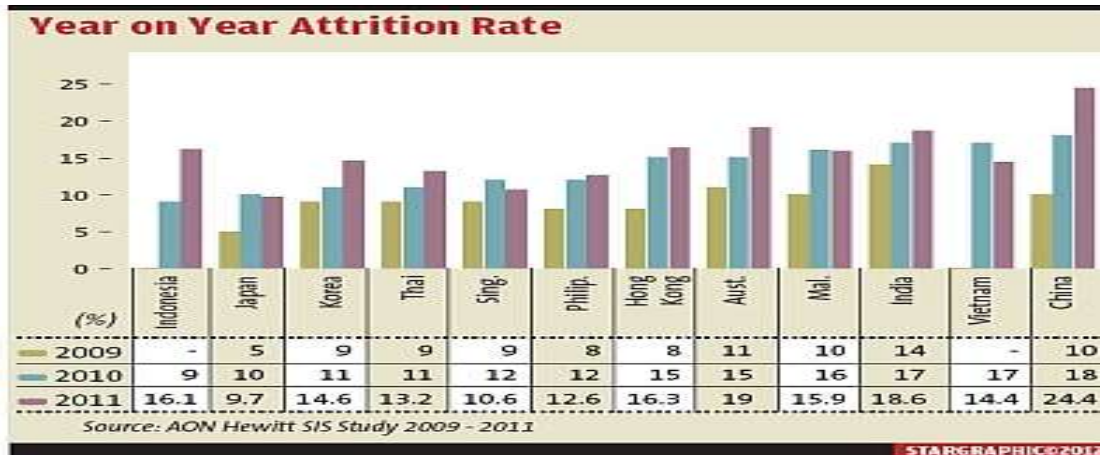
Source: Malila, J. (2011). Managing Rewards in Asia. *Global Benefits Outsourcing Conference* , 1-20.

According to the Figure 1.2, in 2009, Malaysia is one of the countries in Asia which is facing higher turnover rate, 10% (PIKOM, 2012). In 2011, the turnover rate in Malaysia increased to 15.9% (Malila, 2011). Hence, the purpose of this research is to investigate the factors that impact turnover intention of employees in small medium enterprise (SME) firms in information and communication (ICT) industry.

In Chapter 1, the research background which describes the ICT industry in SME in Malaysia is to be discussed. Problem statement will be developed for this research. Research objective will also be discussed in this chapter which includes general and specific objectives. Besides, research questions and hypothesis of this study will also be developed in this chapter. Lastly, the significance of the study will also be clarified and included in this chapter.

1.1   Research Background

1.1.1 Small and Medium Enterprises (SME)

SME refers to small and medium enterprises. In Malaysia, there are 2 criteria
to be considered: the annual sales turnover and the number of full time
employees of a business. A business that fulfills one of the criteria can deem
as SME (SMECORP, 2011). SME The table below shows the definition of
SME in Malaysia.

Table 1.3: Definition of SME

	Category	Micro-enterprise	Small enterprise	Medium enterprise
1.	Manufacturing, manufacturing-related services and agro-based industries	Sales turnover of less than RM250,000 *or* fewer than five full-time employees.	Sales turnover between RM250,000 and RM10 million *or* between five and 50 full-time employees.	Sales turnover between RM10 million and RM25 million *or* between 51 and 150 full-time employees.
2.	Services, primary agriculture and information and communication technology (ICT)	Sales turnover of less than RM200,000 *or* fewer than five full-time employees.	Sales turnover between RM200,000 and RM1 million *or* between five and 19 full-time employees.	Sales turnover between RM1 million and RM5 million *or* between 20 and 50 full-time employees.

Source: SMIDEC

Source: SMECORP. (2011). *SMECORP Malaysia Official Website.* Retrieved
June   6,   2012,   from   SME   Master   Plan   2012-2020:
http://www.smecorp.gov.my/v4/node/2124

SME involved in activities ranging from petty traders, grocery store operators,
medium-sized contract manufacturers that supplying parts and components to
multinational corporations and professional services. Most of the SME are
concentrated in the Klang Valley (Selangor and Federal Territory: 35.7%
share of all the SME) and followed by Johor (10.3%), Perak (8%) and Kedah
(6.8%). In Malaysia, SME have contributed 32% of gross domestic product
(GDP), 59% of employment and 19% of exports (SMECORP, 2011).

SME has employed 3.7 million employees or 59% of total private sector employment. However, it is still facing constraints such as low productivity, lower business information compared to other nations, small number of firms is increase in GDP and employment, and material share of informal sector is existed in the economy. The informal market is referred to those businesses that are not registered with the Companies Commission of Malaysia (CCM) but operate their business in Malaysia such as the establishment of non-agriculture activities (SMECORP, 2011). This will affect the economy and growth of one country.

The entrepreneurial attitudes can affect the growth of SME. For example, their fear of failure will affect their intention to start a new business (SMECORP, 2011). Table 1.4 below states clearly the entrepreneurial attitudes and perceptions to SME in Malaysia as compared with other countries.

Table 1.4: Entrepreneurial Attitudes and Perceptions Among Countries

| | Emerging markets (%) | | | | Developed countries (%) | | | | |
	Malaysia	Brazil	China	Chile	Germany	Japan	Korea	UK	US
Media attention for entrepreneurship	74	82	76	65	50	57	62	47	n/a
High status to successful entrepreneurship	51	86	73	69	78	55	67	81	n/a
Entrepreneurship as a good career choice	52	86	73	73	55	26	61	52	n/a
Perceived opportunities	37	43	49	57	35	6	11	33	36
Perceived capabilities	31	53	44	62	37	14	27	43	56
Fear of failure	30	31	36	27	42	42	45	36	31
Entrepreneurial intentions	9	28	43	46	6	4	16	9	11

Source : Global Entrepreneurship Monitor 2011

Source: SMECORP. (2011). *SMECORP Malaysia Official Website.* Retrieved June 6, 2012, from SME Master Plan 2012-2020: http://www.smecorp.gov.my/v4/node/2124

As a result, SME is lack of management ability and skilled workforce, difficulty in access to finance and markets and technology and innovation, inability to exploit economies of scale and lack of bargaining power. Besides

that, procedures and regulations are also affecting the development of SME (SMECORP, 2011). The chart below shows the challenges faced by SME.

Figure 1.1:Challenges Faced by SME
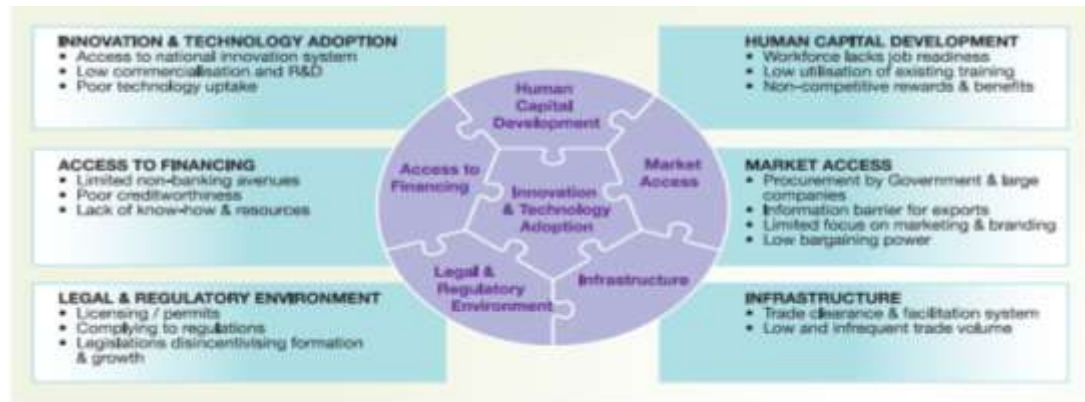
Source: SMECORP. (2011). *SMECORP Malaysia Official Website.* Retrieved June 6, 2012, from SME Master Plan 2012-2020: http://www.smecorp.gov.my/v4/node/2124

The vision of SME development is creation of globally competitive SME across all sectors that enhance wealth creation and contribute to the social well-being of the nation towards year 2020. The goals are to increase the business formation, expand number of high growth and innovative firms, raise productivity, and intensify formalization. The focus aspects involve innovation and technology adoption, human capital development, access to financing, market access, legal and environment, and infrastructure (SMECORP, 2011). The new SME development framework is as follow.

Figure 1.2: New SME Development Framework
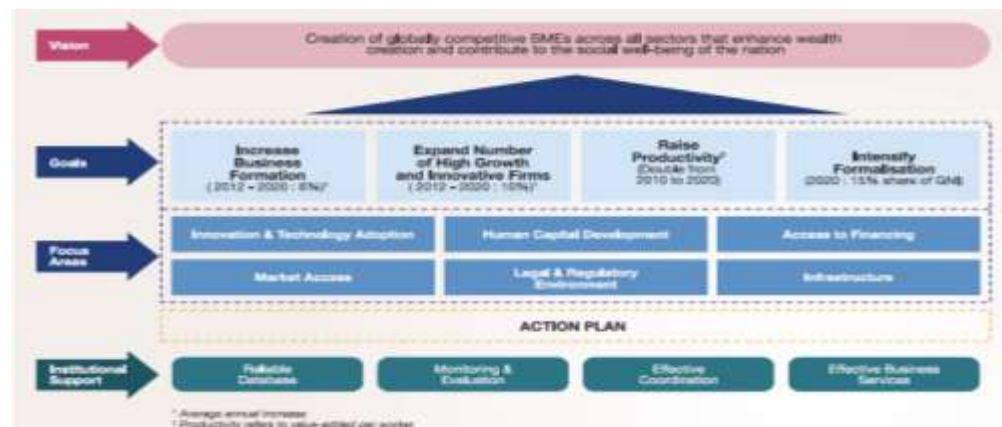
Source: SMECORP. (2011). *SMECORP Malaysia Official Website.* Retrieved June 6, 2012, from SME Master Plan 2012-2020: http://www.smecorp.gov.my/v4/node/2124

1.1.2 Information and Communication Technology (ICT)

According to the research, by the end of 1980s, the term 'computer' was replaced by 'information technology' (IT) which refers to the capacity and retrieves information. Then, it was followed by 'information and communication technology' (ICT) by 1992 when e-mail was started to be used (Kok).

ICT involves the provision of Internet service, telecommunication equipment and services and information technology equipment and services. Besides, ICT also includes media and broadcasting, libraries and documentation centre, commercial information providers, network-based information services, and other related information and communication activities. It embedded in networks and services that affect the local and global accumulation and flow of public and private knowledge (Kok).

ICT provides transformational changes in 5 broad domain areas, there are technological, economic, social, governance and environmental dimensions. This sector will contribute from 9.8% of the gross national income (GNI) to 17% or over RM 294 billion by 2020. According to the Tenth Malaysian Plan or Eleventh Malaysia Plan, Malaysia is going to transform into digital country (PIKOM, 2012). The table below shows the vision 2020.

Figure 1.3:Vision 2020 in Malaysia

Source: PIKOM. (2012). ICT JOB MARKET OUTLOOK IN MALAYSIA. 1-40.

In ICT industry, there are hot jobs such as net developers, SAP certification, IT audit and security consultants, data warehousing, business intelligence analyst, senior Oracle and SQL DBAs, Cisco certified engineering disciplines and others. They are paid higher salaries with larger workforce numbers. The table below shows the salaries of the entry level from year 2010 to year 2011.

Table 1.5: Salaries of Entry Level

Year	Fresh Graduates (Entry Level)	Junior Executive (1-4 Years Working Experience)	Senior Executive (≥ 5 Years Working Experience)	Middle Management (Manager)	Senior Management (Senior Manager)	Overall
2010	-	2,936	4,514	7,005	10,795	5,626
2011	2,238	3,151	5,039	7,837	12,166	6,240
Percentage Change (%)	-	7.3	11.6	11.9	12.7	10.9

Source: PIKOM. (2012). ICT JOB MARKET OUTLOOK IN MALAYSIA.
1-40.

ICT professionals who are working in Klang Valley able to earn an average
monthly salary of RM 6,671 as compare to Kuala Lumpur, Putrajaya, and the
industrial zone of Selangor. In Penang, there is a marginal decrease of 1.7%
(RM 6,559). In Johor, there will be a decrease of 7.0% with the comparison of
Penang and 8.6% with the comparison of Klang Valley. The average monthly
salary is only RM 6,097 (PIKOM, 2012). Figure 1.9 below shows the average
monthly salary of ICT professionals of Klang Valley, Penang and Johor in
year 2011.

Figure 1.4: Average Monthly Salary of ICT Professionals
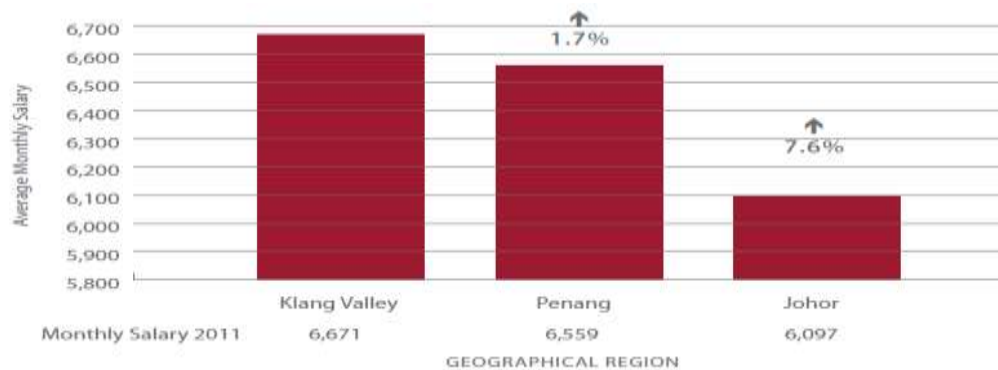
Source: PIKOM. (2012). ICT JOB MARKET OUTLOOK IN MALAYSIA.
1-40.

Hence, ICT industry is facing some challenges since some of the areas in Malaysia are getting low average monthly salary. There are lacking of quantity and quality of ICT graduates, lacking of capability and capacity building, lacking research, development and commercialization culture, and economic risks. Instead of working long hours with low remuneration in the organization, the young employees will prefer to look for better employment terms. The industry is also lacking interest in pursuing the process and quality improvement. It still falls behind the globally-recognized brands. Hence, the investors will unwilling to take the risk to invest in this sector (PIKOM, 2012).

1.2 Problem Statement

The turnover intention has received considerable attention in the literature. According to the research, SME plays a vital role in Malaysian economy and consider the backbone of the industrial development in the country. It contributes a considerable share in terms of GDP and in different sectors in the industry. For example, SME has more than 90% of manufacturing establishment in the country (Saleh & Ndubisi, 2006). It is the driving force for large numbers of innovation and to the growth of the economy (Idrus, Nizam, Lyana, & Abdullah, 2009). Figure 1.5 below can state clearly the firm level innovation in Malaysia.

Figure 1.5: Firm Level Innovation In Malaysia
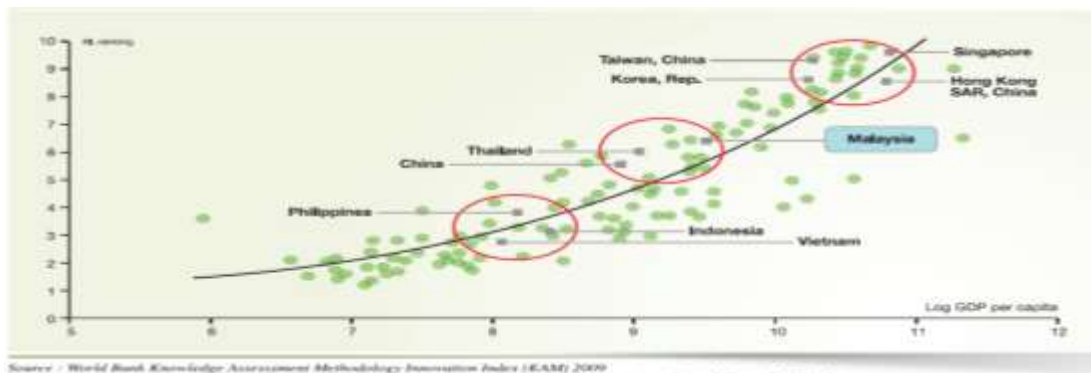
Source: SMECORP. (2011). *SMECORP Malaysia Official Website.* Retrieved June 6, 2012, from SME Master Plan 2012-2020: http://www.smecorp.gov.my/v4/node/2124

Malaysia government now focuses on ICT areas with the strategy of foreign direct investment (FDI). The uses of ICT enable the government and economic sectors to increase productivity and empower the society, bridge the income gap, reduce socio-economic inequalities, enhance the life quality, and improve the human capital quality (Ooi, 2009). However, there is a high turnover rate in ICT industry in Malaysia. Table 1.11 below shows the analysis on the turnover rate in industry for year 2010-2011. Based on Table 1.11, the turnover rate in ICT industry is noticeably high, which is 75.72%.

Table 1.6: Average Yearly Turnover Rate of Executives

Source: Wong, K. (2012, March 7). *GE Consult Group*. Retrieved June 6, 2012, from
Malaysia Average Turnover Rate for Executive - GEC Business Review:
http://geconsult.blogspot.com/2012/03/malaysia-average-turnover-rate-for.html

However, most of the researchers are restricted by limited scope of study whose
studies only focus in certain countries. They focused their studies in countries such as
European (Veloulsou & Pamgyrakis, 2004), Canadian (Haines, Jalette, & Larose,
2010), Indian (Das, 2012), United States (Siers, 2007), Taiwan (Chen, Chu, Wang, &
Lin, 2008) and Malaysia (Saleh & Ndubisi, 2006). There are existing studies in
industries such as hospitality industries: hotels, food service, casinos and tourism
(Blommea, Rheedeb, & Trompb, 2010), information technology (IT) industry (Kim
S. , The Impact of Human Resource Management on State Government IT Employee
Turnover Intention, 2012), and call centers industry (Das, 2012).

There are lacking in conducting studies on the issues of ICT industry of SME in
Malaysia. Therefore, more in-depth studies regarding impact turnover intention of
employees in SME firms in ICTindustryis appreciated.

1.3   Research Objectives

1.3.1 General Objective

The purpose of this research is to examine the factors that affect the turnover intention in ICT industry for SME in Malaysia. The main objective in this research is to find the relationship among job satisfaction, role stress, leader-members exchange, human resources managementpractices, and turnover intention.

1.3.2 Specific Objectives

This research is aimed to achieve the following purposes:

1. To determine the relationship between job satisfaction and turnover intention in ICT industry for SME in Malaysia.

2. To determine the relationship between role stress and turnover intentionin ICT industry for SME in Malaysia.

3. To determine the relationship between leader-member exchange and turnover intention in ICT industry for SME in Malaysia.

4. To determine the relationship between human resources managementpractices and turnover intention in ICT industry for SME in Malaysia.

1.4 Research Questions

This research aimed to answer the following research questions:

1.   Is there any relationship between job satisfaction and turnover intention of ICT in SME in Malaysia?

2.   Is there any relationship between role stress and turnover intention of ICT in SME in Malaysia?

3.   Is there any relationship between leader-member exchange and turnover intention of ICT in SME in Malaysia?

4.   Is there any relationship between human resources management practices and turnover intention of ICT in SME in Malaysia?

1.5 Hypothesis of the Study

The establishing of theoretical framework has clearly shown the dependent variable and independent variables. The dependent variable is turnover intention and the independent variables are job satisfaction, role stress, leader-member exchange, human resources management practices. All of these factors are influence the turnover intention in small and medium enterprises. Based on these dependent and independent variables, there are four hypotheses regarding the study. These hypotheses are shown as below:

H1: There is a significant relationship between job satisfaction and turnover intention.

H2: There is a significant relationship between role stress and turnover intention.

H3: There is a significant relationship between leader-member exchange and turnover intention.

H4: There is a significant relationship between human resources management practices and turnover intention.

1.6   Significance of the Study

The main purpose of conducting this research is to investigate the relationship between leader-member exchange, job satisfaction, human resources management, and role stress and turnover intention of the employees. All those factors have important roles in reducing turnover intention of the employee in small and medium enterprises in information communication industry.

Besides, this research can help in better understanding of which factors (leader-member exchange, job satisfaction, human resources management and role stress) are associated with high and low turnover intention among the employees through the results of the study shown in this research. As a result, this can help to find out some appropriate solution to resolve this problem. Furthermore, this research is beneficial especially for top management. With those factors, they will much more understand about their employees and thus minimizing the turnover intention among them in the company. In addition, top management able to motivate the employees by using those factors. For example, top management can retain their employees if they are applying human resources management practices appropriately.

On the other hand, majority of the researchers are carrying out the research about issues of turnover intention in nursing industries and this cause a gap for the future study to bridge through examining this issue at other industries. As a result, this study can help to examine the relationship between leader-member exchange, job

satisfaction, human resources management, and role stress and turnover intention of
the employees in information communication industry.

1.7   Chapter Layout

Chapter 1: Introduction

In chapter 1, researchers are introducing about our research project and the entire
procedures to carry out the research. These procedures involve research background,
problem statement, research objectives, research questions, hypothesis of study,
significance of study and chapter layout.   Researchers are require to identify the
problems which faced by employees to resolve turnover intention. Establishing of
general objective and hypothesis also included in order to precede research in chapter
2.

Chapter 2: Literature Review

The review on existing literature and relevant theoretical models will be discussed in
this chapter. Besides, proposed theoretical or conceptual framework and hypothesis
development will also be discussed in detail. Researchers will carry out investigation
for the factors that influence turnover intention in small and medium enterprises.
Then, theoretical framework will use to present and examine the relationship. After
complete hypothesis development, we can make conclusion of the literature review
and proceed to chapter 3.

Chapter 3: Research Methodology

In chapter 3, researchers are explaining how the research was conducted by using data
collection methods, research design, operational definition of constructs, sampling
design, measurement scales, and methods of data analysis. SPSS (Statistics Package
for Social Science) software is using to analyze the data and summarized result of the

data analysis. We exercised the research methodology is to generate the information that we required. Based on the information which obtains from research methodology, we have to interpret the data to get a valid and reliable result.

Chapter 4: Research Result

In chapter 4, it consists of the research results which generate from the survey. The survey was done through the questionnaire. This part gives a statistical result by using Statistics Package for Social Science (SPSS) software.

Chapter 5: Discussion and Conclusion

Chapter 5 has demonstrated the research result. This also involves the opinions and recommendation. Besides, this part also stated the impact of the research. Furthermore, the researchers have identified a few drawback of this research and suggest the appropriate solution in order to resolve this particular topic. Last but not least, the whole research reports that conduct would be concluded.

1.8   Conclusion

In chapter 1, the researchers have described introduction of the topic and background of the research study clearly. Then, the research problems are identified by the researchers. The researchers also have explained the purpose for this research study to be conducted. After that, the research question and research objectives are formed during this research study has conducted. Both of these are important because they contribute a clear way to complete the whole research study. Lastly, the researchers have made research hypothesis follow by the significant of the study. The final part of this chapter was presenting by chapter layout.

CHAPTER 2: LITERATURE REVIEW

2.0   Introduction

This chapter focuses on the various literatures that have been published on the topic regarding research of job satisfaction, role stress, leader-member exchange and human resources management practices on turnover intention. In this chapter, researchers have some reviews on the definition and theories about the employee turnover. The independent variables for this research project are job satisfaction, role stress, leader-member exchange and human resources management practices whereas the dependent variable in this research would be employee turnover.

2.1   Review of the Literature

2.1.1 Turnover Intention

In the past three decades, many studies have addressed the issue on employees' turnover. According to Holtom, turnover can be explained on the basis of individual differences, stress-and-change-related attitudes, contextual variables such as interpersonal relationship and culture and so on (Chen, Ployhart, Thomas, Bliese, & Anderson, 2011). Mobley had proposed on the modern theoretical model of construct (Chen et al., 2011). The roles of turnover cognition involved in this model are thinking of quitting, intention to quit and intention to search.

Turnover intention is the thought or feeling of leaving but not necessarily the act of leaving the organization. It refers to one step before leaving which is

planning to leave. In contrast, actual turnover is the employee's departure from an organization (Chen et al., 2011). Turnover intention is also known as turnover cognition which provides organization an opportunity to salvage employee-management relationship and stop the loss of the employees said by (Fang, Tony, & Verma, 2002).

The best predictor of whether an employee will leave the organization is based on turnover intention of the employees (Chen et al., 2011). Employees are still working in their workplace and thereby it refers to turnover intention. Theory states that employees' working environment and personal lives will affect their turnover intention (Chen et al., 2011). Besides, individual characteristics can also affect intention to leave such as membership in union, tenure, income, occupation and age.

Previous studies were primarily focused on turnover intention (Chen., Chu, Lin, & Wang, 2008). There is lack of studies to measure the factors influencing the actual turnover. It is crucial to investigate whether the factors affecting employee's turnover intention can be applied to employee's actual turnover (Chen et al., 2008). Those workers who are more inclined to leave their workplaces are those in occupations that are high in demand, younger workers, those with lower workplace tenure and those with low salary (Chen et al., 2008).

Researcher, Price stated that turnover could be classified into voluntary or involuntary turnover (Chen et al., 2008). Voluntary turnover refers to the voluntarily resignation of an employee from an organization. Involuntary turnover, on the other hands, it refers a person who leaves an organization involuntarily such as being laid off or dismissed by the organization (Chen et al., 2008). Organizational stress is directly related to individual's voluntary turnover. The factors that resulted turnover also include controllable and

uncontrollable turnover factors. Retirement and death are excluded from controllable turnover factors (Chen et al., 2008).

Based on the model of Mobley (1977), it stated that the evaluation of one's current position is the beginning process of the employees' turnover decision. The employees may choose to stay or quit the company (Chen et al., 2011). The evaluation process includes cost of leaving one's existing position, job satisfaction and also other existing alternatives (Chen et al., 2008). A lot of dimensions are measured when predicting turnover intention which in turn makes it a good predictor of actual turnover. Besides, intention to leave has a strong positive correlation with actual turnover were claimed by many researchers. Constant findings on the positive relationship between actual turnover and turnover intention were found in previous research work (Veloutsou & Panigyrakis, 2004).

Researchers have found that there are strong links between turnover intention and job satisfaction, organization commitment, worked burnout, information-seeking processes, propensity for participative decision making, gender, justice perceptions, and leadership style (Veloutsou & Panigyrakis, 2004). Fairness also affects intention to leave. When employee perceived high level of fairness, intention to leave would be lower (Veloutsou & Panigyrakis, 2004).

In both private and public sectors, employee turnover is one of the significant factors for reduced productivity and morale. According to HomGriffeth, employee turnover forces the organization to make personnel, work-unit and organization re-adjustments (Singh, 2012). These adjustments may result in increasing costs of replacing the personnel and providing new training for new employees (Veloutsou & Panigyrakis, 2004).

From a managerial perspective, retaining the high performance employees are important (Veloutsou & Panigyrakis, 2004). It is because turnover is not only affected the productivity, it also affected the profit of the company (Singh & Kumar, 2012). Besides, turnover can also affect clients because clients have to deal with inconsistent services due to different service providers. Moreover, the relationship between clients and employees will also be disrupted because clients have to form a new relationship with new employees (Singh & Kumar, 2012).

The process of job dissatisfaction can be started by psychological stressors such as excessive workload and lack of social support such as family or friends' support. Turnover intention can be caused by these stressors (Chen et al., 2011).

2.1.2 Job Satisfaction

Job satisfaction is closely related with the factors that we have discussed earlier especially the human resources management practices such as the relatively high pay and employment opportunities as well as the role stress. However, there are other factors that determine the job satisfaction of an employee such as economic factors, structural factors, as well psychological factors (Coomber & Barriball, 2007). Other factors such as leadership style, job commitment, education level also play crucial role in determining the job satisfaction level (Coomber & Barriball, 2007).

Turnover intention is a complex phenomenon that determined by several factors (Coomber & Barriball, 2007). Positive job satisfaction is defined as a pleasurable or positive emotional condition resulting from job experiences and appraisal from it (Liu, Mitchell, Lee, & Holtom, n.d).

Job satisfaction affects an employee's decision whether to leave or stay in an organization (Chen., Ployhart, Thomas, Anderson, & Bliese, 2011). Result from these studies shown that the employees who are relatively satisfied with their jobs will be more loyal to their organization (Liu, Mitchell, Lee, & Holtom, n.d). There are many previous studied found that there is a significant negative relationship between the job satisfaction and employee's turnover intention especially in the Information Technology and software industry (Ali, n.d)

An individual will start to generate negative views of their employment when they experience stresses. These negative views and stresses will become a feeling of dissatisfaction to them towards their organization. Thus it was resulting to a higher turnover intention (Meredith, 2007).

Previous studies have proven that there was a significant negative relationship between job satisfaction and employee turnover intention. This means that the higher the job satisfaction of an employees, the lower the intention to leave the organization (Coomber & Barriball, 2007).The finding from previous meta analysis also has found a consistent result to the majority studies. Furthermore, there is also statistical prove that there is an obviously negative relationship between job satisfaction and turnover intention (Coomber & Barriball, 2007).

Based on the existing literature, there is a strong negative relationship between the job satisfaction and the intention to leave. Job commitment is closely related to the job satisfaction of an employee. Employee will feel satisfied with their work if they are actively involved or committed in the work. As they are highly job committed, they will be highly satisfied and finally lead to lower intention to leave the organization(Chen., Ployhart, Thomas, Anderson, & Bliese, 2011)

On the other hand, there were some findings about job satisfaction related to perceived control (Meredith, 2007). This can be explained by the employees who perceived more control power in their organization have greater satisfaction and this satisfaction resulted to reduced turnover intention. Besides, job satisfaction is also found to be related to autonomy, regularly climate, professional affiliations, and practice arrangement (The Influence of Organizational Structure On Physician Satisfaction: Findings From a National Survey, 2000) .

Another factor hasdirect impact on job satisfaction among employees is the leadership style of that particular organization (Coomber & Barriball, 2007). This can be clearly explained by looking at the case in the nursing industry due to lacking of recognition and support and employment style. Study has shown that job dissatisfaction occurs when nurse managers fail to provide recognition and support, disregard staffing issues and avoid problem solving (Fletcher, 2001). Poor employment style is also one of the factors that cause nursing staffs dissatisfied with their jobs (Larrabee, Janney, Ostrow, Withrow, Hobbs, & Burant, 2003). Therefore, it shows that there is an indirect link between leadership style and turnover intention (Coomber & Barriball, 2007). Some researchers have found that leadership style have no relationship with the job satisfaction (Tzeng, 2002), whereas, some results shows that the intention to leave among employees is due to supervisory dissatisfaction (Yin & Yang, 2002).

There are several studies which have mentioned that higher job satisfaction leads to lower turnover intention and vice versa (Chen., Ployhart, Thomas, Anderson, & Bliese, 2011). Nevertheless, there are some other researchers who found contrast findings on the relationship. According to Chen et al., 2011), there is just a little impact between job satisfaction and intention to leave for an individual who are more negatively disposed toward life.

Furthermore, it also stated that the more positive the disposition of an individual, therefore, the relationship between job satisfaction and turnover would be more intense (Chen et al., 2011).

In addition, there is also a research on the relatively low performance employees and it is found that there is a strong negative relationship between job satisfaction and employees turnover intention (Coomber & Barriball, 2007). The reason behind is that most of the low performers are getting less appraisal as compared to those well performers.

In conclusion, there are some arguments on relatively low significance of the relationship between job satisfaction and turnover. However, most of the empirical researches have shown that there is a strong negatively relationship between job satisfaction and turnover intention among employees.

2.1.3 Role Stress

Palmer has explained that stress refers to the psychological, physiological and behavioral response by an individual when they perceived a lack of equilibrium between the demands given them and their ability to meet those demands (Cordero & Baerga, 2009). Over a period of time, it can lead to health problems(Cordero & Baerga, 2009). Stress can affect the body (heart rate, pains), the behavior (smoking, difficulty to sleep, eating habits) and the mind (feeling tired, worrying too much).

Moreover, researchers have further investigated about stress. They narrow stress into the term of role stress. Role stress is not a new topic to discuss; several researchers have tried to define role stress. Kahn, Wolfe, Quinn, Snoek, and Rosenthal were the first to describe organizational stress in general

and role stress in particular (Cordero & Baerga, 2009). This was followed by study done byKatz and Kahn which further defined the role stress in which it could be categorized into role ambiguity, role overload and role conflict (Cordero & Baerga, 2009). Role overload in the workplace involves both physiological and psychological stress (Cordero & Baerga, 2009). It causes negative physical and mental health issues. When employees experienced role overload, it will reduce their job satisfaction and lead to higher turnover intention (Cordero & Baerga, 2009).

Other than that, role overload also occurs when an employee has a variety of tasks in a given period, but the tasks are impossible to complete in actual situations (Cordero & Baerga, 2009).The employee due to time constraints feels conflict between quality and quantity. Lastly, role ambiguity refers to the unclear information about one's position or role in an organization. Role conflict occurs when an employee's expectation does not match the expectation of the organization (Gregson, 1992). When employees experience role conflict and role ambiguity, intention to leave will be increasing.

Furthermore, role stress is a job-related source of organizational stress, where roles are "the behaviors and demands that are associated with the job an individual performs" (Cooper & Dewe, 2002). Negative work-related stress may affect an employee's mental and physical health (Ivancevich & Matteson, 1982). Many researchers have mentioned that stress will adversely affect employee's health. It can also result in increasing turnover intention among the employees. Besides, the company has to bear the cost of hiring and recruiting to replace the vacancy due to turnover. This will in turn lead to decreased quality or work done andlower organization efficiency(Gregson, 1992).

Pareek (1982) explained that each role is a system of functions. When examining role stress, two critical components should be taken into account which are role set and role space (Pareek, 1982). Role set refers to the role system in an organization that defines individual roles. On the other hands, role space refers to the roles people occupy and perform (Pareek, 1982). Investigation on these two roles would provide a better assessment on the roles being carried out by an individual in an organization.

According to Jayaratne and Chess, job stress significantly predicted the notion of leaving (Cooper & Dewe, 2002). As the level of stress increases, intention to leave increases as well. Individual characteristics and organizational factors linked directly to job stress, burnout and intention to leave. Age is one of the individual characteristics that is more consistent in predicting intention to leave (Zeytinoglu, Denton, Davies, & Plenderleith, 2009). Younger age employees tend to feel stress easily due to lacking of developed skills to deal with the higher level of stress (Boyas, Kang, & Wind, 2012). They face difficulties in coping with the stress related to their jobs (Boyaset al., 2012). Furthermore, most of the researchers also agreed that role ambiguity, role conflict, role overload, and autonomy were directly related to job satisfaction and job satisfaction has directimpact on turnover intention (Zeytinoglu et al., 2009).

Lysonskiand Woodside stated that there is a negative relationship between role stress and perceived performance (Zeytinoglu et al., 2009). When the role stress is high, perceived performance is low. Besides, there is a positive relationship between perceived performance and job satisfaction. When job satisfaction is high, perceived performance is high as well. Lastly, there is positive relationship between role stress and turnover intention. When role stress is high, turnover intention is high (Zeytinoglu et al., 2009). According to Lysonski, the perceived performance is influenced mostly by role

ambiguity while there is some influence from role conflict (Zeytinoglu et al., 2009).

2.1.4 Leader-Member Exchange

LMX theory was developed in North America (Cheung & Wu, 2012) and was evolved from role theory (Zhang, Wang, & Shi, 2012) and social exchange theory (Bhal & Gulati, 2006; (DeConinck, 2011). Role theory places more emphasis on aspects of workplace which are task focus (Kumar & Singh, 2012). By referring to Zhang, Wang, and Shi (2012), relationship is developed over time through a series of exchange processes. These exchange processes begins with "role taking" stage during the initial interactions. This is a stage where the leader tries to discover the talents, motivation, and limits of the member through initiating a sent role to the member. The leader then evaluates the member from the feedback and behavior received and decides whether to initiate another sent role to the particular member. From the ongoing processes of leaders' delegation and followers' meeting expectations, the relationship then progresses to the "role making" stage where the nature of the relationship begins to be defined.

Lastly, the relationship enters the "role routinization" stage where clear mutual understanding and expectations develop and the relationship stabilizes (Nahrgang, Morgeson, & Ilies, 2009). The outcome from these exchange processes is the leader-member relationships with varying qualities (Zhang et al., 2012). According to Blau cited in DeConinck (2011), social exchange theory proposes that followers exchange work performance for less-tangible factors (e.g. appreciation, support, and trust) that go beyond the employment contract.

According to (Ariani, 2012), leader-member exchange theory (LMX) is a theoretical approach which is used to understand leadership at work. It is nearly impossible for a leader to make contact with all the followers in an organization and thus resulting to development of different types of relationships between the leader and the followers (Kumar & Singh, 2012). In general, LMX theory suggests that leaders form unique relationships with each of their followers (Bauer, Erdogan, Liden, & Wayne, 2006).

Various relationships are formed between superiors and subordinates ranging from low quality relationships to high quality relationships. These relationships may be based on three "currencies" of exchange, namely perceived contribution (perceived contribution is high when interaction on task related activities is intensive), loyalty to each other, and mutual affection (simply liking for each other) (Bhal&Gulati, 2006; Kumar & Singh, 2011). Other dimensions where the relationships are built around include trust, support, openness, honesty, and communication (Wilson, Sin, & Conlon, 2010).

Subordinates in high quality LMX relationship are "trusted assistants" to the superiors (Bezujin, Dam, Berg, & Thierry, 2010). They receive more intrinsic rewards (e.g. praise, empowerment) and extrinsic rewards (e.g. increase in salary) than subordinates in low quality LMX relationships (Epitropaki & Martin, 2005). According to Epitropaki and Martin (2005), in high quality relationships, employees receive more emotional support that goes beyond the formal job descriptions as well as more autonomy and responsibility from the leaders. The level of trust and communication are both at a higher level in high quality relationships than low quality relationship (Ariani, 2012). On the other hand, in low quality LMX relationships, limited emotional support and trust are given by the superiors (Harris, Wheeler, & Kacmar, 2009). In the

context of low quality relationships, exchanges take place are limited according to the employment contract (Epitropaki & Martin, 2005).

Along with many other previous studies on investigating the relationship between LMX and turnover intention, most of the studies found out that a significant and negative relationship does exist. There is a linear negative relationship between LMX and turnover intention where high quality LMX relationship links to low turnover intention (Ballinger, Lehman, & Schoorman, 2010). Most of the studies discovered significant negative relationship between LMX and turnover intention are done in United States (Harris et al., 2009; DeConinck, 2011), India (Kumar & Singh, 2012), Indonesia (Ariani, 2012), and China (Cheung & Wu, 2012). These researches mentioned above were being done on employees in manufacturing industry (Cheung & Wu, 2012; Ariani, 2012), managers in sales industry (DeConinck, 2011), government servants in environmental health sector (Harris et al., 2009), and staff in hospitals (Ballinger et al., 2010).

Nevertheless, there were inconsistent findings in several studies. As stated in Kim, Lee, & Carlson (2010), a non-linear relationship, expressed as U-shaped curvilinear, was found between LMX and turnover intention by Harris, Kacmar, and Witt. Both employees with very low and very high quality LMX relationship tend to have high turnover intention. Another inconsistent finding by Collins in year 2007 has discovered that there was an inverted U-shaped curvilinear relationship between LMX and turnover intent. This was found in the restaurant employees. A major argument by Collins was that employees with low LMX quality relationship were less likely to leave the organization because they have lower expectations of the ability to get better alternate job opportunities (Kim et al., 2010).

These inconsistent results from previous studies raise the need for further investigations especially in areas where limited related studies are being done. Researchers regarding turnover intention and influencing factors on turnover intention are relatively scarce in Malaysian working environment(Idrus, Salahudin, & Abdullah, Occupational Content and Turnover Intention: A Case Study of Small and Medium Sized Enterprises, 2009). As a consequence, this research is conducted in Malaysia to clarify the relationship between LMX and turnover intention.

2.1.5 Human Resources Management Practices

Human resources management (HRM) is a distinctive approach to employment management which aims at gaining competitive advantage through employing highly committed and skilled workforce by using a series of the techniques (Storey, 2001). Besides, human resources management also refers to a strategic approach that includes all the management decisions and actions that influence the organization and employees relationship (Fajana, Owoyemi, Elegbede, & Sheriff, 2011).

The human resources management practices is described as the organizational activities that manage the overall human resources management and ensure the deployment of resources is able to fulfill the organizational goals (Fajana et al., 2011). This means that HRM is link to the HR practices in competitive strategies framework that enables the organization to obtain competitive advantage and integrative HRM practices is the connection between organizational goals and strategic management (Sparrow, Brewster, & Harris, 2004).

HRM practices can be classified into staffing, training, goal-setting, compensation, and those practices that may affect organizational performance (Daud, 2006). Firms that provide sufficient significant resources in order to attract, retain, develop and motivate the talented employees especially in an urgent market (Daud, 2006). Some of the business leaders created retention programs to retain the talented employees. These retention programs may includes the generous employee benefits, flexible work arrangements, career development opportunities, and any practice that able to reduce the turnover intention (Haines, Jalette, & Larose, 2010).

According to the Haines et al. (2010), the purposes of designing resources practices are to develop employee skills (training, internal labor), elicit motivation and commitment (internal labor market, relative pay, benefits, variable pay), and employee power to influence and voice (participation-enhancing work designs, formal dispute resolution).

The result shows that most of the HRM practices have a significant and positive relationship with employee's turnover intention. There is only one HRM practice which is the training programs provided to the employees that resulted significant and positive relationship with the employee's turnover intention. The result shows that the training provided by the company has increasing the employee's external marketability and ability to leave the company (Haines et al., 2010). The employee's turnover intention is consistent with external marketability which is the market signaling theory and the ability to leave which is the human capital theory.

Most of the employees are having low turnover intention while they are in training, but turnover intention increases after they have been trained (Haines et al., 2010). However, from the study by Kim (2012), it shows that there is a significant negative relationship between employee training and development

with the turnover intention in the State government Information technology sector in United States. The reason is that training and development is able to increase the employee's job satisfaction and this may lead to lower turnover intention among the employees.

On the other hand, other HRM practices show significant and negative relationship with employee's turnover intention. These HRM practices includes internal labor markets, desirable reward and compensation packages, more generous benefits provided, widely use of variable pay, widely adopt of participation-enhancing work structures, presences of a formal dispute resolution procedure(Haines et al., 2010). It also includes effective supervisory communications, and the availability of diverse family-friendly policies (Kim, 2012).

There are several factors that contribute to the turnover intention, but many studies found that human resources management practices able to reduce the turnover intention among employees (Haines, Jalette, & Larose, 2010). The studies have shown that there isa significant and negative relationship between the desirable compensation packages with turnover intention. Desirable compensation packages such as higher wages provided to employees are workable in retaining them (Batt& Valcour, 2003).

According to the Batt and Valcour (2003), it was stated that the human resources incentives (compensation packages and career development) interpret that the most variance in employee's turnover intentions. Employees' turnover has become a difficult issue for firms facing tight labor markets and skill shortages these few years. Turnover has resulted to high cost, especially the technical, professional, and managerial employees. This is due to the difficulties in finding relevant talents to replace their position after they have left the organization (Batt & Valcour, 2003).

There are several studies on the relationship between human resources management practices and the employee absenteeism. However, most of the studies did not examine the relationship between human resources management practices with the employee turnover intentions. Human resources incentives such as high relative pay and benefits, training and career development opportunities, and employment securities able to reduce the intention to quit among employees and to improve their performance as well (Batt & Valcour, 2003). There are also studies mentioning that the main objective of introducing the direct and indirect compensation is to improve the organization's motivation (Bergiel, Nguyen, Clenney, & Taylor, 2009).

In addition, human resources incentives also have been recognized as a tool that able to create internal labor markets due to difficulties in obtaining the desirable high pay and the career development training. There are several studies show that compensation packages have a relative strong negative relationship between high pay and the employees' turnover intention (Haines, Jalette, & Larose, 2010).

A sound growth for wages or compensation packages significantly cut down the employee turnover intention (Haines, Jalette, & Larose, 2010). However, high relative pay is normally link with the well performed employees. Therefore, it could be see that the turnover intention rate among employees whose are well performed and well compensated is slightly lower as compared to those who are not performed well and compensated well (Haines, Jalette, & Larose, 2010).

On the other hand, there is a negative relationship between career or development training and turnover intention among employees. It could be a worth investment strategy for a company if it do offer sufficient training opportunities to its employees (Shaw, E., Delery, Douglas, & Gupta, 1998).

Asmajority of the studieswere found in the governmental sector in Canada and information technology sector in United States. Therefore, our study is mainly focus on the Small Medium Enterprise (SME) in Malaysia.

2.2 Review of Relevant Theoretical Models

2.2.1 Turnover Intention

Figure 2.1: Turnover Intention

Job Satisfaction	Work Expectation	Turnover Intention
Independent variable	Mediating variable	Dependent variable
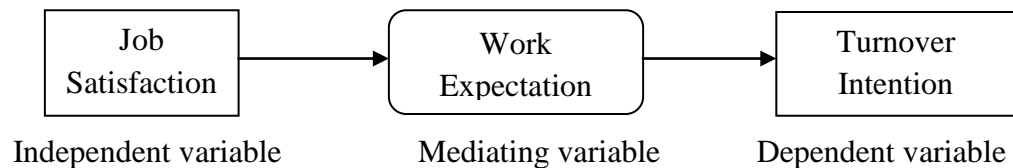
Adapted from: Chen,G., Ployhart,R.P., Thomas,H.C., &Bliese,P.D (2011). The Power of Momentum: A New Model of Dynamic Relationships between Job Satisfaction Change and Turnover Intention. Academy of Management Journal, 54(1), 159-181.

The objective of the study conducted by Chen et al. is to test on the mediating variable of work expectation in the relationship between job satisfaction and employees' turnover intention (Chen et al., 2011).

Several hypotheses have been formed in this study. According to Chen et al, job satisfaction will shape employee's work expectation in future. Work expectation refers to relationship at works, pay, job characteristics and career opportunities (Chen et al., 2011). When job satisfaction improves over time, the components of work shaping the employees' satisfaction are expected to continue to improve in the future. Therefore, this will result to higher

motivation to stay with the organization. On the other hand, when job satisfaction decreases over time, employees are expecting the components of their work to continue to get worse in the future. As a result, they will be motivated to look for other jobs. Therefore, when job satisfaction is high, turnover intention will be low.

H1: Job satisfaction change positively relates to work expectations, which in turn, partially mediate the relationship between job satisfaction change and turnover intention change.

However, the result showed that the negative change in job satisfaction did not relate to turnover intention. When job satisfaction is decreased, turnover intention might not increase. The data were obtained from 198 new employees who joined the London office of a large multinational consulting firm (Cooper Thomas & Anderson, 2005).

Due to the limitation of this study, it drives us to reinvestigate the existing of turnover intention. We would like to investigate the reality of turnover intention.

2.2.2 Job Satisfaction

Employees' job satisfaction is the key factor of retaining employees in an organization and it plays an important role in the turnover leading process. It can be classify as a complex phenomenon with many affecting components. The affecting component such as the human organization resources practices, leader-member exchange, and so on.

There are many researches that showed that there is a negative and significant relationship between the job satisfaction and the employees' turnover intention. Our group decided to choose job satisfaction as one the factors that affecting the turnover intention after studied the research with the title of Impact of job satisfaction component on intent to leave and turnover for hospital-based nurses: A review of the research literature. The authors of this research are Billie Coomber and K.Louise Barriball.

This study shows that job satisfaction is one of the major contributing factors for the intention to leave among nurses in United Kingdom. Previous studies show that increasing dissatisfaction among employees is the main cause for the employees to leave the organization and search for a better organization (Coomber & Barriball, 2007). According to Coomber & Barriball (2007), the results show that the factor of leadership and stress is the main factors for job satisfaction.

The study was conducted by getting information from the hospital-based nurses in United Kingdom and several previous related researches. By using all these details information, the job satisfaction of the employees can be clearly proved that have a negatively impact toward the turnover intention among the employees. However, there are few limitations during conducting this study. The limitation is the sample is contained nurses working in general medical or surgical environment and this condition may bring some effect on the result of this study. Another limitation is that the strictness of the studies selection.

2.2.3 Role Stress

Figure 2.2: Roles Stress and Employees' Turnover Intention
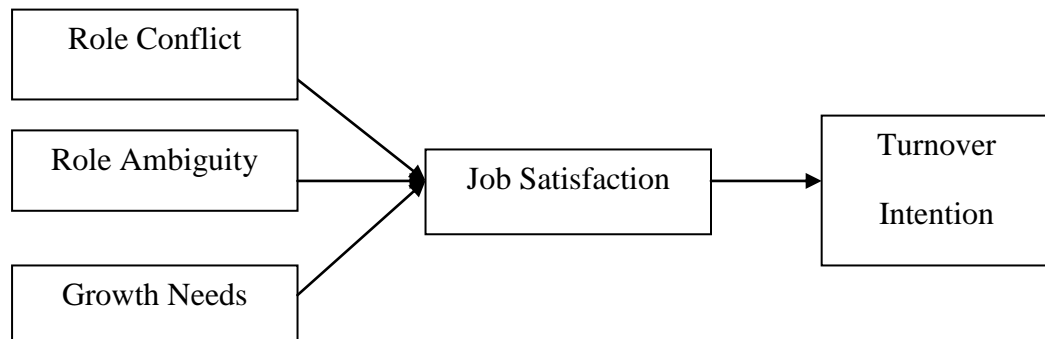
Adapted from Chen.H.C, Chu.C.I, & Lin.L.C, W. &. (2008). Turnover Factors revisited:A longitudinal study of Taiwan-based staff nurses. International Journal of Nursing Studies, 277-285

The decision to include role stress as one of the independent variables is based on the research conducted by Veloutsou and Panigyrakis. Veloutsou and Panigyrakis examined the effect of brand managers' role stress, perceived performance and satisfaction on the intention to leave.

In this research, there are few hypotheses to be formed. Role stress includes role conflict, role ambiguity and role overload.

H1: The higher the level of (a) role conflict, (b) role ambiguity and (c)role overload, the lesser the brand managers' perceivedjob performance.

H2: The higher the level of role conflict, role ambiguity androle stress, the lower the brand managers' jobsatisfaction.

H3: The higher the level of role conflict, role ambiguity and role stress, the greater the brand managers' intentionto leave.

All the fast moving consumer companies in Greece with a brand management structure was consisted under the sampling frame. There were 34 questionnaires were unusable from the total of 159 questionnaires returned. The role overload is the most influential element of role stress on brand managers' intention to leave that was revealed in this study. Due to this reason, we would like to reinvestigate all the elements of role stress.

2.2.4 Leader-Member Exchange

The decision to include LMX relationship as one of the independent variables for the current research is based on the research conducted by Cheung and Wu.

Figure 2.3: Leader-Member Exchange and employees' turnover intention

Leader-Member Exchange	Job Satisfaction	Turnover Intention
Independent Variable	Mediating Variable	Dependent Variable
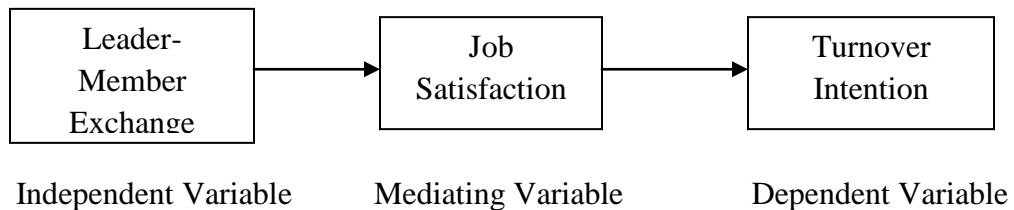
Adapted from: Cheung, F.Y. and Wu, W.P. (2012). Leader-member exchange and employee work outcomes in Chinese firms: the mediating role job satisfaction. Asia Pacific Business Review, 18(1), 65-81.

The objective of the study conducted by Cheung and Wu is to test the mediating role of job satisfaction in the relationship between LMX and the employees' turnover intention. Several hypotheses have been formed in this research. According to Cheung and Wu (2012), job satisfaction refers to the

positive evaluation of the characteristics of one's job. It occurs when the value of a job in terms of pay, promotion, and promotion meets the employee's expectations. Employees in high quality LMX relationship tend to receive more resources and job-related support from the leader. A high quality LMX relationship also enables employees to receive higher job autonomy delegated from their leader. Thus, high LMX relationship leads to higher the job satisfaction.

H1: The quality of LMX is positively related to employee job satisfaction.

The level of job satisfaction is low when the degree of unmet expectations becomes too high. This intensifies the employees' intention to leave the organization to look for better job opportunity. Therefore, a negative relationship is formed between job satisfaction and employees' turnover intention.

H2: Job satisfaction is negatively related to employees' turnover intention.

Cheung and Wu argued that LMX may not exert a direct influence on turnover intention. Employees in a high quality LMX relationship are more likely to be attached and committed to the leader rather than the organization. Thus, mediator such as job satisfaction is included to extend the effects of LMX to turnover intention. Subordinates in a high quality LMX relationship are more committed to the leader than to the organization in the absence of job satisfaction. In contrast, if the employees are satisfied with their jobs, they are more likely to be attached and committed to the organization and thus increase their willingness to stay in the organization. A high quality LMX relationship will result in lower turnover intention through job satisfaction as the mediator (Cheung & Wu, 2012).

H3: Job satisfaction mediates the relationship between LMX and employees' turnover intention.

The study was being conducted in Hangzhou, China and it involved employees in manufacturing industry. A total of 210 questionnaires were distributed and there were 196 usable questionnaires received. Based on the questionnaires received, analysis was being done and the researchers have found that all the three hypotheses (H1, H2, and H3) are proved to be relevant. The researchers then concluded that the quality of LMX relationship does not have direct impact on employees' turnover intention. LMX relationship is effective to reduce the turnover intention with mediator such as job satisfaction (Cheung & Wu, 2012)

However, there is a limitation on the research conducted by Cheung and Wu which drives us to reinvestigate the relationship between the quality of LMX relationship and turnover intention without including the mediator. The sample involved in the study is found to be quite small (196 questionnaires) and conclusion is made based on such a small sample. Therefore, there is a need to reinvestigate whether the quality of LMX relationship does directly impact on employees' turnover intention.

2.2.5 Human Resources Management Practices

Based on the research that had been done by (Kim S. , 2012), we decided to choose the Human Resources Management Practices as our Independent variable for our research. This research is conducted to test the impact of the Human Resources Management Practices toward the turnover intention of the State Government IT (Information Technology) employees.

The result of this research shows that organizational human resources management practices have a significant impact towards the turnover intention of employees. The factors of human resources management practices

that included the promotion and advancement opportunities, training and development, management communication and relationship, compensation packages, work –life balance policies have a great impact towards the turnover intention among the employees in IT industry. From the studies, it found that the work-life balance policy is the most significant factors on influencing the turnover intention of IT employees.

Moreover, previously, there are several results showed that the higher the involvement on organizational human resources management practices in organization, the lower the absenteeism and turnover intention among employees. These results clearly show that the there is a positively significant relationship between human resources management practices and employees retention. In another word, the human resources management practices have a negatively significant relationship with the employee's turnover intention. This is because most of the employees leave the organization and try to enjoy the better human resources management practices in other organization such the higher salary, promotion, opportunities, work-life balance, training and development and others.

Therefore, the hypothesis was formed as below:
H1: The Human resources management practices are negatively related to the turnover intention among employees.

This research had been conducted by collected the information from the IT employees working in the IT department of 38 state governments in United States. Soonhee Kim distributed the questionnaires by sent the department websites or Web-based online survey. The completed questionnaires that had received by Soonhee Kim are quite large, which is 789 copies after sent 3775 copies.

In this study, Soonhee Kim found two limitations which were the measures used were perceptual rather than objective and there was limited information available for the numbers and personal characteristics of IT staff.

2.3   Proposed Theoretical / Conceptual Framework

Figure 2.4: The Research Model

Independent variables (x)   Dependent Variable (y)
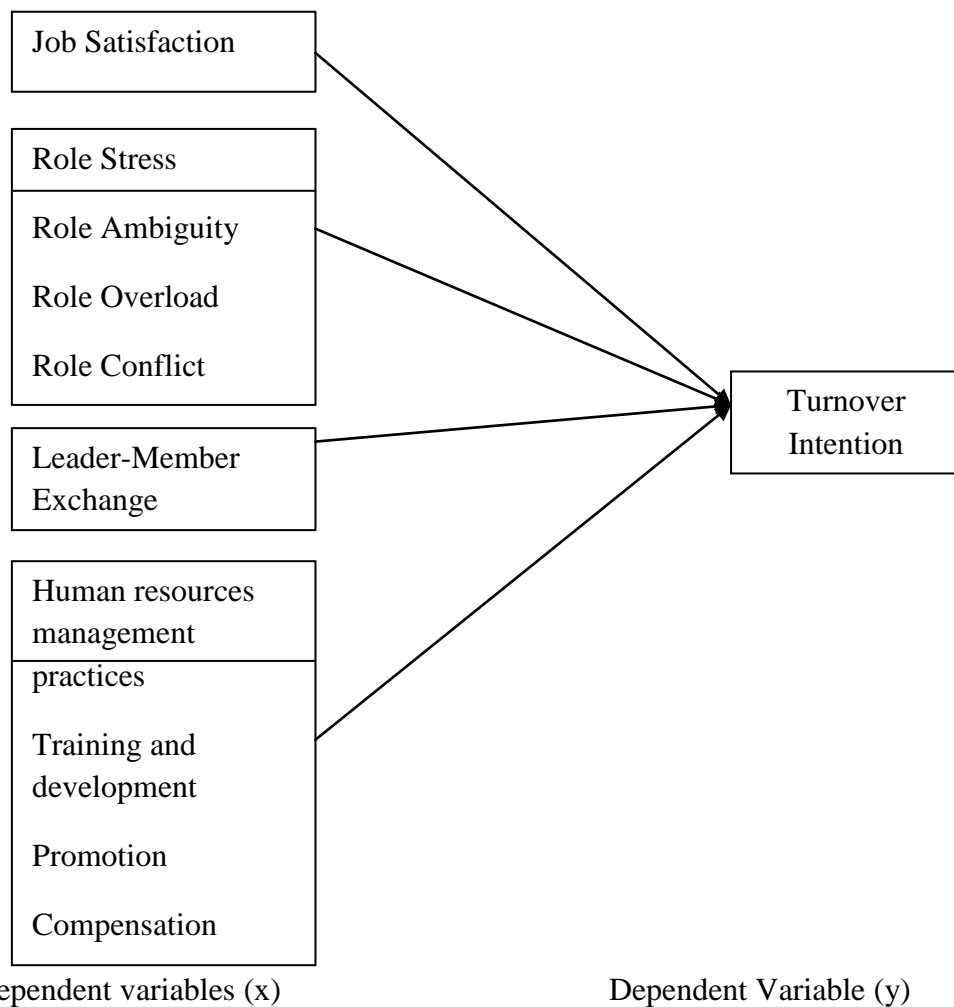
Source: Developed for the research.

The independent variables (x) are including leader-member exchange (LMX) (Anthony, 2007); role stress: role ambiguity, role overload, and role conflict

(Cleopatra & George, 2004); job satisfaction (Kumar & Singh, 2012); and human resources management practices: training and development, promotion, and compensation package (Kim, 2012). The dependent variable (y) is turnover intention.

2.4 Hypotheses Development

Generally, when job satisfaction increases over time, employee will expect aspects of their work that shape their satisfaction to keep improving in the future. Therefore, they will be more motivated to stay with their current organization. In contrast, when job satisfaction decreases over time, employees may expect aspects of their work to continue to get the worse in the future and hence they will be more motivated to search for alternative jobs (Chen, Ployhart, Thomas, Anderson &Bliese, 2011).

H1: There is a significant relationship between job satisfaction and turnover intention.

Role stress happens when an individual thinks that the cumulative demands are greater than their abilities and motivation to perform job-related tasks successfully. Other than that, a person who works in various positions and experience high levels of job stress, their effectiveness and performance are significantly lower and poorer than co-workers who experience lower levels of job stress. Thus, when role stress is higher will lead to turnover intention occurred (Cleopatra & George, 2004).

H2: There is a significant relationship between role stress and turnover intention.

According to cultural values,) exchange relationship is mostly particularistic (Yang, 1994). When subordinates in a high quality LMX relationship are satisfied with their job, the positive effects of the relationship will lead to employee's commitment to the organization and their willingness to stay with the organization. The opportunity cost can be high for those satisfied employee to change their job. Therefore, it would make

them perceive that stay with the organization is more worth. The positive effects of a high quality LMX relationship can reduce turnover intention (Cheung & Wu, 2012).

H3: There is a significant relationship between leader-member exchange and turnover intention.

Human resources management practices are an important factor which can affect turnover intention. For example, appropriate rewards given to employees for their on-job accomplishments and when organization provides beneficial training programs for employees to enhance their professional development might make them more likely to stay with the organization. So, improving human resources management practices can reduce the turnover intention (Kim S. , 2012).

H4: There is a significant relationship between human resources management practices and turnover intention.

2.5 Conclusion

In this chapter, all of the variables are being discussed in detail by referring to the existing journals and research articles. This chapter serves as a foundation for understanding the hypotheses that are formed in the previous chapter and at the same time it also serves as a foundation foe examining the hypotheses that enables the researchers to proceed to the next chapter which is Research Methodology.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

This chapter provides an overview of research methodology in the study on the factors that impact turnover intention of employees among SME in ICT industry. The factors that may impact the turnover intention of employees are Job Satisfaction, Role Stress, Leader-Member Exchange (LMX), and Human Resources Management Practices.

In this chapter, we examined the literature of the study and collected all the relevant information by using quantitative questionnaires. We had also identified and formulated the research problem. In this chapter, the research design, data collection methods, and sampling design will be discussed. Besides, research instrument, constructs measurement, data processing and data analysis are also being included in this chapter. The research design in this chapter was created to answer the research objectives and hypotheses.

3.1 Research Design

This section describes the research design of turnover intention in ICT industry. According to Zikmund (2003), a research design is a master plan that identifies clearly the procedure and ways for analyzing and gathering the needed information. In another word, it is an action plan for the research project.

Quantitative research is being used in this study which is categorized as casual research for our study. Casual research enables the researchers to identify the cause-

and-effect relationship so that our research can be conducted more effectively and our result will be more reliable. As a quantitative study, the conclusion is made from that result of the questionnaires distributed to our respondents. Therefore, statistical data act as the medium that enables researchers to obtain needed information. Besides that, a pilot study is conducted before distributing questionnaires to the respondents. A pilot study is a small-scale research that uses to collect data from our full scaled respondent which is usually 30 respondents. Pilot study is very main blood for our research because it enables the researchers to identify whether the respondents could understand the questionnaires before conducting the full-scale research.

The current research also involves descriptive research. The main purpose for the descriptive research is to describe the characteristics of people and help to answer the "what" questions. Descriptive research is used in this study to describe the characteristic of the employees in Information and Communication Technology (ICT) industry. It also helps the researchers in answering the question such as "what are the factors that will impact the turnover intention of the employees in ICT industry".

3.2   Data Collection Methods

Data collection methods can be classified into two, which are primary data and secondary data. Primary data is defined as the data that can be collected from observation or from first-hand information. We can obtain primary data from survey, questionnaires, observation, focus group and so on. In this case, our primary data is the result from the questionnaires that filled by our respondents.

Whereas, secondary data is refer to the data that had been collected by someone before we gather it. There are some examples of secondary data which are information from newspaper, books, journals, articles, websites, thesis and so on.

For our result, we do collect both primary data and secondary data in order to achieve the desirable objective and obtain the more reliable result.

3.2.1 Primary Data

Questionnaires are used to obtain our primary data so that we are able to get the desirable and reliable results. It is suitable for the population that is being surveyed. The main advantage of using questionnaires for the research is that the researchers able to collect all the completed responses within a short period of time (Uma Sekaran& Roger Bougie, 2010). Moreover, this method enables the researchers to know about what is needed and how to measure the variables of the interest. By using questionnaires, large numbers of respondents can be reached at the same time. Besides, it is less expensive, consume less time and requiring less skills compare to conducting an interview.

A set of standard questionnaires is distributed to the targeted respondents via internet. Questionnaire by distributed in an online form whereby the respondents will fill in an online questionnaire. The primary data collected from the respondents are representing the factors that influence the turnover intention of the employees who work in ICT industry.

For the current research, the questionnaires consist of five parts, which include impact of the Job Satisfaction, leader-member exchange, Human Resources Management Practices and Role Stress that influence the turnover intention of the employees in ICT industry and lastly the personal details of the respondents.

3.2.2 Secondary Data

Secondary data in this research was collected before primary data because of the questions have been answer by other researchers. The secondary data is mostly collected from journals, reports, internets, and referent books. Both of the academic and professional articles are dependable and important that enables us to obtain relevant information. Mostly, we used internet or search engine such as Google, Bing, and Yahoo to obtain the up-to-date articles and information. All these journal articles were very essential and helpful for our research as they provided a complete description of the purpose of this study, methods used, and the results of the research. On the other hands, the professional articles are able to provide us the recent facts and figure of development.

In addition, online database is also one of the vital sources of obtaining secondary data. The online database system has provided by UTAR such as Proquest, Science Direct, and so forth which are very helpful for conducting our research. Besides that, we also have found some related information from the referent books that related to our study from UTAR library.

The advantage of using secondary data sources is that it helps to save time and cost in obtaining information (Sekaran, 2010). However, we have to select the proper, relevant and up-to-date secondary data as there are variety of information provided in internet and books.

3.3 Sampling Design

3.3.1 Target Population

The population of this study is the total number of establishments of small and medium enterprises which operate in ICT industry in Malaysia. The target population was determined by referring to the existing research done by Idrus et al. (2009). They have conducted their research to determine the relationship between occupational content and turnover intention for SME in food and beverage industry. In their research, they have determined their target population as the total number of establishments of small and medium enterprises in food and beverage industry.

According to SMECORP (2011), the total number of SME in ICT industry in Malaysia was 702. However, contacting each and every one of the establishments is practically impossible due to time limitation. Therefore, the researchers have decided to select a subset of the population to represent the whole population.

3.3.2 Sampling Frame and Sampling Location

After defining the target population, the researchers develop a list of eligible sampling units, referred as sampling frame (Hair, Bush &Ortinau, 2006). The sampling frame is all the 702 SME in the ICT industry.

When conducting the research, the data is collected in Selangor. This location is chosen because most of the SME in ICT industry are concentrated in this area in which there are 263 small and medium enterprises which operate in the

ICT industry (SMECORP, 2011). Thus, it provides greater convenience for the researchers as there is higher number of potential respondents in this area.

3.3.3 Sampling Elements

The respondents for this research can be any staff working in the ICT industry.

3.3.4 Sampling Technique

In this research, the researchers have decided to practice non-probability sampling. There are four sampling techniques under non-probability sampling which are convenience sampling, judgment sampling, quota sampling, and snowball sampling. Convenience sampling is being used in conducting the research. The researchers have selected the sampling location based on convenience sampling. After deciding on the location to conduct the research, the researchers use simple random sampling to select the SME from the sampling location to conduct the research. As mentioned in the earlier part, there are 702 SME in the ICT industry. There are 263 SME located at Selangor. The researchers then randomly select the SME from the total of 263. This sampling technique is being used as it enables each of the unit in the list has an equal chance of being selected in the sample.

3.3.5 Sampling Size

According to the research done by Idrus et al. (2009), they have randomly selected their samples from the list which stated all the establishments of SME that operate in food and beverage industry. 400 questionnaires were sent to the

selected companies and 237 questionnaires were returned back to them. Thus, by referring to the method they conducted the research, the researchers contacted the companies by telephone after the selecting the SME through simple random sampling. Online questionnaire is created for the purpose of this research. Thus, the link for the online questionnaire is sent to the companies after confirming their intention to participate in this research. The researchers intended to obtain 250 questionnaires for the research. However, only 220 respondents have filled in the online questionnaires and thus the result is generated based on these 220 questionnaires.

3.4 Research Instrument

In this research project, questionnaire is used as research instrument in the research. Questionnaire made up a list of questions with clear instructions and space for answering. It has a definite purpose related to the objective of the research which helps the respondents easily to find out. It is easily to gather the straightforward information relating to the people's behavior.

Besides that, questionnaire can contact large number of people who spread across a wide geographical area at low cost. It allows the researchers to gather standardized result which is more objective. It can explore complex question in great dept which can help the respondents in an easy option that can save their time and effort. It also allows us to collect the data in faster way.

Furthermore, questionnaire can easily collect the factual information to classify the people and circumstances. The satisfaction of the respondent is determined without touching their sensitivity. It allows us to contact with appropriate respondents without wasting time and money. The respondents can answer it during their free time without interrupting their works.

3.4.1 Questionnaire Design

The questionnaire is divided into two section, Section A and Section B. In Section A, there is divided into five parts which are the factors that affecting the turnover intention of ICT industry in SME in Malaysia. Part 1 is regarded the factor of job satisfaction which has five questions. Part 2 is regarded the factor of role stress which has eight questions. Part 3 is regarded the factor of leader-member exchange which has six questions. Part 4 is regarded the factor of human resources management practices which has five questions. Part 5 is regarded the factor of turnover intention which has three questions. These questions are designed with Likert scale that consists of 5-point scale. Each question is started from strongly disagree to strongly agree.

The sample of question as below:-

Job satisfaction

	SD	D	N	A	SA
I find real enjoyment in my job.	1	2	3	4	5

In Section B, it is concerned on the demographic characteristics of the targeted respondents. For example, gender, age, marital status, ethnic group, highest education completed, working experience, years have working, and salary range. It can help to generate an understanding of identity of the respondents which needed for a peripheral research for the researches.

The sample of question as below:-

> 1. What is your gender?
> ☐ Male
> ☐ Female

3.4.2 Pilot Study

Pilot study is also known as feasibility study. It is a small experiment that designed to gather information and test logical prior to large sample in order to improve its quality and efficiency. It can assess the feasibility of the research which the irrelevant questions discovered can be modified and improved (NC3Rs, 2006). The pilot study provides the information needed for the evaluation of surveys, the way information should be gathered and the party responsible for the data collection. Besides, the pilot study is able to answer other questions such as what kind of surveys should be studied, and how can one develop a frame from which to select a sample of surveys; and would survey sponsors and survey organizations cooperate in supplying information about surveys (Barbara A. Bailar& C. Michael Lanphier, 1978).

Hence, a pilot study is conducted before distributing the full set of questionnaire survey for data collection. Thirty samples of questionnaires are distributed to the targeted respondents for pilot test. As such, the reliability of the questionnaire can be determined. Besides that, the researchers are able to determine the understanding of the respondents regarding the questionnaires by answering the particular questions set by the researchers. The pilot study is conducted on September 2012 by using the sample size of thirty respondents from ICT industry and lecturers.

3.5 Construct Measurement

In this section, the design of the questions in the questionnaire will be discussed in detail by specifying the levels of scale measurement and the sources from which the questions are being adopted and adapted. There are four levels of scale measurement for designing a question. These are nominal scale, ordinal scale, interval scale, and

ratio scale. Both the nominal and ordinal scales are grouped under non-metric scale whereas both the interval and ratio scale and being categorized as metric scale. The levels of scale measurement being practiced in the questionnaire are nominal scale, ordinal scale, and interval scale and each of them will be discussed in detail in this section.

3.5.1 Nominal Scale

According to Zikmund et al. (2010), nominal scale represents the most elementary level of measurement which assigns a value to an object for identification or classification purposes. The value can be but does not have to be a number because there are no quantities being represented (Zikmund et al., 2010). A few questions related to personal details in Part B are being designed in this level of scale measurement. These are Question One (Gender), Question Three (Marital Status), and Question Four (Ethnic Group). Below is one of the examples of question designed in nominal scale.

1. What is your gender?

   i.   Male   _____
   ii.   Female   _____

3.5.2 Ordinal Scale

Questions in ordinal scale have nominal properties and they also allow things to be arranged based on how much of some concept they possess. However, they do not tell the value of the interval between rankings (Zikmund et al. 2010). For Question Two (Age), Question Five (Education Level), Question Six (Working Experience), Question Seven (Working Experience in Related

Company), and lastly Question Eight (Salary) are all being measured in ordinal scale.

Below is an example of question designed in ordinal scale.

2. Which of the following best describe your age?		
i.	Below 25 years	_____
ii.	25-35 years	_____
iii.	36-45 years	_____
iv.	45-55 years	_____
v.	Above 55 years	_____

3.5.3 Interval Scale

The questions related to the dependent variable (Turnover Intention) and independent variables (Job Satisfaction, Role Stress, Leader-Member Exchange, and Human Resources Management Practices) are all being included in Part A of the questionnaire. All these questions are designed in interval scale which is categorized under metric scale. Questions designed in interval scale have both nominal and ordinal properties and at the same time they also capture information about the differences in quantities of a concept (Zikmund, Babin, Carr, & Griffin, 2010). Five-point Likert Scale (1-5) is employed to all the questions in Part A in which higher scores indicate higher agreement with each statement. Below is the example of question designed in interval scale using LikertScale.

i.   Job Satisfaction

No	Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I find real enjoyment in my job.	1	2	3	4	5

3.5.4 Sources of Questions

The table below shows the sources from which the questions are being adopted and adapted.

Items	Construct Measurement	Source
Part A		
i.Job Satisfaction	1. I find real enjoyment in my job. 2. I consider my job rather unpleasant. 3. I am often bored with my job. 4. I am well satisfied with my job. 5. I definitely dislike my job. 6. Most days I am enthusiastic with my job.	(Schleicher, Watt, & Greguras, 2004)
ii.Role Stress	1. I work under incompatible policies and guidelines. 2. I receive incompatible requests from two or more people.	(Veloutsou & Panigyrakis, 2004)

	3. I do know if my work is acceptable to my boss.	
	4. I feel certain about how much authority I have.	
	5. I have clear planned goals and objectives for my job.	
	6. I know what my responsibilities are.	
	7. I do not have time to finish my job.	
	8. I am rushed in doing my job.	
iii.Leader Member-Excahnge	1. My superior understands my problems and needs.	(DeConinck, 2011)
	2. My superior recognizes my potential.	
	3. Regardless of how much formal authority my superior has built into his or her position, my superior would be personally inclined to use his or her power to help me solve problems in my work.	
	4. My superior has enough confidence in me that he or she would defend and justify my decisions if I were not present to do so.	

	5. I usually know where I stand with my superior. 6. My working relationship with my superior is extremely effective.	
iv.Human resources management practices	1. I have participated training given by the company . 2. I can see my opportunities for advancement in this company. 3. I am satisfied with the fair promotion offered by the company. 4. I think my level of pay is fair. 5. I am generally satisfied with the amount of pay and fringe benefits I receive.	(Kim, 2012)
v. Turnover Intention	1. I plan to leave my information communication technology company as soon as possible. 2. I would be reluctant to leave my information communication technology company. 3. I plan to stay in my information communication technology company as long	Adapted from Kim (2012)

	as possible.	
Part B		
Personal Details	1. What is your gender?	Developed for this research
	2. Which of the following best describes your age?	
	3. Marital Status.	
	4. Ethnic group.	
	5. Highest education completed.	
	6. How many years working experience do you have in ICT industry?	
	7. How long have you worked for your company?	
	8. What is your salary's range?	

Source: Developed for the research.

3.6 Data Processing

After collecting the data from targeted respondents, researchers will then analyze
those data to test the research hypotheses. Before the researchers can start analyzing

the data to test hypotheses, a few preliminary steps would be taken in order to make sure that the data are completed, accurate and suitable for preceding the analysis.

First of all, checking of data is compulsory during carrying out the research. For instance, data need to be checked to ensure those data which collected from the respondents whether valid and acceptable for the research. After that, the researchers would be prepared to do the data coding. Data coding includes place a number to the participants' responses so they can enter into a database. In this questionnaire, it consists of few items which measure the personal details of respondents; independent variables include leader-member exchange, role stress, human resources management practices and job satisfaction whereas dependent variable is turnover intention. Data may be coded by using the actual number ranking by the respondents (1, 2, 3, 4…).

Example 1: (1= Male; 2= Female)

1.	What is your gender?	
	i.	Male	____
	ii.	Female	____

Example 2: (1= SPM; 2= STPM; 3= Diploma; 4= Bachelor Degree; 5= Other)

5.	Highest education completed:	
	i.	SPM	___
	ii.	STPM	___
	iii.	Diploma	___
	iv.	Bachelor Degree	___
	v.	Other (please specify)	___

Then, after all the data has been keyed in, they need to be edited. Data editing is needed to detect and correct those illogical, inconsistent or illegal data and omissions in the questionnaire which returned by the participants of the study. The total number of questionnaires that the researchers obtained for the research is 220. After necessary

checking and data editing on these 220 questionnaires, only 203 questionnaires are found to be useful for conducting this research.

3.7   Data Analysis

After the questionnaire survey and data processing, next proceed is data analysis. Logical and analytical way is used by data analysis to examine the data provided. It includes classifying, coding, transforming and tabulating information needed in order to provide useful information. This kind of information is important for suggesting conclusion and supporting decision making.

The Statistically Package for Social Science is used to interpret, transform and summarize the data into meaningful and understandable information. SPSS has used to test the reliability of pilot test, Pearson and Multiple Regression. It can help us to interpret the data more effective and efficiency. It also helps us to decide whether to accept or reject the particular hypothesis.

3.7.1 Descriptive Analysis

Descriptive analysis is the elementary transformation of data in a way that describes the basic characteristics such as central tendency, variability, and distribution. Descriptive Statistics are used to present quantitative descriptions in a manageable form and assists to simply large amounts of data in a sensible way (Trochim, 2006).

In section A, we have used descriptive analysis to analyze the questionnaire. Nominal scale and ratio scale have been used in session A. Nominal scale allows us to assign subjects to certain categories. For example, we can be

grouped respondents in term of gender -male and female. Ratio scale can measure the magnitude of the difference between two points on the scale and taps the proportion in differences. For example, we use ratio scale for analyzing the working experiences of respondents. The information from section A can be presented in the form of graphical display such as pie chart and histogram. However, the frequency distribution will be presented in table forms which include frequency percent, cumulative percent and valid percent. This will provide us a clear picture about the personal details of our respondent such as gender, age, worked experiences and so forth.

3.7.2 Scale Measurement

We have conducted a pilot test to test the reliability of our questionnaire. There are 30 copies of questionnaire being examined using SPSS. The reliability of each item in the questionnaire is determined by coefficient alpha (Osburn, 2000).

Cronbach's alpha > 0.90   (excellent reliability)

Cronbach's alpha = 0.80 to 0.90   (very good reliability)

Cronbach's alpha= 0.70 to 0.80   (good reliability)

Cronbach's alpha = 0.60 to 0.70   (fair reliability)

Cronbach's alpha < 0.60   (poor reliability)

If the reliability results for the items of questionnaire are 0.80 to 0.95, it indicates very good reliability. The reliability for each item is followed the ranges provided as in above.

3.7.3Inferential Analysis

3.7.3.1 Pearson Analysis

The strength of a linear relationship between two variables is measured by the Pearson's Correlation Coefficient. The correlation coefficient (*r*), ranges from +1.0 to -1.0. If the value equal to 0, there is absolutely no association between two variables. If the value is +1.0, there is a prefect positive linear relationship. Yet, -1.0 is represented a prefect negative (inverse) linear relationship. The direction of the relationship between two variables is used to determine whether there is negative or positive relationship between the two variables (Hair, Bush &Ortinau, 2009). In this research, the co variation or association between the independent and dependent variables are measured by Pearson Analysis.

3.7.3.2 Multiple Linear Regressions

Multiple regression analysis is an extension of simple regression analysis. It is a statistical technique that at the same time develops a mathematical relationship between two or more independent variables and interval-scaled dependent variable (Malhorta, 2010). In this research, multiple regression analysis is suitable technique to use. The general form of multiple regression model is showed as below:

$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \ldots + B_kX_{k} + e$

H1 will be accepted and rejected H0 if P-value is less than 0.05 (p<0.05). However, H1 will berejected and accepted H0 if P-value is more than 0.05 (p>0.05).

3.8Conclusion

The research methodology applied in the present study was addressed in this chapter. More specifically, the research design, selection of the sample, data collection methods, constructs measurement, data analysis, data processing and the research instruments applied relating to the research were discussed.

CHAPTER 4: RESEARCH RESULTS

4.0   Introduction

From the previous chapter (chapter 3), we have run various tests which data that collected from the 203 questionnaires by using SPSS (Statistics Package for Social Science) software to investigate the relationship between the variables. Hence, in this chapter, we will discuss the result from the data collected. It will be divided into descriptive analysis, scale measurement, and inferential analysis. From descriptive analysis, we will provide the analysis on the demographic characteristics of the respondents with frequency tables and charts, and the mean of the sample distribution. For the scale measurement, it will provide the results of reliability analysis. From the inferential analysis, we will also generate the conclusion on the characteristics of the population based on the sample data.

4.1 Descriptive Analysis

The demographic characteristics of the respondents will be discussed in this section supporting by frequency tables and charts. Hence, it is able to provide clearly analysis on each of the data collected.

4.1.1 Respondents' Demographic Profiles

Table 4.1: Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid male	128	63.1	63.1	63.1
female	75	36.9	36.9	100.0
Total	203	100.0	100.0	

Source: Developed for the research

Figure 4.1: Gender
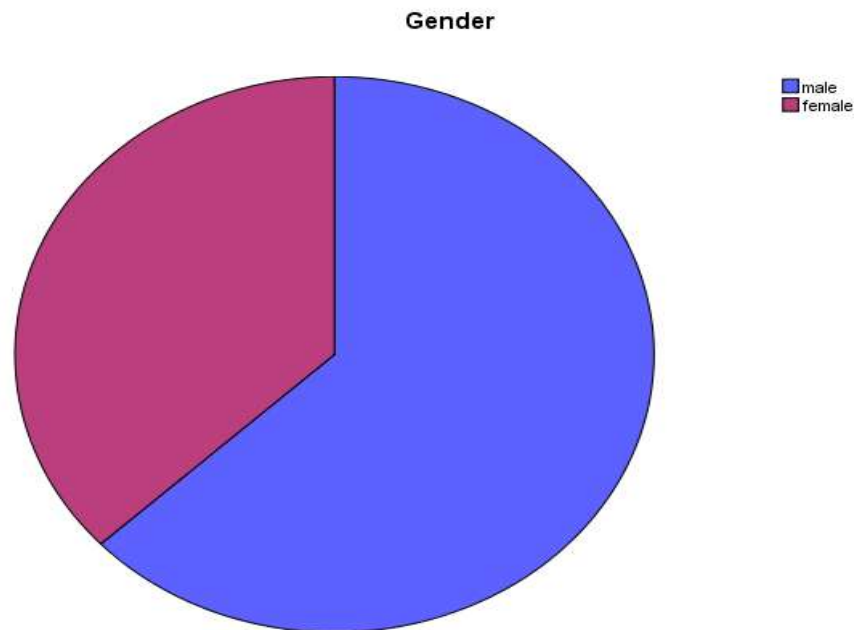
Source: Developed for the research

The result show that the number of male respondents is 63.1% is more than the number of female respondents is 36.9%. The number of male respondent is 128 people and the number of female respondent is 75 people.

Table 4.2: Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 25 years	88	43.3	43.3	43.3
25-35 years	69	34.0	34.0	77.3
36-45 years	46	22.7	22.7	100.0
Total	203	100.0	100.0	

Source: Developed for the research

Figure 4.2: Age
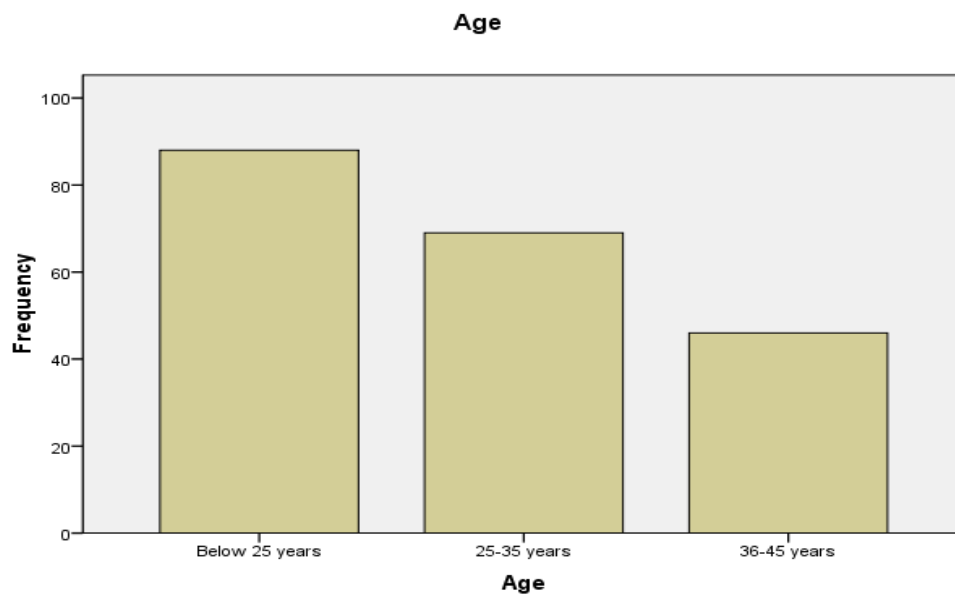
Source: Developed for the research

Figure 4.2 shows the frequency of different range of respondents' age.
Majority of the respondents are below 25 years which is 43.3% (n=88). Next,
it is followed by the range of 25to 35 years and 36 to 45 years which are 34%
(n=69) and 22.7% (n=46).

Table 4.3: Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	127	62.6	62.6	62.6
	married	76	37.4	37.4	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure 4.3: Marital Status
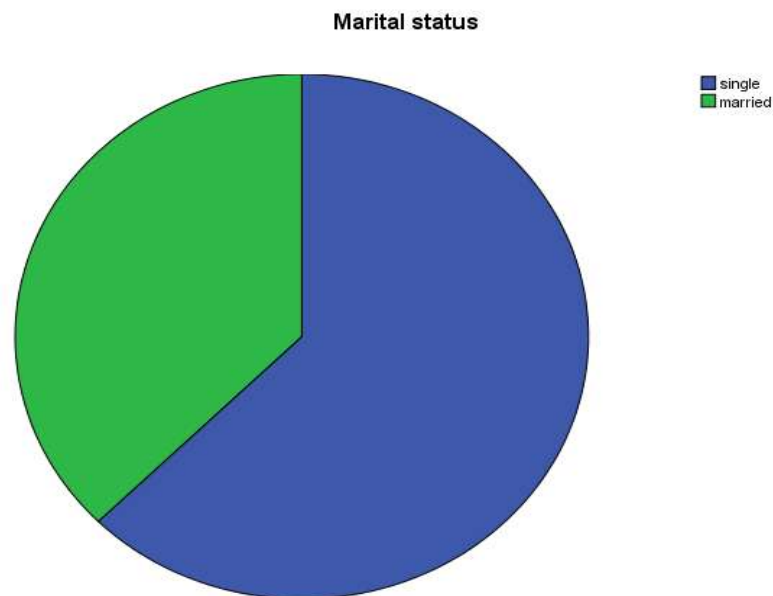
Source: Developed for the research

Figure 4.3 shows the marital status of the survey respondents. From the data
gathered, a significant portion of the respondents are single which is 62.6%
(n=127). Minority of the respondents are married which is 37.4% (n=76).

Table 4.4: Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	39	19.2	19.2	19.2
	Chinese	139	68.5	68.5	87.7
	Indian	25	12.3	12.3	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure 4.4: Ethnicity
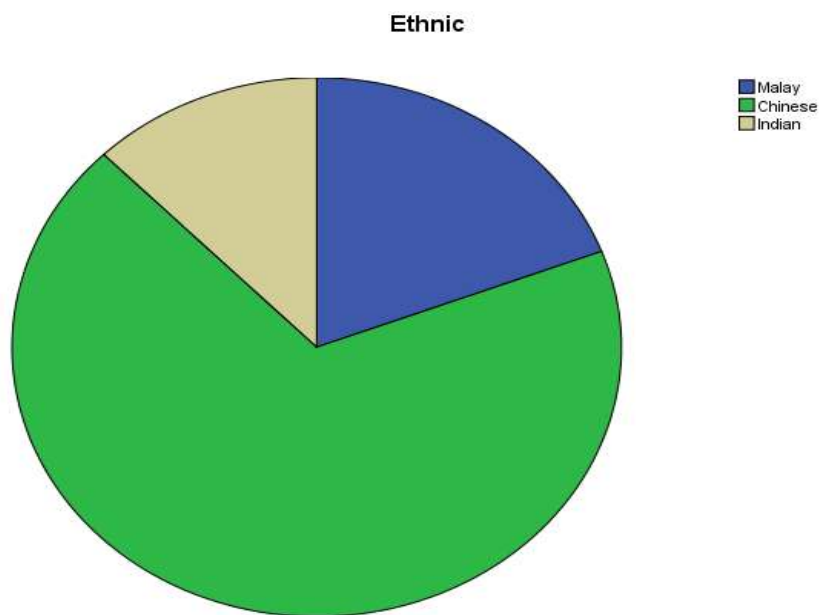
Source: Developed for the research

The result shows that the majority of the respondents is Chinese which is 68.5% (n=139). Minority of the respondents is Indian which is 12.3% (n=25). There are 39 Malay respondents which is 19.2%.

Table 4.5: Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM	16	7.9	7.9	7.9
	SPTM	76	37.4	37.4	45.3
	Diploma	43	21.2	21.2	66.5
	Bachelor of Degree	68	33.5	33.5	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure 4.5: Education
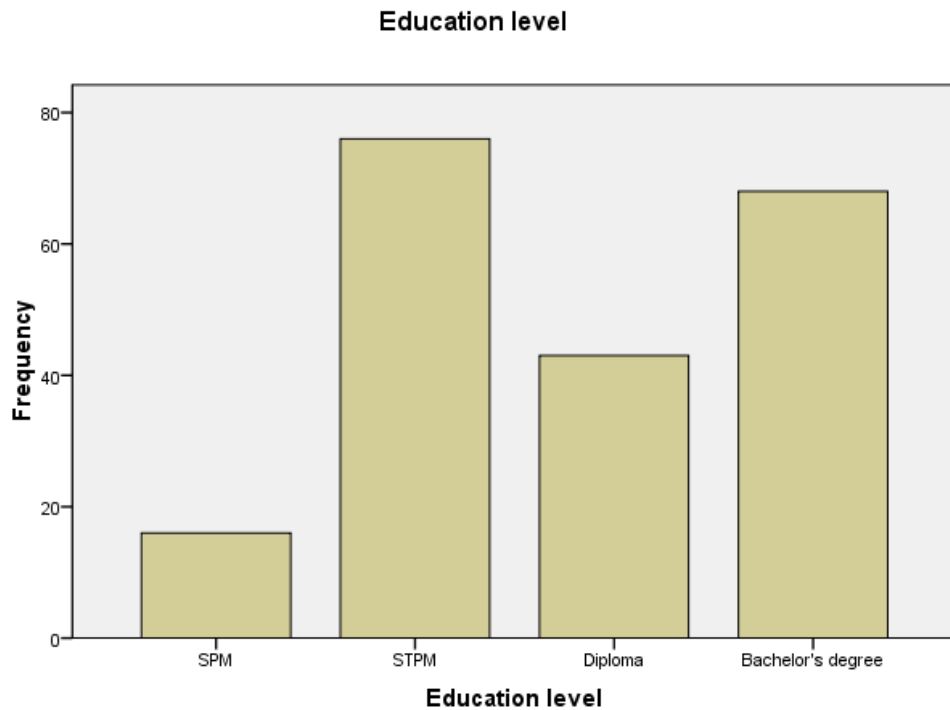
Source: Developed for the research

From Figure 4.5, it shows that most of the respondents are having STPM education level which is 37.4% (n=76). Next, there are 68 respondents (33.5%) who are having Bachelor of Degree and followed by 43 respondents (21.2%) who are having Diploma. Minority of the respondents is having SPM education level which is 7.9% (n=16).

Table 4.6: Working Experience in ICT Industry

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	111	54.7	54.7	54.7
1-5 years	84	41.4	41.4	96.1
11-15 years	8	3.9	3.9	100.0
Total	203	100.0	100.0	

Source: Developed for the research

Figure 4.6: Working Experience in ICT Industry
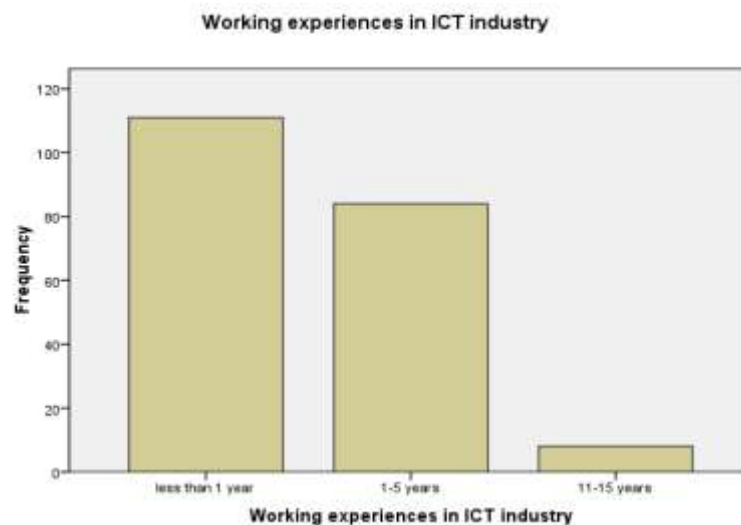
Source: Developed for the research

Figure 4.6 shows that the majority of the respondents are working less than 1
year in ICT industry which is 54.7% (n=111). Next, it is followed by the
respondents who are working for 1 to 5 years, 41.4% (n=84). Minority of the
respondents are working for 11 to 15 years which is 3.9% (n=8).

Table 4.7: Working Experience for Your Company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	127	62.6	62.6	62.6
1-5 years	68	33.5	33.5	96.1
6-10 years	8	3.9	3.9	100.0
Total	203	100.0	100.0	

Figure 4.7: Working Experience for Your Company

Working experiences in my company

Source: Developed for the research

Figure 4.7 shows that the majority respondents are working less than 1 year in their company which is 62.6% (n=127). Next, it is followed by the respondents who are working for 1 to 5 years which is 33.5% (n=68). The minority respondents are working for 6 to 10 years in their company which are 3.9% (n=8).

Table 4.8: Salary

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM2500	103	50.7	50.7	50.7
	RM2500 to less than RM5000	85	41.9	41.9	92.6
	RM5000 to less than RM7500	15	7.4	7.4	100.0
	Total	203	100.0	100.0	

Source: Developed for the research

Figure 4.8: Salary
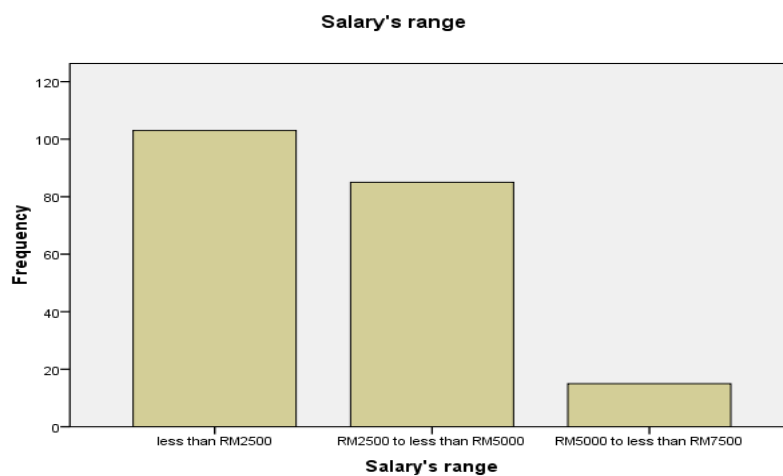
Source: Developed for the research

Figure 4.8 shows that the majority of the respondents are having the salary of less than RM 2,500 which is 50.7% (n=103).Next, it is followed by the salary of RM 2,500 to less than RM 5,000 which is 41.9% (n=85). The minority of the respondents are between the ranges of RM 5,000 to less than RM 7,500 which is 7.4% (n=15).

4.1.2 Central Tendencies Measurement of Constructs

Table 4.9: Descriptive Statistics of Job Satisfaction

Descriptive Statistics

	N	Mean	Std. Deviation
Job Satisfaction 1	203	3.3645	.93614
Job Satisfaction 2	203	3.1478	.92160
Job Satisfaction 3	203	3.0394	1.14253
Job Satisfaction 4	203	3.4236	.98395
Job Satisfaction 5	203	3.7931	.73562
Job Satisfaction 6	203	3.1330	.87146
Valid N (listwise)	203		

Source: Developed for the research

Table 4.9 shows that the highest mean is job satisfaction 5 which is 3.7931. It means that most of the respondents dislike their jobs. The lowest mean is job satisfaction 3, whichis 3.0394. It means that there are some of the respondents often bored with their job.

Table 4.10: Descriptive Statistics of Role Stress

Descriptive Statistics

	N	Mean	Std. Deviation
Role Stress 1	203	3.3399	1.01364
Role Stress 2	203	3.2414	1.06977
Role Stress 3	203	3.4187	.94242
Role Stress 4	203	3.2463	.91111
Role Stress 5	203	3.6256	.94802
Role Stress 6	203	2.7241	.86903
Role Stress 7	203	2.6847	.92228
Valid N (listwise)	203		

Source: Developed for the research

Table 4.10 shows that the highest mean is role stress 5 which is 3.6256. It means that most of the respondents are having clear planned goals and objectives for their job. The lowest mean is role stress 7 which is 2.6847. It means that some of the respondents do not have enough time to finish their job.

Table 4.11: Descriptive Statistics of Leader-Members Exchange

Descriptive Statistics

	N	Mean	Std. Deviation
LMX 1	203	3.2660	1.03798
LMX 2	203	3.2660	.91639
LMX 3	203	3.3695	.82441
LMX 4	203	3.2463	.99425
LMX 5	203	3.3251	.88592
LMX 6	203	3.1429	.96692
Valid N (listwise)	203		

Source: Developed for the research

Table 4.11 shows that the highest mean is LMX 3 which is 3.3695. It means that most of the respondents are agreed that their superior has built into his or her position and would be personally inclined to use his or her power to help them solve problems in their work. The lowest mean is LMX 6 which is 3.1429. It means that some of the respondents are agreed that their working relationship with their superior is extremely effective.

Table 4.12: Descriptive Statistics of Human Resources Management Practices

Descriptive Statistics

	N	Mean	Std. Deviation
HRM 1	203	3.4236	.91621
HRM 2	203	3.2266	.92698
HRM 3	203	3.0739	1.00959
HRM 4	203	3.0542	1.02059
HRM 5	203	3.0788	1.08714
Valid N (listwise)	203		

Source: Developed for research

Table 4.12 shows that the highest mean is HRM 1 which is 3.4236. It means that most of the respondents are participated training given by the company. The lowest mean is HRM 4 which is 3.0542. It means that some of the respondents are thinking the fairness of their level of pay.

Table 4.13: Descriptive Statistics of Turnover Intention

Descriptive Statistics

	N	Mean	Std. Deviation
Turnover Intention 1	203	3.2315	1.11719
Turnover Intention 2	203	2.8374	.99910
Turnover Intention 3	203	3.1133	1.09994
Valid N (listwise)	203		

Source: Developed for the research

Table 4.13 shows that the highest mean is turnover intention 1, whichis
3.2315. It means that most of the respondents are planning to leave their
information communication technology company as soon as possible. The
lowest mean is turnover intention 2 is 2.8374. It means that some of the
respondents will be reluctant to leave their information communication
technology company.

4.2 Scale Measurement

Table 4.14: Reliability Statistics for Pilot Test

Factors	Number of items	Cronbach's Alpha
Job Satisfaction	5	0.789
Roles Stress	8	0.733
Leader-Member Exchange	6	0.673
Human Resources Management Practices	5	0.742
Turnover Intention	3	0.672

Source: Developed for the research.

Table 4.14 above illustrates the reliability result of each independent variables (job
satisfaction, roles stress, leader-member exchange, human resources management
practices) and dependent variable (turnover intention).

Cronbach's coefficient alpha is commonly used to estimate the reliability scale of
multiple item scale. The reliability of a measure is to represent the degree to which
the measure is fair, error-free. Therefore, it will provide a consistent measurement
across time and different instrument (Sekaran, 2010). According to Sekaran (2010),
Cronbach's alpha that less 0.60 is consider as poor reliability. Cronbach's alpha that

in between 0.60 and 0.70 is consider as good reliability and alpha in the range from 0.70 to 0.80 is consider as good reliability. Whereas, the Cronbach's alpha that more than 0.80 will be consider as very good reliability. In other word, the interpretation of reliability level and internal consistency are based on the Cronbach's alpha measure as below:

Cronbach'salpha > 0.90 (excellent reliability)

Cronbach's alpha $= 0.80$ to 0.90 (very good reliability)

Cronbach's alpha $= 0.70$ to 0.80 (good reliability)

Cronbach's alpha $= 0.60$ to 0.70 (fair reliability)

Cronbach's alpha < 0.60 (poor reliability)

Based on the reliability test results that we obtained, the factor of job satisfaction, role stress, and human resources management practices are 0.789, 0.733 and 0.742 respectively. All the alpha value of these three variables are in between 0.70 to 0.80, therefore, the questions are consider as good reliable for collecting the accurate results from employees in the Information Communication and Technology (ICT) industry. Whereas, the alpha value for the other two variables, leader-member exchange and turnover intention are 0.673 and 0.672 respectively. This means that the questions for these two variables are good and acceptable.

203 sets of questionnaire are collected and we used SPSS to test the reliability.

The reliability result for our questionnaires is show as table below:

4.15: Reliability Statistics Table

Factors	Number of items	Cronbach's Alpha
Job Satisfaction	5	0.938
Role Stress	8	0.925
Leader-Member Exchange	6	0.912
Human Resources Management Practices	5	0.861

Turnover Intention	3	0.871

Source: Developed for the research

For the result as shown in table above, it can be clearly seen that the job satisfaction, role stress and leader-member exchange are categorized as excellent in reliability as their Cronbach's alpha value are 0.938, 0.925, and 0.912 respectively. Whereas, the Cronbach's alpha value for human resources management practices and turnover intention are 0.861 and 0.871 respectively, thus, there are classifies as good reliable.

In overall, the reliability result of our full study is higher than the reliability result of our pilot study. These mean that both of the results for reliability test are accepted and all of our questionnaires have a good internal consistency. Therefore, this clearly stated that our questionnaire is consider as good reliable for collecting the accurate results from the employees in the Information Communication and Technology (ICT) industry.

4.3 Inferential Analyses

4.3.1 Pearson Correlation Coefficient

4.3.1.1 Correlation between job satisfaction and turnover intention

H1: There is a significant negative relationship between job satisfaction and turnover intention.

Table 4.16: Pearson correlation between job satisfaction and

turnover intention

		Average_JS	Average_TI
Average_JS	Pearson Correlation	1	-.760[**]
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	-.760[**]	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research.

According to the table 4.16 above, the results show that there is
negative relationship between job satisfaction and turnover intention
because of the negative value for correlation coefficient. The job
satisfaction has -0.760 correlation with the turnover intention. Thereby,
when job satisfaction is high, turnover intention is low. The
relationship between job satisfaction and turnover intention is high. It
is because the value of correlation coefficient of this relationship is -
0.760. This relationship has fall under the coefficient range from ±0.71
to ±0.90. The relationship between job satisfaction and turnover
intention is significant. It is because it has achieved the p-value 0.000
(p-value<0.01).

4.3.1.2 Correlation between role stress and turnover intention

H2: There is a significant positive relationship between role stress and turnover intention.

Table 4.17: Pearson correlation between role stress and turnover intention

		Average_RS	Average_TI
Average_RS	Pearson Correlation	1	.639[**]
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	.639[**]	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for research

According to the table 4.17 above, the results show that there is a positive relationship between role stress and turnover intention because of the positive value for the correlation coefficient. The role stress variable has 0.639 correlation with the turnover intention. Thus, when role stress is high, turnover intention is high as well. The value of this correlation is fall under coefficient range from ±0.41 to ±0.70. Therefore, the relationship between role stress and turnover intention is positive and significant. It is because the p-value 0.000 is less than the alpha value of 0.01.

4.3.1.3 Correlation between leader-member exchange and turnover intention

H3: There is a significant negative relationship between leader-member exchange and turnover intention.

Table 4.18: Pearson correlation between leader-member exchange and turnover intention

		Average_LMX	Average_TI
Average_LMX	Pearson Correlation	1	-.737**
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	-.737**	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research

According to the table 4.18 above, from the results, there is a negative relationship between leader-member exchange and turnover intention because of the negative value for correlation coefficient. The leader-member exchange has -0.737 correlations with the turnover intention. Thus, when leader-member exchange is high, turnover intention is low. The relationship between leader-member exchange and turnover intention is high. It is because the value of correlation coefficient of this relationship is -0.737. This relationship has fall under the coefficient range from ±0.71 to ±0.90. The relationship between

leader-member exchange and turnover intention is significant. It is because it has achieved the p-value 0.000 (p-value<0.01).

4.3.1.4 Correlation between human resources management practices and turnover intention

H4: There is a significant negative relationship between human resources management practices and turnover intention.

Table 4.19: Pearson correlation between human resources management practices and turnover intention

		Average_HRP	Average_TI
Average_HRP	Pearson Correlation	1	-.762[**]
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	-.762[**]	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Developed for the research

According to table 4.19 above, there is negative relationship betweenhuman resources management practices and turnover intention because of the negative value for correlation coefficient. The human resources management practices variable has -0.762 correlations with the turnover intention. Therefore, when human resources management

practices is high, turnover intention is low. The relationship between human resources management practices and turnover intention is high. It is because the value of correlation coefficient of this relationship is -0.762. This relationship has fall under the coefficient range from ±0.71 to ±0.90. The relationship between human resources management practices and turnover intention is significant. It is because it has achieved the p-value 0.000 (p-value<0.01).

4.3.2 Multiple Regression Analysis

Table 4.20: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	.162	.180		.903	.003
Average_JS	-.524	.113	-.535	-5.509	.000
Average_RS	.320	.109	.161	2.943	.004
Average_LMX	-.352	.095	-.352	-1.600	.003
Average_HRP	-.624	.094	-.580	-5.240	.000

a. Dependent Variable: Average_TI

Source: Developed for the research

From the Table Coefficients above, this model can be summarized as:

Y=a+b1X1 + b2X2 +…….+bnXn

Turnover intention= 0.162 + 0.524(job satisfaction) + 0.320 (role stress) + 0.352 (leader-member exchange) + 0.624 (human resources management practices)

Based on table, the results show that the job satisfaction is significant to predict dependent variable (turnover intention) for this study. This is because p-value for job satisfaction is 0.003 which is less than alpha value of 0.05. Besides, role stress is also significant to predict dependent variable (turnover intention) for this study. This is because the p-value for role stress is 0.004 which is less than alpha value of 0.05. Furthermore, leader-member exchange is significant to predict the dependent variable (turnover intention) for this study. This is because p-value for leader-member exchange is 0.003, which is less than alpha value of 0.05. Lastly, human resources management practices are significant to predict the dependent variable (turnover intention) for this study. This is because the p-value for human resources management practices is 0.000 which is less than alpha value of 0.05.

Human resources management practices is the predictor variable that contribute the highest variation of the dependent variable (turnover intention) because Beta value (under standardized coefficient) for this predictor variable is the highest (0.580) if compare to other predictor variables (job satisfaction, role stress and leader-member exchange). This means that human resources management practices is the strongest unique contribution to explain the variation in dependent variable (turnover intention), when the variance explained by all other predictor variables in the model is controlled for.

Job satisfaction is the predictor variables that contribute the second highest to the variation of the dependent variable (turnover intention) because Beta

value (under standardized coefficients) for this predictor variable is the highest (0.535) if compare to other predictor variables (role stress, leader-member exchange and human resources management practices). This means that the job satisfaction is the second strongest unique contribution to explain the variation in dependent variable (turnover intention), when the variance explained by all other predictor variables in the model is controlled for.

Leader-member exchange is the predictor variables that contribute the third highest to the variation of the dependent variable (turnover intention) because Beta value (under standardized coefficients) for this predictor variable is the highest (0.352) if compare to other predictor variables (job satisfaction, role stress and human resources management practices). This means that leader-member exchange is the third strongest unique contribution to explain the variation in dependent variable (turnover intention), when the variance explained by all other predictor variables in the model is controlled for.

Role stress is the predictor variables that contribute the lowest to the variation of the dependent variable (turnover intention) because Beta values (under standardized coefficients) for this predictor variable is the smallest (0.161) if compare to other predictor variables (job satisfaction, leader-member exchange and human resources management practices). This means that role stress is the least contribution to explain the variation in dependent variable (turnover intention) when the variance is explained by all other predictor variables in the model is controlled for.

4.3.2.1Model Summary of Multiple Regression Analysis

H5: The four independent variables (job satisfaction, role stress, leader-member exchange and human resources management practices) are significantly explained the variance in turnover intention.

Table 4.21: Pearson correlation between job satisfaction, role stress,

leader-member exchange and human resources management practices

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815[a]	.805	.801	.25956

Predictors: (Constant), Average_HRP, Average_RS, Average_LMX, Average_JS

Source: Developed for the research

According to the table, the R value is the correlation coefficient between the dependent variable and independent variables are taken together. The 0.815 is the correlation coefficient (R value) for this study. The value of correlation coefficient (R value) for this study is 0.815. There is a positive and high correlation between dependent variable (turnover intention) and independent variables (job satisfaction, role stress, leader-member exchange and human resources management practices).

The R square indicates the extent or percentage the independent variables can explain the variations in the dependent variable. In this study, the independent variables (job satisfaction, role stress, leader-member exchange and human resources management practices) can explain 80.5% of the variations in the dependent variable (turnover intention). However, there is still 19.5% (100%-80.5%) which is cannot be explained in this

study. Other than that, there are other additional variables that are important in explaining turnover intention that have not been considered in this study.

4.4 Conclusion

In this chapter, we are mainly explaining and interpreting about the result that we had obtained from our SPSS test. We have done the descriptive analysis for the questionnaires in our research. We have provided a complete analysis of the demographic characteristics of all our respondents and used the results obtained to construct frequency tables and charts. In addition, we are also testing the reliability of our questionnaires in the scale measurement part. All of the results in the reliability test are acceptable and reliable. Lastly, we are also provides a general conclusion for our sample population. We will further discuss the limitations of our research and provide the recommendation for the future research. All of the results and information in this chapter are useful for the next chapter.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

In this chapter, the researchers will make interpretation on the research results from the previous chapter and summarize the statistical analyses. After that, the researchers will discuss whether the research hypothesis is supported by evidences. Next, the researchers will provide an overview on the implications of study for practitioners and determine the limitations of research in order to ensure improvements can be done in the future. This is followed by several recommendations for future research would be done by the researchers. Last but not least, the researchers will make a final conclusion for the entire research.

5.1 Summary of Statistical Analyses

5.1.1 Respondents' Demographic Profile

The data gathered from the questionnaire shows the respondents' demographic details. These include gender, age, marital status, ethnic group, education level, working experience in ICT industry, working experience in the related company, and range of salary. An overall summary about the respondents' demographic profile is provided in this section. Majority of the respondents who have participated in this research are male which consists of 63.1% while the remaining 36.9% are made up of female. Next, by referring to the analyses of the study, it reveals that there are 43.3% of respondents who are below 25 years old. On the other hand, 34% of the respondents in this

research are aged from 25 to 35 years old and minority of them which are 22.7%
aged from 36 to 45 years old.

For the marital status of the respondents, majority of them are single which
consist of 62.6%. For ethnic group, the Chinese respondents have covered the
greatest part in this research which is 68.5% and this is followed by the Malay
respondents which are 19.2%. Regarding to the education level of the
respondents, majority of them have obtained qualification which is above
secondary level. There are 92.1% of the respondents who completed their
STPM, Diploma, and bachelor of degree and the remaining portion of 7.9%
are those who have completed SPM.

Based on the analyses, 54.7% of the respondents have less than 1 year
working experience in ICT industry and this is followed by 41.4% of the
respondents who have 1 to 5 years of working experience. Only a small
portion of the respondents (3.9%) are having 11 to 15 years working
experience in the related industry. Next, for their working experience in the
related company, majority of them (62.6%) work less than 1 year in their
current companies. This is followed by 33.5% of them who have been
working for 1 to 5 years in the current companies.

Lastly, 50.7% of the respondents in this research get less than RM2500 for
their monthly salary. On the other hand, 41.9% of them have got monthly
salaries ranging from RM2500 to RM5000. Only 7.4% of the respondents are
able to obtain monthly salaries within the range of RM5000 to RM7500.

5.1.2 Central Tendencies

Table 5.1: Descriptive Statistics

	N	Minimum	Maximum	Mean
Average_JS	203	2.00	5.00	3.3169
Average_RS	203	2.00	4.50	3.2149
Average_LMX	203	2.50	6.00	4.1182
Average_HRP	203	2.20	5.00	3.1714
Average_TI	203	1.00	4.67	3.0608
Valid N (listwise)	203			

Source: Developed for the research.

The Central tendencies measurement of constructs comprised of job
satisfaction, role stress, leader-member exchange, human resources
management practices, and turnover intention. As shown in Table 5.1, the
mean of job satisfaction is 3.3169. Besides, Table 5.1 indicates that the mean
for role stress is 3.2149 whereas Table 5.1 shows that the mean for leader-
member exchange is 4.1182. By referring to Table 5.1, human resources
management practices is having the mean of 3.1714. Lastly, the mean for
turnover intention is 3.0608 which are indicated in Table 5.1.

5.1.3 Scale Measurement

As shown in Table 4.14, the reliability test results for job satisfaction, role
stress, leader-member exchange, and human resources management practices
are 0.789, 0.733, 0.673, and 0.742 respectively. The reliability result for
turnover intention is 0.672. The reliability test results show that all the

variables measured in the research are reliable as all the variables have alpha values which are greater than 0.6.

5.1.4 Inferential Analysis

5.1.4.1 Pearson Correlation Coefficient

By referring to results, there is positive correlation between role stress and turnover intention whereas negative correlations exist between the other independent variables (job satisfaction, leader-member exchange, and human resources management practices) and the dependent variable investigated in the study which is turnover intention. All the constructs are statistically significant at p-value less than alpha value, 0.01 (2-tailed).

Based on the result obtained, job satisfaction has the highest r-value among all the independent variables which is -0.760. This indicates that there is a high relationship between job satisfaction and turnover intention and it is the most important variable that affects the employees' turnover intention. All the null hypotheses must be rejected as there are significant relationship between the independent and dependent variables.

5.1.4.2 Multiple Regression Analysis

As shown in Table 4.21, the Coefficient of determination (R Square) from the analysis is 0.805. This indicates that 80.5% of the variance in dependent variable is described by the independent variables. Next, the

F-value obtained from the result is 398.149 which reflects that it is a highly significant model at the level 0.000 (p-value < alpha value, 0.01).

5.2 Discussion of Major Findings

Based on the results in Chapter 4, the research questions, research objectives and hypotheses are discussed in this section, including a summary of the results of hypotheses testing.

Table 5.2: Relationship between Dependent variable and Independent variables

Hypotheses	Supported	Not Supported
H1: There is a significant relationship between job satisfaction and turnover intention.	Beta= -0.524 p = 0.000 (p<0.01)	
H2: There is a significant relationship between role stress and turnover intention.	Beta = 0.320 p = 0.000 (p<0.01)	
H3: There is a significant relationship between leader-member exchange and turnover intention.	Beta= -0.352 p = 0.000 (p<0.01)	
H4: There is a significant relationship between human resources management practices and turnover intention.	Beta= -0.624 p = 0.000 (p<0.01)	

Source: Developed for the research.

5.2.1 Relationship between Job Satisfaction and Turnover Intention

This section is based on the research question one (Is there any relationship between job satisfaction and turnover intention?) and H1 (There is a significant relationship between job satisfaction and turnover intention). The results of this research show that there is a significant and strong relationship between job satisfaction and turnover intention at which the r-value from the Pearson Correlation Coefficient is -0.760 at significant level (p-value < 0.01). By referring to table 5.2, the beta obtained from Multiple Regression Analysis is -0.524. This indicates that there is a negative and significant relationship between job satisfaction and turnover intention of employees in SME operating in ICT industry.

This result is consistent with the research result found out by Mda (2010). It was being stated that ICT workers who had opportunities for variety and control in their jobs resulted in high job satisfaction (Mda, 2010). Having variety and control for their jobs reflect higher level of involvement and commitment to their jobs and thus giving the employees greater job satisfaction. Thus, ICT employees who have higher job satisfaction were less likely to leave the companies (Mda, 2010).

5.2.2 Relationship between Role Stress and Turnover Intention

In this section, the research question two (Is there any relationship between role stress and turnover intention?) and H2 (There is a significant relationship between role stress and turnover intention) are discussed. Based on the results from this study, it shows that there is a significant relationship between role stress and turnover intention at which the r-value obtained from Pearson

Correlation Coefficient is 0.639 and the result is significant at p-value less than alpha value, 0.01. As shown in table 5.2, the beta from Multiple Regression Analysis is 0.32 which indicates that there is a positive relationship between the independent variable and dependent variable.

The result from this study is consistent to existing studies carried by other researchers. As described by Kats and Kahn (1966), role stress consists of role ambiguity, role overload, and role conflict. Ghapanchi and Aurum (2010) have done a research on finding out the antecedents resulting to ICT personnel's intentions to leave. In their research, they concluded that there are four factors that affect the employees' turnover intention, namely individual attributes, environmental factors, organizational factors, psychological factors, and lastly job-related factors. Under job-related factors, there are several components that resulted to turnover intention and these are work stress, role ambiguity, and role conflict (Ghapanchi & Aurum, 2011). Another study by Chen, Chu & Lin (2006) also concluded that there is significant positive relationship between role stress and employees' turnover intentions. High level of work-related stress makes the employees to underperform and to have low satisfaction on their works thus contributing to high turnover intention.

5.2.3 Relationship between Leader-Member Exchange and Turnover Intention

The research question three (Is there any relationship between leader-member exchange and turnover intention?) and H3 (There is a significant relationship between leader –member exchange and turnover intention) are discussed. Table 4.18 presents the results obtained from Pearson Correlation Coefficient in which the r-value is -0.737 and the result is significant at p-value less than alpha value, 0.01. Besides, as presented in table 5.2, the beta is -0.352 which

reflects that there is a significant negative relationship between leader-member exchange and turnover intention of employees in SME in ICT industry.

The results are consistent to the study conducted by Kumar and Singh (2012). It is proven in their research that there is a significant negative relationship between leader-member exchange and turnover intention of working people. As stated in Kumar and Singh (2012), the managers are unable to make contact with all the followers and this resulted in two groups of followers which are those within the inner circle of the leader and those with formal relationship with the leader. The employees whom are within the inner circle of the leader, which is also named as the in-group members tend to have greater perception of belonging to the organization due to the relationship with the manager. Thus, the in-group members are more likely to stay longer in the company and thus resulted in lower level of turnover intention (Kumar & Singh, 2012).

5.2.4 Relationship between Human resources management Practices and Turnover Intention

The research question four (Is there any relationship between human resources management practices and turnover intention?) and H4 (There is a significant relationship between human resources management practices and turnover intention) are discussed in this section. The results shown in table4.16 shows that the r-value obtained from Pearson Correlation Coefficient is -0.762 and the result is significant at p-value less than alpha value, 0.01. By referring to table 5.2, the beta is -0.624 which reflects that there is a significant negative relationship between human resources management practices and turnover intention of employees in SME in ICT industry.

The results in this study shows consistency with the outcomes from other studies. Both the studies from Hemdi & Nasurdin (2006) and Guchait and Cho (2010) reported that there is a significant negative relationship between human resources management practices and turnover intention. According to Guchait and Cho (2010), the relationship between human resources management practices and turnover intention is indirect in which organizational commitment serves as the mediating variable in their research. It was proven in their study that supports from the organization in human resources management practices such as performance appraisals, training and development, and career advancement increase their commitment to the organization which tends to result in lower turnover intention (Guchait & Cho, 2010). There is no mediating variable being included in the current study. However, the final outcome from the current study is consistent with the results from the researchers mentioned above.

5.3 Implications of the Study

5.3.1 Managerial Implications

The results obtained from this study provide insight for better understanding between the four independent variables (job satisfaction, role stress, leader-member exchange, and human resources management practices) and the dependent variable which is the turnover intention among employees in SME firms operating in ICT industry. Companies tend to control employees' turnover due to the significant costs resulted from the lost of the employees. This research provides practical implications that allow the management of SME to better understand their employees and to consider these independent variables in designing the companies' policies and culture.

Based on the findings, human resources management practices have the strongest impacts ICT employees' turnover intention. Employees wanted a fair reward system, clear career advancement, and continuous and adequate level of training and development in their career. Adequate level of training and development improves and enhance an employee's skills and abilities in performing the task. High performance employees normally have high self-improvement need. A proper level of training and development ensures that the self-improvement need of the employees are fulfilled and thus giving them higher security level in ensuring their career advancements as they are constantly improving themselves which avoid them from being outdated. Next, a fair design of reward and compensation system is needed to ensure the employees' satisfactions towards the efforts they have contributed in their jobs. By referring to the result from this study, it allows the management of SME to understand the needs of the employees in ICT industry in Malaysia.

This is followed by job satisfaction in terms of the contribution level of the independent variables towards predicting the turnover intention of the staff. This variable is correlated to the component in human resources management practices which is adequate level of training and development. As mentioned earlier, constant improvement in the employees' abilities fulfills their self-improvement need which maintains their enthusiasm level toward their jobs. The management should be aware of maintaining the employees' job-related interest level by practicing different techniques such as job rotation and job enhancement. Thus, the result from this research helps the management in planning, designing, and revising the company culture and policies which in turn increasing the job satisfaction level of the employees. As a result of increased job satisfaction, the turnover intention of the employees can be minimized.

The third contributing factor is leader-member exchange. As detailed in Chapter 2, a leader is unable to make contact with all the employees. Thus, different relationships formed due to the difference in interacting level. Those employees who were unable to form closer relationship with the leader tend to have higher level of turnover intention as there is no strong emotional attachment to the leader or the immediate superior. On the other hand, those in-group members have greater job opportunities and receive higher level of support from the leader. Therefore, by understanding the impact of leader-member exchange towards the level of turnover intention of the employees, managers of leaders should pay more attention in maintaining the relationship with the employees. Those employees with lower quality of LMX relationship may have greater abilities and performance than some of the in-group members. Thus, SME should not be losing the valuable asset easily which is the performing employees with lower quality of LMX relationship in this case.

Lastly, role stress contributes the least in predicting the turnover intention of employees as compared to the other three independent variables. The employees' acceptance to job-related uncertainties is mostly measured in the questionnaire. Based on the outcomes from this research, management of SME is able to identify the reasons that affect the employees' role stress. Employees will opt for jobs with clearer direction and goal, clear job responsibilities, and clear authority. Jobs that fail to accommodate these factors tend to increase the level of role stress and thus contributing to higher level of turnover intention. By referring to this study, the management of SME are now equipped with better understanding in handling the employees' turnover intention.

5.4 Limitations of the Study

In the course of conducting this research, the researchers face several limitations that might affect the reliability and validity of the outcomes of this research. The limitations which were found out as follow:

Firstly, the data collected from the respondents may be lacked of representative for the whole information and communication technology (ICT) industry firms in Malaysia. The total respondents are only 203 and the numbers of the questionnaires which have been distributed to the respondents is 220 sets. Therefore, it may be considered as not being adequate enough to represent the whole population of information and communication technology industry in Malaysia.

Secondly, financial constraints have limited the survey of ICT firms in Selangor area only. Other than that, financial constraints also limited the budget to reward and motivate those preferred respondents to answer the questionnaires. Due to large area of Selangor, it takes a lot of time and budget to travel around to carry out the research. Besides, the researchers who are student only, may afford to spend limited expenses to carry out the research. Thus, the researchers have to take into consideration and cut the unnecessary expenses to ensure that this research conduct smoothly. Furthermore, time constraint is also the factor which discourages the researchers to reach large number of respondents. As a result, it leads to the researchers lose a valuable chance to obtain a more comprehensive research.

Lastly, there is a high chance for the researchers of obtaining invalid and unreliable data from the questionnaire due to the respondents might be influenced by response biases. For instance, some of the respondents are not serious enough when ask to fill up the questionnaires. They may think that they are no incentives rewarded and the process of filing up the questionnaire is time consuming. Some of the respondents also simply answer the question when they are confused with the question asked. As a

result, such situation might cause inaccurate data and thus came out with incorrect result.

5.5 Recommendations for Future Research

According to the limitations of the study, the researchers would like to propose some recommendations for the future research purposes. The researchers distribute the questionnaire at only one place which is Selangor area. So, it is considered a small portion of information and communication technology (ICT) industry. This reveal that the data obtained might not represent the whole ICT industry in Malaysia. As a result, researchers can include other states in Malaysia. Thus, there would be a high chances of getting a more reliable and accurate result. Besides, the researchers were using a small size during carry out the research, which are 220 respondents. It showed that it was inadequate to represent the entire population. Therefore, the researchers are encouraged to enlarge the sample size and set a high population to acquire a more reliable and valid results.

On the other hand, the researchers selected only questionnaire method to gather the research data due to time constraint. Therefore, researchers recommended that personal interview and telephone interview can also be done to collect the data. These methods can bring a lot of advantages to researchers. For instance, allowing the researchers giving better and clearer explanations to the respondents and thus permitting greater reliability of the data gathered.

Besides, future researchers are also recommended to set the questionnaires in multiple versions such as Mandarin and Malay language. Sets of multiple versions of questionnaires not only can increase the understanding of the respondents but also can minimize the language barriers the respondents. This will result to more reliable data

collected from the respondents when respondents have fewer misinterpretations on the questions in the questionnaires.

Furthermore, future researchers are also suggested to include other factors which are not investigated in this research. This is because there are still other factors that can impact the turnover intention of employees. They should not only focus on the factors such as human resources management practices and job satisfaction when the issues of turnover intention arise. Thus, future researchers also need to emphasize for those factors which affect the turnover intention.

5.6 Conclusion

The purpose of this study was to determine the factors that affect employee's turnover intention in information and communication technology (ICT) industry. After conducting this research, researchers have successfully proved that all independent variables have significant relationship with dependent variables. However, according to the results, human resources management practices is the main factor which impact turnover intention. Therefore, this research showed that it provides valid and reliable information for future researchers.

Human resources management practices such as training, promotion and compensation package are crucial in determining the turnover intention of an employee. Nowadays monetary remuneration is not entirely sufficient to satisfy the staff. It could also involve the intangible variables such as supervisor's acknowledgement and recognition of efforts which can make the staff feel that their existence and contribution to the organization is appreciated. Besides, job satisfaction is also one of the factors in predicting turnover intention. Once an employee satisfied with their current work, they are willing to stay with the organization. SME firms in

ICT industry should carefully take into considerations on these factors to effectively control and manage the issue in turnover intention of the ICT employees.

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APPENDICES

UNIVERSITI TUNKU ABDUL RAHMAN
Faculty of Business and Finance

BACHELOR OF BUSINESS ADMINISTRATION

FINAL YEAR PROJECT

TITLE OF TOPIC:A study on factors that impact turnover intention of employees among SME firms in ICT industry.

SURVEY QUESTIONNAIRE

Dear respondent,

I am final year undergraduate student of Bachelor of Business Administration (Hons), from Universiti Tunku Abdul Rahman（UTAR）. The purpose of this survey is to find out whether these factors are directly causing the turnover intention of SME firms in ICT industry.

Thank you for your participation.

Instructions:

1) There are **TWO** (2) sections in this questionnaire. Please answer ALL questions in All sections.

2) Completion of this form will take you approximately 10-15 minutes.

3) Please feel free to share your comment in the space provided. The contents of this questionnaire will be kept **strictly confidential**.

Part A:

The following set of statements related to factors that influences employees' turnover intention in ICT industry. Please circle the number that best reflects your opinions about the statement.

SD = Strongly disagree

D = Disagree

N = Neutral

A = Agree

SA = Strongly agree

i. Job Satisfaction

	SD	D	N	A	SA
1. I find real enjoyment in my job.	1	2	3	4	5
2. I consider my job rather unpleasant.	1	2	3	4	5
3. I am often bored with my job.	1	2	3	4	5
4. I am well satisfied with my job.	1	2	3	4	5
5. I definitely dislike my job.	1	2	3	4	5
6. Most days I am enthusiastic with my job.	1	2	3	4	5

ii.Role Stress

	SD	D	N	A	SA
1. I work under incompatible policies and guidelines.	1	2	3	4	5
2. I receive incompatible requests from two or more people.	1	2	3	4	5
3. I do know if my work is acceptable to my boss.	1	2	3	4	5
4. I feel certain about how much authority I have	1	2	3	4	5
5. I have clear planned goals and objectives for my job.	1	2	3	4	5
6. I know what my responsibilities are.	1	2	3	4	5
7. I do not have time to finish my job.	1	2	3	4	5
8. I am rushed in doing my job.	1	2	3	4	5

iii.Leader-Member Exchange

	SD	D	N	A	SA
1. My superior understands my problems and needs.	1	2	3	4	5
2. My superior recognizes my potential.	1	2	3	4	5
3. Regardless of how much formal authority my superior has built into his or her position, my superior would be personally inclined to use his or her power to help me solve problems in my work.	1	2	3	4	5

4. My superior has enough confidence in me that he or she would defend and justify my decisions if I were not present to do so.	1	2	3	4	5
5. I usually know where I stand with my superior.	1	2	3	4	5
6. My working relationship with my superior is extremely effective.	1	2	3	4	5

iv.Human Resources Management Practices

	SD	D	N	A	SA
1. I have participated training given by the company.	1	2	3	4	5
2. I can see my opportunities for advancement in this company.	1	2	3	4	5
3. I am satisfied with the fair promotion offered by the company.	1	2	3	4	5
4. I think my level of pay is fair.	1	2	3	4	5
5. I am generally satisfied with the amount of pay and fringe benefits I receive.	1	2	3	4	5

v.Turnover Intention

	SD	D	N	A	SA
1. I plan to leave my information communication technology company as soon as possible.	1	2	3	4	5
2. I would be reluctant to leave my information communication technology company.	1	2	3	4	5
3. I plan to stay in my information communication technology company as long as possible.	1	2	3	4	5

Part B: Personal Details

Please place (√) in the appropriate answer.

1. What is your gender?

   ☐ Male

   ☐ Female

2. Which of the following best describes your age?

   ☐ Below 25 years

   ☐ 25-35 years

   ☐ 36-45 years

   ☐ 45-55 years

   ☐ Above 55 years

3. Marital Status:

    ☐ Single

    ☐ Married

4. Ethnic group:

    ☐ Malay

    ☐ Chinese

    ☐ Indian

    ☐ Others (Please Specify) _____

5. Highest education completed:

    ☐ SPM

    ☐ STPM

    ☐ Diploma

    ☐ Bachelor's Degree

    ☐ Master Degree

    ☐ Others (Please specify) _____

6. How many years working experience do you have in ICT industry?

    ☐ Less than 1 year

    ☐ 1-5 years

    ☐ 6-10 years

    ☐ 11-15 years

    ☐ More than 15 years

7. How long have you worked for your company?

    ☐ Less than 1 year

    ☐ 1-5 years

    ☐ 6-10 years

    ☐ 11-15 years

    ☐ More than 15 years

8. What is your salary's range?

    ☐ Below RM 2500.00

    ☐ RM 2500.00 to less than RM 5000.00

    ☐ RM 5000.00 to less than RM 7500.00

    ☐ RM 7500.00 and above

Thank you very much for your participation.

Your time and opinions are greatly appreciated.

SPSS RESULTS

Frequencies

Statistics

	Gender	Age	Marital status	Ethnic	Education level	Working experiences in ICT industry	Working experiences in my company	Salary's range
N Valid	203	203	203	203	203	203	203	203
Missing	0	0	0	0	0	0	0	0
Mean	1.3695	1.7931	1.3744	1.9310	2.8030	1.5320	1.4138	1.5665
Median	1.0000	2.0000	1.0000	2.0000	3.0000	1.0000	1.0000	1.0000
Std. Deviation	.48385	.78762	.48516	.55862	.99533	.69845	.56831	.62874
Variance	.234	.620	.235	.312	.991	.488	.323	.395
Range	1.00	2.00	1.00	2.00	3.00	3.00	2.00	2.00
Minimum	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maximum	2.00	3.00	2.00	3.00	4.00	4.00	3.00	3.00

Frequency Table

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	128	63.1	63.1	63.1
	female	75	36.9	36.9	100.0
	Total	203	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	88	43.3	43.3	43.3
	25-35 years	69	34.0	34.0	77.3
	36-45 years	46	22.7	22.7	100.0
	Total	203	100.0	100.0	

Marital status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	127	62.6	62.6	62.6
	married	76	37.4	37.4	100.0
	Total	203	100.0	100.0	

Ethnic

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	39	19.2	19.2	19.2
	Chinese	139	68.5	68.5	87.7
	Indian	25	12.3	12.3	100.0
	Total	203	100.0	100.0	

Education level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPM	16	7.9	7.9	7.9
STPM	76	37.4	37.4	45.3
Diploma	43	21.2	21.2	66.5
Bachelor's degree	68	33.5	33.5	100.0
Total	203	100.0	100.0	

Working experiences in ICT industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	111	54.7	54.7	54.7
	1-5 years	84	41.4	41.4	96.1
	11-15 years	8	3.9	3.9	100.0
	Total	203	100.0	100.0	

Working experiences in my company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	127	62.6	62.6	62.6
	1-5 years	68	33.5	33.5	96.1
	6-10 years	8	3.9	3.9	100.0
	Total	203	100.0	100.0	

Salary's range

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than RM2500	103	50.7	50.7	50.7
	RM2500 to less than RM5000	85	41.9	41.9	92.6
	RM5000 to less than RM7500	15	7.4	7.4	100.0
	Total	203	100.0	100.0	

Bar Chart

Gender

Age

Marital status

Ethnic

Education level
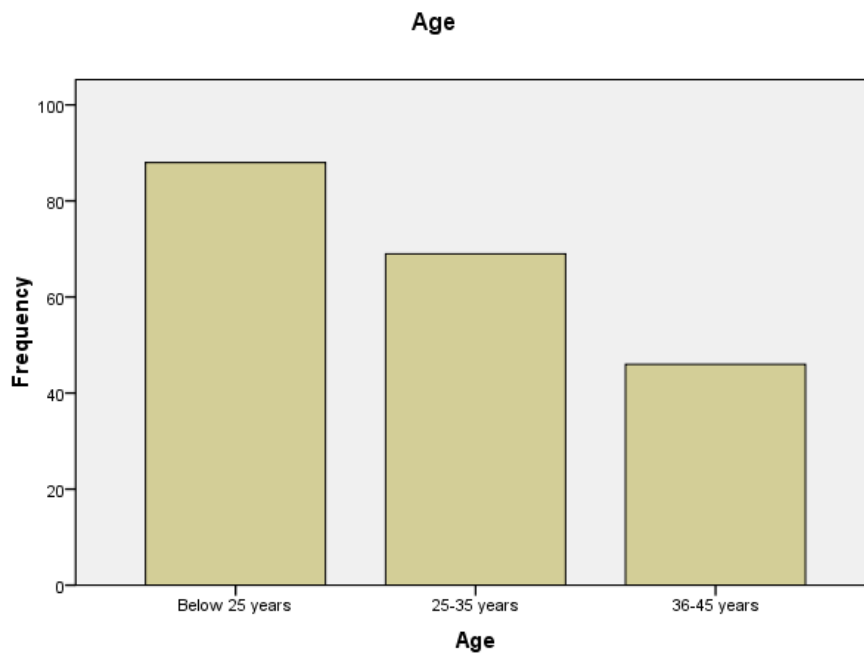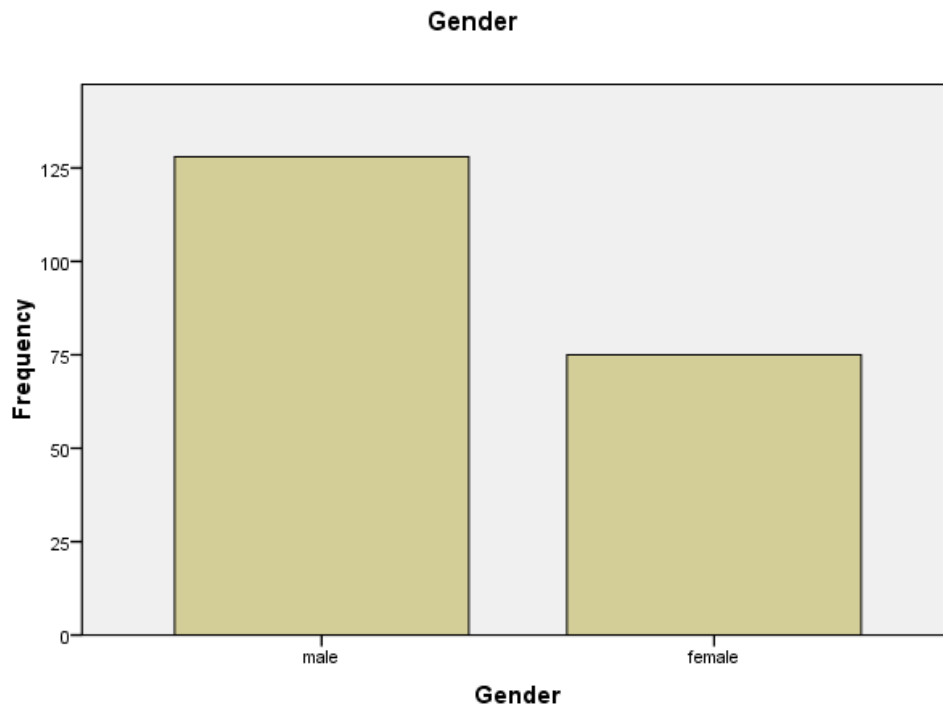
Working experiences in ICT industry
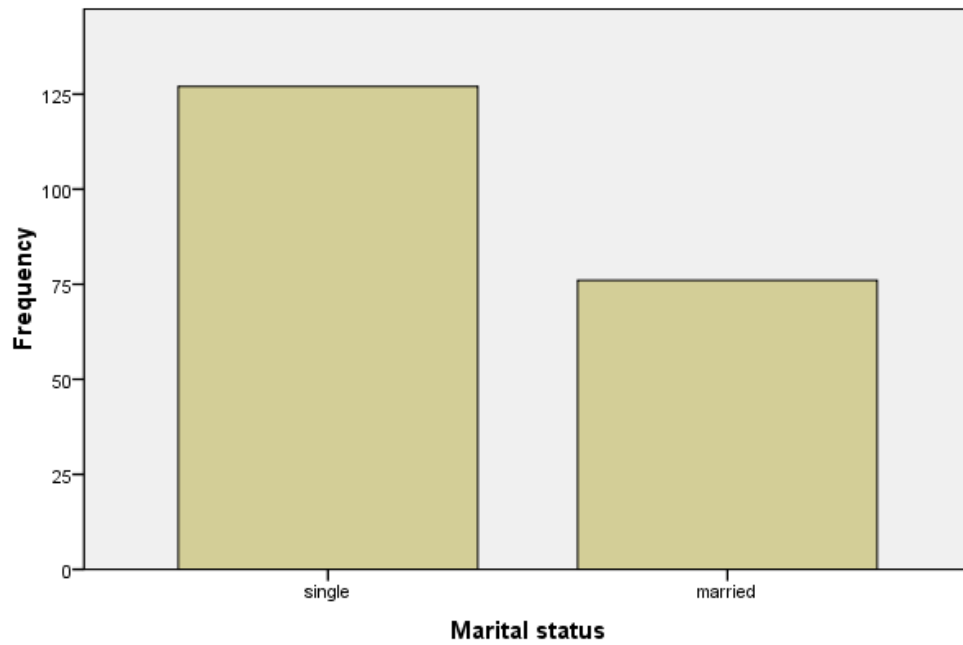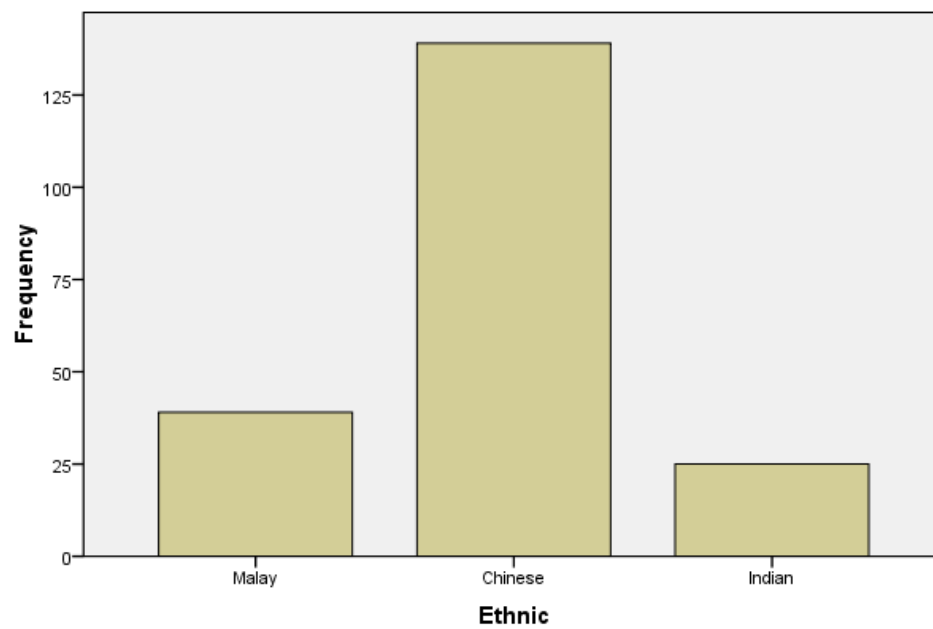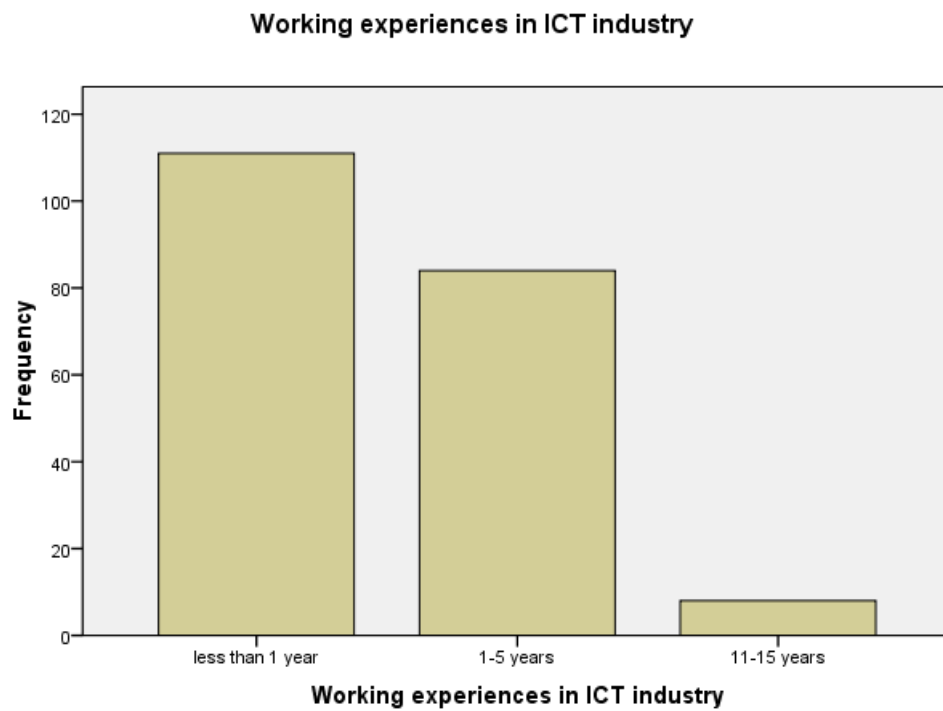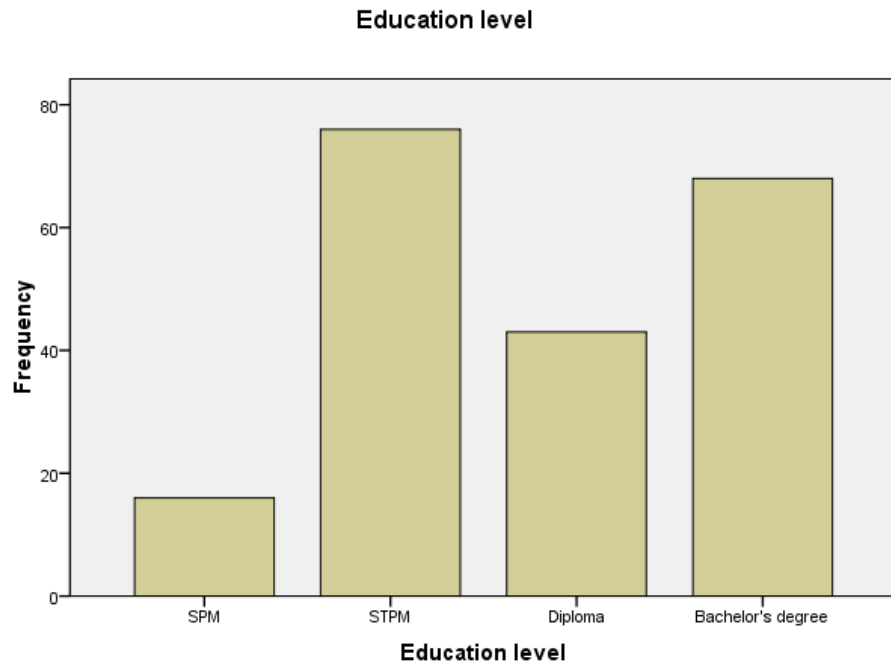
Working experiences in my company

Salary's range
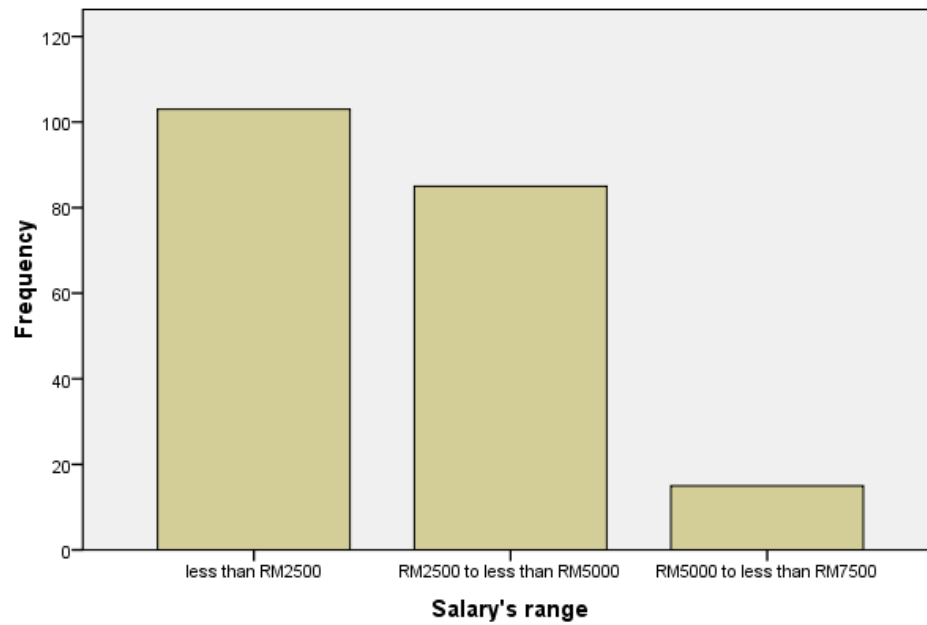
Descriptives

Descriptive Statistics

	N	Minimum	Maximum	Mean
Average_JS	203	2.00	5.00	3.3169
Average_RS	203	2.00	4.50	3.2149
Average_LMX	203	2.50	6.00	4.1182
Average_HRP	203	2.20	5.00	3.1714
Average_TI	203	1.00	4.67	3.0608
Valid N (listwise)	203			

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.789	.790	6

Item Statistics

	Mean	Std. Deviation	N
Find real enjoyment in my job	3.9000	.60743	30
My job is rather unpleasant	3.5333	.81931	30
Bored with my job	3.6333	1.12903	30
I am satisfied with my job	4.0000	.64327	30
Definitely dislike my job	4.2333	.56832	30
I am enthusiastic with my job	3.6333	.71840	30

Inter-Item Correlation Matrix

	Find real enjoyment in my job	My job is rather unpleasant	Bored with my job	I am satisfied with my job	Definitely dislike my job	I am enthusiastic with my job
Find real enjoyment in my job	1.000	.249	-.005	.530	-.030	.308
My job is rather unpleasant	.249	1.000	.666	.262	.612	.461
Bored with my job	-.005	.666	1.000	.380	.837	.551
I am satisfied with my job	.530	.262	.380	1.000	.377	.373
Definitely dislike my job	-.030	.612	.837	.377	1.000	.217
I am enthusiastic with my job	.308	.461	.551	.373	.217	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Find real enjoyment in my job	19.0333	9.137	.246	.486	.812
My job is rather unpleasant	19.4000	6.869	.668	.571	.723
Bored with my job	19.3000	5.390	.714	.860	.718
I am satisfied with my job	18.9333	8.133	.508	.500	.765
Definitely dislike my job	18.7000	8.010	.645	.818	.744
I am enthusiastic with my job	19.3000	7.666	.560	.607	.752

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.9333	10.409	3.22633	6

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.733	.733	8

Item Statistics

	Mean	Std. Deviation	N
Work under incompatible policies and guidelines	3.7000	.87691	30
Receive incompatible requests from two or more people	3.5333	1.04166	30
I do know if my work is acceptable to boss	3.8333	.64772	30
I feel certain about my authority	3.7000	.70221	30
I have clear planned goals and objectives	3.8667	.73030	30
I know my responsibilities	4.1667	.37905	30
Do not have time to finish job	3.0667	.94443	30
Rushed in doing job	3.0000	1.05045	30

Inter-Item Correlation Matrix

	Work under incompatible policies and guidelines	Receive incompatible requests from two or more people	I do know if my work is acceptable to boss	I feel certain about my authority	I have clear planned goals and objectives	I know my responsibilities	Do not have time to finish job	Rushed in doing job

Work under incompatible policies and guidelines	1.000	.936	-.091	.353	.474	.467	.108	.599
Receive incompatible requests from two or more people	.936	1.000	-.017	.226	.459	.466	.138	.630
I do know if my work is acceptable to boss	-.091	-.017	1.000	.038	-.194	.117	-.319	.000
I feel certain about my authority	.353	.226	.038	1.000	.457	.324	-.281	.654
I have clear planned goals and objectives	.474	.459	-.194	.457	1.000	.581	.013	.719
I know my responsibilities	.467	.466	.117	.324	.581	1.000	-.225	.520
Do not have time to finish job	.108	.138	-.319	-.281	.013	-.225	1.000	.000
Rushed in doing job	.599	.630	.000	.654	.719	.520	.000	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Work under incompatible policies and guidelines	25.1667	10.144	.759	.921	.630
Receive incompatible requests from two or more people	25.3333	9.333	.744	.931	.622
I do know if my work is acceptable to boss	25.0333	15.344	-.120	.247	.785
I feel certain about my authority	25.1667	12.626	.408	.688	.710
I have clear planned goals and objectives	25.0000	11.586	.610	.635	.673
I know my responsibilities	24.7000	13.528	.532	.486	.710
Do not have time to finish job	25.8000	14.717	-.063	.305	.806
Rushed in doing job	25.8667	9.085	.784	.809	.610

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
28.8667	15.154	3.89282	8

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.673	.729	6

Item Statistics

	Mean	Std. Deviation	N
Superior understands my problems	3.7333	.94443	30
Superior recognize my potential	3.7333	.69149	30
My superior will help me to solve my problems	3.8000	.76112	30
My superior has confidence on me	3.7000	.87691	30
I know where i stand with my superior	3.8333	.53067	30
My relationship with my superior is effective	3.6667	.71116	30

Inter-Item Correlation Matrix

	Superior understands my problems	Superior recognize my potential	My superior will help me to solve my problems	My superior has confidence on me	I know where i stand with my superior	My relationship with my superior is effective
Superior understands my problems	1.000	-.218	-.173	-.225	-.573	-.342
Superior recognize my potential	-.218	1.000	.812	.603	.345	.514

My superior will help me to solve my problems	-.173	.812	1.000	.682	.512	.637
My superior has confidence on me	-.225	.603	.682	1.000	.630	.774
I know where i stand with my superior	-.573	.345	.512	.630	1.000	.670
My relationship with my superior is effective	-.342	.514	.637	.774	.670	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Superior understands my problems	18.7333	9.030	-.342	.429	.888
Superior recognize my potential	18.7333	5.444	.638	.711	.555
My superior will help me to solve my problems	18.6667	4.782	.787	.763	.485
My superior has confidence on me	18.7667	4.392	.767	.702	.471

I know where i stand with my superior	18.6333	6.516	.437	.669	.632
My relationship with my superior is effective	18.8000	5.269	.676	.672	.538

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.4667	7.982	2.82517	6

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.742	.780	5

Item Statistics

	Mean	Std. Deviation	N
I have participated training	3.4333	1.13512	30
I can see my opportunities for my advancement	3.6667	.75810	30
I am satisfied with my fair promotion	3.5667	.85836	30
I think my pay level is fair	3.5333	.89955	30
I am satisfied with the pay and benefits	3.7000	.98786	30

Inter-Item Correlation Matrix

	I have participated training	I can see my opportunities for my advancement	I am satisfied with my fair promotion	I think my pay level is fair	I am satisfied with the pay and benefits
I have participated training	1.000	.534	.199	-.268	-.095
I can see my opportunities for my advancement	.534	1.000	.671	.472	.506
I am satisfied with my fair promotion	.199	.671	1.000	.622	.655
I think my pay level is fair	-.268	.472	.622	1.000	.846

Inter-Item Correlation Matrix

	I have participated training	I can see my opportunities for my advancement	I am satisfied with my fair promotion	I think my pay level is fair	I am satisfied with the pay and benefits
I have participated training	1.000	.534	.199	-.268	-.095
I can see my opportunities for my advancement	.534	1.000	.671	.472	.506
I am satisfied with my fair promotion	.199	.671	1.000	.622	.655
I think my pay level is fair	-.268	.472	.622	1.000	.846
I am satisfied with the pay and benefits	-.095	.506	.655	.846	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
I have participated training	14.4667	8.947	.081	.642	.872
I can see my opportunities for my advancement	14.2333	7.013	.796	.722	.609

I am satisfied with my fair promotion	14.3333	6.713	.749	.595	.609
I think my pay level is fair	14.3667	7.413	.523	.815	.690
I am satisfied with the pay and benefits	14.2000	6.648	.620	.747	.650

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
17.9000	10.783	3.28371	5

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded[a]	0	.0
	Total	30	100.0

a. Listwise deletion based on all variables in the
procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.672	.674	3

Item Statistics

	Mean	Std. Deviation	N
Plan to leave as soon as possible	3.8333	.91287	30
I would be reluctant to leave my company	3.1667	1.01992	30
I plan to stay in my company	3.6333	.99943	30

Inter-Item Correlation Matrix

	Plan to leave as soon as possible	I would be reluctant to leave my company	I plan to stay in my company
Plan to leave as soon as possible	1.000	.549	.309
I would be reluctant to leave my company	.549	1.000	.366
I plan to stay in my company	.309	.366	1.000

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted

Plan to leave as soon as possible	6.8000	2.786	.520	.315	.536
I would be reluctant to leave my company	7.4667	2.395	.561	.345	.470
I plan to stay in my company	7.0000	2.897	.385	.151	.706

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
10.6333	5.206	2.28161	3

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	203	100.0
	Excluded[a]	0	.0
	Total	203	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.938	.943	6

Inter-Item Correlation Matrix

	Find real enjoyment in my job	JS2R	JS3R	I am satisfied with my job	JS5R	I am enthusiastic with my job
Find real enjoyment in my job	1.000	.718	.528	.885	.649	.747
JS2R	.718	1.000	.751	.717	.768	.721
JS3R	.528	.751	1.000	.676	.893	.736
I am satisfied with my job	.885	.717	.676	1.000	.771	.771
JS5R	.649	.768	.893	.771	1.000	.653
I am enthusiastic with my job	.747	.721	.736	.771	.653	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.317	3.039	3.793	.754	1.248	.076	6

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	203	100.0
	Excluded[a]	0	.0
	Total	203	100.0

a. Listwise deletion based on all variables in the
procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.923	8

Inter-Item Correlation Matrix

	RS1R	RS2R	I do know if my work is acceptable to boss	I feel certain about my authority	I have clear planned goals and objectives	I know my responsibilities	RS7R	RS8R
RS1R	1.000	.960	.612	.702	.797	.792	.388	.634
RS2R	.960	1.000	.562	.589	.740	.714	.360	.650
I do know if my work is acceptable to boss	.612	.562	1.000	.663	.649	.819	.251	.346
I feel certain about my authority	.702	.589	.663	1.000	.784	.795	.199	.623
I have clear planned goals and objectives	.797	.740	.649	.784	1.000	.876	.385	.687
I know my responsibilities	.792	.714	.819	.795	.876	1.000	.403	.544
RS7R	.388	.360	.251	.199	.385	.403	1.000	.286
RS8R	.634	.650	.346	.623	.687	.544	.286	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.215	2.685	3.626	.941	1.350	.114	8

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	203	100.0
	Excluded[a]	0	.0
	Total	203	100.0

a. Listwise deletion based on all variables in the
procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.912	.915	6

Inter-Item Correlation Matrix

	Superior understands my problems	Superior recognize my potential	My superior will help me to solve my problems	My superior has confidence on me	I know where i stand with my superior	My relationship with my superior is effective
Superior understands my problems	1.000	.508	.220	.435	.465	.426
Superior recognize my potential	.508	1.000	.669	.841	.820	.795
My superior will help me to solve my problems	.220	.669	1.000	.625	.553	.697
My superior has confidence on me	.435	.841	.625	1.000	.853	.859
I know where i stand with my superior	.465	.820	.553	.853	1.000	.859
My relationship with my superior is effective	.426	.795	.697	.859	.859	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.269	3.143	3.369	.227	1.072	.006	6

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	203	100.0
	Excluded[a]	0	.0
	Total	203	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.861	.857	5

Inter-Item Correlation Matrix

	I have participated training	I can see my opportunities for my advancement	I am satisfied with my fair promotion	I think my pay level is fair	I am satisfied with the pay and benefits
I have participated training	1.000	.487	.223	-.067	-.009
I can see my opportunities for my advancement	.487	1.000	.828	.740	.714
I am satisfied with my fair promotion	.223	.828	1.000	.837	.807
I think my pay level is fair	-.067	.740	.837	1.000	.888
I am satisfied with the pay and benefits	-.009	.714	.807	.888	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.171	3.054	3.424	.369	1.121	.025	5

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	203	100.0
	Excluded[a]	0	.0
	Total	203	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.871	.872	3

Inter-Item Correlation Matrix

	TI1R	I would be reluctant to leave my company	I plan to stay in my company
TI1R	1.000	.739	.700
I would be reluctant to leave my company	.739	1.000	.643
I plan to stay in my company	.700	.643	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.061	2.837	3.232	.394	1.139	.041	3

Correlations

Correlations

		Average_JS	Average_TI
Average_JS	Pearson Correlation	1	-.760[**]
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	-.760[**]	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

Correlations

		Average_RS	Average_TI
Average_RS	Pearson Correlation	1	.639[**]
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	.639[**]	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

Correlations

		Average_LMX	Average_TI
Average_LMX	Pearson Correlation	1	-.737**
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	-.737**	1
	Sig. (2-tailed)	.000	
	N	203	203

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

Correlations

		Average_HRP	Average_TI
Average_HRP	Pearson Correlation	1	-.762[**]
	Sig. (2-tailed)		.000
	N	203	203
Average_TI	Pearson Correlation	-.762[**]	1
	Sig. (2-tailed)	.000	
	N	203	203

[**]. Correlation is significant at the 0.01 level (2-tailed).

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	Average_HRP, Average_RS, Average_LMX, Average_JS[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: Average_TI

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815[a]	.805	.801	.25956

a. Predictors: (Constant), Average_HRP, Average_RS, Average_LMX,
Average_JS

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	122.923	4	30.731	398.149	.000[a]
Residual	61.994	198	.313		
Total	184.917	202			

a. Predictors: (Constant), Average_HRP, Average_RS, Average_LMX, Average_JS

b. Dependent Variable: Average_TI

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.162	.180		.903	.003
	Average_JS	-.524	.113	-.535	-5.509	.000
	Average_RS	.320	.109	.161	2.943	.004
	Average_LMX	-.352	.095	-.352	-1.600	.003
	Average_HRP	-.624	.094	-.580	-5.240	.000

a. Dependent Variable: Average_TI